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# JUSTICE AND COMMUNITY SAFETY DIRECTORATE

## Purpose

The Justice and Community Safety Directorate (the Directorate) seeks to maintain a safe, just and resilient community in the ACT.

This will be realised by working with the ACT government, key stakeholders and the community to:

1. Strengthen community safety;
2. Protect people’s rights and interests;
3. Care for and support vulnerable people;
4. Enhance access to justice; and
5. Build community resilience to emergency.

To achieve our vision for a safe, just and resilient community, the Directorate aims to be community-minded; human-rights focussed; inclusive and diverse; passionate about its work; and committed to making a positive difference.

## 2021-22 Priorities

Strategic and operational initiatives for 2021-22 include:

* Strengthening the ACT Emergency Services Agency (ESA) to build operational capability and meet future needs by:
* continuing the transformation of the ACT Ambulance Service, helping to modernise and sustain the service with additional behind-the-scenes capability to support growing frontline demand;
* upgrading ESA critical ICT systems to increase the capacity at the E000 Communications Centre and the Incident Management Room including enhancing the functionality of the Computer Aided Dispatch Mobile Data System, radio management consoles and servers;
* remediating the existence of poly-fluoroalkyl substances (PFAS) contamination connected to the former ACT Fire and Rescue site in Charnwood;
* undertaking the purchase of 51 standard vehicles and 9 low-emissions vehicles as part of the Emergency Service Agency’s Vehicle Replacement Program.
* Strengthening and supporting ACT Policing to build capability and meet future needs by:
  + providing additional funding for enabling services of ACT Policing provided by the Australian Federal Police;
  + replacing the ACT Policing’s radio core communication system and providing ongoing maintenance support for the new system;
  + continuing support for ACT Policing forensic medical services.
* Improving accommodation at the Gungahlin Joint Emergency Services Centre to better suit the operational needs of ESA and ACT Policing frontline responders.
* Developing a master implementation plan for critical infrastructure and accommodation requirements across ACT Policing, the Emergency Services Agency and ACT Corrective Services.
* Providing support to ACT Corrective Services by:
  + continuing the Intensive Corrections Order (ICO) Scheme which provides an alternative to full-time custody for eligible offenders serving short sentences;
  + purchasing an additional body scanner at the Alexander Maconochie Centre (AMC) to reduce the need for strip searches, creating a more secure environment for both staff and detainees;
  + developing reintegration and wellbeing initiatives to enhance services and support available to detainees at the AMC, facilitating critical repairs and improvement to the AMC, in addition to a strategic assessment of the long-term future accommodation needs of the facility, ensuring delivery of infrastructure that improves detainee welfare and strengthens reintegration pathways.
  + Protecting people’s rights and interests and supporting vulnerable people by:
    - supporting the Victims of Crime Commissioner to meet increased demand for the Victims of Crime Financial Assistance Scheme and the Victims Services Scheme. These schemes provide counselling and financial assistance programs to eligible victims of crime;
    - supporting the Discrimination, Health Services, Disability & Community Services Commissioner to increase the Commissioner’s capacity to respond to an increasing number and range of complaints;
    - continuing to support the ACT’s obligations under the National Redress Scheme for Institutional Child and Sexual Abuse;
    - appointing a temporary Aboriginal and Torres Strait Islander Children and Families Advocate, pending the establishment of an Aboriginal and Torres Strait Islander Children’s Commissioner;
    - conducting an economic assessment of the recommendations arising from the Projects Assisting Victims' Experience and Recovery (PAVER) review;
    - scoping ICT solutions to enable the provision of on-line information regarding victim rights information and services available under the Charter of Rights for victims of crime;
    - providing additional funding to the Official Visitor’s Scheme to enable it to respond to the increased demand for visitor services;
    - progressing reforms to raise the minimum age of criminal responsibility from the current minimum of 10 years of age;
    - continuing the ACT Intermediary Scheme for vulnerable witnesses to enable them to give their best evidence to police and the Courts;
    - providing assistance to the Community Legal Sector to enable it to maintain current service delivery levels.
* Supporting transparent government through positive compliance with the *Freedom of Information Act 2016* and the ACT’s proactive information disclosure regime.
* Providing increased resources to the ACT Government Solicitor to enable it to meet the growth in demand for its constitutional, public and administrative law expertise.
* Providing support to ACT Courts and Tribunal by:
  + installing specialised recording, transcription and audio-visual equipment in the ACT Civil and Tribunal’s new premises at Allara House;
  + continuing the Drug and Alcohol Court for a further two years to deal with offending linked to serious drug and alcohol use;
  + upgrading the Galambany Circle Sentencing Court room in order to support effective and restorative sentencing for Aboriginal and Torres Strait Islander defendants;
  + continuing criminal case conferencing in the ACT Supreme Court which encourages early settlement and improves the overall efficiency of the criminal justice process;
  + continuing the Therapeutic Care Court for a further two years which aims to provide intensive management and therapeutic support to parents involved in care and protection matters to achieve outcomes in the best interest of children and young people;
  + appointing a dedicated Coroner in the ACT and providing additional resourcing for a Special Magistrate to help clear the backlog of cases in the Magistrate’s Court;
  + improving security at the ACT Law Courts by installing targeted upgrades including to bring older parts of the Magistrate Court building up to code;
  + establishing a website that will allow applicants to advertise their intention to apply for probate on-line.
  + Assuring the capacity to support the delivery of government legislative priorities.

## Estimated Employment Level

Table 1: Estimated Employment Level

|  | 2019-20  Actual  Outcome | 2020-21  Budget | 2020-21  Interim Outcome | 2021-22  Budget |
| --- | --- | --- | --- | --- |
| **Staffing (FTE)** | 1,875 | 1,900 1 | 2,006 2 | 1,940 3 |

Notes:

1. The increase of 25 FTE in 2020-21 budget from 2019-20 actual outcome mainly reflects the net increase in staffing resources associated with 2020-21 budget initiatives.
2. The increase of 106 FTE in the 2020-21 interim outcome from the 2020-21 budget is predominantly due to the additional staff recruited to implement various government activities, backfill of positions across the Directorate due to leave requirements and increases in workload associated with the COVID-19 pandemic.
3. The decrease of 66 FTE in 2021-22 budget from the 2020-21 interim outcome is mainly due to the impact of higher than anticipated FTE in 2020-21, partially offset by an increase in staffing resources associated with 2021-22 Budget initiatives.

## Strategic Objectives and Indicators

### Strategic Objective 1

#### Accessible Justice System

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

Table 2: Strategic Indicator 1: Justice System Completion Rates

| Success | Strategic Indicator | 2020-21  Targets | 2020-21  Actuals | 2021-22  Target | |
| --- | --- | --- | --- | --- | --- |
| Timely completion of civil cases in the courts | Percentage of cases finalised  within 12 months from  lodgement |  |  |  | |
| - Supreme Court (includes  Court of Appeal) 1 | 85% | 51% | 80% | |
| - Magistrates Court a | 90% | 93% | 90% | |
| - Childrens Court | 90% | 85% | 90% | |
|  | - Coroners Court | 90% | 96% | 90% | |
| Timely completion of criminal cases in the courts | Percentage of cases finalised  within 12 months from  lodgement |  |  |  | |
|  | - Supreme Court (includes  Court of Appeal) 2 | 85% | 70% | 85% | |
|  | - Magistrates Court b | 95% | 90% | 95% | |
|  | - Childrens Court | 95% | 97% | 95% | |
|  | - Family Violence Court | 95% | 89% | 95% | |
| Timely completion of ACT Civil and Administrative Tribunal (ACAT) cases |  |  |  |  |
| Percentage of cases finalised  within 12 months from lodgement 3 | 95% | 84% | 95% | |
|  |  |  |  | |

Historical performance trends of these Strategic Indictors can be found in the Justice and Community Safety Directorate’s 2020-21 Annual Report.

**Explanation of Strategic Indicators:**

1. Magistrates Court civil cases include those for Childrens Court and Coroners Court.
2. Magistrates Court criminal cases include those for Childrens Court and Family Violence Court.

**Notes:**

1. The 2020-21 outcome is lower than target because matters are taking longer due to COVID-19 interfering with the legal professions ability to engage Interstate experts. The 2021-22 target has been changed to 80% to accommodate the continued focus on finalising matters which have been pending for greater than 12 months.

2. The 2020-21 outcome has been affected by some delays in matters being committed from the Magistrates Court in circumstances where there are related charges or co-offenders in the Supreme Court. The delays of matters being committed from the Magistrates Court was due to the impact of COVID-19 on that Court. Data cleansing also resulted in a number of old matters being finalised during this reporting period.

3. There was a focus on older matters that were delayed due to COVID-19.

### Strategic Objective 2

#### Safe Community

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

Table 3: Strategic Indicator 2: Crime Related Community Safety

| Success | Strategic Indicator | 2020-21  Targets | 2020-21  Actuals | 2021-22  Targets |
| --- | --- | --- | --- | --- |
| Reduction in level of crime | Number of known and reported  criminal offences: |  |  |  |
| - against the person per 100,000  population | <800 | 822.9 | <800 |
| - against property per 100,000 population 1 | <4,875 | 3,905.7 | <4,875 |
| Perceptions of safety | The proportion of people who felt ‘safe’ or ‘very safe’: a |  |  |  |
| - at home by themselves during the  Night b | => 89% | 91.6% | =>89.1% |
| - walking by themselves in their neighbourhood during the night b | => 54.3% | 56.6% | => 54.8% |
| No escapes/ abscondments from custody | Number of escapes or absconds per 100 detainees | 0 | 0 | 0 |
| Reduction in recidivism rate | ACT sentenced detainees released two years earlier than the year being measured who returned to prison with a new correctional sanction within two years | 41% | 38.5% | 41% |

Historical performance trends of these Strategic Indictors can be found in the Justice and Community Safety Directorate’s 2020-21 Annual Report.

**Explanation of Strategic Indicators:**

1. Perceptions of safety indicators are drawn from the National Survey of Community Satisfaction with Policing, a self‑reporting survey conducted by the Social Research Centre. The sample size and landline based methodology may limit how representative the results are of the ACT population as a whole.
2. The targets for the perception of safety indicators are based on the national average for the previous financial year.

**Note:**

1. ACT Government and ACT Policing implemented a range of targeted activities aimed at keeping property crime rates low under the *Property Crime Prevention Strategy 2016-2020*.

### Strategic Objective 3

#### Safe Community — Emergency Services

Table 4: Strategic Indicator 3: Emergency Related Community Safety

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Success | Strategic Indicator | 2020-21  Targets | 2020-21  Actuals | 2021-22  Targets |
| Increased community resilience for emergencies | Percentage of planned community engagement and awareness events conducted a | 90% | 91% | n/a |
| Percentage of Public Information & Engagement Annual Plan Priority Projects and Campaigns delivered b | n/a | n/a | 90% |
| Percentage of leaseholders within the Bushfire Abatement Zone with a Farm Fire-wise Plan c | 100% | 99% | n/a |
| Percentage of leases within the Bushfire Abatement Zone with a Farm Fire-wise Plan c | n/a | n/a | 100% |
| Number of sub-plans to the ACT Emergency Plan reviewed a, 1 | 6 | 2 | n/a |
| Percentage of ESA led Emergency plans, sub plans and supporting plans within accepted ACT planning and review governance and timeframes d | n/a | n/a | 100% |
| ACT Public Information Coordination Centre for ESA lead emergency response  – number of exercises conducted a, 2 | 2 | 3 | n/a |
|  | Percentage of evaluations conducted for completed Public Information & Engagement Campaigns e | n/a | n/a | 90% |
|  | Percentage of emergency alerts, updates and warnings to the ACT community through the use of the SPOT System a | 100% | 100% | n/a |
|  | Annual increase in social media reach f | n/a | n/a | 5% |
|  | Maintain or increase volunteer levels Percentage change in levels 3 | 1% | -1.72% | 1% |

#### Strategic Objective 3 (Continued)

#### Safe Community — Emergency Services (Continued)

Table 4: Strategic Indicator 3: Emergency Related Community Safety (Continued)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Success | Strategic Indicator | 2020-21  Targets | 2020-21  Actuals | 2021-22  Targets |
| Reduced loss of life and loss/damage to property | Percentage of structure fires confined to room of origin 4 | 80% | 69% | 80% |
| Percentage of 132 500 storm and flood callouts acknowledged within 24 hours g | 95% | 100% | n/a |
|  | Percentage of 132 500 storm and flood callouts completed within 24 hoursg | n/a | n/a | 90% |
| Reduced impact on the environment from bushfires | Percentage of bushfires kept below five hectares within the ACT a | 100% | 100% | n/a |
| Percentage of bushfires contained by the first response shift deployed (within the first 12 hours of the response) h | n/a | n/a | 95% |

Historical performance trends of these Strategic Indictors can be found in the Justice and Community Safety Directorate’s 2020-21 Annual Report.

**Explanation of Strategic Indicators:**

a. These indicators are discontinued in 2021-22 year following a comprehensive review of all strategic indicators against the ACT Government Strengthening Performance and Accountability Framework. New indicators have been introduced which will drive the performance, have challenging targets and are relevant to strategic directions.

b. This is a new indicator in 2021-22 year replacing the indicator *Percentage of planned community engagement and awareness events conducted*. This indicator ties directly into the strategic plan for the Public Information & Engagement (PI&E) area and is a more accurate indicator for PI&E engagement and delivery.

c. Description has been changed from ‘leaseholders’ to ‘leases’ as this reflects the indicator more accurately. A leaseholder (1) may have many leases in the Bushfire Abatement Zone, and the leaseholder must have a Fire-wise Farm (FFW) for each lease, rather than a single FFW per leaseholder.

d. This is a new indicator in 2021-22 year replacing the indicator *Number of sub-plans to the ACT Emergency Plan reviewed*. Due to review timetable of plans being subject to changes and agreement by the governing body, this new indicator will measure reviewed plans within those agreed timetables.

e. This is a new indicator in 2021-22 year replacing the indicator *ACT Public Information Coordination Centre for ESA lead emergency response – number of exercises conducted*. The new indicator ties directly into the strategic plan for the PI&E area and is a more accurate indicator for PI&E engagement and delivery.

f. This is a new indicator in 2021-22 year replacing the indicator *Percentage of Alerts, Updates and Warnings to ACT community through the use of SPOT system*. The new indicator is about Social Media reach, given the current climate and world wide use/reliance on social media to obtain information, and is seen as a key strategic indicator for ESA's PI&E plan going forward.

g. Description has been changed from ‘acknowledged’ to ‘completed’. "Acknowledged" is defined as simply answering the phone and logging a job. The new indicator will measure a percentage of flood call outs completed, rather than acknowledged, in a 24 hour period. The change in the target from 95% to 90% is based on the past year’s data.

h. This is a new indicator in 2021-22 year replacing the indicator *Percentage of bushfires kept below five hectares within the ACT*. The new indicator ties directly into an action item in the Strategic Bushfire Management Plan (SBMP), and it aligns with the benchmark that all jurisdictions use to measure their response.

#### Strategic Objective 3

#### Safe Community — Emergency Services (Continued)

Table 4: Strategic Indicator 3: Emergency Related Community Safety (Continued)

Notes:

1. The variance between 2020-21 outcome and target is a result of an administrative error in target setting. Based on ACT Emergency planning and governance timelines, the 2020- 21 target should have been two (2), not six (6).

2. ESA planned and conducted two exercises in October and December 2020. In addition ESA exercised a PICC for the March 2021 flooding event, bringing the total exercises held to three.

3. The CFU volunteers number reduced in 2020-21 due to COVID-19 and attrition. Additionally, an administrative review of volunteer membership resulted in a reduction in CFU and SES volunteer numbers. RFS volunteers increased due to a large recruitment round.

4. Lower 2020-21 outcome is due to confinement to room of origin being impacted by larger home sizes with more open plans, increased fuel loads consisting of more combustible contents and new construction materials and techniques.

### Strategic Objective 4

#### Promotion and Protection of Rights and Interests

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

Table 5: Strategic Indicator 4: Awareness and Compliance with Human Rights and Interests

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Success | Strategic Indicator | 2020-21  Targets | 2020-21  Actuals | 2021-22  Targets |
| New government laws are compatible with human rights legislation at time of introduction | Percentage of new government laws that are compatible with human rights legislation at the time of introduction | 100% | 100% | 100% |
| Increased community awareness and understanding of human rights a | Number of community members made aware of their rights in the area of responsibility for victim support b, 1 | 1,400 | 3,083 | n/a |
| Number of community engagement activities undertaken by: |  |  |  |
| Human Rights Commission in area of human rights and service provision | 70 | 75 | 70 |
| Number of submissions, advices and comments directed at increasing human rights compliance on systemic issues in legislative and policy proposals c | n/a | n/a | 50 |
| Increased support for victims of crime d | Number of victims of crime who have received support, assistance or advocacye | n/a | n/a | 1,600 |

Historical performance trends of these Strategic Indictors can be found in the Justice and Community Safety Directorate’s 2020-21 Annual Report.

#### Strategic Indicator 4 (Continued)

#### Promotion and Protection of Rights and Interests (Continued)

Table 5: Strategic Indicator 4: Awareness and Compliance with Human Rights and Interests (Continued)

**Explanation of Strategic Indicators:**

1. The Success indicator Increased community awareness of how to access and protect rights has been changed to the *Increased community awareness and understanding of human rights*.
2. This indicator will be discontinued in 2021-22 and replaced by a new indicator as described in Note e below.
3. This is a new indicator in 2021-22 which will measure the Commission’s outputs addressing systemic human rights compliance issues in legislative and policy proposals. This indicator will measure the number of submissions, advice and comments the Commission makes on human right compliance issues in legislative and policy proposals.
4. This is a new Success Indicator.
5. This is a new indicator in 2021-22 year which replaces the *Number of community members made aware of their rights in the area of responsibility for victim support*. It is introduced as a comprehensive measure of the number of victims of crime who receive support, assistance or advocacy services.

Note:

1. The number of victim support clients increased significantly in 2020-21 with the COVID-19 lockdown driving a surge from victims of crime for family violence related support.

