BUDGET STATEMENTS

2021-22

for

Transport Canberra and City Services Directorate

# TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

## Purpose

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

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

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

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

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

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

## 2021-22 Priorities

Strategic and operational priorities to be pursued in 2021-22 include:

### ****Better transport to keep Canberra moving as we grow****

* Implementation of the ACT Transport Strategy;
* Continue the procurement of buses to replace buses beyond their useful life and compliance with accessibility standards;
* Progress procurement of a new integrated public transport ticketing system;
* Measures to improve road safety and compliance with new standards;
* Commence construction of a new Woden Bus Depot;
* Developing a new Gungahlin traffic model and recalibration of the Canberra Strategic Transport Model to 2021 Census data and a new Household Travel Survey;
* Implementing the *ACT Road Safety Strategy 2020-2025* (the Strategy) and the *ACT Road Safety Action Plan* 2020‑2023 (the Action Plan); and
* Undertake a review of the E-Scooter scheme to test the benefits and impacts of the first year of operations.

### ****Strengthening services for our city and suburbs****

* Delivery of large infrastructure projects to keep our city moving and better connected, including upgrades to the Monaro Highway and the duplication of Gundaroo Drive Stage 3;
* Continued development of local infrastructure to support stronger communities and provide stimulus to aid in the economic recovery from COVID-19;
* Implementation of the Urban Forest Strategy to take the city towards the government’s 30 per cent canopy target;
* Continue repair of tree surrounds utilising a flexible permeable product to improve tree health and reduce trip hazards;
* Finalise a Playspace Strategy to inform future directions and priorities for the management and upgrade of playspaces across the city;
* Introduce a food and garden organics collection and recovery pilot in Belconnen and strengthen resource recovery through commencement of procurement for upgrades to the Materials Recycling Facility in response to bans on waste exports;
* Complete delivery of the More Bins waste initiative by developing a community litter education program;
* Keeping our city safe and looking good by responding to La Nina wet weather impacts on mowing and road surface maintenance;
* Continue to identify and deliver on opportunities for Aboriginal and Torres Strait Islander participation in community projects delivery by City Presentation branch including play spaces design and indigenous landscape plantings;
* Plan for the inaugural Street Art Festival in Canberra to enable local and interstate artists to enhance and diversify our city streetscape;
* Continue delivery of the School Safety program including the Active Streets for Schools, Ride or Walk to School, It’s Your Move and the School Crossing Supervisor programs;
* Continue a rolling program of facility upgrades including making sporting pavilions female friendly to encourage the increased participation of women and girls in organised sport;
* Install new LED lighting at Kambah and Mawson district playing fields and facility improvements to cricket infrastructure at Melba and Taylor playing fields;
* Support and facilitate sporting groups to return to community sport in accordance with COVID-19 restrictions;
* Continue designs and infrastructure planning to further the development of the Southern Memorial Park;
* Continue to work with the RSPCA on the design development of a new facility for the organisation; and
* Continue with priority upgrades to the Woden Library.

### ****Protecting our environment and leading transition to a zero emissions future****

* Establish 54,000 trees by 2024 to meet the ACT Government’s ongoing commitment to the Urban Forest;
* Deliver the Adopt-a-Park grants program to support communities in caring for our urban parks;
* Make the most of by-products derived from the maintenance of the urban forest including mulch, logs and woody debris in government and community lead projects;
* Investigate options to create circular economy legislation to, amongst other things, phase out single use plastics and require businesses to have a separate collection for co-mingled recycling and organic waste collection and a food waste reduction plan;
* Continue phase-out of identified single-use plastic items under the current Plastic Reduction Act;
* Complete the installation of solar photovoltaic cells across 11 Transport Canberra and City Services’ sites and progress boiler upgrade and solar panel array at the Tuggeranong Bus Depot;
* Complete the trial of a fully electric truck in the Directorate’s fleet and assess its suitability;
* Begin procurement of the first tranche of zero emissions buses for Transport Canberra Operations; and
* Yarralumla Nursery will continue to ensure its heritage infrastructure is maintained and protected.

## Estimated Employment Level

Table 1: Estimated Employment Level

|  | 2019-20  Actual  Outcome1 | 2020-21  Budget2 | 2020-21  Interim  Outcome1 | 2021-22  Budget2 |
| --- | --- | --- | --- | --- |
| **Staffing (FTE) – Transport Canberra and City Services**  **(exclude Transport Canberra Operations)** | 958 | 1,021 | 1,0673 | 9584 |
| **Staffing (FTE) – Transport Canberra Operations** | 929 | 978 | 1,0165 | 9786 |
| **Staffing (FTE) – Total** | 1,887 | 1,999 | 2,083 | 1,936 |

Notes:

1. These figures relate to 30 June staffing levels.
2. These figures relate to estimated average annual staffing levels.
3. The increase of 46 FTE in the 2020-21 Interim Outcome from the 2020-21 Budget in TCCS is due to additional positions funded by: supplies and services (31 FTE), additional independent revenue (14 FTE), capital initiatives (11 FTE), and temporarily funded positions (22 FTE); offset by unfilled positions under Jobs of Canberran's initiative (32 FTE).
4. The decrease of 63 FTE in the 2021-22 Budget from the 2020-21 Budget in TCCS is due to ceasing initiatives (19 FTE), cessation of Jobs for Canberrans (106 FTE); offset by new initiatives (37 FTE), insourcing of activities (21 FTE) and transfer of positions from TCO (4 FTE).
5. The increase of 38 FTE in the 2020-21 Interim Outcome from the 2020-21 Budget in TCO is due to additional positions related to: additional staffing required as a result of the COVID-19 pandemic (7 FTE); positions funded from independent revenue (16 FTE) and positions funded from supplies and services (15 FTE).
6. The budgeted FTE remains at 978 and reflects the following movements: an increase due to new initiatives (12 FTE); offset by ceasing initiatives (8 FTE) and transfer of positions to TCCS (4 FTE).

## Strategic Objectives and Indicators

The Directorate has recently finalised its *Strategic Plan 2021-2024* which includes revised strategic objectives. The Directorate will review its strategic indicators in line with the new *Strategic Plan 2021-24* and the *ACT Wellbeing Framework* during 2021-22. Updated indicators and objectives will be reflected in the 2022-23 Budget Statements.

The following strategic objectives and strategic indicators are based on the previous Strategic Plan.

**A customer perspective**

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

**Strategic Objective 1**

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

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

**Strategic Indicator 1.1: Customer satisfaction**

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

This is achieved through:

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

The Directorate has extended its five-year target set in the 2016-17 Budget to measure customer satisfaction with the Transport Canberra Buses (ACTION) bus network to reach an 88 per cent satisfaction rate by an additional year to 2021-22.

Figure 1: Customer satisfaction results and targets

**Strategic Indicator 1.2: Patronage**

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

Figure 2: Patronage results and targets

**Strategic Indicator 1.3: Service reliability**

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

Service reliability is measured through two key accountability indicators:

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

The Directorate has extended its five-year target set in the 2016-17 Budget for services operated to completion of 99.6 per cent and on-time running of 85 per cent by an additional year to 2021-22.

Figure 3: Services operated to completion

Figure 4: On-time running

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

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

A further area of performance includes:

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

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

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

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

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

The Directorate has extended its target set in the 2016-17 Budget to measure customer satisfaction with services to reach an 88 per cent satisfaction rate by an additional year to 2021‑22.

Figure 5: Customer satisfaction with services

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

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

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

The Directorate has extended its target set in the 2016-17 Budget to measure customer satisfaction with community engagement to reach an 85 per cent satisfaction rate by an additional year to 2021-22.

Figure 6: Customer satisfaction with community engagement

**An internal business perspective**

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

**Strategic Objective 2**

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

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

This has two key elements:

1. improving the efficiency of bus operations; and
2. generating revenue through well targeted fare structures and increasing public transport patronage.

**Strategic Indicator 2.1: Operating efficiency**

Operating efficiency is a measure of the cost of providing bus services. The key accountability indicator for this is the bus network operating cost per network kilometre. The Directorate has a long-term goal of reducing operating costs per network kilometre annually by one per cent from the 2019-20 target levels.

This is an improvement in operating efficiency of more than one per cent after taking into account CPI growth.

Figure 7: Bus network operating costs per network kilometre

**Strategic Indicator 2.2: Business performance**

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

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

The Directorate has extended its target set in the 2016-17 Budget for Government subsidy per passenger boarding of 71 per cent by additional year to 2021-22.

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

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

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

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

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

Figure 9: Percentage of territorial roads in good condition

**An innovation perspective**

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

**Strategic Objective 3**

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

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

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

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

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

**Strategic Indicator 3.1: Reduce public transport related greenhouse gas emissions**

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

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

The Directorate is working on implementation of its *Zero-Emission Transition Plan for Transport Canberra* to achieve the ACT Government’s ambition of zero-emission public transport system by 2040.

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

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

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

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

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

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

Figure 10: Waste to landfill as a proportion

Projections =>

**Strategic Objective 4**

***Safe Community – Road Safety***

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

**Strategic Indicator 4.1: Promotion of Road Safety**

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

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

**Note:**

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

## Output Classes

### Output Class 1: Transport Canberra

Table 2: Output Class 1: Transport Canberra

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 208,320 | 208,773 |
| **Controlled Recurrent Payments** |  | 209,074 | 207,094 |

Note:

1. Total cost includes depreciation and amortisation of $0.019 million in 2020-21 and $0.107 million in 2021-22.

#### Output 1.1: Transport Canberra

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

**Table 3: Output 1.1: Transport Canberra**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 208,320 | 208,773 |
| **Controlled Recurrent Payments** |  | 209,074 | 207,094 |

Note:

1. Total cost includes depreciation and amortisation of $0.019 million in 2020-21 and $0.107 million in 2021-22.

### Output Class 2: City Services

Table 4: Output Class 2: City Services

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 511,297 | 520,122 |
| **Controlled Recurrent Payments** |  | 254,789 | 269,474 |

Note:

1. Total cost includes depreciation and amortisation of $196.090 million in 2020-21 and $202.533 million in 2021-22.

#### Output 2.1: Roads and Infrastructure

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

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

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 263,930 | 263,699 |
| **Controlled Recurrent Payments** |  | 99,221 | 109,095 |

Note:

1. Total cost includes depreciation and amortisation of $146.565 million in 2020-21 and $153.249 million in 2021-22.

#### Output 2.2: Library Services

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

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

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 22,048 | 21,379 |
| **Controlled Recurrent Payments** |  | 17,890 | 17,300 |

Note:

1. Total cost includes depreciation and amortisation of $2.083 million in 2020-21 and $3.062 million in 2021-22.

#### Output 2.3: Waste and Recycling

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

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

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 63,076 | 76,734 |
| **Controlled Recurrent Payments** |  | 45,824 | 46,055 |

Note:

1. Total cost includes depreciation and amortisation of $9.774 million in 2020-21 and $8.775 million in 2021-22.

#### Output 2.4: City Maintenance and Services

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

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

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 147,742 | 141,053 |
| **Controlled Recurrent Payments** |  | 91,854 | 97,024 |

Note:

1. Total cost includes depreciation and amortisation of $35.800 million in 2020-21 and $35.418 million in 2021-22.

#### Output 2.5: Capital Linen Service

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

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

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 14,501 | 17,257 |
| **Controlled Recurrent Payments** |  | 0 | 0 |

Note:

1. Total cost includes depreciation and amortisation of $1.867 million in 2020-21 and $2.029 million in 2021-22.

## Accountability Indicators

Due to the release of the 2021-22 Budget on 6 October 2021, the 2020-21 accountability indicators below refer to the interim outcome included in the draft 2020‑21 Statement of Performance, which was unaudited at the time of preparing these budget statements.

### Output Class 1: Transport Canberra

#### Output 1.1: Transport Canberra

Table 10: Accountability Indicators Output 1.1

|  | 2020-21  Targets | 2020-21  Interim  Outcome | 2021-22  Targets |
| --- | --- | --- | --- |
| **Light Rail** | | | |
| 1. Light rail passenger service availability1 | 99.5% | 100% | n/a |
| 1. Customer satisfaction with light rail services as assessed by passenger survey2 | 85% | 91% | 85% |
| **Active Travel Office** |  |  |  |
| 1. Customer satisfaction with access to cycle and walking paths2 | 85% | 88% | 85% |
| **Public Transport Passenger Boardings** |  |  |  |
| 1. Public transport passenger boardings3 | 19.9 million | 15.1 million | n/a |
| **Bus Operations** |  |  |  |
| 1. Customer satisfaction with bus operation services as assessed by passenger survey2 | 85% | 78% | 85% |
| 1. Percentage of in service fleet fully compliant with standards under the *Disability Discrimination Act 19924* | 86% | 93% | 95% |
| 1. Percentage of in service fleet Euro 5 or better emission standard compliant5 | 67% | 73% | n/a |
| 1. Service reliability – percentage of all scheduled services which operated to completion6 | 99.5% | 98.8% | n/a |
| 1. Percentage of services operating on scheduled time7 | 75% | 78% | n/a |
| 1. Total network operating cost per network kilometre8 | $5.88 | $6.01 | $5.88 |

Notes:

1. Availability of light rail for passenger services is measured by comparing the number of scheduled services against the number of services that were delivered. This is an operational indicator that is ceasing in 2021-22 and will be reported by TCO.
2. Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Directorate. The survey seeks customer views on the Directorate’s core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000.
3. This indicator measures the patronage numbers for buses and light rail. This is an operational indicator that is ceasing in 2021-22 and will be reported by TCO.
4. The *Disability Discrimination Act 1992* (DDA) details the accessibility specifications of a bus required to achieve compliance. The Act requires full compliance by 2022.
5. Euro emission standards define the acceptable limits for exhaust emissions of vehicles. This is an operational indicator that is ceasing in 2021-22 and will be reported by TCO.
6. This is an operational indicator that is ceasing in 2021-22 and will be reported by TCO.
7. Operating on scheduled time describes a bus service that departs a stop that is a designated timing point between one minute earlier and four minutes later than the scheduled time. GPS technology attached to the MyWay system is used to measure this indicator. Only scheduled services that operated successfully are measured. This is an operational indicator that is ceasing in 2021-22 and will be reported by TCO.
8. Network operating costs per kilometre measures the cost and kilometres directly attributable to the operation of Transport Canberra Operations’ bus network route. This is an operational indicator that is ceasing in 2021-22 and will be reported by TCO.

### Output Class 2: City Services

#### Output 2.1: Roads and Infrastructure

Table 11: Accountability Indicators Output 2.1

|  | 2020-21  Targets | 2020-21  Interim  Outcome | 2021-22  Targets |
| --- | --- | --- | --- |
| **Roads** | | | |
| 1. Annual percentage of territorial roads resurfaced1 | 5% | 6% | 5% |
| 1. Annual percentage of municipal roads resurfaced | 4% | 4% | 4% |
| 1. Percentage of customers satisfied with the public road network2 | >75% | 80% | >75% |
| 1. Percentage of territorial roads in good condition1 | >89% | 89.2% | >89% |
| 1. Percentage of bridges that meet SM1600 standard on the B Double Network3 | >80% | 84% | >80% |
| 1. Increase in length (km) of community paths4 | 35 | 65 | 35 |
| 1. Increase in length (km) of cycle lanes5 | 25 | 21 | 25 |
| **Asset Acceptance** |  |  |  |
| 1. Responses on Development Applications referred from the Environment, Planning and Sustainable Development Directorate completed within agreed timeframes6 | 85% | 92% | 85% |
| 1. Respond to developers’ submissions within adopted timeframes7 | 85% | 64% | 85% |

Notes:

1. Territorial roads are sealed major roads that have the principal function of an avenue for movements linking town centres and suburbs. Territorial roads are defined as NAASRA (National Association of Australian State Road Authorities) Class 1,2,3 and 6. This indicator is measured using an industry standard survey that assesses one third of the territorial road network annually.
2. Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Directorate. The survey seeks customer views on the Directorate’s core service delivery responsibilities including library services, infrastructure services (including roads and community paths), waste collection, parks and open spaces, and public transport. The response is collected through a telephone survey over a period of four weeks. The respondents are asked to rate services across four ratings which were “Very Satisfied”, ”Satisfied”, ”Dissatisfied” and “Very Dissatisfied”. Minimum sample size for this survey is 1,000.
3. SM1600 standard is a theoretical loading designated by Australian Standards 5100:2004 Bridge Design which should ensure that bridges can carry future vehicle loadings.
4. Increases in community paths are measured using the date the 'works as executed' drawings are submitted and registered.
5. The indicator refers to the length of cycle lanes in the network that meet the current standard width requirements.
6. Agreed timeframe is 15 working days.
7. Adopted timeframe is 20 working days.

#### Output 2.2: Library Services

Table 12: Accountability Indicators Output 2.2

|  | 2020-21  Targets | 2020-21  Interim  Outcome | 2021-22  Targets |
| --- | --- | --- | --- |
|  | | | |
| 1. Physical visits to libraries per capita1 | 5.0 | 2.7 | 5.0 |
| 1. Items borrowed per capita1,2 | 7.5 | 4.8 | 7.5 |
| 1. Percentage of population who are registered library members3 | 55% | 44% | 55% |
| 1. Customer satisfaction with library services4 | 90% | 95% | 90% |
| 1. Direct cost of public library services per capita1 | $35.50 | $36.64 | $35.50 |
| 1. Percentage of library collection purchased in previous five years | 60% | 64% | 60% |
| 1. Number of hours assisting client research in the ACT Heritage Library | 900 | 491 | 900 |
| 1. Percentage of participants with a learning outcome from library programs5 | 90% | Not measured | 90% |

Notes:

1. The 2021-22 target is based on an ACT population of 436,700.
2. This includes physical loans as well as digital loans.
3. The 2021-22 target is based on an ACT population of 436,700 with 55 per cent of the population representing approximately 240,185 library members. Registered library members include people from the ACT and the surrounding NSW region.
4. Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Directorate. The survey seeks customer views on the Directorate’s core service delivery responsibilities including library services, infrastructure services (including roads and community paths), waste collection, parks and open spaces, and public transport. The response is collected through a telephone survey over a period of four weeks. The respondents are asked to rate services across four ratings which were “Very Satisfied”, ”Satisfied”, ”Dissatisfied” and “Very Dissatisfied”. Minimum sample size for this survey is 1,000. The survey includes public libraries only and does not include the Virtual and Heritage Libraries.
5. Library programs and events offer people opportunities to learn and link them to library resources to further their learning and use of the library. The result of this indicator is measured through a survey completed by the participants. Due to COVID-19 restrictions the survey was not conducted for the limited number of face-to-face programs run by the libraires in the 2020-21 reporting period.

#### Output 2.3: Waste and Recycling

Table 13: Accountability Indicators Output 2.3

|  | 2020-21  Targets | 2020-21  Interim  Outcome | 2021-22  Targets |
| --- | --- | --- | --- |
|  | | | |
| 1. Annual tonnes of waste to landfill per head of population1,4 | 0.5 | 0.54 | n/a |
| 1. Annual total resource recovery tonnage per head of population1,5 | 1.5 | 1.6 | n/a |
| 1. Percentage of material recovered from the total waste stream6 | 75% | 75% | n/a |
| 1. Percentage of customers satisfied with waste collection services2 | >90% | 90.0% | >90% |
| 1. Contract cost of landfilling waste per tonne | $19.00 | $18.29 | $19.50 |
| 1. Annual cost of domestic household waste collection services per head of population1 | $21.25 | $22.40 | $22.00 |
| 1. Annual cost of domestic household recycling collection service per head of population 1 | $12.10 | $12.03 | $12.34 |
| 1. Number of mattresses diverted from landfill7 | 37,000 | 44,870 | n/a |
| 1. Container redemption rate (in relation to the Container Deposit Scheme)3 | 60% | 61% | 60% |
| 1. Annual tonnes of ACT household waste to landfill per head of population8 | n/a | n/a | 0.187 |
| 1. Annual tonnes of ACT household comingled recycling per head of population9 | n/a | n/a | 0.075 |
| 1. Annual tonnes of ACT household organics per head of population10 | n/a | n/a | 0.065 |
| 1. Percentage of material recovered from the ACT household total waste stream11 | n/a | n/a | 43.0% |
| 1. Annual cost of domestic garden organics collection service per head of population (green lids)12 | n/a | n/a | 12.50 |
| 1. Percentage of mattress components recovered from mattress recycling initiative13 | n/a | n/a | 78% |
| 1. Resource recovery rate from the ACT household bulky waste service14 | n/a | n/a | >30% |

Notes:

1. The 2021-22 target is based on an ACT population of 436,700 and Queanbeyan population of 40,900.
2. Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Directorate. The survey seeks customer views on the Directorate’s core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000.
3. This indicator measures the maximum number of eligible containers recovered and recycled under the Scheme.
4. This indicator is ceasing in 2021-22 as it measures waste transfers that are outside on the control of the entity.
5. This indicator is ceasing in 2021-22 due to difficulties in measurement and reliance on voluntary reporting.
6. This indicator is ceasing in 2021-22 due to difficulties in measurement and reliance on voluntary reporting.
7. This indicator is ceasing in 2021-22 due to difficulties in measurement and timeliness of reporting by contractors.
8. This is a new indicator measuring annual tonnes of ACT household waste transferred to landfill and is based on the ACT population of 436,700.
9. This is a new indicator measuring annual tonnes of ACT household comingled recycling per head of population and is based on the ACT population of 436,700.
10. This is a new indicator measuring annual tonnes of ACT household organics per head of population and is based on the ACT population of 436,700.
11. This is a new indicator measuring resource recovery rate of ACT household waste.
12. This is a new indicator measuring annual cost of domestic garden organic waste collections per hear of population and is based on the ACT population of 436,700.
13. This is a new indicator measuring resource recovery rate from mattress recycling initiative.
14. This is a new indicator measuring resource recovery rate from the ACT household bulky waste service.

#### Output 2.4: City Maintenance and Services

Table 14: Accountability Indicators Output 2.4

|  | 2020-21  Targets | 2020-21  Interim  Outcome | 2021-22  Targets |
| --- | --- | --- | --- |
|  | | | |
| **City Maintenance and Services** | | | |
| 1. Percentage of customers satisfied with the management of sportsgrounds1 | 85% | 87% | 85% |
| 1. Numbers of dogs processed by the Domestic Animal Shelter | 1,100 | 845 | 1,100 |
| 1. Percentage of saleable stray and abandoned dogs re-homed | 90% | 98% | 90% |
| 1. Remove abandoned vehicles on unleased land within nine calendar days | 100% | 75% | 100% |
| 1. Response and collection of 'sharps' on unleased land within 4 hours | 100% | 98% | 100% |
| 1. Annual operation cost per hectare of actively maintained park land is less than benchmarked median across Australia2 | <$16,984 | $13,019 | <$15,149 |
| **Yarralumla Nursery** |  |  |  |
| 1. Plant spoilage within industry standard | <10% | 3% | <10% |

Note:

1. Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Directorate. The survey seeks customer views on the Directorate’s core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000.
2. This indicator is benchmarked against other Councils across Australia and is supported by the Yardstick Park Benchmarks report.

#### Output 2.5: Capital Linen Service

Table 15: Accountability Indicators Output 2.5

|  | 2020-21  Targets | 2020-21  Interim Outcome | 2021-22  Targets |
| --- | --- | --- | --- |
|  | | | |
| 1. Retain certification of Quality Management System Standard AS/NZS ISO 9001 | 100% | 100% | 100% |
| 1. Percentage of all linen items ordered delivered in full1 | 98.6% | 99.8% | 98.6% |

Note:

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

## Changes to Appropriation

Table 16: Changes to appropriation – Controlled Recurrent Payments

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **2020-21 Budget** | **471,136** | **456,898** | **460,907** | **463,808** | **456,960** |
|  |  |  |  |  |  |
| **2021-22 Budget Policy Decisions** |  |  |  |  |  |
| Better community infrastructure - Improving local roads and community infrastructure | 0 | 0 | 0 | 15 | 87 |
| Better community infrastructure - Improving sport and recreation facilities | 0 | 0 | 15 | 21 | 28 |
| Better Government - Supporting the Freedom of Information Act 2016 | 0 | 161 | 163 | 0 | 0 |
| Connected and sustainable Canberra - Active travel investments | 0 | 297 | 0 | 4 | 38 |
| Connected and sustainable Canberra - Improving the city's traffic network | 0 | 150 | 50 | 0 | 0 |
| Connected and sustainable Canberra - Modelling transport across Canberra | 0 | 1,286 | 1,099 | 381 | 173 |
| Connected and sustainable Canberra - Parkes Way/Coranderrk St intersection | 0 | 4,006 | 0 | 0 | 0 |
| Connected and sustainable Canberra - Upgrading roads in south-west Canberra | 0 | 400 | 400 | 0 | 0 |
| Continuing the COVID-19 Public Health Response | 0 | 549 | 0 | 0 | 0 |
| COVID-19 Response - Continuing Government services | 0 | 514 | 0 | 0 | 0 |
| Early design works for a new RSPCA facility | 0 | 500 | 525 | 0 | 0 |
| Flexible Bus Service - continuation | 0 | 1,471 | 0 | 0 | 0 |
| Food organics and garden organics - household waste trial | 0 | 1,201 | 1,051 | 517 | 0 |
| Growing the public transport network | 0 | 707 | 1,278 | 0 | 0 |
| Materials Recovery Facility gate fee increase | 0 | 1,990 | 2,040 | 0 | 0 |
| Mawson stormwater and placemaking improvements - construction | 0 | 0 | 0 | 0 | 21 |
| New and expanded schools – Roadworks to support East Gungahlin School | 0 | 0 | 0 | 0 | 57 |
| Protecting Canberra's unique environment - Growing our urban forest | 0 | 2,749 | 4,128 | 5,261 | 12 |
| Protecting Canberra's unique environment - Upgrading the stormwater network | 0 | 0 | 0 | 20 | 40 |
| Weighbridge system replacement | 0 | 412 | 0 | 0 | 0 |
|  |  |  |  |  |  |
| **2021-22 Budget Technical Adjustments** |  |  |  |  |  |
| Commonwealth Grant - Investment - Road Component - Capital | 0 | 400 | 400 | 0 | 0 |
| Commonwealth Grant - Investment - Road Component - Recurrent | -469 | 399 | -72 | -72 | -72 |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
| **2021-22 Budget Technical Adjustments (continued)** |  |  |  |  |  |
| Corrections to opening balance | 0 | 0 | -196 | 1,011 | 8,288 |
| Estimated Outcome - Government Offices Recoveries - Shift to Laptops | 0 | 125 | 125 | 127 | 130 |
| Estimated Outcome - Growing investment in services for our suburbs | 0 | 1,094 | 1,094 | 1,094 | 1,094 |
| Light Rail - Stage 1 - PPP Service Payments | 0 | 458 | 934 | 1,991 | 1,314 |
| Revised Funding Profile - Commonwealth Grant - Local Roads Community Infrastructure Program | -2,170 | 2,170 | 0 | 0 | 0 |
| Revised Funding Profile - Feasibility and design studies for community infrastructure and upgrades | -2,240 | 2,240 | 0 | 0 | 0 |
| Revised Funding Profile - Improving road safety through Mobile Device Detection Cameras | -700 | 700 | 0 | 0 | 0 |
| Revised Funding Profile - Parkes Way early works (ACT Contribution) | -469 | 469 | 0 | 0 | 0 |
| Revised Funding Profile - Road Safety Contribution | -930 | 930 | 0 | 0 | 0 |
| Revised Indexation Parameters | 0 | 1,021 | 1,526 | 1,628 | 5,988 |
| Revised Indexation Parameters - TCO | 0 | 240 | 386 | 396 | 2,821 |
| Revised Superannuation Parameters | 0 | 1,418 | 1,436 | 1,514 | 1,577 |
| Revised Superannuation Parameters - TCO | 0 | 1,313 | 1,488 | 1,685 | 1,735 |
| Savings - Continuing Government Services | 0 | -782 | 0 | 0 | 0 |
| Savings - Green Waste Rollout | 0 | -3,619 | -3,472 | -3,339 | -3,406 |
| Savings - Light Rail Additional Services | -295 | 0 | 0 | 0 | 0 |
| Savings - Waste Levy | 0 | -2,347 | -3,072 | -3,127 | -3,189 |
| Savings - Workers' compensation | 0 | -315 | 0 | 0 | 0 |
| Savings - Workers' compensation - Cemeteries | 0 | -31 | 0 | 0 | 0 |
| Savings - Workers' compensation - TCO | 0 | -1,774 | 0 | 0 | 0 |
| Transfer - Feasibility and design studies for community infrastructure and upgrades - to CMTEDD | 0 | -516 | 0 | 0 | 0 |
| Transfer - Mitchell light rail stop - from MPC | 0 | 0 | 120 | 240 | 244 |
| Transfer - Strengthening transparent government - to CMTEDD (TCCS component) | 0 | -142 | -145 | -147 | -150 |
| Transfer - Strengthening transparent government - to CMTEDD (TCO component) | 0 | -105 | -107 | -108 | -111 |
| Transfer - TCCS Intellectual property licensing and public archives access services to TRO | 0 | -39 | -40 | -40 | -41 |
| Transfer - Transport regulation and safety policy function - from JACS (corrections) | 0 | -30 | -30 | -28 | -29 |
|  |  |  |  |  |  |
| **2021-22 Budget** | **463,863** | **476,568** | **472,031** | **472,852** | **473,609** |