## Output Classes

### Output Class 1: Justice Services

Table 6: Output Class 1: Justice Services

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 83,539 | 86,062 |
| **Controlled Recurrent Payments** |  | 66,260 | 75,452 |

Note:

1. Total cost includes depreciation and amortisation of $2.110 million in 2020-21 and $2.505 million in 2021-22.

#### Output 1.1: Policy Advice and Justice Programs

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

**Table 7: Output 1.1: Policy Advice and Justice Programs**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 27,746 | 30,384 |
| **Controlled Recurrent Payments** |  | 24,311 | 28,451 |

#### Output 1.2: Legal Services to Government

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

**Table 8: Output 1.2: Legal Services to Government**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 22,425 | 17,763 |
| **Controlled Recurrent Payments** |  | 11,522 | 12,036 |

#### Output 1.3: Legislative Drafting and Publishing Services

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

**Table 9: Output 1.3: Legislative Drafting and Publishing Services**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 5,764 | 6,504 |
| **Controlled Recurrent Payments** |  | 4,840 | 4,916 |

#### Output 1.4: Public Prosecutions

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

**Table 10: Output 1.4: Public Prosecutions**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 14,867 | 16,330 |
| **Controlled Recurrent Payments** |  | 14,956 | 15,905 |

#### Output 1.5: Protection on Rights

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

**Table 11: Output 1.5: Protection on Rights**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 12,737 | 15,081 |
| **Controlled Recurrent Payments** |  | 10,631 | 14,144 |

### Output Class 2: Corrective Services

Table 12: Output Class 2: Corrective Services

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 95,514 | 110,004 |
| **Controlled Recurrent Payments** |  | 82,123 | 97,750 |

Note(s):

1. Total cost includes depreciation and amortisation of $7.475 million in 2020-21 and $10.378 million in 2021-22.

#### Output 2.1: Corrective Services

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

### Output Class 3: Courts and Tribunal

Table 13: Output Class 3: Courts and Tribunal

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 72,220 | 80,831 |
| **Controlled Recurrent Payments** |  | 49,923 | 59,425 |

Note:

1. Total cost includes depreciation and amortisation of $8.007 million in 2020-21 and $9.230 million in 2021-22.

#### Output 3.1: Courts and Tribunal

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

### Output Class 4: Emergency Services

Table 14: Output Class 4: Emergency Services

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 184,212 | 182,926 |
| **Controlled Recurrent Payments** |  | 142,456 | 152,382 |

Note:

1. Total cost includes depreciation and amortisation of $10.750 million in 2020-21 and $14.149 million in 2021-22.

#### Output 4.1: Emergency Services

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

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

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

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

### EBT 1: ACT Policing

Table 15: EBT 1: ACT Policing

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 183,523 | 196,546 |
| **Payment for Expenses on Behalf of the Territory** |  | 180,407 | 192,981 |

Note:

1. Total cost includes depreciation and amortisation of $3.116 million in 2020-21 and $3.565 million in 2021-22.

#### Output 1.1: ACT Policing

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

## Accountability Indicators

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 Statement of Performance, which were unaudited at the time of preparing these budget statements.

### Output Class 1: Justice Services

#### Output 1.1: Policy Advice and Justice Programs

Table 16: Accountability Indicators Output 1.1

|  | 2020-21  Targets | 2020-21  Interim  Outcome | Variance  % | 2021-22  Targets |
| --- | --- | --- | --- | --- |
| 1. Percentage of legislation requested by the JACS portfolio ministers is developed within timeframes agreed by the JACS portfolio ministers | 100% | 100% | - | 100% |
| 1. Proportion of surveyed users of restorative justice programs satisfied with service received a | 97% | 99% | 2 | 97% |
| 1. Number of initiatives that reduce regulatory burden b | 2 | 2 | - | 2 |
| Total Cost ($’000)  Controlled Recurrent Payments ($’000) | 28,810  26,219 | 27,746  24,311 | (4)  (7) | 30,384  28,451 |

The above Accountability Indicators should be read in conjunction with the accompanying notes.

Explanation of Accountability Indicators:

1. Following a restorative justice conference, surveys designed to monitor convenors’ delivery of the process and participant experience for quality assurance and service improvement, are provided to each offender, victim and support person. Nine key questions are included in the surveys. These questions capture feedback on different aspects of the restorative justice process to provide an insight into the level of participant satisfaction. 104 out of 132 participants completed the survey with 99% being satisfied with services received.
2. Relevant initiatives include changes or innovations, made as part of legislative reforms or policy or program design or modification, and which have been identified as reducing regulatory burden. *Birth, Deaths and Marriages Registration Amendment Bill* *2020* and Justice and *Community Safety Legislation Amendment Bill 2020* are the two bills that reduced red tape in the 2020-21 financial year.



#### Output 1.2: Legal Services to Government

Table 17: Accountability Indicators Output 1.2

|  | 2020-21  Targets | 2020-21  Interim  Outcome | Variance  % | 2021-22  Targets |
| --- | --- | --- | --- | --- |
| 1. Timely legal services provided by the ACT Government Solicitor: percentage of advices completed within 28 days | 85% | 82% | (4) | 85% |
| 1. High quality legal services provided by the ACT Government Solicitor: percentage of client survey respondents satisfied with quality of advice and representation a | 95% | 91% | (4) | 95% |
| 1. Timely legal services provided by the ACT Government Solicitor: percentage of court matters undertaken and completed within courts, tribunal or any applicable statutory timetable | 95% | 91% | (4) | 95% |
| Total Cost ($’000)  Controlled Recurrent Payments ($’000) | 21,120  11,662 | 22,425  11,522 | 6  (1) | 17,763  12,036 |

The above Accountability Indicators should be read in conjunction with the accompanying notes.

Explanation of Accountability Indicators:

1. The client survey is conducted using the online Survey Monkey Tool. 134 out of 148 respondents indicated an overall level of satisfaction with the quality of legal services in 2020-21. Respondents indicate the quality of legal services delivered was either ‘excellent’ or ‘satisfactory’ as a % of the total survey responses to the question.

#### Output 1.3: Legislative Drafting and Publishing Services

Table 18: Accountability Indicators Output 1.3

|  | 2020-21  Targets | 2020-21  Interim  Outcome | Variance  % | 2021-22  Targets |
| --- | --- | --- | --- | --- |
| 1. High level of client satisfaction for legislative drafting and publishing services by the Parliamentary Counsel’s Office:  * percentage of satisfied client survey respondents a | 90% | 89% | (1) | 90% |
| 1. Timely legislative drafting and publishing services by the Parliamentary Counsel’s Office: |  |  |  |  |
| * Percentage of drafting responses provided within 30‑day standard | 95% | 99% | 4 | 95% |
| * Percentage of notifications notified on ACT legislation register on requested notification day | 99% | 100% | 1 | 99% |
| * Percentage of republications of changed legislation published on ACT legislation register on day the change happens | 99% | 100% | 1 | 99% |
| Total Cost ($’000)  Controlled Recurrent Payments ($’000) | 5,715  4,875 | 5,764  4,840 | 1  (1) | 6,504  4,916 |

The above Accountability Indicators should be read in conjunction with the accompanying notes.

Explanation of Accountability Indicators:

1. Parliamentary Counsel Office (PCO) annually conducts three client surveys over a two-week period: the ACT Legislation Register Survey, the Legislative Drafting Service Survey and the ACT Legislation Register Notifications Service Survey. Satisfied client survey respondents means respondents who indicated an overall level of satisfaction of 'good' or 'excellent'. 174 out of 195 participants indicated an overall level of satisfaction to the survey in 2020-21. The survey was conducted in May 2021.

#### Output 1.4: Public Prosecutions

Table 19: Accountability Indicators Output 1.4

|  | 2020-21  Targets | 2020-21  Interim  Outcome | Variance  % | 2021-22  Targets |
| --- | --- | --- | --- | --- |
| 1. Average cost per matter finalised 1 | $3,000 | $2,581 | (14) | $3,000 |
| 1. The percentage of cases where the brief is served within two weeks of it being received from the ACT Police 2 | 80% | 94% | 18 | 80% |
| 1. The percentage of cases where the indictment case statement and questionnaire are filed within the timeframes specified at directions in the Supreme Court a ,3 | 80% | 70% | (13) | 80% |
| Total Cost ($’000)  Controlled Recurrent Payments ($’000) | 14,665  15,048 | 14,867  14,956 | 1  (1) | 16,330  15,905 |

The above Accountability Indicators should be read in conjunction with the accompanying notes.

Explanation of Accountability Indicators:

1. These are new indicators in 2020-21 which better reflect the performance of the Director of Public Prosecutions.

**Notes:**

1. Due to productivity gains facilitated by the automation of data transfer process between various systems, operating costs per matter have been lower than expected.
2. This is a new indicator and resulted in a better than predicted performance. The target will be reviewed when more data becomes available.
3. This is a new indicator, lower than target results was due to delays in filing documents relating to the significant portion of matters being committed without a brief, extending the time required to prepare and file these documents.

#### Output 1.5: Protection on Rights

Table 20: Accountability Indicators Output 1.5

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020-21  Targets | 2020-21  Interim  Outcome | Variance  % | 2021-22  Targets |
| **Human Rights Commission** |  |  |  |  |
| 1. High level of client satisfaction with Human Rights Commission complaints process: |  |  |  |  |
| * Percentage of survey respondents who consider the process fair, accessible and understandable a,1 | 75% | 66% | (12) | n/a |
| * Percentage of survey respondents who consider the complaint handling service accessible b | n/a | n/a | - | 75% |
| * Percentage of survey respondents who consider the complaint handling service to be fair b | n/a | n/a | - | 75% |
| * Percentage of complaints concluded within Commission standards | 75% | 80% | 7 | 75% |
| 1. High level of community education, information and advice in relation to human rights and (i) services for children and young people, (ii) disability services, (iii) discrimination, (iv) health services, and (v) services for older people and other complaint jurisdictions: c |  |  |  |  |
| * Number of community engagement activities undertaken by the Commission | 70 | 75 | 7 | 70 |
| **Public Advocate** |  |  |  |  |
| 1. The Public Advocate of the ACT’s actions towards achieving a caring community where the rights and interests of vulnerable people are protected: |  |  |  |  |
| * Proportion of client survey respondents for whom advocacy services are provided by the Public Advocate of the ACT where a high level of satisfaction is reported 2 | 75% | 63% | (16) | 75% |
| Individuals, excluding guardianship clients, brought to the attention of the Public Advocate: |  |  |  |  |
| * Proportion of individuals brought to the attention of the Public Advocate for whom direct advocacy is provided 3 | 25% | 37% | 48 | 25% |
|  |  |  |  |  |

#### Output 1.5: Protection of Rights (Continued)

Table 20: Accountability Indicators Output 1.5 (Continued)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020-21  Targets | 2020-21  Interim  Outcome | Variance  % | 2021-22  Targets |
| * Percentage of clients referred to the Public Advocate for whom a review of the documentation was undertaken d, 4 | 75% | 64% | (15) | 65% |
| **Victim Support ACT** |  |  |  |  |
| 1. Percentage of referrals to Victim Support ACT or the Victims of Crime Commissioner - actioned within five working days | 95% | 99% | 4 | 95% |
| Total Cost ($’000) 5  Controlled Recurrent Payments ($’000) 6 | 14,294  12,427 | 12,737  10,631 | (11)  (14) | 15,081  14,144 |

The above Accountability Indicators should be read in conjunction with the accompanying notes.

Explanation of Accountability Indicators:

1. This indicator is discontinued in 2021-22 and now split into two separate indicators (see b below).
2. These are new indicators in 2021-22 year which have replaced the *Percentage of survey respondents who consider the process fair, accessible and understandable* by splitting fair and accessible into separate indicators to make it clearer and easier to report on.
3. Description has been changed to include ‘and other complaint jurisdictions’ in the name of the indicator as the previous wording did not reflect all jurisdictions the Human Rights Commission administers.
4. The change to the target in 2021-22 reflects the significant increase in the amount of mental health documentation received since 2019.

**Notes:**

1. The lower than target result is mainly due to increased lead times between receipt and allocation of complaints due to increased number of complaints received during the reporting period which led to lower customer satisfaction.

2. The lower than target result reflects the complexity of situations in which the Public Advocate becomes involved and the challenge of fully addressing the issues being raised. It should be noted, that when the 'somewhat satisfied' data is included, the overall rating increases to 92%.

3. The higher than target result is mainly due to an increase in matters requiring Public Advocate intervention, with some relating to an increase in mental health portfolio.

4. The lower than target result is mainly due to a significant increase in demand and complexity of mental health/forensic mental health matters brought to the attention of the Public Advocate.

5. The lower than target result is due to lower office accommodation expenses and Contractors and Consultants and lower Employee Expenses due to several staff members changing their working arrangement from full time to part time and other unexpected vacant positions.

6. The lower than target result is due to undrawn appropriation driven by lower corresponding costs as explained in Note 5 above.

### Output Class 2: Corrective Services

#### Output 2.1: Corrective Services

Table 21: Accountability Indicators Output 2.1

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020-21  Targets | 2020-21  Interim  Outcome | Variance  % | 2021-22  Targets |
| a. Completion rates of Community Corrections Orders: |  |  |  |  |
| – The proportion of Community Corrections supervision orders successfully completed within the counting period a, 1 | 68% | 78% | 15 | 70% |
| – The proportion of Community Corrections reparation orders successfully completed within the counting period 2 | 60% | 44% | (27) | 60% |
| b. Average cost per detainee per day for all detainees b, c, 3 | $354 | $404 | 14 | $398 |
| c. Average cost per day for community based offenders d, 4 | $39 | $46 | 18 | $44 |
| Total Cost ($’000) | 92,831 | 95,514 | 3 | 110,004 |
| Controlled Recurrent Payments ($’000) | 84,377 | 82,123 | (3) | 97,750 |

The above Accountability Indicators should be read in conjunction with the accompanying notes.

Explanation of Accountability Indicators:

a. Efficiency in completion rates of Community Correction Supervision Orders are expected to be achieved based on progress on actual performance in 2020-21.

b. This indicator closely aligns with the Report of Government Services (ROGS) reporting from net recurrent expenditure per community-based offenders per day. This does not include superannuation and depreciation, in line with the ROGS counting method.

c. The 2021-22 target for this indicator was revised up from $354 to $398 based on projected population and cost in 2021-22.

d. The 2021-22 target for this indicator was revised up from $39 to $44 based on average offender population and projected cost.

**Notes:**

1. ACT Corrective Services Community Operations has undertaken work on improving completion rates, including discretionary processes to reduce ‘unnecessary’ breaches of orders and ensuring offenders are appropriately linked with programs targeted to reduce criminogenic risk factors.
2. Variance in completion rates is mostly attributable to individual offender behaviour/characteristics and broader justice system practices. As a smaller jurisdiction, the ACT also experiences greater fluctuations in performance indicators such as completion rates (relative to larger jurisdictions).
3. The average daily cost per offender has increased due to lower detainee numbers, in large part a consequence of the impact of COVID-19 restrictions on the community.
4. The average daily cost per offenders has increased due to lower offender numbers, in large part a consequence of the impact of COVID-19 restrictions on the community.

### Output Class 3: Courts and Tribunal

#### Output 3.1: Courts and Tribunal

Table 22: Accountability Indicators Output 3.1

|  | | 2020-21  Targets | | 2020-21  Interim  Outcome | Variance  % | 2021-22  Targets |
| --- | --- | --- | --- | --- | --- | --- |
| Courts |  | | | | | |
| a. Cost per finalised criminal case a, b | |  | |  |  |  |
| – Supreme Court | | $44,600 | | $48,470 | 9 | $48,117 |
| – Magistrates Court | | $2,250 | | $2,211 | (2) | $2,419 |
| b. Cost per finalised civil case a, b | |  | |  |  |  |
| – Supreme Court 1 | | $21,800 | | $18,484 | (15) | $22,027 |
| – Magistrates Court | | $3,600 | | $3,838 | 7 | $3,909 |
| c. Criminal Case Clearance Indicator  – Number of Supreme Court finalisations, divided by the number of lodgements | | 100% | | 97% | (3) | 100% |
| d. Criminal Case Clearance Indicator   – Number of Magistrates Court finalisations, divided by the number of lodgements | | 100% | | 105% | 5 | 100% |
| e. Civil Case Clearance Indicator  – Number of Supreme Court finalisations, divided by the number of lodgements 2 | | 100% | | 111% | 11 | 100% |
| f. Civil Case Clearance Indicator  – Number of Magistrates Court finalisations, divided by the number of lodgements c | | 100% | | 102% | 2 | 100% |
| Tribunal |  | | | | | |
| g. Clearance Indicator – Percentage of ACAT finalisations, divided by the number of lodgements d, 3 | | | 100% | 112% | 12 | 100% |
| Total Cost ($’000)  Controlled Recurrent Payments ($’000) 4 | | | 79,272  58,221 | 72,220  49,923 | (9)  (14) | 80,831  59,425 |

The above Accountability Indicators should be read in conjunction with the accompanying notes.

Explanation of Accountability Indicators:

a. For the purpose of this report a 'case' is defined as per the counting rules detailed in the Report on Government Services (ROGS) Data Collection Manual Courts, Chapters 6, 7 and 8.

b. An increase in the proposed targets for cost per finalisation reflects the current allocation of costs associated with types of cases and the number of cases anticipated to be finalised in 2021-22 year.

c. The civil case clearance indicator for the Magistrates Court includes the Coroners Court and Children’s Court.

d. ACAT - ACT Civil and Administrative Tribunal.

### Output Class 3: Courts and Tribunal (Continued)

#### Output 3.1: Courts and Tribunal (Continued)

Table 22: Accountability Indicators Output 3.1 (Continued)

**Notes:**

1. The cost is below the target due to the continuation of the concerted effort to maintain finalisation rates, while the costs have remained relatively constant.
2. Supreme Court civil clearance rate is above the target due to lower-than-expected lodgements, while maintaining the same level of finalisations.
3. Additional hearings were held to catch up on matters that were suspended during the COVID-19 pandemic lockdown, such as residential tenancy and civil matters. These hearings have increased the number of matters finalised.
4. The lower than target result is mainly due to Magistrates Court rent savings ($4.6m) following the later completion of the new ACT Public Private Partnership (PPP) Courts Facilities, transfer of appropriation from 2020-21 to 2021-22 and the impact of undrawn appropriation due to use of available cash reserves.

### Output Class 4: Emergency Services

#### Output 4.1: Emergency Services

Table 23: Accountability Indicators Output 4.1

| . | | 2020-21  Targets | | 2020-21  Interim  Outcome | | Variance  % | 2021-22  Targets |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Prevention and Preparedness |  | |  | |
| a. Field Audit of Slashing/Grazing/Physical Removal activities, as per approved Bushfire Operational Plans (BOPs) a | | n/a | | n/a | | - | 100% |
| b. Field assessment of Access Management Upgrades and Hazard Reduction burns conducted in accordance with Bushfire Operational Plans of ACT Government Directorates | | 100% | | 100% | | - | 100% |
| c. Percentage of ESA staff who have completed accredited training in AIIMS b, 1 | | 70% | | 77% | | 10 | n/a |
| d. Percentage of capability to activate and maintain an Incident Management Team for 4 consecutive 12-hour shifts c | | n/a | | n/a | | - | 80% |
| Response and Recovery |  | |  | |
| e. Structure Fire incidents responded to within target d | | 90% | | 93% | | 3 | 90% |
| f. Road Rescue incidents responded to within target e | | 90% | | 93% | | 3 | 90% |
| g. Ambulance priority 1 - Incident Response Time 50th percentile (minutes)f, 2 | | 8 | | 8.95 | | 12 | 8 |
| h. Ambulance priority 1 - Incident Response Time 90th percentile (minutes)f | | 15 | | 14.70 | | (2) | 15 |
| i. Percentage of Patient Transport Service ‘fixed booking’ attended by booked time; | | 65% | | 69% | | 6 | 65% |
| j. Total cost per head of population g | | $394.86 | | $426.91 | | 8 | $402.19 |
| Total Cost ($’000)  Controlled Recurrent Payments ($’000) | | 173,994  146,193 | | 184,212  142,456 | | 6  (3) | 182,926  152,382 |

The above Accountability Indicators should be read in conjunction with the accompanying notes.