Table 17: Changes to appropriation – Capital Injections, Controlled

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2020-21 Budget** | **227,437** | **343,395** | **255,697** | **151,117** | **47,147** |
|  | | | | | |
| **2021­22 Budget Policy Decisions** |  |  |  |  |  |
| Better community infrastructure - Improving sport and recreation facilities | 0 | 950 | 0 | 0 | 0 |
| Connected and sustainable Canberra - Active travel investments | 0 | 600 | 4,000 | 3,000 | 3,270 |
| Connected and sustainable Canberra - Constructing the William Hovell Drive duplication | 0 | 3,250 | 450 | 4,500 | 28,550 |
| Connected and sustainable Canberra - Monaro Highway upgrades | 0 | 750 | 17,500 | 22,500 | 27,500 |
| Connected and sustainable Canberra - Upgrades for Pialligo | 0 | 500 | 840 | 0 | 160 |
| Fast Track Phase 3 | 0 | 1,850 | 0 | 0 | 0 |
| Food organics and garden organics - household waste trial | 0 | 159 | 3 | 3 | 0 |
| Food organics and garden organics - waste recovery facility | 0 | 700 | 0 | 0 | 0 |
| Growing the public transport network | 0 | 1,800 | 0 | 0 | 0 |
| Mawson stormwater and placemaking improvements - construction | 0 | 0 | 1,010 | 0 | 0 |
| New and expanded schools – Roadworks to support East Gungahlin School | 0 | 1,000 | 4,000 | 650 | 0 |
| Protecting Canberra's unique environment - Growing our urban forest | 0 | 500 | 204 | 0 | 0 |
| Protecting Canberra's unique environment - Upgrading the stormwater network | 0 | 2,200 | 2,130 | 2,250 | 0 |
| Southern Memorial Park | 0 | 350 | 500 | 800 | 0 |
| **2021­22 Budget Technical Adjustments** |  |  |  |  |  |
| Capital Variation - Better Roads for Gungahlin - Gundaroo Drive duplication - Stage 1 | -264 | 0 | 0 | 0 | 0 |
| Capital Variation - Intersection Improvement Program | -300 | 0 | 0 | 0 | 0 |
| Capital Variation - Operational Facilities Upgrade and Future Master Plan (City West Bus Layover) | 300 | 0 | 0 | 0 | 0 |
| Capital Variation - Stormwater Infrastructure to improve network capacity to address the local flooding | 264 | 0 | 0 | 0 | 0 |
| Ceasing initiative - Woden Bus Depot Augmentation | 0 | 0 | 0 | 0 | -5,398 |
| Commonwealth Grant - Black Spot Projects | -2,861 | 1,799 | 0 | -318 | 1,529 |
| Commonwealth Grant - Bridges Renewal Program | -435 | -165 | 1,616 | -432 | 826 |
| Commonwealth Grant - Disaster Risk Reduction | -113 | 113 | 0 | 0 | 0 |
| Commonwealth Grant - Heavy Vehicle Safety and Productivity | -347 | -600 | -1,070 | 975 | 1,459 |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
| **2021­22 Budget Technical Adjustments (continued)** |  |  |  |  |  |
| Commonwealth Grant - Local Roads Community Infrastructure Program | -2,726 | 4,256 | 5,651 | 0 | 0 |
| Commonwealth Grant - National Flood Mitigation Infrastructure Program | 0 | 2,330 | 1,010 | 0 | 0 |
| Commonwealth Grant - Recycling Infrastructure NP | -360 | -2,790 | 2,000 | 1,150 | 0 |
| Commonwealth Grant - Road Investment Component - Capital | -22,382 | -66,545 | 8,430 | 40,530 | 73,890 |
| Commonwealth Grant - Road Investment Component - COVID Stimulus | -4,800 | 5,550 | 0 | 0 | 0 |
| Commonwealth Grant - Roads to Recovery | -1,907 | -342 | 0 | 0 | 7,969 |
| Estimated Outcome - Growing investment in services for our suburbs | 0 | 791 | 0 | 0 | 0 |
| Light Rail - Stage 1 - PPP Service Payments | 0 | -435 | -891 | -1,931 | -1,156 |
| Revised Funding Profile - ACT Contribution - Bridge Renewal Programme | -4,197 | 2,197 | 2,000 | 0 | 0 |
| Revised Funding Profile - ACT Contribution - Heavy Vehicle Safety and Productivity | -1,805 | 1,805 | 0 | 0 | 0 |
| Revised Funding Profile - Athllon Drive Duplication | -1,179 | -1,821 | 3,000 | 0 | 0 |
| Revised Funding Profile - Base BIF of the agency | -7,861 | 7,861 | 0 | 0 | 0 |
| Revised Funding Profile - Better buses to support the new bus network | -1,097 | 1,097 | 0 | 0 | 0 |
| Revised Funding Profile - Better connecting Belconnen and Gungahlin | 226 | -9,226 | 4,000 | 5,000 | 0 |
| Revised Funding Profile - Better Customer Service - Improving Online Platforms | -982 | 1,982 | -1,000 | 0 | 0 |
| Revised Funding Profile - Better Intersections - Delivering our Election Commitments | -110 | -1,890 | 2,000 | 0 | 0 |
| Revised Funding Profile - Better public transport infrastructure for Canberra | -674 | 674 | 0 | 0 | 0 |
| Revised Funding Profile - Better Roads for Belconnen - Aikman Drive duplication | -179 | 179 | 0 | 0 | 0 |
| Revised Funding Profile - Better Roads for Gungahlin - Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway) | -548 | 548 | 0 | 0 | 0 |
| Revised Funding Profile - Better Services - Improved asset management | -476 | 476 | 0 | 0 | 0 |
| Revised Funding Profile - Better Services - Improving libraries - self service check out and improved access | -302 | 302 | 0 | 0 | 0 |
| Revised Funding Profile - Better services in your community - Essential Waste Management Infrastructure | -41 | 41 | 0 | 0 | 0 |
| Revised Funding Profile - Better services in your community - Integrated bus and light rail ticketing | -97 | 97 | 0 | 0 | 0 |
|  |  |  |  |  |  |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
| **2021­22 Budget Technical Adjustments (continued)** |  |  |  |  |  |
| Revised Funding Profile - Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade 2 | -723 | 723 | 0 | 0 | 0 |
| Revised Funding Profile - Building a better city - Gundaroo Drive duplication - Stage 2 | -2,484 | 0 | 2,484 | 0 | 0 |
| Revised Funding Profile - Building a better city - Improving Tharwa Village fire fighting water supply | -891 | 391 | 500 | 0 | 0 |
| Revised Funding Profile - Building a better city - Pialligo Avenue duplication early planning | -202 | 202 | 0 | 0 | 0 |
| Revised Funding Profile - Building a better city - Rehabilitating landfill sites | -1,853 | -18,647 | 9,500 | 11,000 | 0 |
| Revised Funding Profile - Business system upgrade | -80 | 80 | 0 | 0 | 0 |
| Revised Funding Profile - Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 (Isabella Weir) | -141 | 141 | 0 | 0 | 0 |
| Revised Funding Profile - Civic to Gungahlin Corridor Improvements | -17 | 17 | 0 | 0 | 0 |
| Revised Funding Profile - Enhancement of library collections | -726 | 726 | 0 | 0 | 0 |
| Revised Funding Profile - Ensuring uninterrupted power supply to traffic lights | -113 | 113 | 0 | 0 | 0 |
| Revised Funding Profile - Feasibility studies - duplication of Tharwa Drive and extension of Nudurr Drive | -20 | 20 | 0 | 0 | 0 |
| Revised Funding Profile - Future Bus Network | -206 | 206 | 0 | 0 | 0 |
| Revised Funding Profile - Green Waste Rollout | -308 | 308 | 0 | 0 | 0 |
| Revised Funding Profile - Improving Our Suburbs - New Molonglo Valley Infrastructure | -416 | 416 | 0 | 0 | 0 |
| Revised Funding Profile - Improving stormwater networks | -1,650 | -644 | 2,294 | 0 | 0 |
| Revised Funding Profile - Improving water management infrastructure | -20 | 20 | 0 | 0 | 0 |
| Revised Funding Profile - Intersection Upgrades - Belconnen way intersection with Springvale Drive (ACT Contribution) | -250 | 250 | 0 | 0 | 0 |
| Revised Funding Profile - Intersection Upgrades - Kuringa Drive intersection with Owen Dixon (ACT Contribution) | -436 | 436 | 0 | 0 | 0 |
| Revised Funding Profile - Intersection Upgrades - Launceston Street intersection with Irving Street (ACT Contribution) | 273 | -273 | 0 | 0 | 0 |
| Revised Funding Profile - Keeping our growing city moving - Better infrastructure for active travel | 341 | -341 | 0 | 0 | 0 |
| Revised Funding Profile - Keeping our growing city moving - Canberra Brickworks Precinct - environmental offsets | -4 | 4 | 0 | 0 | 0 |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
| **2021­22 Budget Technical Adjustments (continued)** |  |  |  |  |  |
| Revised Funding Profile - Keeping our growing city moving - John Gorton Drive and Molonglo River Bridge Crossing - early design | -76 | 76 | 0 | 0 | 0 |
| Revised Funding Profile - Keeping our growing city moving - Monaro Highway upgrade | -171 | 171 | 0 | 0 | 0 |
| Revised Funding Profile - Keeping our growing city moving - Safer intersections | -187 | 187 | 0 | 0 | 0 |
| Revised Funding Profile - Look and Feel of City | -1,805 | 1,805 | 0 | 0 | 0 |
| Revised Funding Profile - Making our roads safer while keeping Canberra moving | -359 | -6,641 | 7,000 | 0 | 0 |
| Revised Funding Profile - Materials Recovery Facility Expansion | -2,393 | -3,107 | 5,500 | 0 | 0 |
| Revised Funding Profile - Molonglo Enabling Works | -1,613 | -29,237 | -8,150 | -5,700 | 44,700 |
| Revised Funding Profile - More active travel infrastructure for our schools and suburbs | -351 | 351 | 0 | 0 | 0 |
| Revised Funding Profile - More carparks for Palmerston Shops and Cooleman Court | -394 | 394 | 0 | 0 | 0 |
| Revised Funding Profile - More jobs for our growing city - Better town centres | -28 | 28 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Better waste management | -1,150 | 1,150 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Bringing Woden Town Square to life | -464 | 464 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - More trees | -26 | 26 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Parkwood estate rehabilitation | -838 | -962 | 1,800 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Southern Memorial Park Detailed Design | -234 | 234 | 0 | 0 | 0 |
| Revised Funding Profile - More support for families and inclusion - Keeping Canberrans safe in public places | -17 | 17 | 0 | 0 | 0 |
| Revised Funding Profile - Northbourne Avenue Pavement - Part 2 (ACT Contribution) | -837 | 837 | 0 | 0 | 0 |
| Revised Funding Profile - Northbourne Avenue Pavement - Part 3 (ACT Contribution) | -750 | 750 | 0 | 0 | 0 |
| Revised Funding Profile - Planning and design for a zero emissions bus network | -480 | 480 | 0 | 0 | 0 |
| Revised Funding Profile - Progressing Better Suburbs Initiatives | 275 | -136 | -139 | 0 | 0 |
| Revised Funding Profile - Road safety improvements | -1,930 | 930 | 1,000 | 0 | 0 |
| Revised Funding Profile - Road Safety Works - Road Safety Barriers (ACT Contribution) | -109 | 109 | 0 | 0 | 0 |
| Revised Funding Profile - Road Safety Works - Traffic Signal Uninterrupted Power Supply (ACT Contribution) | -106 | 106 | 0 | 0 | 0 |
| Revised Funding Profile - Road Safety Works - Variable Speed Limit Systems (ACT Contribution) | -492 | 492 | 0 | 0 | 0 |
|  |  |  |  |  |  |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
| **2021­22 Budget Technical Adjustments (continued)** |  |  |  |  |  |
| Revised Funding Profile - Schools for our growing city - Kenny High School | -824 | -546 | 1,370 | 0 | 0 |
| Revised Funding Profile - Strengthening infrastructure supporting Canberra's new public transport network | 1,448 | -1,448 | 0 | 0 | 0 |
| Revised Funding Profile - Supporting more Canberrans to Park and Ride | -1,914 | 1,914 | 0 | 0 | 0 |
| Revised Funding Profile - Upgrading an intersection on Owen Dixon Drive | -1,664 | -5,336 | 7,000 | 0 | 0 |
| Revised Funding Profile - Upgrading the ACT Material Recovery Facility (ACT Contribution) | -1,431 | -3,919 | 2,000 | 3,350 | 0 |
| Revised Funding Profile - Woden Bus Depot Augmentation | -778 | -8,222 | 0 | 9,000 | 0 |
| Revised Funding Profile -Planning better roads for our growing city | -263 | 263 | 0 | 0 | 0 |
| Revised Indexation Parameters - BIF | 0 | 0 | 0 | 0 | 1,343 |
| Savings - Better Connecting Gungahlin and Belconnen | 0 | -10,000 | -10,000 | 0 | 0 |
| Savings - Making our roads safer while keeping Canberra moving | 0 | -720 | - | 0 | 0 |
| Savings - Owen Dixon Drive Intersection | 0 | -2,500 | -2,500 | 0 | 0 |
| Undrawn funds - Green Waste Rollout | -2,437 | 0 | 0 | 0 | 0 |
| Undrawn funds - Keeping our growing city moving - Canberra Brickworks Precinct - environmental offsets | -100 | 0 | 0 | 0 | 0 |
|  |  |  |  |  |  |
| **2021-22 Budget** | **139,760** | **228,446** | **332,739** | **247,444** | **231,789** |

**Summary of 2021-22 Infrastructure Program**

**Table 18: 2021-22 Transport Canberra and City Services Directorate Infrastructure Program**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **2024-25**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
|  |  |  |  |  |  |  |
| **CAPITAL WORKS PROGRAM** |  |  |  |  |  |  |
| **Works In Progress** |  |  |  |  |  |  |
| ACT Contribution - Bridge Renewal Programme | 2,197 | 2,000 | 0 | 0 | **4,197** | Jun-23 |
| ACT Contribution - Heavy Vehicle Safety and Productivity | 1,805 | 0 | 0 | 0 | **1,805** | Jun-22 |
| Athllon Drive Duplication | 1,299 | 3,500 | 0 | 0 | **4,799** | Jun-23 |
| Better buses to support the new bus network | 19,810 | 17,700 | 0 | 0 | **37,510** | Jun-23 |
| Better connecting Belconnen and Gungahlin (ACT Contribution) | 774 | 14,000 | 5,000 | 0 | **19,774** | Jun-24 |
| Better connecting Belconnen and Gungahlin (Commonwealth Contribution) | 10,000 | 10,000 | 0 | 0 | **20,000** | Jun-23 |
| Better Customer Service - Improving Online Platforms | 3,777 | 136 | 0 | 0 | **3,913** | Jun-23 |
| Better Intersections - Delivering our Election Commitments | 1,474 | 3,450 | 50 | 0 | **4,974** | Jun-24 |
| Better public transport infrastructure for Canberra | 674 | 0 | 0 | 0 | **674** | Jun-22 |
| Better Roads for Belconnen - Aikman Drive duplication | 179 | 0 | 0 | 0 | **179** | Jun-22 |
| Better Roads for Gungahlin - Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway) | 548 | 0 | 0 | 0 | **548** | Jun-22 |
| Better Services - Improved asset management | 476 | 0 | 0 | 0 | **476** | Jun-22 |
| Better Services - Improving libraries - self-service check out and improved access | 302 | 0 | 0 | 0 | **302** | Jun-22 |
| Better services in your community - Essential Waste Management Infrastructure | 41 | 0 | 0 | 0 | **41** | Jun-22 |
| Better services in your community - Integrated bus and light rail ticketing | 97 | 0 | 0 | 0 | **97** | Jun-22 |
| Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade 2 | 4,220 | 500 | 0 | 0 | **4,720** | Jun-23 |
| Building a better city - Gundaroo Drive duplication - Stage 2 | 0 | 2,484 | 0 | 0 | **2,484** | Jun-23 |
| Building a better city - Improving Tharwa Village firefighting water supply | 391 | 500 | 0 | 0 | **891** | Jun-23 |
| Building a better city - Pialligo Avenue duplication early planning | 477 | 0 | 0 | 0 | **477** | Jun-22 |
| Building a better city - Rehabilitating landfill sites | 3,106 | 9,500 | 11,000 | 0 | **23,606** | Jun-24 |
| Business system upgrade | 80 | 0 | 0 | 0 | **80** | Jun-22 |
| **Project** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **2024-25**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
| **Works In Progress (continued)** |  |  |  |  |  |  |
| Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 (Isabella Weir) | 141 | 0 | 0 | 0 | **141** | Jun-22 |
| Civic to Gungahlin Corridor Improvements | 17 | 0 | 0 | 0 | **17** | Jun-22 |
| Commonwealth Grant - Black Spot Projects | 4,043 | 1,693 | 1,529 | 1,529 | **8,794** | Jun-25 |
| Commonwealth Grant - Bridges Renewal Program | 1,687 | 3,175 | 1,098 | 826 | **6,786** | Jun-25 |
| Commonwealth Grant - Disaster Risk Reduction | 238 | 125 | 75 | 0 | **438** | Jun-24 |
| Commonwealth Grant - Heavy Vehicle Safety and Productivity | -18 | 117 | 2,139 | 1,459 | **3,697** | Jun-25 |
| Commonwealth Grant - Local Roads Community Infrastructure Program | 5,386 | 0 | 0 | 0 | **5,386** | Jun-23 |
| Commonwealth Grant - Road Investment Component - Capital | 11,860 | 24,000 | 26,000 | 0 | **61,860** | Jun-26 |
| Commonwealth Grant - Road Investment Component - COVID Stimulus | 750 | 0 | 0 | 0 | **750** | Jun-22 |
| Commonwealth Grant - Roads to Recovery | 7,946 | 8,288 | 7,331 | 7,969 | **31,534** | Jun-25 |
| Delivering a new high school at East Gungahlin | 499 | 0 | 0 | 0 | **499** | Jun-22 |
| Delivering a smart technology ticketing system for Canberra's integrated public transport system | 500 | 18,923 | 18,523 | 0 | **37,946** | Jun-24 |
| Enhancement of library collections | 2,789 | 2,063 | 2,063 | 2,063 | **8,978** | ongoing |
| Ensuring uninterrupted power supply to traffic lights | 238 | 125 | 75 | 0 | **438** | Jun-24 |
| Feasibility and design studies for community infrastructure and upgrades | 1,724 | 0 | 0 | 0 | **1,724** | Jun-22 |
| Feasibility studies - duplication of Tharwa Drive and extension of Nudurr Drive | 20 | 0 | 0 | 0 | **20** | Jun-22 |
| Future Bus Network | 3,206 | 0 | 0 | 0 | **3,206** | Jun-22 |
| Green Waste Rollout | 308 | 0 | 0 | 0 | **308** | Jun-22 |
| Growing investment in services for our suburbs | 791 | 0 | 0 | 0 | **791** | Jun-22 |
| Improving Our Suburbs - New Molonglo Valley Infrastructure | 1,116 | 0 | 0 | 0 | **1,116** | Jun-22 |
| Improving stormwater networks | 6,066 | 6,294 | 0 | 0 | **12,360** | Jun-23 |
| Improving water management infrastructure | 258 | 0 | 0 | 0 | **258** | Jun-22 |
| Intersection Upgrades - Belconnen way intersection with Springvale Drive (ACT Contribution) | 750 | 0 | 0 | 0 | **750** | Jun-22 |
| Intersection Upgrades - Kuringa Drive intersection with Owen Dixon (ACT Contribution) | 2,771 | 0 | 0 | 0 | **2,771** | Jun-22 |
| Intersection Upgrades - Launceston Street intersection with Irving Street (ACT Contribution) | 227 | 0 | 0 | 0 | **227** | Jun-22 |
| **Project** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **2024-25**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
| **Works In Progress (continued)** |  |  |  |  |  |  |
| Intersection Upgrades - Launceston Street intersection with Irving Street (Commonwealth Contribution) | 716 | 0 | 0 | 0 | **716** | Jun-22 |
| Intersection Upgrades - Southern Cross Drive intersection with Starke Street (ACT Contribution) | 1,750 | 0 | 0 | 0 | **1,750** | Jun-22 |
| Intersection Upgrades - Southern Cross Drive intersection with Starke Street (Commonwealth Contribution) | 790 | 0 | 0 | 0 | **790** | Jun-22 |
| John Gorton Drive and Molonglo River Bridge Crossing (ACT Contribution) | 1,263 | 22,350 | 20,000 | 44,700 | **88,313** | Jun-25 |
| John Gorton Drive and Molonglo River Bridge Crossing (Commonwealth Contribution) | 2,423 | 21,350 | 20,000 | 43,500 | **87,273** | Jun-25 |
| Keeping our growing city moving - Better infrastructure for active travel | 4,159 | 0 | 0 | 0 | **4,159** | Jun-22 |
| Keeping our growing city moving - Canberra Brickworks Precinct - environmental offsets | 274 | 30 | 0 | 0 | **304** | Jun-23 |
| Keeping our growing city moving - John Gorton Drive and Molonglo River Bridge Crossing - early design | 460 | 0 | 0 | 0 | **460** | Jun-22 |
| Keeping our growing city moving - Monaro Highway upgrade | 171 | 0 | 0 | 0 | **171** | Jun-22 |
| Keeping our growing city moving - Safer intersections | 187 | 0 | 0 | 0 | **187** | Jun-22 |
| Look and Feel of City | 1,805 | 0 | 0 | 0 | **1,805** | Jun-22 |
| Making our roads safer while keeping Canberra moving | 9,214 | 7,000 | 0 | 0 | **16,214** | Jun-23 |
| Materials Recovery Facility Expansion | 244 | 5,500 | 0 | 0 | **5,744** | Jun-23 |
| More active travel infrastructure for our schools and suburbs | 351 | 0 | 0 | 0 | **351** | Jun-22 |
| More carparks for Palmerston Shops and Cooleman Court | 394 | 0 | 0 | 0 | **394** | Jun-22 |
| More jobs for our growing city - Better town centres | 28 | 0 | 0 | 0 | **28** | Jun-22 |
| More services for our suburbs - Better waste management | 1,150 | 0 | 0 | 0 | **1,150** | Jun-22 |
| More services for our suburbs - Bringing Woden Town Square to life | 464 | 0 | 0 | 0 | **464** | Jun-22 |
| More services for our suburbs - More trees | 26 | 0 | 0 | 0 | **26** | Jun-22 |
| More services for our suburbs - Parkwood estate rehabilitation | 788 | 3,550 | 0 | 0 | **4,338** | Jun-23 |
| More services for our suburbs - Southern Memorial Park Detailed Design | 584 | 500 | 800 | 0 | **1,884** | Jun-24 |
| More support for families and inclusion - Keeping Canberrans safe in public places | 17 | 0 | 0 | 0 | **17** | Jun-22 |
| Northbourne Avenue Pavement - Part 1 (ACT Contribution) | 3,000 | 0 | 0 | 0 | **3,000** | Jun-22 |
|  |  |  |  |  |  |  |
| **Project** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **2024-25**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
| **Works In Progress (continued)** |  |  |  |  |  |  |
| Northbourne Avenue Pavement - Part 1 (Commonwealth Contribution) | 1,252 | 0 | 0 | 0 | **1,252** | Jun-22 |
| Northbourne Avenue Pavement - Part 2 (ACT Contribution) | 837 | 0 | 0 | 0 | **837** | Jun-22 |
| Northbourne Avenue Pavement - Part 2 (Commonwealth Contribution) | 837 | 0 | 0 | 0 | **837** | Jun-22 |
| Northbourne Avenue Pavement - Part 3 (ACT Contribution) | 750 | 0 | 0 | 0 | **750** | Jun-22 |
| Northbourne Avenue Pavement - Part 3 (Commonwealth Contribution) | 683 | 0 | 0 | 0 | **683** | Jun-22 |
| Parkes Way Early works (ACT Contribution - CRP Funded) | 1,826 | 655 | 0 | 0 | **2,481** | Jun-23 |
| Parkes Way Early works (Commonwealth Contribution - CRP Funded) | 1,819 | 650 | 0 | 0 | **2,469** | Jun-23 |
| Planning and design for a zero emissions bus network | 780 | 0 | 0 | 0 | **780** | Jun-22 |
| Planning better roads for our growing city | 1,193 | 0 | 0 | 0 | **1,193** | Jun-22 |
| Road safety improvements (ACT Contribution) | 3,930 | 1,000 | 0 | 0 | **4,930** | Jun-23 |
| Road safety improvements (Commonwealth Contribution) | 3,922 | 0 | 0 | 0 | **3,922** | Jun-22 |
| Road Safety Works - Road Safety Barriers (ACT Contribution) | 109 | 0 | 0 | 0 | **109** | Jun-22 |
| Road Safety Works - Road Safety Barriers (Commonwealth Contribution) | 109 | 0 | 0 | 0 | **109** | Jun-22 |
| Road Safety Works - Traffic Signal Uninterrupted Power Supply (ACT Contribution) | 106 | 0 | 0 | 0 | **106** | Jun-22 |
| Road Safety Works - Traffic Signal Uninterrupted Power Supply (Commonwealth Contribution) | 106 | 0 | 0 | 0 | **106** | Jun-22 |
| Road Safety Works - Variable Speed Limit Systems (ACT Contribution) | 1,192 | 0 | 0 | 0 | **1,192** | Jun-22 |
| Road Safety Works - Variable Speed Limit Systems (Commonwealth Contribution) | 307 | 0 | 0 | 0 | **307** | Jun-22 |
| Schools for our growing city - Kenny High School | 5,454 | 10,370 | 650 | 0 | **16,474** | Jun-24 |
| Strengthening infrastructure supporting Canberra's new public transport network | 1,652 | 0 | 0 | 0 | **1,652** | Jun-22 |
| Supporting more Canberrans to Park and Ride | 1,914 | 0 | 0 | 0 | **1,914** | Jun-22 |
| Transport for Canberra - Real Time Passenger Information System | 1,555 | 0 | 0 | 0 | **1,555** | Jun-22 |
| Upgrading an intersection on Owen Dixon Drive (ACT Contribution) | 164 | 4,500 | 0 | 0 | **4,664** | Jun-23 |
| Upgrading an intersection on Owen Dixon Drive (Commonwealth Contribution) | 2,500 | 2,500 | 0 | 0 | **5,000** | Jun-23 |
|  |  |  |  |  |  |  |
| **Project** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **2024-25**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
| **Works In Progress (continued)** |  |  |  |  |  |  |
| Upgrading the ACT Material Recovery Facility (ACT Contribution) | 881 | 5,000 | 6,350 | 0 | **12,231** | Jun-24 |
| Upgrading the ACT Material Recovery Facility (Commonwealth Contribution) | 1,210 | 5,000 | 4,150 | 0 | **10,360** | Jun-24 |
| Woden Bus Depot Augmentation | 3,778 | 15,000 | 14,398 | 0 | **33,176** | Jun-24 |
|  |  |  |  |  |  |  |
| **Total Works In Progress** | **174,164** | **233,528** | **141,231** | **102,046** | **650,969** |  |
|  |  |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- |
| **CAPITAL WORKS PROGRAM** |  |  |  |  |  |  |
| **New Works** |  |  |  |  |  |  |
| Better community infrastructure - Improving local roads and community infrastructure | 1,530 | 5,651 | 0 | 0 | **7,181** | Jun-22 |
| Better community infrastructure - Improving sport and recreation facilities | 950 | 0 | 0 | 0 | **950** | Jun-22 |
| Commonwealth Grant - National Flood Mitigation Infrastructure Program | 1,220 | 0 | 0 | 0 | **1,220** | Jun-22 |
| Connected and sustainable Canberra - Active travel investments | 600 | 4,000 | 3,000 | 3,270 | **10,870** | Jun-25 |
| Connected and sustainable Canberra - Constructing the William Hovell Drive duplication (ACT Contribution) | 3,250 | 450 | 4,500 | 28,550 | **36,750** | Jun-25 |
| Connected and sustainable Canberra - Constructing the William Hovell Drive duplication (Commonwealth Contribution) | 0 | 11,950 | 11,900 | 2,650 | **26,500** | Jun-25 |
| Connected and sustainable Canberra - Monaro Highway upgrades (ACT Contribution) | 750 | 17,500 | 22,500 | 27,500 | **68,250** | Jun-26 |
| Connected and sustainable Canberra - Monaro Highway upgrades (Commonwealth Contribution) | 750 | 17,500 | 22,500 | 27,500 | **68,250** | Jun-26 |
| Connected and sustainable Canberra - Parkes Way/Coranderrk St intersection | 4,006 | 0 | 0 | 0 | **4,006** | Jun-22 |
| Connected and sustainable Canberra - Upgrades for Pialligo (ACT Contribution) | 500 | 840 | 0 | 160 | **1,500** | Jun-25 |
| Connected and sustainable Canberra - Upgrades for Pialligo (Commonwealth Contribution) | 0 | 1,130 | 1,130 | 240 | **2,500** | Jun-25 |
| Connected and sustainable Canberra - Upgrading roads in south-west Canberra (ACT Contribution - CRP Funded) | 400 | 400 | 0 | 0 | **800** | Jun-23 |
| Connected and sustainable Canberra - Upgrading roads in south-west Canberra (Commonwealth Contribution - CRP Funded) | 400 | 400 | 0 | 0 | **800** | Jun-23 |
| Early design works for a new RSPCA facility | 500 | 525 | 0 | 0 | **1,025** | Jun-23 |
|  |  |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- |
| **Project** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **2024-25**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
| **New Works (continued)** |  |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Fast Track Phase 3 | 1,850 | 0 | 0 | 0 | **1,850** | Jun-22 |
| Food organics and garden organics - household waste trial | 159 | 3 | 3 | 0 | **165** | Jun-24 |
| Food organics and garden organics - waste recovery facility | 700 | 0 | 0 | 0 | **700** | Jun-22 |
| Growing the public transport network | 1,800 | 0 | 0 | 0 | **1,800** | Jun-22 |
| Mawson stormwater and placemaking improvements - construction (ACT Contribution) | 0 | 1,010 | 0 | 0 | **1,010** | Jun-23 |
| Mawson stormwater and placemaking improvements - construction (Commonwealth Contribution) | 1,110 | 1,010 | 0 | 0 | **2,120** | Jun-23 |
| Protecting Canberra's unique environment - Growing our urban forest | 500 | 204 | 0 | 0 | **704** | Jun-23 |
| Protecting Canberra's unique environment - Upgrading the stormwater network | 2,200 | 2,130 | 2,250 | 0 | **6,580** | Jun-24 |
|  |  |  |  |  |  |  |
| **Total New Works** | **23,175** | **64,703** | **67,783** | **89,870** | **245,531** |  |
|  |  |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- |
| **CAPITAL WORKS PROGRAM** |  |  |  |  |  |  |
| **Better Infrastructure Fund** |  |  |  |  |  |  |
| Accessible Bus Stops | 1,565 | 1,565 | 0 | 0 | **3,130** | Jun-23 |
| Active travel - Age Friendly Suburbs and Cycle Path Maintenance | 1,800 | 1,500 | 1,500 | 1,500 | **6,300** | Jun-25 |
| Base BIF of the agency | 12,041 | 14,055 | 13,819 | 18,962 | **58,877** | ongoing |
| Better playgrounds and dog parks | 1,100 | 1,400 | 1,500 | 1,300 | **5,300** | Jun-25 |
| Local shopping centre upgrades | 2,910 | 4,600 | 5,600 | 5,600 | **18,710** | Jun-25 |
| Pialligo Upgrades | 0 | 0 | 1,000 | 0 | **1,000** | Jun-24 |
| Reducing reliance on potable water to irrigate grass | 882 | 950 | 0 | 0 | **1,832** | Jun-23 |
| Road Median Improvement | 465 | 573 | 675 | 0 | **1,713** | Jun-24 |
| Route Planning Study Gungahlin Town Centre | 200 | 0 | 0 | 0 | **200** | Jun-22 |
| Safer Dams & Weirs Improvement Program | 1,610 | 0 | 0 | 0 | **1,610** | Jun-22 |
| Tuggeranong Foreshore improvements | 800 | 1,400 | 2,600 | 0 | **4,800** | Jun-24 |
| Yerrabi Pond District Park - Design | 600 | 0 | 0 | 0 | **600** | Jun-22 |
|  |  |  |  |  |  |  |
| **Total Better Infrastructure Fund** | **23,973** | **26,043** | **26,694** | **27,362** | **104,072** |  |
|  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **2024-25**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Works in Progress Better Infrastructure Fund** |  |  |  |  |  |  |
| Prior Year base BIF of the agency | 7,861 | 0 | 0 | 0 | **7,861** | Jun-22 |
|  |  |  |  |  |  |  |
| **Total Works in Progress Better Infrastructure Fund** | **7,861** | **0** | **0** | **0** | **7,861** |  |
|  |  |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- |
| **TOTAL INFRASTRUCTURE INVESTMENT PROGRAM** | **229,173** | **324,274** | **235,708** | **219,278** | **1,008,433** |  |