### Output Class 4: Emergency Services (Continued)

#### Output 4.1: Emergency Services (Continued)

Table 23: Accountability Indicators Output 4.1 (Continued)

Explanation of Accountability Indicators:

a. This is a new indicator in 2021-22 year which measures field audits on slashing, grazing and physical removal activities. These activities represent a large portion of activities in approved Bushfire Operational Plans (BOPs). Field audit of 2 slashing, 2 grazing, and 2 physical removal activities, per approved BOPs when reported as completed in Quarterly reports to ACT Rural Fire Service and conducted in accordance with approved BOPs. The indicator measures and monitors Directorates’ reporting compliance in accordance with the approved BOPs and ensures these activities are completed in adherence to all relevant policies and procedures.

b. AIIMS – Australasian Inter-Service Incident Management System. This accountability indicator in 2020-21 captured training provided to Emergency Services Agency (ESA) staff only on the AIIMS system. This indicator is discontinued in 2021-22 year as it is no longer an accurate measure of ESA's abilities to manage incidents, as the nature and delivery of AIIMS has changed and is no longer suitable for high level Incident Management Teams (IMTs).

c. This is a new indicator in 2021-22 year. This indicator measures if ESA has appropriately trained and endorsed staff to maintain a high level IMT (for 4 consecutives 12 hour shifts).

d. Target refers to the response to structure fires within 10 minutes.

e. Target refers to the response to road rescues within 13 minutes.

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

g. The 2021-22 target is based on an estimated population of 448,621 estimated according to the most recent population projections for the Australian Capital Territory (ACT) by ACT Treasury (ACT Population Projects 2018‑ 2058.

**Notes:**

1. The higher results for percentage of staff with accredited AIIMS training compared to the target is a result of a focused effort ensuring new staff members were trained in AIIMS as part of their induction process when joining the ESA.
2. The slower response time compared to the target is due to an overall increase in demand for service.

## Changes to Appropriation

Table 24: 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** | **359,022** | **359,972** | **366,268** | **375,645** | **364,808** |
|  |  |  |  |  |  |
| **2021-22 Budget Policy Decisions** |  |  |  |  |  |
| Better support for vulnerable witnesses | - | 1,545 | 1,930 | - | - |
| Commonwealth Redress Scheme — continuation | - | 447 | 453 | 457 | 464 |
| Community Sector Partnerships — Community Legal Assistance  Sector Support | - | 1,199 | 502 | 157 | 160 |
| Dedicated Coroners Court for the ACT | - | 1,043 | 888 | 903 | 918 |
| Drug and Alcohol Court — more support | - | 2,245 | 2,205 | - | - |
| Extension of temporary contract positions | - | 151 | - | - | - |
| Human Rights Commission — increased support | - | 119 | 300 | 304 | 308 |
| Implementing Legislative Agenda — Reforming the minimum age of criminal responsibility | - | 340 | 176 | - | - |
| Improving infrastructure and wellbeing at the Alexander Maconochie Centre | - | 7,509 | 5,564 | 3,415 | - |
| Improving probate system in the ACT | - | 46 | 47 | 47 | 48 |
| Intensive Corrections Orders — Continuation | - | 2,006 | 2,037 | 2,068 | 2,102 |
| Investing in public health care — Winnunga Health services for Aboriginal and Torres Strait Islander detainees at the AMC | - | 838 | - | - | - |
| Maintaining accountability and transparency of government | - | 135 | 137 | - | - |
| Modernising the ACT Ambulance Service | - | 3,301 | 3,667 | 3,743 | 3,842 |
| More support for victims of crime | - | 1,739 | 1,790 | 1,809 | 1,827 |
| Office of the Aboriginal and Torres Strait Islander Children's Commissioner | - | 311 | - | - | - |
| Streamlining court proceedings | - | 143 | - | - | - |
| Strengthening legal policy and advisory services | - | 1,779 | 1,806 | 1,833 | 1,861 |
| Therapeutic Care Court — continuation | - | 168 | 172 | - | - |
| Well Prepared Emergency Services — Gungahlin Joint Emergency Service Centre | - | - | 500 | 515 | 530 |
| Well Prepared Emergency Services — improving safety at police, emergency services and corrections facilities | - | 1,358 | 300 | - | - |
| Well Prepared Emergency Services — Strengthening ICT infrastructure | - | 25 | 226 | 256 | 261 |
|  |  |  |  |  |  |
| **2021-22 Budget Technical Adjustments** |  |  |  |  |  |
| Commonwealth Grant — Domestic violence units and health justice partnerships | - | 143 | 145 | 147 | 149 |
| Commonwealth Grant — Front-line support to address workplace sexual harassment | - | 208 | 208 | 212 | 215 |
| Commonwealth Grant — Increased legal assistance funding for vulnerable women | - | 688 | 696 | 705 | 714 |
| Commonwealth Grant — State administration funding | - | 42 | 41 | 41 | 41 |
| Commonwealth Grant — Supporting increased child sexual abuse prosecutions | - | 30 | 31 | 31 | 32 |
| Commonwealth Grant — Supporting people with mental health conditions access the justice system | - | 269 | 278 | 278 | 278 |
| Table 24: Changes to appropriation – Controlled Recurrent Payments (Continued) | | | | | |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
| Offset — ACT Law Courts Upgrade | - | -350 | - | - | - |
| Remuneration Tribunal | - | 14 | 14 | 14 | 14 |
| ***Revised Funding Profile*** |  |  |  |  |  |
| Better protective equipment for ACT firefighters | -566 | 566 | - | - | - |
| Better supporting vulnerable witnesses | -30 | 30 | - | - | - |
| Building Strong Connected Neighbourhoods | -85 | 85 | - | - | - |
| Charter of Victims and additional support for victims of crime | -42 | 42 | - | - | - |
| Commonwealth Grant — Disaster Risk Reduction | -1,134 | 1,134 | - | - | - |
| Commonwealth Grant — Natural Disaster Resilience Program | -71 | 71 | - | - | - |
| Community Clubs Ministerial Advisory Council | -50 | 50 | - | - | - |
| Courts Public Private Partnership | -350 | 350 | - | - | - |
| Disability Justice Strategy | -139 | 139 | - | - | - |
| Increased Magistrates Court resourcing | -121 | 121 | - | - | - |
| Increasing opportunities for Aboriginal and Torres Strait Islander people involved with the justice system | -280 | 280 | - | - | - |
| Management and remediation firefighting substances at Fire Stations | -1,292 | 1,292 | - | - | - |
| More support for families and inclusion — Drug and Alcohol Court | -70 | 70 | - | - | - |
| More support for families and inclusion — Building Communities Not Prisons | -393 | 189 | -5 | 209 | - |
| Revised Indexation Parameters | - | 269 | 392 | 397 | 14,408 |
| Revised Superannuation Parameters | - | 2,427 | 2,026 | 1,861 | 3,087 |
| ***Transfers:*** |  |  |  |  |  |
| Charter of Rights for Victims of Crime from ACT Policing | - | 65 | - | - | - |
| ICT appropriation from CMTEDD | - | 49 | 49 | 49 | 50 |
| Management and remediation of firefighting substances at the stations — to Capital Injections | - | -2,089 | - | - | - |
| Official Visitor Scheme transfer from Public Trustee and Guardian | - | 130 | 132 | 134 | 136 |
| Ombudsman function to CMTEDD | - | -63 | -65 | -67 | -69 |
| Strengthening Transparent government (Public Standards Unit) to CMTEDD | - | -192 | -195 | -198 | -202 |
| Whole of government intellectual property licensing and public archives access services to the Territory Records Office (TRO) | - | -48 | -49 | -50 | -51 |
| Transport regulation and safety policy function to TCCS – correction of transfer amount | - | 30 | 30 | 28 | 29 |
| S14B transfer to Public Trustee for the Official Visitor Scheme | -106 | - | - | - | - |
| ***Savings:*** |  |  |  |  |  |
| COVID-19 Public Health Response | - | -645 | - | - | - |
| Gungahlin Joint Emergency Services Centre — Future Use Study | -30 | - | - | - | - |
| Magistrate Court Rent | -4,566 | -4,566 | -4,566 | -4,566 | -4,566 |
| Workers' Compensation Premium Adjustment | - | -2,240 | - | - | - |
| Undrawn funding | -8,935 | - | - | - | - |
|  |  |  |  |  |  |
| **2021-22 Budget** | **340,762** | **385,009** | **388,130** | **390,377** | **391,394** |
|  |  |  |  |  |  |

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **2020-21 Budget** | **204,832** | **204,013** | **204,516** | **204,644** | **204,644** |
|  |  |  |  |  |  |
| **2021-22 Budget Policy Decisions** |  |  |  |  |  |
| ACT Policing Forensic Medical Contract — Extension | - | 975 | 1,035 | 1,096 | 1,158 |
| Commonwealth Redress Scheme — continuation | - | 10 | 12 | 12 | 14 |
| Continuing the COVID-19 Public Health Response | - | 2,400 | - | - | - |
| Drug and Alcohol Court — more support | - | 98 | 100 | - | - |
| Official Visitor Scheme — more support | - | 140 | 142 | 145 | 149 |
| Well Prepared Emergency Services — ACT Policing Enabling Adjustment | - | 2,773 | 2,773 | 2,773 | 2,773 |
| Well Prepared Emergency Services — Maintaining ACT Policing radio communication capability | - | 4,738 | 789 | 555 | 555 |
|  |  |  |  |  |  |
| **2021-22 Budget Technical Adjustments** |  |  |  |  |  |
| ACT Policing Enterprise Agreement | - | 1,885 | 6,620 | 9,532 | 9,532 |
| Retiring Judge's entitlements | - | 331 | 590 | 590 | 590 |
| ***Revised Funding Profile*** |  |  |  |  |  |
| Boosting police for a growing city | -483 | 483 | - | - | - |
| Charter of Rights for Victims of Crime | -65 | 65 | - | - | - |
| COVID-19 Public Health Response | -447 | 447 | - | - | - |
| Gaming Machine Authorisation Surrender Incentive extension | -350 | 350 | - | - | - |
| More support for families and inclusion — Implementing the Commonwealth Redress Scheme for Institutional Child and Sexual Abuse | -1,600 | 1,600 | - | - | - |
| More support for families and inclusion — Reducing the number of gaming machine to 4,000 | -400 | 400 | - | - | - |
| Relocating ACT Policing's Traffic Operations Centre | -375 | 375 | - | - | - |
| Strategic accommodation study for Policing | -426 | 426 | - | - | - |
| Revised Indexation Parameters | - | 211 | 297 | 379 | 561 |
| ***Transfers*** |  |  |  |  |  |
| Charter of Rights for Victims of Crime to Human Rights Commission | - | -65 | - | - | - |
| Official Visitor Scheme transfer from Public Trustee and Guardian | - | 476 | 483 | 490 | 497 |
| Relocating ACT Policing's Traffic Operations Centre — to Territory Capital Injections | - | -979 | -338 | -324 | -654 |
| Treasurer's Advance — Victims of Crime Financial Payments | 1,100 | - | - | - | - |
| ***Savings*** |  |  |  |  |  |
| Gaming Machine Authorisation Surrender Incentive - extension | -1,415 | - | - | - | - |
| ***Offsets*** |  |  |  |  |  |
| Strategic accommodation study for Policing | - | -300 | - | - | - |
|  |  |  |  |  |  |
| **2021-22 Budget** | **200,371** | **220,852** | **217,019** | **219,892** | **219,819** |

Table 26: 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** | **30,979** | **89,094** | **14,014** | **7,026** | **7,026** |
|  |  |  |  |  |  |
| **2021-22 Budget Policy Decisions** |  |  |  |  |  |
| ACT Law Courts upgrades | - | 350 | - | - | - |
| Galambany Circle Sentencing Court upgrades | - | 714 | - | - | - |
| Improving infrastructure and wellbeing at the Alexander Maconochie Centre | - | 1,265 | 4,029 | - | - |
| Improving the probate system in the ACT | - | 72 | - | - | - |
| Modernising the ACT Ambulance Service | - | 390 | 250 | - | - |
| More support for the ACT Civil and Administrative Tribunal | - | 6,850 | - | - | - |
| Well-prepared emergency services - Gungahlin Joint Emergency Service Centre | - | 285 | 4,066 | 983 | 34 |
| Well-prepared emergency services - Remediating hazardous materials around the former West Belconnen ACT Fire & Rescue Station | - | 400 | 516 | - | - |
| Well-prepared emergency services - Strengthening ICT infrastructure | - | 1,169 | 541 | - | - |
| Well-prepared emergency services - Vehicle replacement program | - | 152 | 5,222 | 4,377 | 3,029 |
|  |  |  |  |  |  |
| **2021-22 Budget Technical Adjustments** |  |  |  |  |  |
| Revised Indexation Parameters | - | - | - | - | 45 |
| Adjustment to out year base – ESA Vehicle replacement program | - | - | - | - | 1,085 |
| Cessation — More ACT Fire & Rescue Staff and Construction of Acton Station | - | - | - | - | -1,127 |
| Rapid rollout of ‘screwdriver ready’ minor capital works projects | - | 256 | - | - | - |
| Retiring Judge's entitlements | - | 811 | - | - | - |
| ***Revised Funding Profile*** |  |  |  |  |  |
| ACT Corrective Services — Information Management | -845 | 845 | - | - | - |
| ACT Legislation Register Replacement | -23 | 23 | - | - | - |
| Alexander Maconochie Centre Detainee industries and activities enforcement project | -116 | 116 | - | - | - |
| AMC Reintegration Centre — Soil rectification contingency | -1,754 | 1,754 | - | - | - |
| Better Government — Human Rights Commission digital capability | -43 | 43 | - | - | - |
| Better Government — New Jury Management System | -259 | 259 | - | - | - |
| Better Infrastructure Fund | -522 | 522 | - | - | - |
| Better support for families and inclusion — More resources for the Director of Public Prosecutions | -35 | 35 | - | - | - |
| Better support when it matters — Integrating the Winnunga Model of care and enhancing health services in the Alexander Maconochie Centre | -110 | 110 | - | - | - |
| Better support when it matters — More frontline firefighters — Second crew at Ainslie Station | -341 | 341 | - | - | - |
| Boosting equipment for the ACT Emergency Services Agency | -442 | 442 | - | - | - |
| Contraband detection and intelligence solution | -200 | 200 | - | - | - |
| Table 26: Changes to appropriation – Capital Injections, Controlled (Continued) | | | | | |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |
| Courts Public Private Partnership | -726 | 726 | - | - | - |
| Creating a Reintegration Centre to support pathways out of the justice system | 609 | -609 | - | - | - |
| Digital Canberra — New digital radio communication system | -38 | 38 | - | - | - |
| Emergency Services Agency Station Upgrade and Relocation — Aranda station | -85 | 85 | - | - | - |
| Emergency Services Agency critical ICT investment | -510 | 510 | - | - | - |
| ESA Station Upgrade and Relocation — Phase 2 Due Diligence | -93 | 93 | - | - | - |
| ESA Urban Search and Rescue and Chemical, Biological, Radiological and Nuclear Equipment Replacement | -100 | 100 | - | - | - |
| ESA Vehicle replacement program | -1,455 | 1,455 | - | - | - |
| Management and remediation of firefighting substances at the stations | - | -797 | 797 | - | - |
| More ACT Fire & Rescue Staff and Construction of Acton Station | -1,364 | -28,611 | 7,658 | 22,317 | - |
| More services for our suburbs — Enhancing our bushfire preparedness | -82 | 82 | - | - | - |
| More services for our suburbs — More paramedics and ambulances | -32 | 32 | - | - | - |
| More services for our suburbs — New aerial pumper for ACT Fire and Rescue | -187 | 187 | - | - | - |
| More support for families and inclusion — Better resourcing for the Alexander Maconochie Centre | -236 | 374 | -138 | - | - |
| More support for families and inclusion — Commencing operations of the Drug and Alcohol Court | -130 | 130 | - | - | - |
| More support for families and inclusion — Design and planning for the Alexander Maconochie Reintegration Centre expansion | -5 | 5 | - | - | - |
| More support for families and inclusion — Providing safe alternatives to remand | -187 | 187 | - | - | - |
| New Stations for ACT Ambulance Service and ACT Fire & Rescue | -311 | 311 | - | - | - |
| Strengthening bushfire preparedness | -129 | 129 | - | - | - |
| Strengthening Emergency Services — Territory Radio Network upgrade — Phases 2 and 3 | -177 | 177 | - | - | - |
| Upgrading essential services at the Alexander Maconochie Centre | -219 | -1,281 | 1,500 | - | - |
| Upgrading the ACT State Emergency Service’s Majura Unit facility | -898 | -615 | 1,513 | - | - |
| ***Offsets*** |  |  |  |  |  |
| Reintegration Pathways | - | -39,100 | - | - | - |
| More support for the ACT Civil and Administrative Tribunal | - | -613 | - | - | - |
| Galambany Circle Sentencing Court upgrades | - | -714 | - | - | - |
| Management and remediation of firefighting substances at the stations — from Controlled Recurrent Payments | - | 2,089 | - | - | - |
|  |  |  |  |  |  |
| **2021-22 Budget** | **19,934** | **40,868** | **39,968** | **34,703** | **10,092** |

Table 27: Changes to appropriation – Capital Injections, Territorial

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2020-21 Interim Outcome**  **$'000** | **2021-22 Budget**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** | **2024-25 Estimate**  **$'000** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **2020-21 Budget** | **6,938** | **8,771** | **531** | **313** | **313** |
|  |  |  |  |  |  |
| **2021-22 Budget Policy Decisions** |  |  |  |  |  |
| Well-prepared emergency services - Gungahlin Joint Emergency Service Centre | - | 234 | 2,123 | 486 | 16 |
|  |  |  |  |  |  |
| **2021-22 Budget Technical Adjustments** |  |  |  |  |  |
| Revised Indexation Parameters | - | - | - | - | 8 |
| Rapid rollout of ‘screwdriver ready’ minor capital works projects | - | 300 | - | - | - |
| ***Revised Funding Profile*** |  |  |  |  |  |
| Boosting police for a growing city | -13 | 13 | - | - | - |
| Delivering better facilities for ACT Policing | -920 | -4,879 | 4,149 | 1,650 | - |
| More services for our suburbs — Keeping Canberrans safe in public places | -187 | 187 | - | - | - |
| Relocating ACT Policing's Traffic Operations Centre | -2,245 | 1,025 | 1,220 | - | - |
| Upgrading ACT Policing facilities | -150 | 150 | - | - | - |
| Transfer — Relocating ACT Policing's Traffic Operations Centre — from Expenses on Behalf of the Territory | - | 2,295 | - | - | - |
|  |  |  |  |  |  |
| **2021-22 Budget** | **3,423** | **8,096** | **8,023** | **2,449** | **337** |