## Financial Statements

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

Due to the release of the 2021-22 Budget on 6 October 2021, the 2020-21 Interim Outcome column reflects the interim outcome included in the draft 2020‑21 Financial Statements, which were unaudited at the time of preparing these budget statements.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Income** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **Revenue** |  |  |  |  |  |  |
| 471,136 | Controlled Recurrent Payments | 463,863 | 476,568 | 3 | 472,031 | 472,852 | 473,609 |
| 6,988 | Taxes, Licences, Fees and Fines | 11,252 | 7,062 | -37 | 7,186 | 7,328 | 7,495 |
| 26,984 | Sale of Goods and Services from Contracts with Customers | 25,249 | 27,644 | 9 | 28,204 | 28,850 | 29,476 |
| 135,759 | Grants and Contributions | 152,414 | 168,318 | 10 | 126,275 | 179,308 | 117,592 |
| 12,433 | Other Revenue | 14,402 | 14,930 | 4 | 2,238 | 2,016 | 2,827 |
|  |  |  |  |  |  |  |  |
| **653,300** | **Total Revenue** | **667,180** | **694,522** | **4** | **635,934** | **690,354** | **630,999** |
|  |  |  |  |  |  |  |  |
|  | **Gains** |  |  |  |  |  |  |
| 0 | Other Gains | 508 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **0** | **Total Gains** | **508** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **653,300** | **Total Income** | **667,688** | **694,522** | **4** | **635,934** | **690,354** | **630,999** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 91,600 | Employee Expenses | 100,274 | 90,352 | -10 | 90,407 | 91,030 | 91,068 |
| 15,859 | Superannuation Expenses | 14,730 | 17,163 | 17 | 17,382 | 17,651 | 17,803 |
| 207,970 | Supplies and Services | 193,551 | 224,007 | 16 | 203,024 | 200,618 | 200,375 |
| 196,853 | Depreciation and Amortisation | 196,108 | 202,640 | 3 | 201,232 | 204,333 | 208,500 |
| 199,845 | Grants and Purchased Services | 196,448 | 192,621 | -2 | 196,973 | 200,154 | 201,982 |
| 1,189 | Cost of Goods Sold | 1,076 | 1,227 | 14 | 1,227 | 1,227 | 1,227 |
| 455 | Borrowing Costs | 365 | 455 | 25 | 455 | 455 | 455 |
| 428 | Other Expenses | 17,065 | 430 | -97 | 435 | 438 | 444 |
|  |  |  |  |  |  |  |  |
| **714,199** | **Total Expenses** | **719,617** | **728,895** | **1** | **711,135** | **715,906** | **721,854** |
|  |  |  |  |  |  |  |  |
| **-60,899** | **Operating Result** | **-51,929** | **-34,373** | **34** | **-75,201** | **-25,552** | **-90,855** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
| 20,328 | **Other Comprehensive Income** | 31,299 | -95,377 |  | -66,583 | -14,131 | -14,131 |
|  |  |  |  |  |  |  |  |
|  | *Items that will not be Reclassified Subsequently to Profit or Loss* | | | | | | |
| 20,328 | Increase/(Decrease) in Asset Revaluation Surplus | 31,299 | -95,377 | -405 | -66,583 | -14,131 | -14,131 |
| **20,328** | **Total Other Comprehensive Income** | **31,299** | **-95,377** | **-405** | **-66,583** | **-14,131** | **-14,131** |
|  |  |  |  |  |  |  |  |
| **-40,571** | **Total Comprehensive Income** | **-20,630** | **-129,750** | **-529** | **-141,784** | **-39,683** | **-104,986** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget**  **at**  **30/6/21**  **$'000** |  | **2020-21 Interim Outcome at 30/6/21**  **$'000** | **Budget**  **at**  **30/6/22**  **$'000** | **Var**  **%** | **Estimate**  **at**  **30/6/23**  **$'000** | **Estimate**  **at**  **30/6/24**  **$'000** | **Estimate**  **at**  **30/6/25**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Current Assets** |  |  |  |  |  |  |
| 24,317 | Cash and Cash Equivalents | 15,772 | 12,742 | -19 | 9,485 | 6,131 | 1,929 |
| 12,864 | Receivables | 16,101 | 16,123 | .. | 16,145 | 16,167 | 16,189 |
| 1,479 | Inventories | 1,445 | 1,481 | 2 | 1,517 | 1,553 | 1,589 |
| 379 | Other Assets | 1,360 | 1,370 | 1 | 1,380 | 1,390 | 1,400 |
|  |  |  |  |  |  |  |  |
| **39,039** | **Total Current Assets** | **34,678** | **31,716** | **-9** | **28,527** | **25,241** | **21,107** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Assets** |  |  |  |  |  |  |
| 10,399,620 | Property, Plant and Equipment | 10,267,062 | 10,287,901 | .. | 10,276,897 | 10,392,636 | 10,448,348 |
| 4,958 | Intangible Assets | 1,043 | 1,042 | .. | 5,873 | 3,621 | 1,369 |
| 79,716 | Capital Works in Progress | 177,133 | 206,098 | 16 | 333,213 | 378,438 | 443,284 |
|  |  |  |  |  |  |  |  |
| **10,484,294** | **Total Non Current Assets** | **10,445,238** | **10,495,041** | **..** | **10,615,983** | **10,774,695** | **10,893,001** |
|  |  |  |  |  |  |  |  |
| **10,523,333** | **TOTAL ASSETS** | **10,479,916** | **10,526,757** | **..** | **10,644,510** | **10,799,936** | **10,914,108** |
|  |  |  |  |  |  |  |  |
|  | **Current Liabilities** |  |  |  |  |  |  |
| 28,104 | Payables | 31,900 | 32,788 | 3 | 33,676 | 34,564 | 35,452 |
| 123 | Interest-Bearing Liabilities | 0 | 0 | - | 0 | 0 | 0 |
| 5,804 | Lease Liabilities | 5,150 | 5,150 | - | 5,150 | 5,150 | 5,150 |
| 32,801 | Employee Benefits | 33,951 | 36,166 | 7 | 38,477 | 40,975 | 43,563 |
| 9,000 | Other Provisions | 10,063 | 10,063 | - | 7,445 | 0 | 0 |
| 0 | Other Liabilities | 3,782 | 3,781 | .. | 3,781 | 3,760 | 794 |
| 2,377 | Contract Liabilities | 2,614 | 2,650 | 1 | 2,686 | 2,722 | 2,758 |
|  |  |  |  |  |  |  |  |
| **78,209** | **Total Current Liabilities** | **87,460** | **90,598** | **4** | **91,215** | **87,171** | **87,717** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Liabilities** |  |  |  |  |  |  |
| 345 | Interest-Bearing Liabilities | 0 | 0 | - | 0 | 0 | 0 |
| 8,459 | Lease Liabilities | 7,940 | 7,910 | .. | 7,880 | 7,850 | 7,820 |
| 2,048 | Employee Benefits | 2,086 | 2,240 | 7 | 2,394 | 2,548 | 2,704 |
| 1,000 | Other Provisions | 17,508 | 7,445 | -57 | 0 | 0 | 0 |
| 12,798 | Other Liabilities | 12,118 | 8,336 | -31 | 4,554 | 794 | 0 |
|  |  |  |  |  |  |  |  |
| **24,650** | **Non-Current Liabilities** | **39,652** | **25,931** | **-35** | **14,828** | **11,192** | **10,524** |
|  |  |  |  |  |  |  |  |
| **102,859** | **TOTAL LIABILITIES** | **127,112** | **116,529** | **-8** | **106,043** | **98,363** | **98,241** |
|  |  |  |  |  |  |  |  |
| **10,420,474** | **NET ASSETS** | **10,352,804** | **10,410,228** | **1** | **10,538,467** | **10,701,573** | **10,815,867** |
|  | **REPRESENTED BY FUNDS EMPLOYED** | | | | | | |
|  |  |  |  |  |  |  |  |
| 6,025,457 | Accumulated Funds | 5,946,816 | 6,099,617 | 3 | 6,294,439 | 6,471,676 | 6,600,101 |
| 4,395,017 | Asset Revaluation Surplus | 4,405,988 | 4,310,611 | -2 | 4,244,028 | 4,229,897 | 4,215,766 |
|  |  |  |  |  |  |  |  |
| **10,420,474** | **TOTAL FUNDS EMPLOYED** | **10,352,804** | **10,410,228** | **1** | **10,538,467** | **10,701,573** | **10,815,867** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget**  **at**  **30/6/21**  **$'000** |  | **2020-21 Interim Outcome at 30/6/21**  **$'000** | **Budget**  **at**  **30/6/22**  **$'000** | **Var**  **%** | **Estimate**  **at**  **30/6/23**  **$'000** | **Estimate**  **at**  **30/6/24**  **$'000** | **Estimate**  **at**  **30/6/25**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Opening Equity** |  |  |  |  |  |  |
| 5,875,675 | Opening Accumulated Funds | 5,875,675 | 5,947,595 | 1 | 6,099,617 | 6,294,439 | 6,471,676 |
| 4,374,689 | Opening Asset Revaluation Reserve | 4,374,689 | 4,405,988 | 1 | 4,310,611 | 4,244,028 | 4,229,897 |
|  |  |  |  |  |  |  |  |
| **10,250,364** | **Balance at the Start of the Reporting Period** | **10,250,364** | **10,353,583** | **1** | **10,410,228** | **10,538,467** | **10,701,573** |
|  |  |  |  |  |  |  |  |
|  | **Comprehensive Income** |  |  |  |  |  |  |
| -60,899 | Operating Result - Including Economic Flows | -51,929 | -34,373 | 34 | -75,201 | -25,552 | -90,855 |
| 20,328 | Inc/Dec in Asset Revaluation Reserve Surpluses | 31,299 | -95,377 | -405 | -66,583 | -14,131 | -14,131 |
|  |  |  |  |  |  |  |  |
| **-40,571** | **Total Comprehensive Income** | **-20,630** | **-129,750** | **-529** | **-141,784** | **-39,683** | **-104,986** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **Total Movement in Reserves** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **Transactions Involving Owners Affecting Accumulated Funds** |  |  |  |  |  |  |
| 210,560 | Capital Injections | 123,736 | 186,393 | 51 | 270,021 | 202,787 | 219,278 |
| 121 | Inc/Dec in Net Assets due to Admin Restructure | -665 | 2 | 100 | 2 | 2 | 2 |
|  |  |  |  |  |  |  |  |
| **210,681** | **Total Transactions Involving Owners Affecting Accumulated Funds** | **123,071** | **186,395** | **51** | **270,023** | **202,789** | **219,280** |
|  |  |  |  |  |  |  |  |
|  | **Closing Equity** |  |  |  |  |  |  |
| 6,025,457 | Closing Accumulated Funds | 5,946,816 | 6,099,617 | 3 | 6,294,439 | 6,471,676 | 6,600,101 |
| 4,395,017 | Closing Asset Revaluation Reserve | 4,405,988 | 4,310,611 | -2 | 4,244,028 | 4,229,897 | 4,215,766 |
|  |  |  |  |  |  |  |  |
| **10,420,474** | **Balance at the end of the Reporting Period** | **10,352,804** | **10,410,228** | **1** | **10,538,467** | **10,701,573** | **10,815,867** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **CASH FLOWS FROM OPERATING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 271,887 | Controlled Recurrent Payments | 268,909 | 284,552 | 6 | 275,679 | 273,335 | 272,283 |
| 199,249 | Payment for Community Service Obligations | 194,954 | 192,016 | -2 | 196,352 | 199,517 | 201,326 |
| 7,309 | Taxes, Licences, Fees and Fines | 10,514 | 7,383 | -30 | 7,507 | 7,649 | 7,816 |
| 38,588 | Sale of Goods and Services from Contracts with Customers | 26,855 | 26,343 | -2 | 26,903 | 27,549 | 28,175 |
| 0 | Investment Receipts | 2,117 | 0 | -100 | 0 | 0 | 0 |
| 24,780 | Other | 44,529 | 40,182 | -10 | 27,490 | 27,268 | 28,079 |
| **541,813** | **Operating Receipts** | **547,878** | **550,476** | **..** | **533,931** | **535,318** | **537,679** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 90,008 | Employee | 97,882 | 88,459 | -10 | 88,419 | 88,974 | 88,920 |
| 15,855 | Superannuation | 14,639 | 17,159 | 17 | 17,378 | 17,647 | 17,799 |
| 207,353 | Supplies and Services | 186,111 | 223,557 | 20 | 202,708 | 200,187 | 201,468 |
| 199,845 | Grants and Purchased Services | 196,442 | 192,621 | -2 | 196,973 | 200,154 | 201,982 |
| 216 | Interest Expenses | 50 | 0 | -100 | 0 | 0 | 0 |
| 1,340 | Related to Cost of Goods Sold | 2,154 | 1,378 | -36 | 1,378 | 1,378 | 1,378 |
| 23,858 | Other | 38,540 | 23,859 | -38 | 23,859 | 23,859 | 23,861 |
| **538,475** | **Operating Payments** | **535,818** | **547,033** | **2** | **530,715** | **532,199** | **535,408** |
|  |  |  |  |  |  |  |  |
| **3,338** | **NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES** | **12,060** | **3,443** | **-71** | **3,216** | **3,119** | **2,271** |
|  | **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 0 | Proceeds from Sale of Property, Plant and Equipment | 472 | 0 | -100 | 0 | 0 | 0 |
| **0** | **Investing Receipts** | **472** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 200,815 | Purchase of Property, Plant and Equipment | 5,631 | 42,053 | 647 | 62,718 | 38,657 | 6,511 |
| 1,122 | Purchase of Land and Intangibles | 0 | 0 | - | 0 | 0 | 0 |
| 16,877 | Capital Payments to ACT Government Agencies | 125,394 | 187,690 | 50 | 271,318 | 204,084 | 220,575 |
| **218,814** | **Investing Payments** | **131,025** | **229,743** | **75** | **334,036** | **242,741** | **227,086** |
|  |  |  |  |  |  |  |  |
| **-218,814** | **NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES** | **-130,553** | **-229,743** | **-76** | **-334,036** | **-242,741** | **-227,086** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  | **CASH FLOWS FROM FINANCING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 227,437 | Capital Injections | 139,760 | 228,446 | 63 | 332,739 | 241,444 | 225,789 |
| 0 | Receipts of Transferred Cash Balances | 168 | 0 | -100 | 0 | 0 | 0 |
| **227,437** | **Financing Receipts** | **139,928** | **228,446** | **63** | **332,739** | **241,444** | **225,789** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 30 | Repayment of Borrowings | 30 | 246 | 720 | 246 | 246 | 246 |
| 4,930 | Repayment of Lease Liabilities - Principal | 22,949 | 4,930 | -79 | 4,930 | 4,930 | 4,930 |
| **4,960** | **Financing Payments** | **22,979** | **5,176** | **-77** | **5,176** | **5,176** | **5,176** |
|  |  |  |  |  |  |  |  |
| **222,477** | **NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES** | **116,949** | **223,270** | **91** | **327,563** | **236,268** | **220,613** |
|  |  |  |  |  |  |  |  |
| **7,001** | **NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS** | **-1,544** | **-3,030** | **-96** | **-3,257** | **-3,354** | **-4,202** |
|  |  |  |  |  |  |  |  |
| **17,316** | **CASH AT THE BEGINNING OF REPORTING PERIOD** | **17,316** | **15,772** | **-9** | **12,742** | **9,485** | **6,131** |
|  |  |  |  |  |  |  |  |
| **24,317** | **CASH AT THE END OF REPORTING PERIOD** | **15,772** | **12,742** | **-19** | **9,485** | **6,131** | **1,929** |
|  |  |  |  |  |  |  |  |

Notes to the Controlled Budget Statements

Significant variations are as follows:

#### Operating Statement

* taxes, licences, fees and fines:
* the decrease of $4.190 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to increased revenue from land use fees and road/traffic permits received in the 2020-21 financial year.
* grants and contributions revenue:

- the increase of $15.904 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to the estimated increase in the assets completed and transferred to the TCCS by the Suburban Land Agency in 2021-22.

* other gains:

- the decrease of $0.508 million in the 2021-22 budget from the 2020-21 interim outcome is due to the disposal of assets in 2020-21 which is not budgeted for.

* employee expenses:

- the decrease of $9.922 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to a higher number of staff employed in 2020-21 as a result of various COVID-19 stimulus initiatives such as Jobs for Canberrans.

* superannuation expenses:
* the increase of $2.433 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to budgeted superannuation guarantee increases.
* supplies and services:
* the increase of $30.456 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to new initiatives in the 2021-22 budget, delayed completion of existing initiatives, and lower contractor and consultancy expenses in 2020-21 due to delivery of Directorate’s operations internally rather than outsourcing.
* cost of goods sold:
* the increase of $0.151 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to lower than anticipated stock sales in 2020-21.
* borrowing costs:
* the increase of $0.090 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to lower than budgeted lease expenses in 2020-21.
* other expenses:
* the decrease of $16.635 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to the write down of assets including debts, non-current assets and works in progress that did not meet the asset recognition in 2020-21. These items are not budgeted for.

#### Balance Sheet

* cash and cash equivalents:
* the decrease of $3.030 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to a planned repayment of contractual liability in relation to streetlight upgrades.
* capital work in progress:
* the increase of $28.965 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to re-profiling of capital works projects from 2020-21 into future years.
* non-current other provisions:
* the decrease of $10.063 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to planned remediation works at the waste landfill sites.
* other non-current liabilities:
* the decrease of $3.782 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to a decrease in contractual liability in relation to the streetlight upgrades.

#### Statement of Changes in Equity

* increase / decrease in net assets revaluation reserve surpluses:
* the decrease of $126.676 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to the unexpected revaluation surplus for 2020-21 asset revaluations. Asset revaluations are not budgeted for due to uncertainties around future unit costs.
* capital injections:
* the increase of $62.657 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to new initiatives and re-profiling of existing capital initiatives.

#### Cash Flow Statement

Variations in the Statement are explained in the notes above.