## Summary of 2021-22 Infrastructure Program

Table 28: 2021-22 Justice and Community Safety 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** |  |  |  |  |  |  |
| **New Work** |  |  |  |  |  |  |
| ACT Law Courts upgrades | 350 | - | - | - | 350 | Mar-22 |
| Galambany Circle Sentencing Court upgrades | 714 | - | - | - | 714 | Jun-22 |
| Improving infrastructure and wellbeing at the Alexander Maconochie Centre | 1,265 | 4,029 | - | - | 5,294 | Jun-23 |
| Improving the probate system in the ACT | 72 | - | - | - | 72 | Nov-21 |
| Modernising the ACT Ambulance Service | 390 | 250 | - | - | 640 | Jun-23 |
| More support for the ACT Civil and Administrative Tribunal | 6,237 | - | - | - | 6,237 | Jun-22 |
| Well -prepared emergency services - Improving safety at police, emergency services and corrections facilities | 1,358 | 300 | - | - | 1,658 | Jun-23 |
| Well-prepared emergency services - Gungahlin Joint Emergency Service Centre | 519 | 6,189 | 1,469 | 50 | 8,227 | Sep-24 |
| Well-prepared emergency services - Remediating hazardous materials around the former West Belconnen ACT Fire & Rescue Station | 400 | 516 | - | - | 916 | Jun-23 |
| Well-prepared emergency services - Strengthening ICT infrastructure | 1,169 | 541 | - | - | 1,710 | Jun-23 |
| Well-prepared emergency services - Vehicle replacement program | 152 | 5,222 | 4,377 | 3,029 | 12,780 | ongoing |
|  |  |  |  |  |  |  |
| **Total New Work** | **12,626** | **17,047** | **5,846** | **3,079** | **38,598** |  |
|  |  |  |  |  |  |  |
| **Work In Progress** |  |  |  |  |  |  |
| ACT Corrective Services — Information management | 2,145 | - | - | - | 2,145 | Jun-22 |
| ACT Legislation Register Replacement | 100 | - | - | - | 100 | Sep-21 |
| Alexander Maconochie Centre Detainee industries and activities enforcement project | 116 | - | - | - | 116 | Jun-22 |
| Better Government — Human Rights Commission digital capability 1 | 78 | - | - | - | 78 | Jun-20 |
| Better Government — New Jury Management System | 409 | - | - | - | 409 | Jun-22 |
| Better support for families and inclusion — More resources for the Director of Public Prosecutions 1 | 35 | - | - | - | 35 | Dec-20 |
| Better support when it matters — Integrating the Winnunga Model of Care and Enhancing Health Services in the Alexander Maconochie Centre | 110 | - | - | - | 110 | Jun-22 |
| Table 28: 2021-22 Justice and Community Safety Directorate Infrastructure Program (Continued) | | | | | | |
| **Project** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **2024-25**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
| Better support when it matters — More frontline firefighters — Second crew at Ainslie Station | 541 | - | - | - | 541 | Jun-22 |
| Boosting equipment for the ACT Emergency Services Agency | 1,228 | - | - | - | 1,228 | Jun-22 |
| Boosting police for a growing city | 13 | - | - | - | 13 | Aug-21 |
| Contraband detection and intelligence solution | 604 | - | - | - | 604 | Jun-22 |
| Courts Public Private Partnership | 712 | - | - | - | 712 | Jun-22 |
| Creating a Reintegration Centre to support pathways out of the justice system | 57 | - | - | - | 57 | Jun-22 |
| Delivering better facilities for ACT Policing | 1,100 | 4,374 | 1,650 | - | 7,124 | Dec-23 |
| Digital Canberra — New digital radio communication system 1 | 38 | - | - | - | 38 | Mar-20 |
| Emergency Services Agency (ESA) Station Upgrade and Relocation — Aranda station 1 | 85 | - | - | - | 85 | Mar-20 |
| Emergency Services Agency critical ICT investment | 510 | - | - | - | 510 | Jun-22 |
| ESA — Station Relocation and Upgrade — Phase 2 Due Diligence | 257 | - | - | - | 257 | Jun-22 |
| ESA Urban Search and Rescue and Chemical, Biological, Radiological and Nuclear Equipment Replacement | 311 | 111 | 111 | 111 | 644 | ongoing |
| ESA Vehicle replacement program | 7,658 | - | 926 | 2,011 | 10,595 | ongoing |
| Management and remediation of firefighting substances at the stations | 1,292 | 797 | - | - | 2,089 | Jun-23 |
| More ACT Fire & Rescue Staff and Construction of Acton Station 2 | 1,312 | 15,641 | 23,444 | - | 40,397 | Jun-24 |
| More services for our suburbs — Enhancing Our Bushfire Preparedness | 82 | - | - | - | 82 | Dec-21 |
| More services for our suburbs — Keeping Canberrans safe in public places | 187 | - | - | - | 187 | Dec-21 |
| More services for our suburbs — More paramedics and ambulances 1 | 32 | - | - | - | 32 | Aug-20 |
| More services for our suburbs — New aerial pumper for ACT Fire and Rescue 1 | 187 | - | - | - | 187 | Feb-21 |
| More support for families and inclusion — Better resourcing for the Alexander Maconochie Centre | 1,125 | - | - | - | 1,125 | Jun-22 |
| More support for families and inclusion — Commencing operations of the Drug and Alcohol Court | 591 | - | - | - | 591 | Jun-22 |
| More support for families and inclusion — Design and planning for the Alexander Maconochie Reintegration Centre expansion | 5 | - | - | - | 5 | Jun-22 |
| **Table 28: 2021-22 Justice and Community Safety Directorate Infrastructure Program (Continued)** | | | | | | |
| **Project** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **2024-25**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
| More support for families and inclusion — Providing safe alternatives to remand | 187 | - | - | - | 187 | Jun-22 |
| New stations for ACT Ambulance Service and ACT Fire & Rescue | 431 | - | - | - | 431 | Dec-22 |
| Rapid rollout of ‘screwdriver ready’ minor capital works projects | 556 | - | - | - | 556 | Dec-21 |
| Relocating ACT Policing's Traffic Operations Centre | 5,820 | 1,220 | - | - | 7,040 | Jun-23 |
| Strategic accommodation study for Policing | 126 | - | - | - | 126 | Jun-22 |
| Strengthening bushfire preparedness | 129 | - | - | - | 129 | Jun-22 |
| Strengthening Emergency Services — Territory Radio Network upgrade — Phases 2 and 3 | 452 | - | - | - | 452 | Mar-22 |
| Upgrading ACT Policing facilities | 150 | - | - | - | 150 | Oct-21 |
| Upgrading essential services at the Alexander Maconochie Centre | 3,122 | 2,700 | - | - | 5,822 | Dec-22 |
| Upgrading the ACT State Emergency Service’s Majura Unit facility | 24 | 1,513 | - | - | 1,537 | Jun-23 |
|  |  |  |  |  |  |  |
| **Total Work in Progress** | **31,917** | **26,356** | **26,131** | **2,122** | **86,526** |  |
|  |  |  |  |  |  |  |
| **Better Infrastructure Fund** |  |  |  |  |  |  |
| Directorate | 2,184 | 1,746 | 1,789 | 1,834 | 7,553 | ongoing |
| Territorial | 292 | 306 | 313 | 321 | 1,232 | ongoing |
|  |  |  |  |  |  |  |
| **Total Better Infrastructure Fund** | **2,476** | **2,052** | **2,102** | **2,155** | **8,785** |  |
|  |  |  |  |  |  |  |
| **Total Infrastructure Program** | **47,019** | **45,455** | **34,079** | **7,356** | **133,909** |  |
|  |  |  |  |  |  |  |
| **Public Private Partnership** |  |  |  |  |  |  |
| Courts PPP | 2,618 | 2,836 | 3,073 | 3,073 | **11,600** |  |
|  |  |  |  |  |  |  |

Notes:

1. These projects are physically complete. The funding in 2021-22 is for financial completion.
2. The 2021-22 amount includes salary costs of $0.406m for ACT Fire & Rescue staff.

## 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 29: Justice and Community Safety Directorate: 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** |  |  |  |  |  |  |
| 359,022 | Controlled Recurrent Payments | 340,762 | 385,009 | 13 | 388,130 | 390,377 | 391,394 |
| 19,927 | Sale of Goods and Services from Contracts with Customers | 22,323 | 18,214 | -18 | 18,719 | 19,228 | 19,630 |
| 4,677 | Grants and Contributions | 5,251 | 4,370 | -17 | 4,457 | 4,547 | 4,639 |
| 15,765 | Other Revenue | 17,391 | 13,204 | -24 | 12,239 | 12,503 | 12,783 |
|  |  |  |  |  |  |  |  |
| **399,391** | **Total Revenue** | **385,727** | **420,797** | **9** | **423,545** | **426,655** | **428,446** |
|  |  |  |  |  |  |  |  |
|  | **Gains** |  |  |  |  |  |  |
| 0 | Gains from Disposal of Assets | 304 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **0** | **Total Gains** | **304** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **399,391** | **Total Income** | **386,031** | **420,797** | **9** | **423,545** | **426,655** | **428,446** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 234,902 | Employee Expenses | 244,237 | 243,893 | .. | 247,468 | 251,568 | 254,872 |
| 34,715 | Superannuation Expenses | 34,946 | 37,929 | 9 | 38,617 | 38,633 | 40,386 |
| 106,410 | Supplies and Services | 105,120 | 115,457 | 10 | 114,658 | 114,148 | 112,705 |
| 29,057 | Depreciation and Amortisation | 28,343 | 36,262 | 28 | 37,819 | 41,668 | 42,204 |
| 10,429 | Grants and Purchased Services | 8,513 | 11,638 | 37 | 10,385 | 10,183 | 8,414 |
| 12,588 | Borrowing Costs | 12,480 | 12,186 | -2 | 11,968 | 11,732 | 11,732 |
| 2,600 | Other Expenses | 1,846 | 2,458 | 33 | 2,463 | 2,467 | 2,470 |
|  |  |  |  |  |  |  |  |
| **430,701** | **Total Expenses** | **435,485** | **459,823** | **6** | **463,378** | **470,399** | **472,783** |
|  |  |  |  |  |  |  |  |
| **-31,310** | **Operating Result** | **-49,454** | **-39,026** | **21** | **-39,833** | **-43,744** | **-44,337** |
|  |  |  |  |  |  |  |  |
| 0 | **Other Comprehensive Income** | 26,996 | -600 |  | -8,000 | -13,550 | -13,550 |
| 0 | Increase/(Decrease) in Asset Revaluation Surplus | 26,996 | -600 | -102 | -8,000 | -13,550 | -13,550 |
| **0** | **Total Other Comprehensive Income** | **26,996** | **-600** | **-102** | **-8,000** | **-13,550** | **-13,550** |
|  |  |  |  |  |  |  |  |
| **-31,310** | **Total Comprehensive Income** | **-22,458** | **-39,626** | **-76** | **-47,833** | **-57,294** | **-57,887** |

Table 30: Justice and Community Safety 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** |  |  |  |  |  |  |
| 10,887 | Cash and Cash Equivalents | 11,874 | 11,693 | -2 | 11,512 | 11,331 | 11,150 |
| 12,948 | Receivables | 12,934 | 11,971 | -7 | 11,008 | 10,045 | 9,082 |
| 4,001 | Other Assets | 4,494 | 4,494 | - | 4,494 | 4,494 | 4,494 |
|  |  |  |  |  |  |  |  |
| **27,836** | **Total Current Assets** | **29,302** | **28,158** | **-4** | **27,014** | **25,870** | **24,726** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Assets** |  |  |  |  |  |  |
| 545,110 | Property, Plant and Equipment | 550,215 | 546,060 | -1 | 547,058 | 532,754 | 493,303 |
| 9,774 | Intangible Assets | 8,396 | 12,339 | 47 | 10,025 | 6,454 | 2,883 |
| 10,366 | Capital Works in Progress | 24,956 | 23,606 | -5 | 17,695 | 17,396 | 17,097 |
|  |  |  |  |  |  |  |  |
| **565,250** | **Total Non Current Assets** | **583,567** | **582,005** | **..** | **574,778** | **556,604** | **513,283** |
|  |  |  |  |  |  |  |  |
| **593,086** | **TOTAL ASSETS** | **612,869** | **610,163** | **..** | **601,792** | **582,474** | **538,009** |
|  |  |  |  |  |  |  |  |
|  | **Current Liabilities** |  |  |  |  |  |  |
| 8,092 | Payables | 12,372 | 10,623 | -14 | 10,545 | 12,375 | 14,205 |
| 3,548 | Lease Liabilities | 3,526 | 3,576 | 1 | 3,477 | 3,346 | 3,215 |
| 94,322 | Employee Benefits | 99,587 | 100,404 | 1 | 101,432 | 102,693 | 104,011 |
| 700 | Other Provisions | 2,097 | 1,995 | -5 | 1,389 | 1,289 | 1,189 |
| 1,495 | Contract Liabilities | 1,647 | 1,648 | .. | 1,648 | 1,648 | 1,648 |
|  |  |  |  |  |  |  |  |
| **108,157** | **Total Current Liabilities** | **119,229** | **118,245** | **-1** | **118,490** | **121,350** | **124,267** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Liabilities** |  |  |  |  |  |  |
| 152,115 | Lease Liabilities | 151,916 | 151,169 | .. | 152,432 | 154,139 | 155,846 |
| 3,590 | Employee Benefits | 4,696 | 4,478 | -5 | 4,260 | 4,042 | 3,824 |
| 2,614 | Other Provisions | 11,944 | 9,945 | -17 | 8,149 | 7,073 | 5,997 |
|  |  |  |  |  |  |  |  |
| **158,319** | **Non-Current Liabilities** | **168,556** | **165,592** | **-2** | **164,841** | **165,254** | **165,667** |
|  |  |  |  |  |  |  |  |
| **266,476** | **TOTAL LIABILITIES** | **287,785** | **283,837** | **-1** | **283,331** | **286,604** | **289,934** |
|  |  |  |  |  |  |  |  |
| **326,610** | **NET ASSETS** | **325,084** | **326,326** | **..** | **318,461** | **295,870** | **248,075** |
|  | **REPRESENTED BY FUNDS EMPLOYED** | | | | | | |
|  |  |  |  |  |  |  |  |
| 261,414 | Accumulated Funds | 232,892 | 234,734 | 1 | 234,869 | 225,828 | 191,583 |
| 65,196 | Asset Revaluation Surplus | 92,192 | 91,592 | -1 | 83,592 | 70,042 | 56,492 |
|  |  |  |  |  |  |  |  |
| **326,610** | **TOTAL FUNDS EMPLOYED** | **325,084** | **326,326** | **..** | **318,461** | **295,870** | **248,075** |
|  |  |  |  |  |  |  |  |

Table 31: Justice and Community Safety 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** |  |  |  |  |  |  |
| 261,745 | Opening Accumulated Funds | 261,747 | 232,892 | -11 | 234,734 | 234,869 | 225,828 |
| 65,196 | Opening Asset Revaluation Reserve | 65,196 | 92,192 | 41 | 91,592 | 83,592 | 70,042 |
|  |  |  |  |  |  |  |  |
| **326,941** | **Balance at the Start of the Reporting Period** | **326,943** | **325,084** | **-1** | **326,326** | **318,461** | **295,870** |
|  |  |  |  |  |  |  |  |
|  | **Comprehensive Income** |  |  |  |  |  |  |
| -31,310 | Operating Result - Including Economic Flows | -49,454 | -39,026 | 21 | -39,833 | -43,744 | -44,337 |
| 0 | Inc/Dec in Asset Revaluation Reserve Surpluses | 26,996 | -600 | -102 | -8,000 | -13,550 | -13,550 |
| **-31,310** | **Total Comprehensive Income** | **-22,458** | **-39,626** | **-76** | **-47,833** | **-57,294** | **-57,887** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **Transactions Involving Owners Affecting Accumulated Funds** | | | | | | |
| 30,979 | Capital Injections | 19,934 | 40,868 | 105 | 39,968 | 34,703 | 10,092 |
| 0 | Inc/Dec in Net Assets due to Admin Restructure | 665 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **30,979** | **Total Transactions Involving Owners Affecting Accumulated Funds** | **20,599** | **40,868** | **98** | **39,968** | **34,703** | **10,092** |
|  |  |  |  |  |  |  |  |
|  | **Closing Equity** |  |  |  |  |  |  |
| 261,414 | Closing Accumulated Funds | 232,892 | 234,734 | 1 | 234,869 | 225,828 | 191,583 |
| 65,196 | Closing Asset Revaluation Reserve | 92,192 | 91,592 | -1 | 83,592 | 70,042 | 56,492 |
|  |  |  |  |  |  |  |  |
| **326,610** | **Balance at the end of the Reporting Period** | **325,084** | **326,326** | **..** | **318,461** | **295,870** | **248,075** |
|  |  |  |  |  |  |  |  |

Table 32: Justice and Community Safety 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** |  |  |  |  |  |  |
| 359,022 | Controlled Recurrent Payments | 340,762 | 385,009 | 13 | 388,130 | 390,377 | 391,394 |
| 18,320 | Sale of Goods and Services from Contracts with Customers | 21,745 | 16,607 | -24 | 17,112 | 17,621 | 18,023 |
| 0 | Grants and Contributions | 344 | 0 | -100 | 0 | 0 | 0 |
| 34,278 | Other | 31,953 | 31,773 | -1 | 30,897 | 31,252 | 31,531 |
| **411,620** | **Operating Receipts** | **394,804** | **433,389** | **10** | **436,139** | **439,250** | **440,948** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 240,907 | Employee expenses | 246,759 | 242,398 | -2 | 245,506 | 249,544 | 252,791 |
| 35,417 | Superannuation | 35,775 | 37,928 | 6 | 38,616 | 38,632 | 40,385 |
| 107,522 | Supplies and Services | 85,358 | 113,779 | 33 | 112,982 | 112,473 | 110,937 |
| 10,429 | Grants and Purchased Services | 8,513 | 11,638 | 37 | 10,385 | 10,183 | 8,414 |
| 12,817 | Interest Expenses | 12,465 | 12,415 | .. | 12,197 | 11,961 | 11,961 |
| 15,666 | Other | 14,443 | 17,216 | 19 | 16,842 | 15,533 | 15,536 |
| **422,758** | **Operating Payments** | **403,313** | **435,374** | **8** | **436,528** | **438,326** | **440,024** |
|  |  |  |  |  |  |  |  |
| **-11,138** | **NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES** | **-8,509** | **-1,985** | **77** | **-389** | **924** | **924** |
|  | **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 0 | Proceeds from Sale of Property, Plant and Equipment | 304 | 0 | -100 | 0 | 0 | 0 |
| **0** | **Investing Receipts** | **304** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 24,203 | Purchase of Property, Plant and Equipment | 13,173 | 31,662 | 140 | 38,381 | 35,095 | 10,484 |
| 3,612 | Purchase of Land and Intangibles | 0 | 7,002 | # | 979 | 313 | 313 |
| **27,815** | **Investing Payments** | **13,173** | **38,664** | **194** | **39,360** | **35,408** | **10,797** |
|  |  |  |  |  |  |  |  |
| **-27,815** | **NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES** | **-12,869** | **-38,664** | **-200** | **-39,360** | **-35,408** | **-10,797** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

Table 32: Justice and Community Safety 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** |  |  |  |  |  |  |
| 30,979 | Capital Injections | 19,934 | 40,868 | 105 | 39,968 | 34,703 | 10,092 |
| **30,979** | **Financing Receipts** | **19,934** | **40,868** | **105** | **39,968** | **34,703** | **10,092** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 400 | Repayment of Lease Liabilities - Principal | 5,942 | 400 | -93 | 400 | 400 | 400 |
| **400** | **Financing Payments** | **5,942** | **400** | **-93** | **400** | **400** | **400** |
|  |  |  |  |  |  |  |  |
| **30,579** | **NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES** | **13,992** | **40,468** | **189** | **39,568** | **34,303** | **9,692** |
|  |  |  |  |  |  |  |  |
| **-8,374** | **NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS** | **-7,387** | **-181** | **98** | **-181** | **-181** | **-181** |
|  |  |  |  |  |  |  |  |
| **19,261** | **CASH AT THE BEGINNING OF REPORTING PERIOD** | **19,261** | **11,874** | **-38** | **11,693** | **11,512** | **11,331** |
|  |  |  |  |  |  |  |  |
| **10,887** | **CASH AT THE END OF REPORTING PERIOD** | **11,874** | **11,693** | **-2** | **11,512** | **11,331** | **11,150** |
|  |  |  |  |  |  |  |  |

**Notes to the Controlled Budget Statements**

Significant variations are as follows:

***Operating Statement***

* Controlled recurrent payments:
* The decrease of $18.260 million in the 2020-21 interim outcome from the 2020-21 budget is due predominantly to undrawn appropriation and other adjustments of $9.071 million; the rollover of appropriation from 2020-21 to 2021-22 for various projects totalling $4.623 million; and savings of $4.566 million relating to Magistrates Court rent which have been returned to Government following the completion of the new ACT Public Private Partnership (PPP) Courts Facilities.
* The increase of $44.247 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to new 2021-22 budget initiatives ($27.889 million), net rollover of appropriation ($8.276 million) and impact of undrawn appropriation in 2020-21.
* Sale of Goods and Services from Contracts with Customers:
* The increase of $2.396 million in the 2020-21 interim outcome from the 2020-21 budget is due to higher: client funded legal services revenue by the ACT Government Solicitor’s Office ($0.8m), Emergency Services Agency (ESA) Helicopter Charges recoveries ($0.8m), Ambulance Transport Fees and Fire Alarm Monitoring fees ($0.9m).
* The decrease of $4.109 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to higher revenue in 2020-21 from government solicitor client funded services and Emergency Services Agency fees and charges.
* Other revenue:
* The increase of $1.626 million in the 2020-21 interim outcome from the 2020-21 budget is mainly due to higher insurance recoveries related to the Alexander Maconochie Centre (AMC) fire and hailstorm damages ($0.7 million) and part-year cost recovery from Transport Canberra and City Services (TCCS) following the restructure of Administrative Arrangement (AA) transfer ($0.9 million).
* The decrease of $4.187 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to the impact of higher revenue in 2020-21 and return to normal trading levels in 2021-22.
* Supplies and Services: The increase of $10.337 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to new 2021-22 initiatives and net impact of rollovers.
* Depreciation and Amortisation: The increase of $7.919 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to projected completion of capital projects.
* Grants and Purchased Services:
* The decrease of $1.916 million in the 2020-21 interim outcome from the 2020-21 budget is mainly relating to delays in the receipt of Commonwealth Grants for Disaster Risk Reduction and Natural Disaster Resilience Program for which the funding has been transferred to 2021-22.
* The increase of $3.125 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to indexation and other accounting adjustments relating predominantly to the Justice Housing Program initiative and increased Commonwealth grants funding for Community Legal Centres.
* Asset Revaluation Surplus: the increase of $26.996 million in 2020-21 Interim outcome from the 2020-21 budget and the decrease of $27.596 million in 2021-22 budget from the 2020-21 Interim outcome is due to a revaluation of directorate’s land and building assets at 30 June 2021. The next valuation is scheduled as at 30 June 2024.

***Balance Sheet***

* Intangible Assets: The increase of $3.943 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to net rollovers of capital projects ($2.399 million) and new 2021-22 budget capital initiatives ($1.226 million) in particular the Well-prepared Emergency Services Strengthening ICT infrastructure initiative.
* Capital Works in Progress: The increase of $14.590 million in the 2020-21 interim outcome from the 2020-21 budget is mainly due to the delay in completion of capital works projects.
* Payables:
* The increase of $4.280 million in the 2020-21 interim outcome from the 2020-21 original budget is mainly due to a higher than expected number of outstanding invoices.
* The decrease of $1.749 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to lower projected accrued expenses.
* Current and non-current other Provisions:
* The increase of $10.727 million in the 2020-21 interim outcome from the 2020-21 original budget is mainly due to estimated costs associated with the assessment and remediation of contaminated sites of per-and poly-fluoroalkyl substances (PFAS) and underground fuel tanks at eight current and one former Emergency Services Agency sites.

***Statement of Changes in Equity***

* Capital injections:
* the decrease of $11.045 million in the 2020-21 interim outcome from the 2020-21 original budget is due to the rollover of funding for capital projects to future years.
* the increase of $20.934 million in 2021-22 from the 2020-21 interim outcome is mainly due to new capital initiatives and rollovers of funding from 2020-21 year.

***Cash Flow Statement***

Variations in the Statement are explained in the notes above.

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **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** |  |  |  |  |  |  |
| 204,832 | Payment for Expenses on Behalf of the Territory | 200,371 | 220,852 | 10 | 217,019 | 219,892 | 219,819 |
| 6,526 | Taxes, Licences, Fees and Fines | 6,116 | 6,607 | 8 | 6,514 | 6,643 | 6,783 |
| 2,668 | Other Revenue | 2,460 | 2,734 | 11 | 2,735 | 2,815 | 2,878 |
|  |  |  |  |  |  |  |  |
| **214,026** | **Total Revenue** | **208,947** | **230,193** | **10** | **226,268** | **229,350** | **229,480** |
|  |  |  |  |  |  |  |  |
| **214,026** | **Total Income** | **208,947** | **230,193** | **10** | **226,268** | **229,350** | **229,480** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 1,621 | Employee Expenses | 1,150 | 2,449 | 113 | 2,736 | 2,765 | 2,794 |
| 190,664 | Supplies and Services | 187,765 | 208,645 | 11 | 206,185 | 208,871 | 208,811 |
| 3,162 | Depreciation and Amortisation | 3,116 | 3,565 | 14 | 3,999 | 3,562 | 3,705 |
| 12,543 | Grants and Purchased Services | 10,366 | 9,682 | -7 | 7,927 | 8,006 | 8,166 |
| 518 | Other Expenses | 487 | 514 | 6 | 518 | 518 | 518 |
| 8,680 | Transfer Expenses | 8,576 | 8,903 | 4 | 8,902 | 9,190 | 9,191 |
|  |  |  |  |  |  |  |  |
| **217,188** | **Total Expenses** | **211,460** | **233,758** | **11** | **230,267** | **232,912** | **233,185** |
|  |  |  |  |  |  |  |  |
| **-3,162** | **Operating Result** | **-2,513** | **-3,565** | **-42** | **-3,999** | **-3,562** | **-3,705** |
|  |  |  |  |  |  |  |  |
|  | **Other Comprehensive Income** |  |  |  |  |  |  |
|  | *Items that will not be Reclassified Subsequently to Profit or Loss* | | | | | | |
|  |  |  |  |  |  |  |  |
| 0 | Increase/(Decrease) in Asset Revaluation Surplus | 7,007 | 0 | -100 | 0 | 0 | 0 |
| **0** | **Total Other Comprehensive Income** | **7,007** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **-3,162** | **Total Comprehensive Income** | **4,494** | **-3,565** | **-179** | **-3,999** | **-3,562** | **-3,705** |
|  |  |  |  |  |  |  |  |

Table 34: Justice and Community Safety 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** |  |  |  |  |  |  |
| 699 | Cash and Cash Equivalents | 224 | 224 | - | 224 | 224 | 224 |
| 4,931 | Receivables | 5,309 | 5,309 | - | 5,309 | 5,309 | 5,309 |
|  |  |  |  |  |  |  |  |
| **5,630** | **Total Current Assets** | **5,533** | **5,533** | **-** | **5,533** | **5,533** | **5,533** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Assets** |  |  |  |  |  |  |
| 74,189 | Property, Plant and Equipment | 79,157 | 82,913 | 5 | 86,185 | 84,240 | 80,040 |
| 6,898 | Capital Works in Progress | 6,445 | 7,220 | 12 | 7,972 | 8,804 | 9,636 |
|  |  |  |  |  |  |  |  |
| **81,087** | **Total Non Current Assets** | **85,602** | **90,133** | **5** | **94,157** | **93,044** | **89,676** |
|  |  |  |  |  |  |  |  |
| **86,717** | **TOTAL ASSETS** | **91,135** | **95,666** | **5** | **99,690** | **98,577** | **95,209** |
|  |  |  |  |  |  |  |  |
|  | **Current Liabilities** |  |  |  |  |  |  |
| 5,379 | Payables | 6,497 | 6,496 | - | 6,496 | 6,496 | 6,496 |
| 54 | Interest-Bearing Liabilities | 60 | 60 | - | 60 | 60 | 60 |
| 20 | Employee Benefits | 27 | 27 | - | 27 | 27 | 27 |
| 175 | Other Provisions | 1,732 | 1,732 | - | 1,732 | 1,732 | 1,732 |
| 0 | Contract Liabilities | 238 | 238 | - | 238 | 238 | 238 |
|  |  |  |  |  |  |  |  |
| **5,628** | **Total Current Liabilities** | **8,554** | **8,553** | **-** | **8,553** | **8,553** | **8,553** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Liabilities** |  |  |  |  |  |  |
| 261 | Interest-Bearing Liabilities | 203 | 203 | - | 203 | 203 | 203 |
| 0 | Other Provisions | 14,284 | 14,284 | - | 14,284 | 14,284 | 14,284 |
|  |  |  |  |  |  |  |  |
| **261** | **Non-Current Liabilities** | **14,487** | **14,487** | **-** | **14,487** | **14,487** | **14,487** |
|  |  |  |  |  |  |  |  |
| **5,889** | **TOTAL LIABILITIES** | **23,041** | **23,040** | **-** | **23,040** | **23,040** | **23,040** |
|  |  |  |  |  |  |  |  |
| **80,828** | **NET ASSETS** | **68,094** | **72,626** | **7** | **76,650** | **75,537** | **72,169** |
|  |  |  |  |  |  |  |  |
|  | **REPRESENTED BY FUNDS EMPLOYED** | | | | | | |
|  |  |  |  |  |  |  |  |
| 50,372 | Accumulated Funds | 30,631 | 35,162 | 15 | 39,186 | 38,073 | 34,705 |
| 30,456 | Asset Revaluation Surplus | 37,464 | 37,464 | - | 37,464 | 37,464 | 37,464 |
|  |  |  |  |  |  |  |  |
| **80,828** | **TOTAL FUNDS EMPLOYED** | **68,095** | **72,626** | **7** | **76,650** | **75,537** | **72,169** |
|  |  |  |  |  |  |  |  |

Table 35: Justice and Community Safety 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** |  |  |  |  |  |  |
| 46,592 | Opening Accumulated Funds | 29,721 | 30,631 | 3 | 35,162 | 39,186 | 38,073 |
| 30,457 | Opening Asset Revaluation Reserve | 30,457 | 37,464 | 23 | 37,464 | 37,464 | 37,464 |
|  |  |  |  |  |  |  |  |
| **77,049** | **Balance at the Start of the Reporting Period** | **60,178** | **68,095** | **13** | **72,626** | **76,650** | **75,537** |
|  |  |  |  |  |  |  |  |
|  | **Comprehensive Income** |  |  |  |  |  |  |
| -3,162 | Operating Result - Including Economic Flows | -2,513 | -3,565 | -42 | -3,999 | -3,562 | -3,705 |
| 0 | Inc/Dec in Asset Revaluation Reserve Surpluses | 7,007 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **-3,162** | **Total Comprehensive Income** | **4,494** | **-3,565** | **-179** | **-3,999** | **-3,562** | **-3,705** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **Transactions Involving Owners Affecting Accumulated Funds** | | | | | | |
| 6,938 | Capital Injections | 3,423 | 8,096 | 137 | 8,023 | 2,449 | 337 |
|  |  |  |  |  |  |  |  |
| **6,938** | **Total Transactions Involving Owners Affecting Accumulated Funds** | **3,423** | **8,096** | **137** | **8,023** | **2,449** | **337** |
|  |  |  |  |  |  |  |  |
|  | **Closing Equity** |  |  |  |  |  |  |
| 50,372 | Closing Accumulated Funds | 30,631 | 35,162 | 15 | 39,186 | 38,073 | 34,705 |
| 30,456 | Closing Asset Revaluation Reserve | 37,464 | 37,464 | - | 37,464 | 37,464 | 37,464 |
|  |  |  |  |  |  |  |  |
| **80,828** | **Balance at the end of the Reporting Period** | **68,095** | **72,626** | **7** | **76,650** | **75,537** | **72,169** |
|  |  |  |  |  |  |  |  |

Table 36: Justice and Community Safety 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** |  |  |  |  |  |  |
| 204,832 | Payment for Expenses on Behalf of the Territory | 200,371 | 220,852 | 10 | 217,019 | 219,892 | 219,819 |
| 6,326 | Taxes, Licences, Fees and Fines | 5,324 | 6,407 | 20 | 6,314 | 6,443 | 6,583 |
| 3,242 | Other | 3,876 | 3,308 | -15 | 3,309 | 3,389 | 3,452 |
| **214,400** | **Operating Receipts** | **209,571** | **230,567** | **10** | **226,642** | **229,724** | **229,854** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 1,621 | Employee Expenses | 1,575 | 2,449 | 55 | 2,736 | 2,765 | 2,794 |
| 190,664 | Supplies and Services | 187,618 | 208,645 | 11 | 206,185 | 208,871 | 208,811 |
| 12,543 | Grants and Purchased Services | 10,366 | 9,682 | -7 | 7,927 | 8,006 | 8,166 |
| 8,994 | Transfer of Territory Receipts to the ACT Government | 7,787 | 9,217 | 18 | 9,216 | 9,504 | 9,505 |
| 578 | Other | 1,486 | 574 | -61 | 578 | 578 | 578 |
| **214,400** | **Operating Payments** | **208,832** | **230,567** | **10** | **226,642** | **229,724** | **229,854** |
|  |  |  |  |  |  |  |  |
| **0** | **NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES** | **739** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  | **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | | | |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 6,938 | Purchase of Property, Plant and Equipment | 4,580 | 8,096 | 77 | 8,023 | 2,449 | 337 |
| **6,938** | **Investing Payments** | **4,580** | **8,096** | **77** | **8,023** | **2,449** | **337** |
|  |  |  |  |  |  |  |  |
| **-6,938** | **NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES** | **-4,580** | **-8,096** | **-77** | **-8,023** | **-2,449** | **-337** |
|  |  |  |  |  |  |  |  |
|  | **CASH FLOWS FROM FINANCING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 6,938 | Capital Injections | 3,423 | 8,096 | 137 | 8,023 | 2,449 | 337 |
| **6,938** | **Financing Receipts** | **3,423** | **8,096** | **137** | **8,023** | **2,449** | **337** |
|  |  |  |  |  |  |  |  |
| 0 | Repayment of Borrowings | 57 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **6,938** | **NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES** | **3,365** | **8,096** | **141** | **8,023** | **2,449** | **337** |
|  |  |  |  |  |  |  |  |
| **0** | **NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS** | **-475** | **0** | **100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **699** | **CASH AT THE BEGINNING OF REPORTING PERIOD** | **696** | **221** | **-68** | **221** | **221** | **221** |
|  |  |  |  |  |  |  |  |
| **699** | **CASH AT THE END OF REPORTING PERIOD** | **221** | **221** | **-** | **221** | **221** | **221** |
|  |  |  |  |  |  |  |  |

### Notes to the Territorial Budget Statements

Significant variations are as follows:

***Statement of Income and Expenses on behalf of the Territory***

* Payment for expenses on behalf of the Territory: the increase of $20.481 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to new budget initiatives ($13 million), impact of initiatives’ rollovers, movements in funding from prior years’ initiatives and other adjustments.
* Employee expenses: the increase of $1.299 million in the 2021-22 budget from the 2020‑21 interim outcome is mainly due to the establishment of a provision for ACT Government’s expected costs in relation to administration of the National Redress Scheme for Survivors of Institutional and Sexual Abuse and payments to retiring Judges in the 2021‑22 financial year.
* Supplies and Services: the increase of $20.880 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to new budget initiatives ($13 million), impact of initiatives’ rollovers, movements in funding from prior years’ initiatives and other adjustments.
* Grants and Purchased services: the decrease of $2.177 million in the 2020-21 interim outcome from the 2020-21 budget is mainly due to the return to budget of savings resulting from a lower than expected take-up from gaming machine licensees of the Gaming Machine Authorisation Surrender Incentive. The government has also rolled over funding of $0.350 million to the 2021-22 year under the same Incentive program, to allow for the payment of gaming machine licence surrenders that were received late in the 2020-21 year.
* Asset Revaluation Surplus: the increase of $7.007 million in 2020-21 Interim outcome from the 2020-21 budget and the decrease of $7.007 million in 2021-22 budget from the 2020-21 Interim outcome is due to a revaluation of Territorial land and building assets at 30 June 2021. The next valuation is scheduled as at 30 June 2024.

Statement of Assets and Liabilities on Behalf of the Territory

* Property, plant and equipment:
* the increase of $4.968 million in 2020-21 interim outcome from the 2020-21 budget is mainly due to the completion of capital projects and revaluation of the land and building assets as at 30 June 2021.
* the increase of $3.756 million in the 2021-22 budget from the 2020-21 interim outcome is mainly due to new initiatives and rollovers of capital funding to 2021‑22 financial year.
* Payables: the increase of $1.118 million in the 2020-21 interim outcome from the 2020­-21 budget is mainly due to the increases in outstanding Court imposed fees and fines ($0.8 million) and trade payables associated with ACT Policing facilities capital works ($0.3 million).
* Current and Non-Current Other Provisions: the increase of $15.841 million in the 2020‑21 interim outcome from the 2020‑21 budget represents the estimated costs relating to the ACT Government liability under the National Redress Scheme for Survivors of Institutional and Sexual Abuse.

Statement of Cash Flows on Behalf of the Territory

Variations in the Statement are explained in the notes above.