## Financial Statements – Territorial

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Revenue** |  |  |  |  |  |  |
| 14 | Taxes, Licences, Fees and Fines | 572 | 14 | -98 | 14 | 13 | 13 |
| 25,530 | Sale of Goods and Services from Contracts with Customers | 16,940 | 27,430 | 62 | 27,905 | 28,887 | 29,538 |
|  |  |  |  |  |  |  |  |
| **25,544** | **Total Revenue** | **17,512** | **27,444** | **57** | **27,919** | **28,900** | **29,551** |
|  |  |  |  |  |  |  |  |
| **25,544** | **Total Income** | **17,512** | **27,444** | **57** | **27,919** | **28,900** | **29,551** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 25,544 | Transfer Expenses | 17,512 | 27,444 | 57 | 27,919 | 28,900 | 29,551 |
|  |  |  |  |  |  |  |  |
| **25,544** | **Total Expenses** | **17,512** | **27,444** | **57** | **27,919** | **28,900** | **29,551** |
|  |  |  |  |  |  |  |  |
| **0** | **Operating Result** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **0** | **Total Comprehensive Income** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget**  **at**  **30/6/21**  **$'000** |  | **2020-21 Interim Outcome at 30/6/21**  **$'000** | **Budget**  **at**  **30/6/22**  **$'000** | **Var**  **%** | **Estimate**  **at**  **30/6/23**  **$'000** | **Estimate**  **at**  **30/6/24**  **$'000** | **Estimate**  **at**  **30/6/25**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Current Assets** |  |  |  |  |  |  |
| 6 | Cash and Cash Equivalents | 15 | 15 | - | 15 | 15 | 15 |
| 1,627 | Receivables | 2,050 | 2,050 | - | 2,050 | 2,050 | 2,050 |
|  |  |  |  |  |  |  |  |
| **1,633** | **Total Current Assets** | **2,065** | **2,065** | **-** | **2,065** | **2,065** | **2,065** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **1,633** | **TOTAL ASSETS** | **2,065** | **2,065** | **-** | **2,065** | **2,065** | **2,065** |
|  |  |  |  |  |  |  |  |
|  | **Current Liabilities** |  |  |  |  |  |  |
| 1,633 | Payables | 2,065 | 2,065 | - | 2,065 | 2,065 | 2,065 |
|  |  |  |  |  |  |  |  |
| **1,633** | **Total Current Liabilities** | **2,065** | **2,065** | **-** | **2,065** | **2,065** | **2,065** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **1,633** | **TOTAL LIABILITIES** | **2,065** | **2,065** | **-** | **2,065** | **2,065** | **2,065** |
|  |  |  |  |  |  |  |  |
| **0** | **NET ASSETS** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **REPRESENTED BY FUNDS EMPLOYED** | | | | | | |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **TOTAL FUNDS EMPLOYED** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget**  **at**  **30/6/21**  **$'000** |  | **2020-21 Interim Outcome at 30/6/21**  **$'000** | **Budget**  **at**  **30/6/22**  **$'000** | **Var**  **%** | **Estimate**  **at**  **30/6/23**  **$'000** | **Estimate**  **at**  **30/6/24**  **$'000** | **Estimate**  **at**  **30/6/25**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Opening Equity** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **Balance at the Start of the Reporting Period** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **Comprehensive Income** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **Total Comprehensive Income** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **Total Movement in Reserves** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **Transactions Involving Owners Affecting Accumulated Funds** | | | | | | |
|  |  |  |  |  |  |  |  |
| **0** | **Total Transactions Involving Owners Affecting Accumulated Funds** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **Closing Equity** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **Balance at the end of the Reporting Period** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **CASH FLOWS FROM OPERATING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 14 | Taxes, Licences, Fees and Fines | 572 | 14 | -98 | 14 | 13 | 13 |
| 25,530 | Sale of Goods and Services from Contracts with Customers | 16,482 | 27,430 | 66 | 27,905 | 28,887 | 29,538 |
| 2,023 | Other | 2,159 | 2,023 | -6 | 2,023 | 2,023 | 2,023 |
| **27,567** | **Operating Receipts** | **19,213** | **29,467** | **53** | **29,942** | **30,923** | **31,574** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 25,544 | Transfer of Territory Receipts to the ACT Government | 17,044 | 27,444 | 61 | 27,919 | 28,900 | 29,551 |
| 2,023 | Other | 2,160 | 2,023 | -6 | 2,023 | 2,023 | 2,023 |
| **27,567** | **Operating Payments** | **19,204** | **29,467** | **53** | **29,942** | **30,923** | **31,574** |
|  |  |  |  |  |  |  |  |
| **0** | **NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES** | **9** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES** | **0** | **0** | **-** | **0** | **0** | **0** |
| **0** | **NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS** | **9** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **6** | **CASH AT THE BEGINNING OF REPORTING PERIOD** | **0** | **15** | **#** | **15** | **15** | **15** |
|  |  |  |  |  |  |  |  |
| **6** | **CASH AT THE END OF REPORTING PERIOD** | **15** | **15** | **-** | **15** | **15** | **15** |
|  |  |  |  |  |  |  |  |

### Notes to the Territorial Budget Statements

Significant variations are as follows:

#### Operating Statement

* fees and fines:
* the decrease of $0.558 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to higher than anticipated fines and fees collected in 2020-21.
* sale of goods and services from contracts with customers:
* the increase of $10.490 million 2021-22 budget from the 2020-21 interim outcome is mainly due to increased waste levy revenue and revenue from the rollout of 5G combined with reduced revenue in 2020-21 due to COVID-19 pandemic.

Table 27: Output Class 1: Transport Canberra Operating Statement

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22**  **Budget**  **$'000** | **Var**  **%** | **2022-23**  **Estimate**  **$'000** | **2023-24**  **Estimate**  **$'000** | **2024-25**  **Estimate**  **$'000** |
|  | **Revenue** |  |  |  |  |  |  |
| 214,273 | Controlled Recurrent Payments | 209,074 | 207,094 | -1 | 211,211 | 214,291 | 216,052 |
| 0 | Sale of Goods and Services from Contracts with Customers | 342 | 25 | -93 | 0 | 28 | 15 |
| 579 | Grants and Contributions | 730 | 776 | 6 | 791 | 807 | 824 |
| 242 | Other Revenue | 365 | 4 | -99 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **215,094** | **Total Revenue** | **210,511** | **207,899** | **-1** | **212,002** | **215,126** | **216,891** |
|  |  |  |  |  |  |  |  |
| 0 | Other Gains | 2 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **0** | **Total Gains** | **2** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **215,094** | **Total Income** | **210,513** | **207,899** | **-1** | **212,002** | **215,126** | **216,891** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 7,178 | Employee Expenses | 7,304 | 7,307 | .. | 7,451 | 7,480 | 7,577 |
| 1,613 | Superannuation Expenses | 1,094 | 1,546 | 41 | 1,551 | 1,573 | 1,595 |
| 8,196 | Supplies and Services | 4,747 | 8,118 | 71 | 7,797 | 7,604 | 7,459 |
| 43 | Depreciation and Amortisation | 19 | 107 | 463 | 164 | 420 | 420 |
| 198,936 | Grants and Purchased Services | 194,653 | 191,695 | -2 | 196,031 | 199,196 | 201,005 |
| 0 | Other Expenses | 503 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **215,966** | **Total Ordinary Expenses** | **208,320** | **208,773** | **..** | **212,994** | **216,273** | **218,056** |
|  |  |  |  |  |  |  |  |
| **-872** | **Operating Result** | **2,193** | **-874** | **-140** | **-992** | **-1,147** | **-1,165** |
|  |  |  |  |  |  |  |  |

Table 28: Output Class 2: City Services Operating Statement

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22**  **Budget**  **$'000** | **Var**  **%** | **2022-23**  **Estimate**  **$'000** | **2023-24**  **Estimate**  **$'000** | **2024-25**  **Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Revenue** |  |  |  |  |  |  |
| 256,863 | Controlled Recurrent Payments | 254,789 | 269,474 | 6 | 260,820 | 258,561 | 257,557 |
| 6,988 | Taxes, Licences, Fees and Fines | 11,252 | 7,062 | -37 | 7,186 | 7,328 | 7,495 |
| 26,984 | Sale of Goods and Services from Contracts with Customers | 24,907 | 27,619 | 11 | 28,204 | 28,822 | 29,461 |
| 135,180 | Grants and Contributions | 151,684 | 167,542 | 10 | 125,484 | 178,501 | 116,768 |
| 12,191 | Other Revenue | 14,037 | 14,926 | 6 | 2,238 | 2,016 | 2,827 |
|  |  |  |  |  |  |  |  |
| **438,206** | **Total Revenue** | **456,669** | **486,623** | **7** | **423,932** | **475,228** | **414,108** |
|  |  |  |  |  |  |  |  |
|  | **Gains** |  |  |  |  |  |  |
| 0 | Other Gains | 506 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **0** | **Total Gains** | **506** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **438,206** | **Total Income** | **457,175** | **486,623** | **6** | **423,932** | **475,228** | **414,108** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 84,422 | Employee Expenses | 92,970 | 83,045 | -11 | 82,956 | 83,550 | 83,491 |
| 14,246 | Superannuation Expenses | 13,636 | 15,617 | 15 | 15,831 | 16,078 | 16,208 |
| 199,774 | Supplies and Services | 188,804 | 215,889 | 14 | 195,227 | 193,014 | 192,916 |
| 196,810 | Depreciation and Amortisation | 196,089 | 202,533 | 3 | 201,068 | 203,913 | 208,080 |
| 909 | Grants and Purchased Services | 1,795 | 926 | -48 | 942 | 958 | 977 |
| 1,189 | Cost of Goods Sold | 1,076 | 1,227 | 14 | 1,227 | 1,227 | 1,227 |
| 455 | Borrowing Costs | 365 | 455 | 25 | 455 | 455 | 455 |
| 428 | Other Expenses | 16,562 | 430 | -97 | 435 | 438 | 444 |
|  |  |  |  |  |  |  |  |
| **498,233** | **Total Ordinary Expenses** | **511,297** | **520,122** | **2** | **498,141** | **499,633** | **503,798** |
|  |  |  |  |  |  |  |  |
| **-60,027** | **Operating Result** | **-54,122** | **-33,499** | **38** | **-74,209** | **-24,405** | **-89,690** |
|  |  |  |  |  |  |  |  |

**TRANSPORT CANBERRA OPERATIONS**

**Purpose**

Transport Canberra Operations delivers public transport services throughout the city. Transport Canberra Operations services are delivered in line with the ACT Government’s vision to provide a convenient, efficient, affordable, reliable and integrated public transport system for the community. Public transport services managed or delivered by Transport Canberra Operations include: scheduled light rail services, route bus services, school bus services, flexible bus services, special needs transport and management of the ACT rural school bus contract. In line with the objectives of the ACT Transport Strategy 2020 and the Zero Emission Transition Plan, Transport Canberra is progressing with transitioning to a zero-emissions bus fleet in order to deliver a modern public transport system that drives positive change for all Canberrans.

**2021-22 Priorities**

Strategic and operational priorities to be pursued in 2021-22 include:

* Continue with planning for future public transport growth and implementation of the ACT Transport Strategy;
* Commence construction of a new Woden Bus Depot to enable Transport Canberra Operations to manage the growth of the fleet, incorporating capacity to accommodate the transition to a zero-emissions bus fleet;
* Complete work on the Zero Emission Transition Plan to provide a pathway to a zero‑emissions bus fleet by 2040 with no new diesel buses being purchased;
* Continue to implement the Bus Fleet Replacement Strategy by replacing ageing vehicles with the procurement of new buses aligned to the Zero Emissions Transition Plan;
* Progressing procurement of new integrated public transport ticketing system; and
* Continue to provide the Flexible Bus Service and conduct a feasibility study into the service to identify potential improvements.

**Estimated Employment Level**

**Table 29: Estimated Employment Level**

|  | **2019-20**  **Actual**  **Outcome1** | **2020-21**  **Budget**2 | **2020-21**  **Interim**  **Outcome**1 | **2021-22**  **Budget**2 |
| --- | --- | --- | --- | --- |
| **Staffing (FTE)** | 929 | 978 | 1,0163 | 9784 |

**Notes:**

1. These figures relate to 30 June staffing levels.
2. These figures relate to estimated average annual staffing levels.
3. The increase of 38 FTE in the 2020-21 Interim Outcome from the 2020-21 Budget in TCO is due to additional positions related to: additional staffing required as a result of the COVID-19 pandemic (7 FTE); positions funded from independent revenue (16 FTE) and positions funded from supplies and services (15 FTE).
4. The budgeted FTE remains at 978 and reflects the following movements: an increase due to new initiatives (12 FTE); offset by ceasing initiatives (8 FTE) and transfer of positions to TCCS (4 FTE).

**Output Class**

**Output Class 1: Transport Canberra Operations**

***Output 1.1: Transport Canberra Operations***

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

**Table 30: Output 1.1: Transport Canberra Operations**

|  |  |  |
| --- | --- | --- |
|  | **2020-21** | **2021-22** |
|  | **Interim Outcome** | **Budget** |
|  | **$'000** | **$'000** |
| **Total Cost1** | 273,041 | 268,668 |
| **Service Payments** | 194,641 | 192,244 |
| **Note:** |  |  |
| 1. Total cost includes depreciation and amortisation of $33.649 million in 2020-21 and $35.235 million in   2021-22. | | |

**Accountability Indicators**

Due to the release of the 2021-22 Budget on 6 October 2021, the 2020-21 accountability indicators below refer to the interim outcome included in the draft 2020‑21 Statement of Performance, which was unaudited at the time of preparing these budget statements.

**Output Class 1: Transport Canberra Operations**

***Output 1.1: Transport Canberra Operations***

**Table 31: Accountability Indicators Output 1.1**

|  | **2020-21**  **Targets** | **2020-21**  **Interim Outcome** | **2021-22**  **Targets** |
| --- | --- | --- | --- |
| **Light Rail** | | | |
| 1. Light rail passenger service availability1 | 99.5% | 100.0% | 99.5% |
| 1. Customer satisfaction with light rail services as assessed by passenger survey2,8 | 85% | 91% | n/a |
| **Public Transport Passenger Boardings** |  |  |  |
| 1. Public transport passenger boardings3 | 19.9 million | 15.1 million | 19.9 million |
| **Bus Operations** |  |  |  |
| 1. Customer satisfaction with bus operation services as assessed by passenger survey2,8 | 85% | 78% | n/a |
| 1. Percentage of in service fleet fully compliant with standards under the Disability Discrimination Act 19924,8 | 86% | 93% | n/a |
| 1. Percentage of in service fleet Euro 5 or better emission standard compliant5 | 67% | 73% | 75% |
| 1. Service reliability – percentage of all scheduled services which operated to completion | 99.5% | 98.8% | 99.5% |
| 1. Percentage of services operating on scheduled time6 | 75% | 78% | 75% |
| 1. Total network operating cost per network kilometre7,8 | $5.88 | $6.01 | n/a |

**Notes:**

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

2 Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Directorate. The survey seeks customer views on the Directorate’s core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000.

3 This indicator measures the patronage number for buses and light rail.

4 The *Disability Discrimination Act 1992* (DDA) details the accessibility specifications of a bus required to achieve compliance. The Act requires full compliance by 2022.

5 Euro emission standards define the acceptable limits for exhaust emissions of vehicles.

6 Operating on scheduled time describes a bus service that departs a stop that is a designated timing point between one minute earlier and four minutes later than the scheduled time. GPS technology attached to the MyWay system is used to measure this indicator. Only scheduled services that operated successfully are measured.

7 Network operating costs per kilometre measure the cost and kilometres directly attributable to the operation of Transport Canberra Operations’ bus network route.

8 This indicator is ceasing in 2021-22 and will be reported by TCCS as it better aligns with TCCS functions.

**Financial Statements**

Due to the release of the 2021-22 Budget on 6 October 2021, the 2020-21 Interim Outcome column reflects the interim outcome included in the draft 2020‑21 Financial Statements, which were unaudited at the time of preparing these budget statements.