Table 37: Output Class 1: Justice Services Operating Statement

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **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** |  |  |  |  |  |  |
| 70,231 | Controlled Recurrent Payments | 66,260 | 75,452 | 14 | 71,874 | 70,921 | 70,804 |
| 7,870 | Sale of Goods and Services from Contracts with Customers | 8,655 | 4,853 | -44 | 4,984 | 5,114 | 5,215 |
| 122 | Grants and Contributions | 687 | 579 | -16 | 592 | 604 | 618 |
| 2,974 | Other Revenue | 3,765 | 2,833 | -25 | 1,368 | 1,296 | 1,325 |
|  |  |  |  |  |  |  |  |
| **81,197** | **Total Revenue** | **79,367** | **83,717** | **5** | **78,818** | **77,935** | **77,962** |
|  |  |  |  |  |  |  |  |
|  | **Gains** |  |  |  |  |  |  |
| 0 | Gains from Disposal of Assets | 160 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **0** | **Total Gains** | **160** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **81,197** | **Total Income** | **79,527** | **83,717** | **5** | **78,818** | **77,935** | **77,962** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 48,837 | Employee Expenses | 50,351 | 47,724 | -5 | 46,713 | 45,823 | 45,994 |
| 7,419 | Superannuation Expenses | 7,585 | 8,002 | 5 | 7,967 | 7,725 | 8,092 |
| 16,444 | Supplies and Services | 15,591 | 17,897 | 15 | 15,879 | 15,207 | 15,549 |
| 1,778 | Depreciation and Amortisation | 2,110 | 2,505 | 19 | 2,505 | 2,505 | 2,505 |
| 10,084 | Grants and Purchased Services | 7,861 | 9,909 | 26 | 8,154 | 8,084 | 7,144 |
| 14 | Borrowing Costs | 6 | 14 | 133 | 14 | 14 | 14 |
| 28 | Other Expenses | 35 | 11 | -69 | 12 | 12 | 12 |
|  |  |  |  |  |  |  |  |
| **84,604** | **Total Ordinary Expenses** | **83,539** | **86,062** | **3** | **81,244** | **79,370** | **79,310** |
|  |  |  |  |  |  |  |  |
| **-3,407** | **Operating Result** | **-4,012** | **-2,345** | **42** | **-2,426** | **-1,435** | **-1,348** |
|  |  |  |  |  |  |  |  |

Table 38: Output Class 2: Corrective 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** |  |  |  |  |  |  |
| 84,377 | Controlled Recurrent Payments | 82,123 | 97,750 | 19 | 97,313 | 92,859 | 89,594 |
| 384 | Grants and Contributions | 128 | 790 | 517 | 808 | 825 | 843 |
| 157 | Other Revenue | 1,333 | 72 | -95 | 68 | 64 | 65 |
|  |  |  |  |  |  |  |  |
| **84,918** | **Total Revenue** | **83,584** | **98,612** | **18** | **98,189** | **93,748** | **90,502** |
|  |  |  |  |  |  |  |  |
|  | **Gains** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **Total Gains** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **84,918** | **Total Income** | **83,584** | **98,612** | **18** | **98,189** | **93,748** | **90,502** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 55,639 | Employee Expenses | 57,023 | 58,827 | 3 | 59,395 | 58,090 | 58,559 |
| 6,388 | Superannuation Expenses | 7,412 | 6,990 | -6 | 6,811 | 6,490 | 6,870 |
| 22,178 | Supplies and Services | 22,817 | 32,204 | 41 | 30,879 | 28,588 | 25,240 |
| 8,089 | Depreciation and Amortisation | 7,475 | 10,378 | 39 | 11,149 | 12,881 | 12,881 |
| 338 | Grants and Purchased Services | 643 | 1,532 | 138 | 2,038 | 2,017 | 1,190 |
| 28 | Borrowing Costs | 17 | 28 | 65 | 28 | 28 | 28 |
| 171 | Other Expenses | 127 | 45 | -65 | 46 | 47 | 48 |
|  |  |  |  |  |  |  |  |
| **92,831** | **Total Ordinary Expenses** | **95,514** | **110,004** | **15** | **110,346** | **108,141** | **104,816** |
|  |  |  |  |  |  |  |  |
| **-7,913** | **Operating Result** | **-11,930** | **-11,392** | **5** | **-12,157** | **-14,393** | **-14,314** |
|  |  |  |  |  |  |  |  |

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

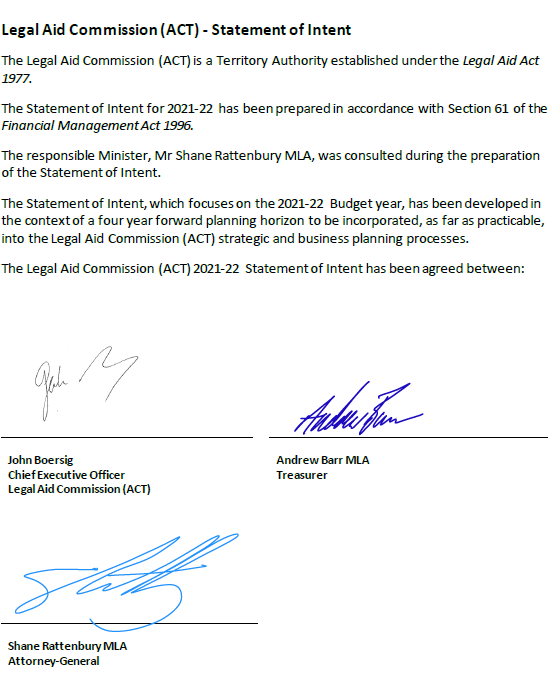
|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020-21 Budget**  **$'000** |  | **2020-21 Interim Outcome $'000** | **2021-22**  **Budget**  **$'000** | **Var**  **%** | **2022-23**  **Estimate**  **$'000** | **2023-24**  **Estimate**  **$'000** | **2024-25**  **Estimate**  **$'000** |
|  |  |  |  |  |  |  |  |
|  | **Revenue** |  |  |  |  |  |  |
| 58,221 | Controlled Recurrent Payments | 49,923 | 59,425 | 19 | 60,718 | 59,281 | 60,040 |
| 997 | Sale of Goods and Services from Contracts with Customers | 990 | 1,078 | 9 | 1,107 | 1,136 | 1,159 |
| 533 | Grants and Contributions | 643 | 745 | 16 | 751 | 760 | 766 |
| 8,983 | Other Revenue | 8,506 | 7,810 | -8 | 8,248 | 8,536 | 8,728 |
|  |  |  |  |  |  |  |  |
| **68,734** | **Total Revenue** | **60,062** | **69,058** | **15** | **70,824** | **69,713** | **70,693** |
|  |  |  |  |  |  |  |  |
|  | **Gains** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **0** | **Total Gains** | **0** | **0** | **-** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **68,734** | **Total Income** | **60,062** | **69,058** | **15** | **70,824** | **69,713** | **70,693** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 29,876 | Employee Expenses | 30,188 | 31,672 | 5 | 31,076 | 30,201 | 30,589 |
| 4,255 | Superannuation Expenses | 4,414 | 4,169 | -6 | 4,286 | 4,178 | 4,373 |
| 24,007 | Supplies and Services | 17,064 | 23,689 | 39 | 25,185 | 25,503 | 25,805 |
| 8,660 | Depreciation and Amortisation | 8,007 | 9,230 | 15 | 9,634 | 9,634 | 9,634 |
| 12,468 | Borrowing Costs | 12,433 | 12,066 | -3 | 11,848 | 11,612 | 11,612 |
| 6 | Other Expenses | 114 | 5 | -96 | 5 | 5 | 5 |
|  |  |  |  |  |  |  |  |
| **79,272** | **Total Ordinary Expenses** | **72,220** | **80,831** | **12** | **82,034** | **81,133** | **82,018** |
|  |  |  |  |  |  |  |  |
| **-10,538** | **Operating Result** | **-12,158** | **-11,773** | **3** | **-11,210** | **-11,420** | **-11,325** |
|  |  |  |  |  |  |  |  |

Table 40: Output Class 4: Emergency 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** |  |  |  |  |  |  |
| 146,193 | Controlled Recurrent Payments | 142,456 | 152,382 | 7 | 158,225 | 167,316 | 170,956 |
| 11,060 | Sale of Goods and Services from Contracts with Customers | 12,678 | 12,283 | -3 | 12,628 | 12,978 | 13,256 |
| 3,638 | Grants and Contributions | 3,797 | 2,256 | -41 | 2,306 | 2,358 | 2,412 |
| 3,651 | Other Revenue | 3,784 | 2,489 | -34 | 2,555 | 2,607 | 2,665 |
|  |  |  |  |  |  |  |  |
| **164,542** | **Total Revenue** | **162,715** | **169,410** | **4** | **175,714** | **185,259** | **189,289** |
|  |  |  |  |  |  |  |  |
|  | **Gains** |  |  |  |  |  |  |
| 0 | Gains from Disposal of Assets | 144 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **0** | **Total Gains** | **144** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **164,542** | **Total Income** | **162,859** | **169,410** | **4** | **175,714** | **185,259** | **189,289** |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 100,550 | Employee Expenses | 106,675 | 105,670 | -1 | 110,284 | 117,454 | 119,730 |
| 16,653 | Superannuation Expenses | 15,535 | 18,768 | 21 | 19,553 | 20,240 | 21,051 |
| 43,781 | Supplies and Services | 49,648 | 41,667 | -16 | 42,715 | 44,850 | 46,111 |
| 10,530 | Depreciation and Amortisation | 10,750 | 14,149 | 32 | 14,531 | 16,648 | 17,184 |
| 7 | Grants and Purchased Services | 9 | 197 | # | 193 | 82 | 80 |
| 78 | Borrowing Costs | 24 | 78 | 225 | 78 | 78 | 78 |
| 2,395 | Other Expenses | 1,571 | 2,397 | 53 | 2,400 | 2,403 | 2,405 |
|  |  |  |  |  |  |  |  |
| **173,994** | **Total Ordinary Expenses** | **184,212** | **182,926** | **-1** | **189,754** | **201,755** | **206,639** |
|  |  |  |  |  |  |  |  |
| **-9,452** | **Operating Result** | **-21,353** | **-13,516** | **37** | **-14,040** | **-16,496** | **-17,350** |
|  |  |  |  |  |  |  |  |

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LEGAL AID COMMISSION (ACT)



LEGAL AID COMMISSION (ACT)

## Purpose

The Commission is established by the *Legal Aid Act 1977* (the Act). The primary purpose of the Commission is to provide vulnerable and disadvantaged Australians with access to justice through a range of legal aid services.

## Nature and scope of activities

### General activities

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

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

Following negotiations between the Territory and Commonwealth Governments an updated National Legal Assistance Partnership (NLAP) 2020-25 came into force. This NPA identified a number of specific services to the Commission which are described below.

***Discrete Assistance***

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

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

***Information Services***

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

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

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

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

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

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

***Referral***

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

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

***Legal Advice***

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

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

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

* criminal and traffic charges;
* family separation, parenting and property disputes;
* domestic violence and personal protection;
* mental health;
* victims of crime assistance;
* contract and debt;
* employment; and
* administrative decisions.

***Non-Legal Support***

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

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

***Legal Task***

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

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

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

***Facilitated Resolution Process***

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

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

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

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

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

***Duty Lawyer Services***

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

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

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

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

***Representation***

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

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

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

There are three service types within this service category.

*Dispute Resolution*

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

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

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

*Court/Tribunal Service*

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

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

*Other Representation*

Other Representation services relates to any matter where the Commission:

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

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

***Community Legal Education***

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

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

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

There are two service types within this service category.

*Community Legal Education Resources*

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

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

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

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

*Community Legal Education Activities*

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

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

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

***Law Reform***

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

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

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

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

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

***New Initiatives***

*Community Sector Partnerships - Better justice support for vulnerable Canberrans*

The Government will strengthen its support to the Legal Aid Commission to meet increased demand for the Commission’s services, including services to support victims of family violence, the elderly and to those seeking legal advice and representation and Legal Aid’s costs in participating in the Intermediary Scheme.

This initiative consolidates the Government’s existing support to vulnerable people engaged in the criminal justice system.

This initiative contributes to the wellbeing domain of Governance and institutions and Safety.

*Streamlining court proceedings*

This initiative funds criminal case conferencing in the ACT Supreme Court. Criminal case conferencing improves the efficiency of criminal justice processes by encouraging negotiated settlement or, if settlement is not possible, a reduction of the issues at trial and early identification of charges that may not be sustainable.

*Dedicated Coroners Court for the ACT*

In addition to the funding for a Coroner, this initiative includes funding for a Special Magistrate to help clear the backlog of cases in the Magistrate’s Court. The ACT Government will fund Legal Aid ACT with additional resourcing required to support a Special Magistrate.

This initiative contributes to the wellbeing domain of Safety.

*Drug and Alcohol Court – more support*

The ACT Government will continue funding Legal Aid ACT to support a drug and alcohol court with a view to reducing or eliminating drug and alcohol dependency, and reducing related criminal activities.

*Therapeutic Care Court - continuation*

The ACT Government will continue funding Legal Aid ACT to undertake a new duty solicitor service in the Children’s Court, which would provide extended services to parents and grandparents who are involved in care and protection proceedings. The provision of timely and clear legal assistance is integral to ensuring court processes are optimised and essential to achieving the key outcomes sought through the Therapeutic Care Court.

**Risks**

The Commission’s primary risk is meeting the emerging needs in the civil law area, such as family violence and elder abuse and an increasing demand for legal assistance through telephone Helpline and chatline, without reducing litigation services in the core family and criminal areas. The two main drivers of the Commission’s litigation work are children in family law disputes and people before the courts at risk of incarceration. In this context the Commission’s capacity to respond to the breadth of demand will be limited by the necessity to meet the cost of legally assisted cases, particularly in large criminal case litigation.

The COVID-19 pandemic has forced a change in the delivery methods of the Legal Aid business. Where possible teleconference or phone communication is being utilised rather than face-to-face meetings. However, given the Legal Aid client base and the demands of the Courts, limited face-to-face services must continue. The Commission needs to manage this risk to clients and staff while maintaining the delivery of services the community demands. In this context there is an increased pressure on ensuring the Commission maintains appropriate IT capacity.

Demand on legal aid services is growing, in part as a reflection of the increase in the Territory population but also due to a greater appreciation of the need for legal assistance across the community. In order to support the demands of the Territory’s client basis and improving access to services, the Commission must conduct a large number of community legal education activities (seminars, brochures, newsletters, posters etc), provide extended telephone and chat line access, and undertake outreach legal clinics in partnership with health providers, community and university agencies.

The Commission’s operational structure and practices must continue to embrace new and innovative modes of service delivery to adequately respond to emerging client needs.

2021-22 priorities and next three financial years

The Commission’s priorities for 2021-22 and across the out-years are to:

* support victims of family and domestic violence through the provision of legal assistance services, including the Health Justice Partnership which is operating from the Canberra Hospital;
* improve the provision of legal assistance services to the Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities;
* provide support to victims of elder abuse in line with Government priorities;
* develop and implement legal education programs tailored to the needs of people experiencing a high incidence of adverse legal events, and those working in community organisations that assist them. This includes having a presence at Colleges across Canberra;
* promote the prevention of legal problems by providing timely information about the law and legal processes and referring people to other legal or non-legal services where necessary to meet their needs;
* promote the early resolution of legal problems through providing legal advice, advocacy, minor legal assistance and dispute resolution services;
* advise and assist people appearing unrepresented before courts and tribunals, particularly those persons experiencing family violence and in care and protection matters in the Children’s Court;
* provide legal representation to people in need to enable them to assert or defend their legal rights, including for those people appearing in the Drug and Alcohol Court;
* maintain the high level of service on the Legal Aid Helpline and Tenancy Advice Service. The high level of telephone service has increased greatly over the last 3 years and are expected to continue to increase;
* continue to find ways of delivering the service to clients remotely, due to the COVID-19 Pandemic
* maintain and build the capacity of the Commission’s IT infrastructure to meet new demand; and
* finalise the long-term accommodation requirements of the Commission.

Estimated employment level and employment profile

Table 2: Estimated employment level

|  | 2019-20  Actual  Outcome | 2020-21  Budget | 2020-21  Actual  Outcome | 2021-22  Budget |
| --- | --- | --- | --- | --- |
| Staffing (FTE) | 88.21 | 98.9 | 97.91 | 104.9 |

Note:

1. The FTE for the 2019-20 Actual Outcome and 2020-21 Actual Outcome is the average for the full year, rather than simply at a point in time.

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

An estimated staffing breakdown by classification and gender for the 2021-22 budget year is outlined below.

Table 3: 2021-22 employment profile

| **Classification** | **Male1** | **Female1** | **Total1** |
| --- | --- | --- | --- |
| ASO1 | 0.3 | 0.6 | 0.9 |
| ASO2 | 5.9 | 21.7 | 27.6 |
| ASO3 | 2.0 | 6.0 | 8.0 |
| ASO4 | 1.0 | 6.4 | 7.4 |
| ASO5 | 0.0 | 2.0 | 2.0 |
| ASO6 | 0.0 | 1.0 | 1.0 |
| SOG C | 1.0 | 0.0 | 1.0 |
| SOG B | 1.0 | 1.0 | 2.0 |
| SOG A | 1.0 | 0.0 | 1.0 |
| SOL1 | 7.0 | 14.0 | 21.0 |
| SOL2 | 1.0 | 12.0 | 13.0 |
| SOL3 | 2.0 | 5.4 | 7.4 |
| SOL4 | 4.0 | 4.6 | 8.6 |
| SOL5 | 2.0 | 1.0 | 3.0 |
| Executive | 1.0 | 0.0 | 1.0 |
| **Total** | 29.2 | 75.7 | 104.9 |

Note:

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

**Strategic objectives and indicators**

### Strategic objective 1

#### Provide services to promote the earlier resolution of legal problems

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

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

### Strategic objective 2

#### Provide legal information and referral services

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

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

### Strategic objective 3

***Provide efficient and cost-effective legal aid services***

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

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

**Strategic objectives and indicators Graphs**

**Output Classes**

Output Class 1: Legal Aid Services

Table 3: Output Class 1: Legal Aid Services

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2020-21** | **2021-22** |
|  |  | **Interim Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost** |  | 16,965 | 19,751 |
| **Controlled Recurrent Payments** |  | 14,408 | 16,443 |

Note:

1. Total cost includes depreciation and amortisation of $1.742 million in 2020-21 and $1.700 million in 2021-22.

Output 1.1: Legal Aid Services provided to the community

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

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

Accountability indicators

Output Class 1: Legal Aid Services

Output 1.1: Legal Aid Services provided to the community

Table 4: Accountability indicators Output 1.1

|  | 2020-21  Targets | 2020-21  Interim Outcome | 2021-22  Targets |
| --- | --- | --- | --- |
|  | | | |
| 1. Number of Discrete Assistance services provided 1 | 40,000 | 45,960 | 47,150 |
| 1. Number of Duty Lawyer services provided 2 | 5,600 | 4,597 | 4,600 |
| 1. Number of Representation services provided 3 | 2,900 | 2,873 | 3,000 |
| 1. Number of Facilitated Resolution Process provided 4 | 400 | 429 | 440 |
| 1. Number of Community Legal Education services provided 5 | 400 | 530 | 550 |

Notes:

1. Discrete Assistance services provided indicator collates the number of Helpline, information, referrals, non‑legal support, legal advices, and legal task services. This indicator does not include website page views, which reflected a huge increase from 102,000 in 2019-20 to 182,000 in 2020-21.
2. Duty lawyer services are legal services provided at a court or tribunal to people who would otherwise be unrepresented in relation to an event or proceeding on that day. Duty Lawyer services consist of advising the person, and in appropriate circumstances appearing on their behalf, in relation to the proceeding or event.
3. This indicator collates the number of legal assistance services provided for the ongoing representation of people at courts/tribunals, in dispute resolution processes and where the carriage of the matter requires ongoing casework assistance.
4. This indicator collates the number of specific processes undertaken that are aimed at resolving disputes without going to court.
5. This indicator collates the number of educational resources produced and the number of activities undertaken.

## Changes to Appropriation

Table 5: 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** | 14,408 | 14,408 | 13,891 | 14,101 | 14,101 |
|  |  |  |  |  |  |
| **2021-22 Budget Policy Decisions** |  |  |  |  |  |
| Community Sector Partnerships - Better justice support for vulnerable Canberrans | - | 1,342 | 956 | 106 | 109 |
| Streamlining court proceedings | - | 100 | - | - | - |
| Dedicated Coroners Court for the ACT | - | 92 | - | - | - |
| Drug and Alcohol Court – more support | - | 250 | 256 | - | - |
| Therapeutic Care Court - continuation | - | 299 | 304 | - | - |
|  |  |  |  |  |  |
| **2021-22 Budget Technical Adjustments** |  |  |  |  |  |
| Appropriation transfer for intellectual property licensing | - | -1 | -1 | -1 | -1 |
| National Legal Assistance Partnership variation | - | - | - | - | 68 |
| Family Advocacy and Support Services - extension | - | - | 897 | 916 | 937 |
| Revised Indexation Parameters | - | - | - | - | 105 |
| Revised Superannuation Parameters | - | -47 | 3 | 17 | 6 |
|  |  |  |  |  |  |
| **2021-22 Budget** | **14,408** | **16,443** | **16,306** | **15,139** | **15,325** |

**Monitoring and reporting**

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

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

**Annual reporting**

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

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

**Financial arrangements**

The Commission has an operating surplus for 2020-21 of $1.812 million compared to the 2020-21 original budgeted operating deficit of $0.094 million. The better financial position is largely due to the delay in the refit of the office accommodation (now to occur in 2021-22), higher than budgeted revenue from the ACT Law Society, client contributions and Australian Taxation Office COVID-19 pandemic relief. Additionally, lower employee expenses and legal expenses were incurred compared to budget.

The 2021-22 budget reflects a slight operating surplus of $0.033 million.