Table 32: Transport Canberra Operations: Operating Statement

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Income** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **Revenue** |  |  |  |  |  |  |
| 18,406 | Sale of Goods and Services from Contracts with Customers | 18,870 | 28,851 | 53 | 29,530 | 30,178 | 30,213 |
| 205,328 | Grants and Contributions | 202,830 | 202,828 | .. | 206,808 | 210,192 | 212,248 |
| 1,303 | Other Revenue | 4,662 | 767 | -84 | 767 | 767 | 767 |
|  |  |  |  |  |  |  |  |
| **225,037** | **Total Revenue** | **226,362** | **232,446** | **3** | **237,105** | **241,137** | **243,228** |
|  |  |  |  |  |  |  |  |
|  | **Gains** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **225,037** | **Total Income** | **226,362** | **232,446** | **3** | **237,105** | **241,137** | **243,228** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 112,428 | Employee Expenses | 117,761 | 113,688 | -3 | 116,915 | 118,236 | 119,770 |
| 15,152 | Superannuation Expenses | 14,483 | 16,875 | 17 | 17,078 | 17,257 | 17,509 |
| 80,258 | Supplies and Services | 75,680 | 84,130 | 11 | 86,138 | 89,413 | 90,595 |
| 33,248 | Depreciation and Amortisation | 33,649 | 35,235 | 5 | 37,006 | 35,321 | 35,321 |
| 18,536 | Borrowing Costs | 18,870 | 18,057 | -4 | 17,379 | 16,750 | 15,989 |
| 685 | Other Expenses | 12,597 | 683 | -95 | 690 | 695 | 701 |
|  |  |  |  |  |  |  |  |
| **260,307** | **Total Expenses** | **273,040** | **268,668** | **-2** | **275,206** | **277,672** | **279,885** |
|  |  |  |  |  |  |  |  |
| **-35,270** | **Operating Result** | **-32,470** | **-36,222** | **-12** | **-38,101** | **-36,535** | **-36,657** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| 0 | Net Effect of a Change in Accounting Policy | 4,827 | 0 | -100 | 0 | 0 | 0 |
| 0 | Other Movements | 4,427 | 0 | -100 | 0 | 0 | 0 |
| 5,505 | Increase/(Decrease) in Asset Revaluation Surplus | -7,544 | 39,016 | 617 | -14,158 | 22,619 | 22,656 |
| **5,505** | **Total Other Comprehensive Income** | **1,710** | **39,016** | **#** | **-14,158** | **22,619** | **22,656** |
|  |  |  |  |  |  |  |  |
| **-29,765** | **Total Comprehensive Income** | **-30,760** | **2,794** | **109** | **-52,259** | **-13,916** | **-14,001** |
|  |  |  |  |  |  |  |  |

Table 33: Transport Canberra Operations: Balance Sheet

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget**  **at**  **30/6/21**  **$'000** |  | **2020-21 Interim Outcome at 30/6/21**  **$'000** | **Budget**  **at**  **30/6/22**  **$'000** | **Var**  **%** | **Estimate**  **at**  **30/6/23**  **$'000** | **Estimate**  **at**  **30/6/24**  **$'000** | **Estimate**  **at**  **30/6/25**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Current Assets** |  |  |  |  |  |  |
| 15,230 | Cash and Cash Equivalents | 15,859 | 15,133 | -5 | 14,407 | 13,681 | 12,955 |
| 2,149 | Receivables | 2,144 | 2,151 | .. | 2,156 | 2,161 | 2,166 |
| 3,766 | Inventories | 4,020 | 4,113 | 2 | 4,206 | 4,299 | 4,392 |
| 361 | Other Assets | 419 | 419 | - | 419 | 419 | 419 |
|  |  |  |  |  |  |  |  |
| **21,506** | **Total Current Assets** | **22,442** | **21,816** | **-3** | **21,188** | **20,560** | **19,932** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Assets** |  |  |  |  |  |  |
| 917,641 | Property, Plant and Equipment | 919,703 | 962,755 | 5 | 942,439 | 952,328 | 935,296 |
| 1,095 | Intangible Assets | 48 | 48 | - | 48 | 48 | 48 |
| 6,952 | Capital Works in Progress | 3,563 | 3,081 | -14 | 2,081 | 8,081 | 8,081 |
| 385 | Other Assets | 0 | 0 | - | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **926,073** | **Total Non Current Assets** | **923,314** | **965,884** | **5** | **944,568** | **960,457** | **943,425** |
|  |  |  |  |  |  |  |  |
| **947,579** | **TOTAL ASSETS** | **945,756** | **987,700** | **4** | **965,756** | **981,017** | **963,357** |
|  |  |  |  |  |  |  |  |
|  | **Current Liabilities** |  |  |  |  |  |  |
| 6,352 | Payables | 6,674 | 6,708 | 1 | 6,742 | 6,776 | 6,810 |
| 12,407 | Interest-Bearing Liabilities | 12,397 | 13,070 | 5 | 13,398 | 14,195 | 14,992 |
| 33,201 | Employee Benefits | 33,736 | 34,249 | 2 | 34,870 | 35,610 | 36,472 |
| 7,276 | Other Liabilities | 7,839 | 7,960 | 2 | 8,081 | 7,861 | 7,641 |
|  |  |  |  |  |  |  |  |
| **59,236** | **Total Current Liabilities** | **60,646** | **61,987** | **2** | **63,091** | **64,442** | **65,915** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Liabilities** |  |  |  |  |  |  |
| 293,900 | Interest-Bearing Liabilities | 297,255 | 279,834 | -6 | 267,969 | 256,347 | 243,950 |
| 2,042 | Employee Benefits | 1,434 | 2,152 | 50 | 2,870 | 3,588 | 4,306 |
| 88,080 | Deferred Tax Liability | 74,385 | 75,507 | 2 | 53,147 | 47,220 | 41,256 |
| 750 | Other Liabilities | 0 | 0 | - | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **384,772** | **Non-Current Liabilities** | **373,074** | **357,493** | **-4** | **323,986** | **307,155** | **289,512** |
|  |  |  |  |  |  |  |  |
| **444,008** | **TOTAL LIABILITIES** | **433,720** | **419,480** | **-3** | **387,077** | **371,597** | **355,427** |
|  |  |  |  |  |  |  |  |
| **503,571** | **NET ASSETS** | **512,036** | **568,220** | **11** | **578,679** | **609,420** | **607,930** |
|  |  |  |  |  |  |  |  |
|  | **REPRESENTED BY FUNDS EMPLOYED** | | | | | | |
|  |  |  |  |  |  |  |  |
| 427,961 | Accumulated Funds | 445,161 | 462,216 | 4 | 486,833 | 494,955 | 470,809 |
| 75,610 | Reserves | 66,875 | 106,004 | 59 | 91,846 | 114,465 | 137,121 |
|  |  |  |  |  |  |  |  |
| **503,571** | **TOTAL FUNDS EMPLOYED** | **512,036** | **568,220** | **11** | **578,679** | **609,420** | **607,930** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget**  **at**  **30/6/21**  **$'000** |  | **2020-21 Interim Outcome at 30/6/21**  **$'000** | **Budget**  **at**  **30/6/22**  **$'000** | **Var**  **%** | **Estimate**  **at**  **30/6/23**  **$'000** | **Estimate**  **at**  **30/6/24**  **$'000** | **Estimate**  **at**  **30/6/25**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Opening Equity** |  |  |  |  |  |  |
| 446,473 | Opening Accumulated Funds | 450,899 | 456,385 | 1 | 462,216 | 486,833 | 494,955 |
| 70,105 | Opening Asset Revaluation Reserve | 0 | 66,988 | # | 106,004 | 91,846 | 114,465 |
|  |  |  |  |  |  |  |  |
| **516,578** | **Balance at the Start of the Reporting Period** | **450,899** | **523,373** | **16** | **568,220** | **578,679** | **609,420** |
|  |  |  |  |  |  |  |  |
|  | **Comprehensive Income** |  |  |  |  |  |  |
| -29,765 | Operating Result - Including Economic Flows | -32,471 | -36,222 | -12 | -38,101 | -36,535 | -36,657 |
|  |  |  |  |  |  |  |  |
| **-29,765** | **Total Comprehensive Income** | **-32,471** | **2,794** | **109** | **-52,259** | **-13,916** | **-14,001** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **Total Movement in Reserves** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **Transactions Involving Owners Affecting Accumulated Funds** | | | | | | |
| 16,758 | Capital Injections | 16,024 | 42,053 | 162 | 62,718 | 44,657 | 12,511 |
|  |  |  |  |  |  |  |  |
| **16,758** | **Total Transactions Involving Owners Affecting Accumulated Funds** | **26,733** | **42,053** | **57** | **62,718** | **44,657** | **12,511** |
|  |  |  |  |  |  |  |  |
|  | **Closing Equity** |  |  |  |  |  |  |
| 427,961 | Closing Accumulated Funds | 445,161 | 462,216 | 4 | 486,833 | 494,955 | 470,809 |
| 75,610 | Closing Asset Revaluation Reserve | 66,875 | 106,004 | 59 | 91,846 | 114,465 | 137,121 |
|  |  |  |  |  |  |  |  |
| **503,571** | **Balance at the end of the Reporting Period** | **512,036** | **568,220** | **11** | **578,679** | **609,420** | **607,930** |
|  |  |  |  |  |  |  |  |

**Table 35: Transport Canberra Operations: Cash Flow Statement**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **CASH FLOWS FROM OPERATING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 0 | Sale of Goods and Services from Contracts with Customers | 21,575 | 29,479 | 37 | 30,158 | 30,805 | 30,840 |
| 0 | Grants and Contributions | 200,010 | 200,937 | .. | 204,886 | 208,239 | 210,263 |
| 230,309 | Other | 17,271 | 7,240 | -58 | 7,240 | 7,240 | 7,240 |
| **230,309** | **Operating Receipts** | **238,856** | **237,656** | **-1** | **242,284** | **246,284** | **248,343** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 111,346 | Employee | 116,263 | 113,233 | -3 | 116,352 | 117,554 | 118,966 |
| 15,151 | Superannuation | 14,407 | 16,874 | 17 | 17,077 | 17,256 | 17,508 |
| 78,527 | Supplies and Services | 75,792 | 87,698 | 16 | 83,800 | 86,008 | 87,939 |
| 18,536 | Interest Expenses | 17,356 | 18,057 | 4 | 17,379 | 16,750 | 15,989 |
| 6,846 | Other | 14,579 | 6,474 | -56 | 6,474 | 6,474 | 6,474 |
| **230,406** | **Operating Payments** | **238,397** | **242,336** | **2** | **241,082** | **244,042** | **246,876** |
|  |  |  |  |  |  |  |  |
| **-97** | **NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES** | **459** | **-4,680** | **#** | **1,202** | **2,242** | **1,467** |
|  |  |  |  |  |  |  |  |
|  | **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | | | |
| 0 | Proceeds from Sale of Property, Plant and Equipment | 75 | 0 | -100 | 0 | 0 | 0 |
| **0** | **Investing Receipts** | **75** | **0** | **-100** | **0** | **0** | **0** |
|  | **Payments** |  |  |  |  |  |  |
| 5,197 | Purchase of Property, Plant and Equipment | 4,816 | 13,027 | 170 | 39,766 | 26,921 | 0 |
| 1,000 | Purchase of Land and Intangibles | 0 | 0 | - | 0 | 0 | 0 |
| **6,197** | **Investing Payments** | **4,816** | **13,027** | **170** | **39,766** | **26,921** | **0** |
|  |  |  |  |  |  |  |  |
| **-6,197** | **NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES** | **-4,741** | **-13,027** | **-175** | **-39,766** | **-26,921** | **0** |
|  |  |  |  |  |  |  |  |
|  | **CASH FLOWS FROM FINANCING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 16,877 | Capital Injections | 16,024 | 54,428 | 240 | 74,575 | 50,657 | 12,511 |
| **16,877** | **Financing Receipts** | **16,024** | **54,428** | **240** | **74,575** | **50,657** | **12,511** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 443 | Repayment of Borrowings | 1,023 | 443 | -57 | 443 | 443 | 443 |
| 10,866 | Repayment of Lease Liabilities - Principal | 10,816 | 11,476 | 6 | 12,580 | 14,261 | 14,261 |
| **11,309** | **Financing Payments** | **11,839** | **11,919** | **1** | **13,023** | **14,704** | **14,704** |
|  |  |  |  |  |  |  |  |
| **5,568** | **NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES** | **4,185** | **42,509** | **916** | **61,552** | **35,953** | **-2,193** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
| **-726** | **NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS** | **-97** | **24,802** | **#** | **22,988** | **11,274** | **-726** |
|  |  |  |  |  |  |  |  |
| **15,956** | **CASH AT THE BEGINNING OF REPORTING PERIOD** | **15,956** | **15,859** | **-1** | **15,133** | **14,407** | **13,681** |
|  |  |  |  |  |  |  |  |
| **15,230** | **CASH AT THE END OF REPORTING PERIOD** | **15,859** | **15,133** | **-5** | **14,407** | **13,681** | **12,955** |

**Notes to the Controlled Budget Statements**

Significant variations are as follows:

***Operating Statement***

* sale of goods and services from contracts with customers:
  + the increase of $9.981 million in the 2021-22 budget from the 2020-21 interim outcome is due to loss of fare revenue in 2020-21 as a result of COVID-19 pandemic and the advice to the community to use public transport for essential journeys only.
* other revenue:

- the decrease of $3.895 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to one off revenues in 2020-21 relating to: reimbursement of COVID-19 expenses from ACT Health, assets transferred from Major Projects Canberra and higher than anticipated fuel tax credits.

* superannuation expenses:
  + the increase of $2.392 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to the increased contribution rate for PSS employees.
* supplies and services:
  + the increase of $8.450 million in the 2021-22 budget from the 2020-21 interim outcome is due to lower than budgeted fuel expenditure in 2020-21 due to COVID-19 pandemic and lower maintenance and insurance expenses for the light rail.
* other expenses:

- the decrease of $11.914 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to one off expensing of costs transferred from Major Projects Canberra in 2020-21 relating to the finalisation of light rail stage 1 construction, as TCO was unable to capitalise these costs under the Accounting Standards.

***Balance Sheet***

* non-current capital works in progress

- the decrease of $0.482 million in the 2021-22 budget compared to the 2020-21 interim outcome is due to the deferral of Woden depot works partially offset by new initiatives.

* non-current employee benefits:
  + the increase of $0.718 million in the 2021-22 budget compared to the 2020-21 interim outcome relates to the ongoing increase in long service leave balances.

***Statement of Changes in Equity***

* capital injections:
  + the increase of $26.029 million in the 2021-22 budget compared to the 2020-21 interim outcome is due to re-profiling of the new bus network, Woden depot, new initiatives for future public transport network growth.

***Cash Flow Statement***

Variations in the Statement are explained in the notes above.

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**THE CEMETERIES AND CREMATORIA AUTHORITY – STATEMENT OF INTENT**

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

This Statement of Intent for 2021-22 has been prepared in accordance with Section 61 of the *Financial Management Act 1996.*

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

The Statement of Intent, which focuses on the 2021-22 Budget year, has been developed in the context of a four year forward planning horizon to be incorporated, as far as practicable, into the strategic and business planning processes for the Authority.

The 2021-22 Statement of Intent for the Authority has been agreed between:

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | |  |
|  |  | |  |
| **Neale Guthrie**  **Chair**  **The Cemeteries and Crematoria Authority** |  | | **Andrew Barr MLA**  **Treasurer** |
|  | |
| **Chris Steel MLA**  **Minister for Transport and City Services** | |

**THE CEMETERIES AND CREMATORIA AUTHORITY**

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

**Purpose**

The Authority is an independent statutory authority established under the *Cemeteries and Crematoria Act 2020* to manage public cemeteries and crematoria effectively and efficiently in the ACT. The Authority currently manages and operates three public cemeteries at Gungahlin, Woden and Hall and a crematorium on the grounds of Gungahlin Cemetery which opened in March 2021.

The key purpose of the Authority is to:

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

**Nature and Scope of Activities**

**General activities**

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

**Strategic and operational priorities to be pursued in 2021-22 include:**

* Improving the share of the cremation market by articulating a compelling value proposition, building a strong relevant brand and implement a long-term marketing strategy;
* Implementing a stakeholder engagement program to build strong connections with community groups, in line with the long-term marketing strategy to underpin market share growth;
* Supporting Transport Canberra and City Services (the Directorate) with the implementation of the Masterplan for the Southern Memorial Park by providing technical design advice on Cemeteries and Crematoria and actively promote the project with community engagement activities;
* Expanding and innovating Authority service offerings in accordance with contemporary community needs;
* Progressing technology enabled innovation in services and operations including increased efficiency and effectiveness of front office operations, web enabled profiling of services;
* Employing innovative solutions that include, environmental considerations, cost management, and the provision of maintenance, with the view to enhancing perpetual care arrangements to underpin the long-term financial viability of the Authority;
* Developing staff skills, with an emphasis on strategic marketing, customer service and promoting the Authority’s activities with active community engagement activities; and
* Reviewing the existing business and strategic plans to ensure the Authority remains a sustainable business.

**Risks**

* Workplace Health and Safety injury and/or incidents occurring to staff and visitors caused by the operation of a wide range of machinery, equipment and outdoor activities. To mitigate this risk, the Authority has implemented a number of measures including the following:
* training including specific licences and the safe graves program;
* procedures including forms and checklists;
* maintenance of plant and equipment consistent with the strategic asset management plan;
* burial risk assessment, and close supervision of the burial process;
* workplace safety representatives and other workplace health and safety procedures;
* personal protective equipment;
* workplace safety inspections and associated action plans; and
* development of a tree register.
* Failure to effectively develop and incorporate opportunities to grow the cremation market share and alternative memorialisation income streams in the medium to long term.
* Inadequate amount of funds held in the Perpetual Care Trust (PCT) to maintain cemetery grounds in perpetuity once a cemetery has reached capacity.

**2021-22 Priorities and Next Three Financial Years**

* Ensure the financial viability of the Authority by increasing the share of the cremation market and developing new memorialisation products to meet the needs of the market and provide additional income streams.
* Support Transport Canberra and City Services (the Directorate) with the implementation of the Masterplan for the Southern Memorial Park by providing technical design advice on Cemeteries and Crematoria and actively promote the project with community engagement activities.
* Maintain the high level of services and grounds maintenance provided to the community.
* Continue to improve operational efficiency.

**Estimated Employment Level and Employment Profile**

**Table 36: Estimated employment level**

|  | **2019-20**  **Actual**  **Outcome** | **2020-21**  **Budget** | **2020-21**  **Interim**  **Outcome** | **2021-22**  **Budget** |
| --- | --- | --- | --- | --- |
| **Staffing (FTE)1** | 15 | 20 | 17 | 20 |

**Note:**

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

**Table 37: 2021-22 employment profile**

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

**Key Performance Indicators for 2021-22**

Due to the release of the 2021-22 Budget on 6 October 2021, the 2020-21 accountability indicators below refer to the interim outcome included in the draft 2020-21 Statement of Performance, which was unaudited at the time of preparing these budget statements.