**Financial statements**

Budgeted financial statements for the 2021-22 Budget year, as well as forward estimates for the three financial years appear below. These general purpose financial statements have been prepared in accordance with the ACT’s Model Financial Statements and include:

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

## 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 6: Legal Aid Commission (ACT): 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** |  |  |  |  |  |  |
| 14,408 | Controlled Recurrent Payments | 14,408 | 16,443 | 14 | 16,306 | 15,139 | 15,325 |
| 3,330 | Sales of Services from Contracts with Customers | 2,417 | 2,584 | 7 | 1,184 | 692 | 710 |
| 967 | Grants and Contributions | 1,837 | 656 | -64 | 662 | 670 | 676 |
| 101 | Interest | 103 | 96 | -7 | 98 | 100 | 102 |
| 0 | Other Revenue | 12 | 5 | -58 | 1 | 1 | 1 |
|  |  |  |  |  |  |  |  |
| **18,806** | **Total Revenue** | **18,777** | **19,784** | **5** | **18,251** | **16,602** | **16,814** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 9,407 | Employee Expenses | 9,021 | 9,761 | 8 | 9,925 | 9,225 | 9,452 |
| 1,539 | Superannuation Expenses | 1,488 | 1,638 | 10 | 1,714 | 1,712 | 1,711 |
| 6,193 | Supplies and Services | 4,623 | 6,578 | 42 | 5,057 | 4,190 | 4,274 |
| 1,674 | Depreciation and Amortisation | 1,742 | 1,700 | -2 | 1,334 | 1,232 | 1,176 |
| 57 | Borrowing Costs | 58 | 44 | -24 | 124 | 146 | 135 |
| 30 | Other Expenses | 34 | 30 | -12 | 30 | 30 | 30 |
|  |  |  |  |  |  |  |  |
| **18,900** | **Total Expenses** | **16,965** | **19,751** | **16** | **18,184** | **16,535** | **16,778** |
|  |  |  |  |  |  |  |  |
| **-94** | **Operating Result** | **1 812** | **33** | **-98** | **67** | **67** | **36** |
|  |  |  |  |  |  |  |  |
| 0 | **Other Comprehensive Income** | 0 | 863 |  | 863 | 863 | 863 |
| 0 | Net Effect of a Change in Accounting Policy | 0 | 863 | # | 863 | 863 | 863 |
| **0** | **Total Other Comprehensive Income** | **0** | **863** | **#** | **863** | **863** | **863** |
|  |  |  |  |  |  |  |  |
| **-94** | **Total Comprehensive Income** | **1,812** | **896** | **-51** | **930** | **930** | **899** |
|  |  |  |  |  |  |  |  |

**Significant variations in the Operating Statement are as follows:**

The Commission has not experienced significant financial impacts as a result of the COVID‑19 health emergency.

* controlled recurrent payments:
* the increase of $2.035 million (14 per cent) in the 2021-22 Budget from the 2020‑21 interim outcome is mainly due to additional and continued funding from ACT Government initiatives Better justice support for vulnerable canberrans ($1.342 million), Streamlining court proceedings ($0.100 million), Dedicated coroners court for the ACT ($0.092 million). Additionally, there was a reclassification of revenue previously in sale of services from contracts with customers for the Therapeutic Care Court ($0.299 million in 2021-22).
* sale of services from contracts with customers:
* The decrease of $0.913 million in the 2020-21 interim outcome from the 2020-21 Budget is mainly due to less income recognised for contracts with the Commonwealth Government that weren’t completed or did not occur during 2020-21. Specifically this was legal services for Family Law Property Mediation ($0.334 million), Expensive Commonwealth Criminal Cases Fund ($0.284 million) and Family Violence and Cross-examination of Parties Scheme ($0.044 million).

In addition to the above, there was a reclassification of income related to COVID‑19 initiatives ($0.306 million) to Grants and Contribution in the 2020-21 Interim Outcome. The revenue was originally categorised under Sale of Services from Contracts with Customers in the 2020-21 budget.

There was also an increase in the interim outcome for income received for the National Disability Insurance Scheme ($0.070 million) and Health Justice Partnership ($0.098 million) programs.

• grants and contributions:

* The increase of $0.870 million in the 2020-21 interim outcome from the 2020-21 Budget is partly due to a reclassification of income related to COVID‑19 initiatives ($0.306 million) to Grants and Contribution in the 2020-21 Interim Outcome. The revenue was originally categorised under Sale of Services from Contracts with Customers in the 2020-21 original budget. There was also higher than budgeted grant funding received from the ACT Law Society ($0.163 million) and an increase in Assisted Person Contributions & Recovered Costs (0.093 million). There was also $0.104 million recognised in the interim outcome for volunteer services and resources received free of charge, neither of which were included in the 2020-21 Budget.
* The decrease of $1.181 million in the 2021-22 Budget from the 2020-21 Interim Outcome is mainly due to a reduction in grant received from the ACT Law Society ($0.613 million), the cessation of Commonwealth 2020-21 COVID-19 funding ($0.492 million) which is now funded from ACT Government Better justice support for vulnerable canberrans initiative which is included in Controlled Recurrent Payments. There was also $0.104 million recognised in the interim outcome for volunteer services and resources received free of charge, neither of which are included in the 2021-22 Budget.
* employee expenses:
* the decrease of $0.386 million in the 2020-21 Interim Outcome from the 2020-21 Budget is mainly due to savings relating to re-profiling of position classifications, some senior staff departures and delays in the uptake of specific programs that weren’t completed or did not occur during 2020-21.
* the increase of $0.740 million in the 2021-22 Budget from the 2020-21 Interim Outcome is mainly due to the additional staff associated with the new 2021-22 budget initiatives.
* superannuation expenses:
* the increase of $0.151 million in the 2021-22 Budget from the 2020-21 Interim Outcome is related to an increase in staff associated with the new 2021-22 budget initiatives.
* supplies and services:
* the decrease of $1.570 million in the 2020-21 Interim Outcome from the 2020-21 Budget is mainly due to lower than budgeted Legal Expenses ($1.027 million) from delays in the uptake of specific programs that weren’t completed or did not occur during 2020-21. Additionally, there was a delay in the fitout of the Commission’s office accommodation ($0.500 million), now expected to occur in 2021-22.
* the increase of $1.955 million in the 2021-22 Budget from the 2020-21 Interim Outcome is mainly due to the anticipated higher expenditure associated with funding of new initiatives in 2021-22 (Better justice support for vulnerable canberrans, additional workload in Magistrates Court, Disability Support Trial and Criminal Case Conferencing), expenditure for the fitout of the Legal Aid premises and additional expenditure on the Commission’s Cyber-Security protection.

Table 7: Legal Aid Commission (ACT): 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** |  |  |  |  |  |  |
| 6,842 | Cash and Cash Equivalents | 9,570 | 9,408 | -2 | 9,478 | 9,253 | 8,972 |
| 164 | Receivables | 169 | 112 | -34 | 112 | 112 | 112 |
| 169 | Other Assets | 155 | 160 | 3 | 160 | 160 | 160 |
|  |  |  |  |  |  |  |  |
| **7,175** | **Total Current Assets** | **9,894** | **9,680** | **-2** | **9,750** | **9,525** | **9,244** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Assets** |  |  |  |  |  |  |
| 2,226 | Property, Plant and Equipment | 2,272 | 563 | -75 | 9,803 | 9,451 | 9,082 |
|  |  |  |  |  |  |  |  |
| **2,226** | **Total Non Current Assets** | **2,272** | **563** | **-75** | **9,803** | **9,451** | **9,082** |
|  |  |  |  |  |  |  |  |
| **9,401** | **TOTAL ASSETS** | **12,166** | **10,243** | **-16** | **19,553** | **18,976** | **18,326** |
|  |  |  |  |  |  |  |  |
|  | **Current Liabilities** |  |  |  |  |  |  |
| 271 | Payables | 232 | 190 | -18 | 190 | 190 | 190 |
| 1,255 | Lease Liabilities | 1,292 | 363 | -72 | 890 | 983 | 1,018 |
| 1,770 | Employee Benefits | 1,807 | 1,989 | 10 | 2,117 | 2,222 | 2,343 |
| 339 | Other Provisions | 420 | 433 | 3 | 433 | 411 | 389 |
| 56 | Other Liabilities | 981 | 33 | -97 | 33 | 33 | 33 |
|  |  |  |  |  |  |  |  |
| **3,691** | **Total Current Liabilities** | **4,732** | **3,008** | **-36** | **3,663** | **3,839** | **3,973** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Liabilities** |  |  |  |  |  |  |
| 302 | Lease Liabilities | 368 | 66 | -82 | 8,615 | 7,756 | 6,897 |
| 327 | Employee Benefits | 130 | 166 | 28 | 173 | 180 | 187 |
| 713 | Other Provisions | 662 | 694 | 5 | 726 | 758 | 790 |
|  |  |  |  |  |  |  |  |
| **1,342** | **Non-Current Liabilities** | **1,160** | **926** | **-20** | **9,514** | **8,694** | **7,874** |
|  |  |  |  |  |  |  |  |
| **5,033** | **TOTAL LIABILITIES** | **5,892** | **3,934** | **-33** | **13,177** | **12,533** | **11,847** |
|  |  |  |  |  |  |  |  |
| **4,368** | **NET ASSETS** | **6,274** | **6,309** | **1** | **6,376** | **6,443** | **6,479** |
|  | **REPRESENTED BY FUNDS EMPLOYED** | | | | | | |
|  |  |  |  |  |  |  |  |
| 4,368 | Accumulated Funds | 5,411 | 5,446 | 1 | 5,513 | 5,580 | 5,616 |
| 0 | Asset Revaluation Surplus | 863 | 863 | - | 863 | 863 | 863 |
|  |  |  |  |  |  |  |  |
| **4,368** | **TOTAL FUNDS EMPLOYED** | **6,274** | **6,309** | **1** | **6,376** | **6,443** | **6,479** |
|  |  |  |  |  |  |  |  |

**Significant variations in the Balance Sheet are as follows:**

* cash and cash equivalents:

1. the increase of $2.728 million in the 2020-21 Interim Outcome from the 2020-21 Budget reflects revenue received in advance from specific projects that are yet to commence, or yet to be completed ($0.981 million), delay in the office fitout for the Commission’s accommodation that was budgeted for 2020-21 ($0.500 million), lower staff expenses than budgeted ($0.438 million), lower Referrals to Private Legal Practitioners and Legal Disbursements ($0.437 million), additional funds from the ACT Law Society ($0.163 million) and additional funds from the Australian Taxation Office for COVID-19 Pandemic relief ($0.100 million).

* property, plant and equipment (non current):

1. the decrease of $1.709 million in the 2021-22 Budget from the 2020-21 Interim Outcome is mainly due to annual depreciation associated with right-of-use asset – building ($1.248 million), leasehold improvements ($0.224 million) and office and computer equipment ($0.201 million).

* lease liabilities (current):

1. The decrease of $0.929 million in the 2021-22 Budget from the 2020-21 Interim Outcome reflects the impending expiration in September 2022 of the office premises lease contract.

* other liabilities (current):

1. the increase of $0.925 million in the 2020-21 Interim Outcome from the 2020-21 Budget is due to contract liabilities from the revenue received in advance for specific projects that didn’t commence, or weren’t completed in 2020-21.
2. the decrease of $0.948 million in the 2021-22 Budget from the 2020-21 Interim Outcome is due to the reduction of revenue received in advance as the contracts are expected to be fulfilled in 2021-22.

* lease liabilities (non-current):

1. the decrease of $0.302 million in the 2021-22 Budget from the 2020-21 Interim Outcome reflects the impending expiration in September 2022 of the office premises lease contract.

* employee benefits (non-current):

1. the decrease of $0.197 million in the 2020-21 Interim Outcome from the 2020-21 Budget is due to a change in calculation of long service leave liability split between current and non-current, as advised by the ACT Government accounting policy.

Table 8: Legal Aid Commission (ACT): 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** |  |  |  |  |  |  |
| 4,462 | Opening Accumulated Funds | 3,599 | 5,413 | 50 | 5,446 | 5,513 | 5,580 |
| 0 | Opening Asset Revaluation Reserve | 863 | 863 | - | 863 | 863 | 863 |
|  |  |  |  |  |  |  |  |
| **4,462** | **Balance at the Start of the Reporting Period** | **4,462** | **6,276** | **41** | **6,309** | **6,376** | **6,443** |
|  |  |  |  |  |  |  |  |
|  | **Comprehensive Income** |  |  |  |  |  |  |
| -94 | Operating Result - Including Economic Flows | 1,812 | 33 | -98 | 67 | 67 | 36 |
|  |  |  |  |  |  |  |  |
| **-94** | **Total Comprehensive Income** | **1,812** | **33** | **-98** | **67** | **67** | **36** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **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** |  |  |  |  |  |  |
| 4,368 | Closing Accumulated Funds | 5,411 | 5,446 | 1 | 5,513 | 5,580 | 5,616 |
| 0 | Closing Asset Revaluation Reserve | 863 | 863 | - | 863 | 863 | 863 |
|  |  |  |  |  |  |  |  |
| **4,368** | **Balance at the end of the Reporting Period** | **6,274** | **6,309** | **1** | **6,376** | **6,443** | **6,479** |
|  |  |  |  |  |  |  |  |

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

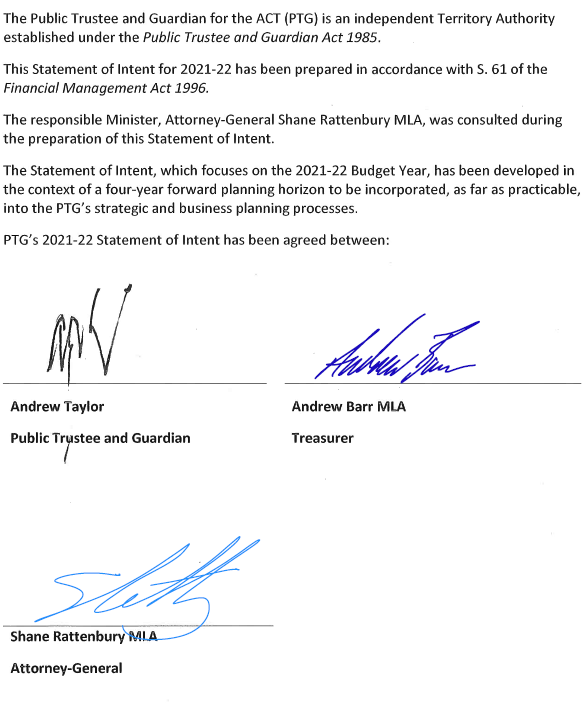
Table 9: Legal Aid Commission (ACT): Cash Flow Statement

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **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** |  |  |  |  |  |  |
| 14,408 | Controlled Recurrent Payments | 14,408 | 16,443 | 14 | 16,306 | 15,139 | 15,325 |
| 2,782 | Sale of Goods and Services from Contracts with Customers | 2,795 | 1,604 | -43 | 1,184 | 692 | 710 |
| 937 | Grants and Contributions | 1,686 | 626 | -63 | 632 | 640 | 587 |
| 101 | Interest Received | 103 | 96 | -7 | 98 | 100 | 102 |
| 0 | Goods and Services Tax Input Tax Credits from the Australian Taxation Office | 269 | 400 | 49 | 400 | 400 | 400 |
| 0 | Goods and Services Tax Collected from Customers | 294 | 110 | -63 | 110 | 110 | 110 |
| 510 | Other | 12 | 4 | -67 | 1 | 1 | 1 |
| **18,738** | **Operating Receipts** | **19,567** | **19,283** | **-1** | **18,731** | **17,082** | **17,235** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 9,290 | Employee | 8,972 | 9,662 | 8 | 9,917 | 9,240 | 9 132 |
| 1,539 | Superannuation | 1,491 | 1,638 | 10 | 1,714 | 1,712 | 1,711 |
| 6,157 | Supplies and Services | 4,550 | 6,330 | 39 | 5,462 | 4,650 | 4,968 |
| 36 | Grants and Purchased Services | 0 | 0 | - | 0 | 0 | 0 |
| 510 | Other | 558 | 510 | -9 | 510 | 510 | 510 |
| **17,532** | **Operating Payments** | **15,571** | **18,140** | **16** | **17,603** | **16,112** | **16,321** |
|  |  |  |  |  |  |  |  |
| **1,206** | **NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES** | **3,996** | **1,143** | **-71** | **1,128** | **970** | **914** |
|  | **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | | | |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 50 | Purchase of Property, Plant and Equipment | 99 | 50 | -49 | 50 | 50 | 50 |
| 50 | Investing Payments | 99 | 50 | -49 | 50 | 50 | 50 |
|  |  |  |  |  |  |  |  |
| **-50** | **NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES** | **-99** | **-50** | **49** | **-50** | **-50** | **-50** |
|  | **CASH FLOWS FROM FINANCING ACTIVITIES** | | | | | | |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 1,222 | Repayment of Lease Liabilities - Principal | 1,235 | 1,255 | 2 | 1,008 | 1,145 | 1,145 |
| **1,222** | **Financing Payments** | **1,235** | **1,255** | **2** | **1,008** | **1,145** | **1,145** |
|  |  |  |  |  |  |  |  |
| **-1,222** | **NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES** | **-1,235** | **-1,255** | **-2** | **-1,008** | **-1,145** | **-1,145** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Table 9: Legal Aid Commission (ACT): Cash Flow Statement (Continued) | | | | | | | |
| 2020-21 |  | 2020-21 | 2021-22 | Var | 2022-23 | 2023-24 | 2024-25 |
| Budget |  | Interim Outcome | Budget | % | Estimate | Estimate | Estimate |
| $'000 |  | $'000 | $'000 |  | $'000 | $'000 | $'000 |
|  |  |  |  |  |  |  |  |
| **-66** | **NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS** | **2,662** | **-162** | **-106** | **70** | **-225** | **-281** |
|  |  |  |  |  |  |  |  |
| **6,908** | **CASH AT THE BEGINNING OF REPORTING PERIOD** | **6,908** | **9,570** | **39** | **9,408** | **9,478** | **9,253** |
|  |  |  |  |  |  |  |  |
| **6,842** | **CASH AT THE END OF REPORTING PERIOD** | **9,570** | **9,408** | **-2** | **9,478** | **9,253** | **8,972** |
|  |  |  |  |  |  |  |  |

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

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# PUBLIC TRUSTEE AND GUARDIAN – STATEMENT OF INTENT



# Public Trustee and Guardian for the ACT

The Budget Statement for PTG is its Statement of Intent.

## Purpose

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

PTG will achieve this through the following services:

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

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

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

## Nature & scope of activities

### General Activities

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

PTG has some responsibilities in respect to protecting the interests of people with disabilities. This includes undertaking appointment by the ACT Civil and Administrative Tribunal (ACAT) as Guardian and Financial Manager, acting as attorney under an EPA and acting as trustee in trust deeds.

PTG provides asset services under the *Confiscation of Criminal Assets Act 2003*,as delegate for unclaimed monies and holds investment responsibility for government and non-government trust funds including the Perpetual Care Trust under the *Cemeteries and Crematoria Act 2020.* PTG is the trustee for GreaterGood - The Capital Region Community Foundation. The Public Trustee and Guardian is a Member of the Official Visitors Board under the *Official Visitor Act 2012*.

PTG, along with all Australian Public Trustees, Public Advocates, Public Guardians and heads of Guardianship/Management Tribunals, is a member of the Australian Guardianship and Administration Council (AGAC) a registered charity and incorporated as a Company Limited by Guarantee in 2017. The Public Trustee and Guardian is a Director, Treasurer and Trustee for AGAC.