**Table 38: Key performance indicators**

|  | **2020-21**  **Targets** | **2020-21**  **Interim Outcome** | **2021-22**  **Targets** |
| --- | --- | --- | --- |
|  | | | |
| 1. Percentage of deaths in the ACT that inter human remains at an Authority Cemetery1 | 35% | 35% | 35% |
| 1. Share of cremations performed in the ACT2 | N/A | N/A | 20% |
| 1. Level of client and stakeholder satisfaction with Canberra Cemeteries3 | 98% | 98% | 98% |
| 1. Level of matters raised by unsatisfied clients and stakeholders resolved by Canberra Cemeteries operations4 | 100% | 100% | 100% |
| 1. Average number of years of supply of interment spaces for major denominational groups5 | 4 | 4 | 4 |

**Note(s):**

1. This indicator was formerly known as “Number of clients choosing to do business with the Authority, proportional to the estimated number of deaths annually in the ACT”. Death statistics are sourced from the Australian Bureau of Statistics 3302.0 - Deaths, Australia (latest available). Market share is also estimated from public death notices placed in newspapers and online.
2. Cremation market share is estimates by review of death notices placed in newspapers and online (analysis not conducted in 20-21 as the Crematorium opened in March 2021).
3. Level of client satisfaction is obtained by a survey of funeral directors who regularly access the Authority and is supported by a post burial satisfaction survey provided to all willing customers.
4. Received from clients and stakeholders.
5. Calculated from inventory data compared to number of burials. The Authority believes that four years provides adequate time for planning and installation of new areas as required. Falling below this level increases the risk that there will be insufficient spaces in the future.

**Assessment of Performance Against 2020-21 Objectives**

The Authority’s performance against its 2020-21 objectives and targets included in its 2020-21 Statement of Intent shows that the Authority has broadly met its targets and should continue to do so in the short term. Further non-financial and performance outcomes are detailed below:

* The Authority has continued to maintain a portion of market share equivalent to approximately 35 per cent of deaths in the ACT.
* The cremation market share in 2020-21 was estimated to be 26 percent for the three months of operation. Market share estimations in the business case that supported the establishment of the crematorium are as follows:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Out years |
| 15% | 20% | 25% | 33% | 40% | 40% |

* Contributions to PCT funds are in line with the requirements of the *Cemeteries and Crematoria Act 2020*.
* The level of services and maintenance standards to the community was maintained to a high standard.
* The annual customer survey provided a Net Promoter Score of plus 50, suggesting service is excellent.
* The Authority continues to recycle materials including bulk composting of organic waste, both on and off-site, resulting in lower operational costs and environmental impacts.
* The Authority continues to adopt Human Resource Management practices in line with the ACT Public Service to provide a productive and satisfying working environment.
* The financial audit conducted by the ACT Auditor-General for the 2019-20 financial year was unqualified.

**Strategic Asset Management Plan**

**Asset strategy**

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

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

The Authority’s Strategic Asset Management Plan (SAMP) plans maintenance for all assets. The purpose of SAMP is to provide a reference document for the financial and operational asset management of all asset groups owned and managed by the Authority. SAMP includes asset data and financial information as at 30 June 2021.

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

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

The Authority has adopted a continuous cycle for the improvement of its asset management maturity level. Resources and training are reviewed to identify any gaps between current and future needs. The difference between the current and desired levels are prioritised and improvement plans are recommended and implemented considering the availability of resources and funding. This improvement cycle is continuous and provides an opportunity to improve asset management processes, procedures, and practices.

**Asset Portfolio**

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

**Table 39: Cemeteries and crematoria under management**

|  |  |
| --- | --- |
| Gungahlin Cemetery | Mitchell |
| Woden Cemetery | Phillip |
| Hall Cemetery | Hall |
| Gungahlin Crematorium | Mitchell |

**Table 40: Major assets Gungahlin**

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

**Table 41: Major assets Woden**

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

**Table 42: Major assets Hall**

|  |
| --- |
| Burial Areas, and associated landscaping and fencing |

**Monitoring and Reporting**

The Authority shall satisfy the requirements of the Chief Minister’s Annual Reports Directions.

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

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

**Quarterly and monthly reporting**

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

These reports include tables and variance analysis for:

* Operating Statement
* Cash Flow Statement
* Capital works progress reports

**Annual reporting**

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

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

**Financial Arrangements**

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

**Financial Statements**

Budgeted financial statements for the 2021-22 Budget year, as well as forward estimates for the three financial years appear below.

1. Operating Statement
2. Balance Sheet
3. Statement of Changes in Equity
4. Cash Flow Statement

**Financial Statements**

Due to the release of the 2021-22 Budget on 6 October 2021, the 2020-21 column Interim Outcome column reflects the interim outcome, included in the draft 2020‑21 Financial Statements, which were unaudited at the time of preparing these budget statements.

**Table 43: The Cemeteries and Crematoria Authority: Operating Statement**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Income** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **Revenue** |  |  |  |  |  |  |
| 4,139 | Sale of Goods and Services from Contracts with Customers | 4,374 | 4,566 | 4 | 4,692 | 4,883 | 5,100 |
| 0 | Grants and Contributions | 30 | 35 | 17 | 35 | 36 | 37 |
| 158 | Investment Revenue | 67 | 54 | -19 | 54 | 54 | 54 |
| 109 | Other Revenue | 267 | 133 | -50 | 90 | 92 | 93 |
|  |  |  |  |  |  |  |  |
| **4,406** | **Total Revenue** | **4,738** | **4,788** | **1** | **4,871** | **5,065** | **5,284** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **4,406** | **Total Income** | **4,738** | **4,788** | **1** | **4,871** | **5,065** | **5,284** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 2,102 | Employee Expenses | 1,690 | 2,060 | 22 | 2,098 | 2,142 | 2,187 |
| 232 | Superannuation Expenses | 217 | 234 | 8 | 238 | 242 | 251 |
| 1,673 | Supplies and Services | 1,838 | 1,704 | -7 | 1,696 | 1,826 | 1,762 |
| 473 | Depreciation and Amortisation | 403 | 421 | 4 | 377 | 378 | 387 |
| 0 | Grants and Purchased Services | 0 | 1 | # | 1 | 0 | 0 |
| 319 | Cost of Goods Sold | 377 | 398 | 6 | 407 | 417 | 429 |
| 353 | Other Expenses | 301 | 410 | 36 | 412 | 414 | 418 |
|  |  |  |  |  |  |  |  |
| **5,152** | **Total Expenses** | **4,826** | **5,228** | **8** | **5,229** | **5,419** | **5,434** |
|  |  |  |  |  |  |  |  |
| **-746** | **Operating Result** | **-88** | **-440** | **-400** | **-358** | **-354** | **-150** |
|  |  |  |  |  |  |  |  |
| **-746** | **Total Comprehensive Income** | **-142** | **-440** | **-210** | **-358** | **-354** | **-150** |
|  |  |  |  |  |  |  |  |

**Table 44: The Cemeteries and Crematoria Authority: Balance Sheet**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget**  **at**  **30/6/21**  **$'000** |  | **2020-21 Interim Outcome at 30/6/21**  **$'000** | **Budget**  **at**  **30/6/22**  **$'000** | **Var**  **%** | **Estimate**  **at**  **30/6/23**  **$'000** | **Estimate**  **at**  **30/6/24**  **$'000** | **Estimate**  **at**  **30/6/25**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Current Assets** |  |  |  |  |  |  |
| 5,941 | Cash and Cash Equivalents | 7,116 | 7,123 | .. | 7,257 | 7,338 | 7,619 |
| 95 | Receivables | 123 | 123 | - | 123 | 123 | 123 |
| 240 | Inventories | 116 | 110 | -5 | 104 | 98 | 92 |
| 21 | Other Assets | 11 | 12 | 9 | 13 | 14 | 15 |
|  |  |  |  |  |  |  |  |
| **6,297** | **Total Current Assets** | **7,366** | **7,368** | **..** | **7,497** | **7,573** | **7,849** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Assets** |  |  |  |  |  |  |
| 2,584 | Inventories | 2,821 | 2,875 | 2 | 2,906 | 2,876 | 2,853 |
| 6,937 | Property, Plant and Equipment | 6,958 | 6,863 | -1 | 6,728 | 6,711 | 6,690 |
| 29 | Intangible Assets | 29 | 29 | - | 29 | 29 | 29 |
| 170 | Capital Works in Progress | 0 | 0 | - | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **9,720** | **Total Non Current Assets** | **9,808** | **9,767** | **..** | **9,663** | **9,616** | **9,572** |
|  |  |  |  |  |  |  |  |
| **16,017** | **TOTAL ASSETS** | **17,174** | **17,135** | **..** | **17,160** | **17,189** | **17,421** |
|  |  |  |  |  |  |  |  |
|  | **Current Liabilities** |  |  |  |  |  |  |
| 383 | Payables | 482 | 500 | 4 | 500 | 500 | 500 |
| 4 | Interest-Bearing Liabilities | 4 | 4 | - | 4 | 4 | 4 |
| 494 | Employee Benefits | 482 | 517 | 7 | 552 | 587 | 622 |
| 8,688 | Other Liabilities | 9,108 | 9,458 | 4 | 9,808 | 10,158 | 10,508 |
|  |  |  |  |  |  |  |  |
| **9,569** | **Total Current Liabilities** | **10,076** | **10,479** | **4** | **10,864** | **11,249** | **11,634** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Liabilities** |  |  |  |  |  |  |
| 21 | Interest-Bearing Liabilities | 21 | 17 | -19 | 13 | 9 | 4 |
| 37 | Employee Benefits | 30 | 32 | 7 | 34 | 36 | 38 |
|  |  |  |  |  |  |  |  |
| **58** | **Non-Current Liabilities** | **51** | **49** | **-4** | **47** | **45** | **42** |
|  |  |  |  |  |  |  |  |
| **9,627** | **TOTAL LIABILITIES** | **10,127** | **10,528** | **4** | **10,911** | **11,294** | **11,676** |
|  |  |  |  |  |  |  |  |
| **6,390** | **NET ASSETS** | **7,047** | **6,607** | **-6** | **6,249** | **5,895** | **5,745** |
|  | **REPRESENTED BY FUNDS EMPLOYED** | | | | | | |
|  |  |  |  |  |  |  |  |
| 3,696 | Accumulated Funds | 4,353 | 3,913 | -10 | 3,555 | 3,201 | 3,051 |
| 2,694 | Asset Revaluation Surplus | 2,694 | 2,694 | - | 2,694 | 2,694 | 2,694 |
|  |  |  |  |  |  |  |  |
| **6,390** | **TOTAL FUNDS EMPLOYED** | **7,047** | **6,607** | **-6** | **6,249** | **5,895** | **5,745** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget**  **at**  **30/6/21**  **$'000** |  | **2020-21 Interim Outcome at 30/6/21**  **$'000** | **Budget**  **at**  **30/6/22**  **$'000** | **Var**  **%** | **Estimate**  **at**  **30/6/23**  **$'000** | **Estimate**  **at**  **30/6/24**  **$'000** | **Estimate**  **at**  **30/6/25**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Opening Equity** |  |  |  |  |  |  |
| 4,442 | Opening Accumulated Funds | 4,495 | 4,353 | -3 | 3,913 | 3,555 | 3,201 |
| 2,694 | Opening Asset Revaluation Reserve | 2,694 | 2,694 | - | 2,694 | 2,694 | 2,694 |
|  |  |  |  |  |  |  |  |
| **7,136** | **Balance at the Start of the Reporting Period** | **7,189** | **7,047** | **-2** | **6,607** | **6,249** | **5,895** |
|  |  |  |  |  |  |  |  |
|  | **Comprehensive Income** |  |  |  |  |  |  |
| -746 | Operating Result - Including Economic Flows | -88 | -440 | -400 | -358 | -354 | -150 |
|  |  |  |  |  |  |  |  |
| **-746** | **Total Comprehensive Income** | **-142** | **-440** | **-210** | **-358** | **-354** | **-150** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **Closing Equity** |  |  |  |  |  |  |
| 3,696 | Closing Accumulated Funds | 4,353 | 3,913 | -10 | 3,555 | 3,201 | 3,051 |
| 2,694 | Closing Asset Revaluation Reserve | 2,694 | 2,694 | - | 2,694 | 2,694 | 2,694 |
|  |  |  |  |  |  |  |  |
| **6,390** | **Balance at the end of the Reporting Period** | **7,047** | **6,607** | **-6** | **6,249** | **5,895** | **5,745** |
|  |  |  |  |  |  |  |  |

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22 Budget**  **$'000** | **Var**  **%** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **CASH FLOWS FROM OPERATING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 4,575 | Sale of Goods and Services from Contracts with Customers | 5,082 | 4,916 | -3 | 5,042 | 5,233 | 5,449 |
| 146 | Investment Receipts | 71 | 54 | -24 | 54 | 54 | 54 |
| 687 | Other | 1,367 | 763 | -44 | 815 | 867 | 868 |
| **5,408** | **Operating Receipts** | **6,520** | **5,733** | **-12** | **5,911** | **6,154** | **6,371** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 1,864 | Employee | 1,677 | 2,023 | 21 | 2,061 | 2,105 | 2,150 |
| 232 | Superannuation | 216 | 234 | 8 | 237 | 242 | 251 |
| 1,803 | Supplies and Services | 1,717 | 1,671 | -3 | 1,662 | 1,789 | 1,724 |
| 256 | Related to Cost of Goods Sold | 417 | 446 | 7 | 433 | 381 | 400 |
| 1,041 | Other | 1,152 | 1,066 | -7 | 1,137 | 1,189 | 1,193 |
| **5,196** | **Operating Payments** | **5,179** | **5,440** | **5** | **5,530** | **5,706** | **5,718** |
|  |  |  |  |  |  |  |  |
| **212** | **NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES** | **1,341** | **293** | **-78** | **381** | **448** | **653** |
|  | **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 0 | Proceeds from Sale of Property, Plant and Equipment | 0 | 50 | # | 0 | 0 | 0 |
| **0** | **Investing Receipts** | **0** | **50** | **#** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 2,211 | Purchase of Property, Plant and Equipment | 2,164 | 331 | -85 | 242 | 362 | 367 |
| **2,211** | **Investing Payments** | **2,164** | **331** | **-85** | **242** | **362** | **367** |
|  |  |  |  |  |  |  |  |
| **-2,211** | **NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES** | **-2,164** | **-281** | **87** | **-242** | **-362** | **-367** |
|  |  |  |  |  |  |  |  |
| 4 | Repayment of Borrowings | 5 | 5 | - | 5 | 5 | 5 |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **-2,003** | **NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS** | **-828** | **7** | **101** | **134** | **81** | **281** |
|  |  |  |  |  |  |  |  |
| **7,944** | **CASH AT THE BEGINNING OF REPORTING PERIOD** | **7,944** | **7,116** | **-10** | **7,123** | **7,257** | **7,338** |
|  |  |  |  |  |  |  |  |
| **5,941** | **CASH AT THE END OF REPORTING PERIOD** | **7,116** | **7,123** | **..** | **7,257** | **7,338** | **7,619** |
|  |  |  |  |  |  |  |  |

**Notes to the Controlled Budget Statements**

Significant variations are as follows:

***Operating Statement***

* investment revenue:
* the decrease of $0.013 million in the 2021-22 budget, from the 2020-21 interim outcome, is mainly due to lower interest rates.
* other revenue:

- the decrease in other revenue $0.134 million is due to workers compensation insurance reimbursements occurring in 2020-21, which are unbudgeted for in 2021-22 and the removal of the Perpetual Care Trust drawdown revenue for short term maintenance which ceased under the Act.

* employee costs:

- the increase of $0.370 million in the 2021-22 budget, from the 2020-21 interim outcome is due to filling positions that were backfilled in 2020-21 with contractor labour hire.

* other expenses:
* the increase of $0.109 million in the 2021-22 budget, from the 2020-21 interim outcome is due to payments to the Perpetual Care Trust being lower in 2020-21, where 2021-22 has been budgeted higher. The variance is due to the timing of a ministerial direction.

***Balance Sheet***

* there are no significant variations for the 2021-22 budget against the 2020-21 interim outcome.

***Statement of Changes in Equity***

Variations in the statement are explained in the notes above.

***Cash Flow Statement***

Variations in the statement are explained in the notes above.