In undertaking its functions PTG will:

* Operate as a customer service oriented entity

PTG conducts a continuous customer survey and investigates and responds to any complaint ensuring that the client receives an appropriate response. Products and services are continuously reviewed to ensure value and positive outcomes for clients. This is achieved by reviewing fees and charges in individual cases to ensure that the fee is appropriate to the work/responsibility undertaken. The risk profile and investments for all clients with invested funds are individually reviewed on an annual basis to ensure they reflect clients’ needs.

* Use benchmarking to ensure best practice and operate efficiently

PTG meets with other peer state/territory agencies bi-annually to develop, identify and implement best practice. Issues of current and continuing interest to Public Trustees/Guardians include arrangements for the National Disability Insurance Scheme (NDIS), consultation in respect to Aged Care issues, implementation of Supported Decision-Making and appropriate fraud, risk and corruption mitigation strategies. The Guardianship/Financial Management functions have a continuing interest in the development of National Standards for Guardians/Financial Managers, protocols and development/implementation of Supported Decision-Making frameworks.

* Work collaboratively

PTG works collaboratively with other Public Trustees/Public Guardians to share expertise, information and training. PTG continues to play a lead role in working with other Public Trustees and Public Guardians/Advocates and the federal Government to develop an Australian Enduring Power of Attorney and associated Register to address elder abuse. PTG continues to contribute to a review of the *Guardianship and Management of Property Act 1991* in respect to Supported Decision-Making. PTG regularly works with other Public Trustees/Public Guardians/Public Advocates in developing submissions to federal government agencies. PTG has now completed work, in collaboration with the Human Rights Commission and the Justice and Community Safety Directorate (JACS) in implementing the recommendations resulting from a review of the ACT Official Visitor Scheme*.*

* Satisfy the requirements of the *Financial Management Act 1996*

PTG will use financial practices and maintain accounts and records which satisfy the requirements of the *Financial Management Act 1996*. This includes the associated ACT Accounting Policy Manual, modelled on the requirements of Australian Accounting Standards, which fairly present PTG’s financial position, operational and cash flow results for planning and reporting purposes. PTG continues to work with the ACT Auditor-General in responding to management issues arising from end-of-year audits. PTG engages an external accounting firm to assist in improving its preparation of its financial statements. PTG has a longer term aim of replacing its ageing legacy trust accounting system with modern and sustainable technology, better able to support our delivery of professional fiduciary services into the future.

1. Establish and maintain a high standard of Workplace Health and Safety

PTG has a high standard of Workplace Health and Safety evidenced by its comparatively low workers’ compensation premium. All staff will be provided with access to flu vaccine shots and will attend Respect Equity and Diversity (RED) supplementary training as well as anti-bullying and harassment training. PTG has identified many of its staff as essential front line workers and has facilitated their receipt of the COVID-19 vaccination. PTG staff will also receive training in dealing with Mental Health issues from Lifeline from a client service perspective. PTG staff will be provided with appropriate training in dealing with difficult clients as well as debriefing following critical incidents from the Directorate’s Employee Assistance Provider (EAP) and Capital Works Infrastructure Unit. PTG has in place policies dealing with working alone and handling difficult client episodes. PTG has advised of an appropriate priority rollout of the COVID-19 vaccine to front-line staff. PTG has also now implemented a revised Risk Register.

* Provide a productive and satisfying work environment

PTG will provide a productive and satisfying working environment for staff and a commitment to high standards of human resource management based on the principles of diversity and equal employment opportunity. PTG maintains the appointment of a RED Contact Officer. The office will continue to develop manuals and policies for all business units.

* Deliver on Community Service Obligations (CSOs)

PTG will undertake CSOs in respect to the provision of financial management services for persons with a decision making disability, preparing and acting as attorney under EPAs, administering trusts under $100,000 in value, examination of accounts prepared by external financial managers, drafting Wills in cases of financial hardship and vulnerability, responding to police call outs, arranging welfare funerals and administering low-value or non-viable deceased estates. PTG will also engage with the community to promote awareness of its services and products through sponsorship of the ACT Inclusion Awards. PTG aims to maintain a presence at the ACT Seniors Expos every year. Seniors of 60 years and over will continue to be provided with a free will where they appoint PTG as their executor. PTG conducts home visits for those that are unable to attend to make a Will/EPA. PTG maintains an online facility through which community groups will be able to book a presentation by PTG.

During the COVID-19 Emergency Period, many of PTG’s community engagement activities have by necessity been curtailed, however PTG is providing Will and EPOA’s to persons’ in emergency situations.

Risks

PTG continues to identify prevailing and emerging risks in its Fraud, Corruption and Risk Management Plan. The Plan has been prepared in consultation with PTG’s Internal Audit Committee, PTG’s Investment Board, JACS and is continually reviewed.

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

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

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

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

### 2021‑22 Priorities and Next Three Financial Years

* Continue the implementation of PTG’s Business Transformation Project. In 2021-22, PTG will engage a contractor to complete the implementation of its Customer Relation Management System (CRM). By the end of the next financial year PTG aims to have completed the rollout of its CRM and Electronic Documents Records Management System to all business units. PTG is also implementing EzeScan software enabling the take-up of all incoming mail including invoices for distribution to all business units and processing in electronic form.
* Raise awareness in the community of the role of the Public Trustee and Guardian including developing and undertaking a range of presentations and information seminars which highlight the importance of estate planning including a well-drafted Will and EPA as well as what happens in the event of incapacity. This will be achieved through continual development of PTG’s website, fact sheets, seminars, forums, newsletters, expos and an online facility to “Book a Presentation by the Public Trustee and Guardian”.
* Promoting efficiencies through new technologies. PTG is in the process of re-building its ICT infrastructure. PTG will continue to engage appropriate ICT professionals to complete the various ICT projects towards a fully functional CRM. PTG will progress the establishment of an ACT Wills Register.
* Participating in industry forums to identify and implement best practice. This will be achieved through close cooperation with state/territory trustee and guardian/advocate agencies as well as through membership of industry representative organisations such as AGAC. PTG will also continue to work closely with ACAT in establishing practice that achieves efficient processes under the *Guardianship and Management of Property Act 1991*.

## Estimated employment level

Table 4: Estimated Employment Level

|  | 2019-20  Actual Outcome | 2020-21  Budget | 2020-21  Interim Outcome | 2021-22  Budget |
| --- | --- | --- | --- | --- |
| Staffing (FTE) | 61.45 | 64.12 | 65.57 | 61.03 |

Table 2 : 2021‑22 Employment Profile

| **Classification** | **Male** | **Female** | **Total** |
| --- | --- | --- | --- |
| ASO3 | 2 | 3.64 | **5.64** |
| ASO4 | 4 | 14 | **18** |
| ASO5 | 1 | 7 | **8** |
| ASO6 | 2 | 13.67 | **15.67** |
| SOG C | 2.40 | 5.40 | **7.80** |
| LEGAL 1 | 0.92 | 0 | **0.92** |
| SOG A | 1 | 2 | **3** |
| LEGAL 2 | 1 | 0 | **1** |
| EXECUTIVE 2.4 | 1 | 0 | **1** |
| **Total** | **15.32** | **45.71** | **61.03** |

**Key Performance Indicators for 2021-22 to 2024-25**

**Table 3:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **INDICATOR** | **Interim**  **Outcome**  **2020-21** | **Planned**  **2020-21** | **Planned**  **2021-22** | **Planned**  **2022-23** | **Planned**  **2023-24** | **Planned**  **2024-25** |
| Guardianship Orders - no. of people for whom PTG acted as Guardian appointed by the ACT Civil and Administrative Tribunal (ACAT) under the *Guardianship and Management of Property Act 1991* (GMPA) during the reported period | 235 | 225 | 230 | 230 | 230 | 230 |
| Management Orders - no. of orders in which PTG was appointed as Manager by ACAT under the GMPA current at the end of the reported period by ACAT | 507 | 510 | 510 | 510 | 510 | 510 |
| Enduring Power of Attorney (EPA) - no. of EPA's appointing PTG for all matters made during the reported period1 | 67 | 130 | 70 | 100 | 100 | 100 |
| Enduring Power of Attorney (EPA) - no. of EPA's appointing PTG for financial and property matters under active management at the end of the reported period | 38 | 39 | 39 | 39 | 40 | 40 |
| Enduring Power of Attorney (EPA) - no. of EPA's appointing PTG for personal and health care matters active at the end of the reported period2 | 9 | 7 | 7 | 7 | 7 | 7 |
| Police Call-outs - no. of responses to call outs by police and community following death during the reported period3 | 0 | 1 | 0 | 0 | 0 | 0 |
| Welfare funerals - no. arranged by PTG during the reported period4 | 1 | 2 | 0 | 0 | 0 | 0 |
| Examination of Accounts - no. examined by PTG during the reported period upon filing by External Managers appointed by ACAT for Protected Persons5 | 688 | 570 | 600 | 605 | 610 | 615 |
| Deceased Estate Administrations - no. of deceased estate administrations completed during the reported period6 | 74 | 85 | 75 | 75 | 75 | 75 |
| Trusts (for all purposes) – no. held at end of reported period7 | 740 | 660 | 730 | 730 | 730 | 730 |
| Wills - no. of wills prepared by PTG during the reported period8 | 281 | 400 | 300 | 350 | 400 | 400 |
| Customer Survey - % of clients responding to PTG's survey during the reported year that reported PTG met or exceeded their expectations9 | 96 | 90 | 90 | 90 | 90 | 90 |

**Notes:**

* The lower than anticipated number of EPA’s prepared is attributed to the COVID-19 pandemic with EPA drafting appointments significantly curtailed in the first half of the reported year to accord with protocols established to protect PTG’s staff and members of the community.
* The number of EPA’s appointing PTG for personal and health care matters was marginally higher than expected. It is normal for people to appoint family first for these kinds of decisions, if there are no family members available the PTG may be used.
* We did not receive any police call-outs during the period. PTG’s performance in this regard is purely reactive following callout by ACT Policing.
* We did not attend to any Welfare funerals during the period. PTG’s performance in this regard is purely reactive following callout by ACT Policing. However, in July 2020 we finalized the arrangements for the disposal of unclaimed bodies that had been held at Forensic Medicine Centre as part of the JACS COVID response.
* In 2020-21 PTG changed the process undertaken for the Examinations of Private Managers’ Accounts as a result of a risk assessment. PTG considered that any movements considered immaterial in the assessment of movement in represented persons’ financial assets are acceptable. Otherwise, a full examination would be completed. This resulted in the number of examinations by PTG being higher than expected.
* The number of estate administrations completed was the same as the previous year, however lower than expected. This was due to a high number of complex estates that were unable to finalised due to ongoing taxation issues, family provisions claims, a greater number of beneficiaries residing overseas and the resourcing constraints during the COVID-19 pandemic.
* The higher than anticipated number of trusts reflects a change adopted by PTG in the types of matters to be reported as trusts. Previously PTG had not reported some accounts as they had not been formally regarded as trusts.
* The lower than anticipated number of Wills prepared is attributed to the COVID-19 pandemic with will drafting appointments significantly curtailed during the first half of the year to accord with protocols established to protect PTG”s staff and members of the community.
* The higher than anticipated percentage of clients responding to PTG”s survey during the reported year that stated that PTG met or exceeded their expectations reflects PTG’s continual efforts to provide a professional level of service to our clients.

Assessment of performance against 2020-21 objectives

PTG pools client funds for investment through its common funds operated under the *Public Trustee and Guardian Act 1985* and currently administers the Cash Common Fund, Balanced Common Fund, Conservative Common Fund and Growth Common Fund following a   
re-structure of PTG’s Investment Strategy undertaken in 2017-18.

Fund sizes and performances for the period 1 July 2020 to 30 June 2021 are as follows:

***PTG Common Funds***

Cash Common Fund

Managed internally and invested in a range of bank and non-bank financial institution deposits, notes and bills of exchange. Interest returns vary with the market cash rate and, at 30 June 2021, the interest rate was 0.05 per cent. Funds currently under investment total   
$127.460 million.

Conservative Common Fund

Invested in a diversified index trust. Performance return after fees for the 12 months to   
30 June 2021 was 10.1 per cent. Funds currently under investment total $15.9 million.

Balanced Common Fund

Invested in a diversified index trust. Performance return after fees for the 12 months to   
30 June 2021 was 14.7 per cent . Funds currently under investment total $43.260 million.

Growth Common Fund

Invested in a diversified index trust. Performance return after fees for the 12 months to   
30 June 2021 was 23.0 per cent. Funds currently under investment total $75.750 million.

***Investment Strategies***

Investments reflect individual client risk profiles as assessed and reviewed annually under the ‘prudent person trustee investment principle’ in the *Trustee Act 1925*. Clients of similar risk profiles are grouped into four risk models, Conservative, Balanced, Growth and Capital Stable for investment in appropriate allocations into the common funds. Returns are in respect to the 12 months to 30 June 2021.

Conservative Model Portfolio

The objective is to provide income return, moderate volatility and potential for some growth to protect the real value of the trust. It is suitable for trusts with income needs, shorter terms or conservative risk profiles. Performance return after fees for the 12 months to 30 June 2021 has been 10.1 per cent.

Balanced Model Portfolio

The objective is to provide a balance between income and capital return with moderate volatility. It is suitable for medium term trusts or those with a mix of income and capital needs for beneficiaries. Performance return after fees for the 12 months to 30 June 2021 has been 14.7 per cent.

Growth Model Portfolio

The objective is to attain higher long term returns in excess of inflation. A higher weighting in growth assets provides potential for superior long term returns for clients able to accept increased volatility in the short term and provides prospective tax efficiencies associated with franked dividends and capital growth. Performance return after fees for the 12 months to 30 June 2021 has been 23 per cent.

Capital Stable Portfolio

Accounts requiring stability of capital are invested through the Cash Common Fund providing a market interest return on daily balances with funds available at call. The Cash Common Fund is suitable for cash balances and trusts of uncertain term. Credit interest rate at the end of the period was 0.05 per cent.

## Changes to appropriation

Table 4: 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** | 2,897 | 2,935 | 3,030 | 3,152 | 3,152 |
|  |  |  |  |  |  |
| **2021-22 Budget Policy Decisions** |  |  |  |  |  |
| Supporting the Public Trustee and Guardian in caring for unclaimed deceased Canberrans | - | 122 | 125 | 128 | 131 |
| COVID-19 Response - Extension of temporary contract positions | - | 23 | - | - | - |
|  |  |  |  |  |  |
| **2021-22 Budget Technical Adjustments** |  |  |  |  |  |
| Revised Superannuation Parameters | -2 | -3 | -2 | -2 | -2 |
| Transfer of Official Visitors to Human Rights Commission | - | -606 | -615 | -624 | -633 |
| Undrawn Appropriation | -18 | - | - | - | - |
| Support for Official Visitor Scheme | 106 | - | - | - | - |
| s.14B Transfer from JACS - Support for Official Visitor Scheme | - | - | - | - | -4 |
|  |  |  |  |  |  |
| **2021-22 Budget** | **2,983** | **2,471** | **2,538** | **2,654** | **2,644** |

Monitoring and reporting

PTG will satisfy the requirements of the Chief Minister’s Annual Reports Directions. PTG’s Annual Report will, amongst other things, report against the requirements of this Statement of Intent.

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

Quarterly reporting

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

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

Annual reporting

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

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

Financial arrangements

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

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

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

Financial statements

Budgeted financial statements for the 2021-22 Budget Year, as well as forward estimates for the three financial years appear below. These general purpose financial statements, have been prepared in accordance with the ACT’s Model Financial Statements and include:

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

## Financial Statements – Controlled (GGS)

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 5: Public Trustee and Guardian: 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** |  |  |  |  |  |  |
| 2,897 | Controlled Recurrent Payments | 2,983 | 2,471 | -17 | 2,538 | 2,654 | 2,644 |
| 6,222 | Sale of Goods and Services from Contracts with Customers | 6,316 | 6,352 | 1 | 6,476 | 6,610 | 6,726 |
| 0 | Grants and Contributions | 769 | 55 | -93 | 56 | 57 | 59 |
| 190 | Investment Revenue | 47 | 61 | 30 | 66 | 72 | 79 |
| 0 | Other Revenue | 266 | 0 | -100 | 0 | 0 | 0 |
|  |  |  |  |  |  |  |  |
| **9,309** | **Total Revenue** | **10,381** | **8,939** | **-14** | **9,136** | **9,393** | **9,508** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **Expenses** |  |  |  |  |  |  |
| 5,982 | Employee Expenses | 6,769 | 6,171 | -9 | 6,321 | 6,411 | 6,496 |
| 947 | Superannuation Expenses | 958 | 875 | -9 | 863 | 855 | 848 |
| 1,909 | Supplies and Services | 1,427 | 1,754 | 23 | 1,813 | 1,859 | 1,909 |
| 308 | Depreciation and Amortisation | 452 | 308 | -32 | 308 | 308 | 308 |
|  |  |  |  |  |  |  |  |
| **9,146** | **Total Expenses** | **9,606** | **9,108** | **-5** | **9,305** | **9,433** | **9,561** |
|  |  |  |  |  |  |  |  |
| **163** | **Operating Result** | **775** | **-169** | **-122** | **-169** | **-40** | **-53** |
|  |  |  |  |  |  |  |  |
| **163** | **Total Comprehensive Income** | **775** | **-169** | **-111** | **-169** | **-40** | **-53** |
|  |  |  |  |  |  |  |  |

Table 6: Public Trustee and Guardian: 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** |  |  |  |  |  |  |
| 1,706 | Cash and Cash Equivalents | 5,157 | 5,355 | 4 | 5,561 | 5,898 | 6,224 |
| 4,141 | Investments | 0 | 0 | - | 0 | 0 | 0 |
| 509 | Receivables | 607 | 608 | .. | 609 | 610 | 611 |
| 1 | Other Assets | 0 | 1 | # | 2 | 3 | 4 |
|  |  |  |  |  |  |  |  |
| **6,357** | **Total Current Assets** | **5,764** | **5,964** | **3** | **6,172** | **6,511** | **6,839** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Assets** |  |  |  |  |  |  |
| 1,588 | Property, Plant and Equipment | 1,657 | 1,302 | -21 | 947 | 592 | 237 |
| 0 | Intangible Assets | 777 | 656 | -16 | 656 | 656 | 656 |
|  |  |  |  |  |  |  |  |
| **1,588** | **Total Non Current Assets** | **2,434** | **1,958** | **-20** | **1,603** | **1 248** | **893** |
|  |  |  |  |  |  |  |  |
| **7,945** | **TOTAL ASSETS** | **8,198** | **7,922** | **-3** | **7,775** | **7,759** | **7,732** |
|  |  |  |  |  |  |  |  |
|  | **Current Liabilities** |  |  |  |  |  |  |
| 554 | Payables | 327 | 366 | 12 | 413 | 460 | 507 |
| 6 | Lease Liabilities | 5 | 5 | - | 5 | 5 | 5 |
| 2,187 | Employee Benefits | 2,224 | 2,239 | 1 | 2,254 | 2 271 | 2 290 |
| 47 | Other Provisions | 388 | 47 | -88 | 47 | 47 | 47 |
|  |  |  |  |  |  |  |  |
| **2,794** | **Total Current Liabilities** | **2,944** | **2,657** | **-10** | **2,719** | **2,783** | **2,849** |
|  |  |  |  |  |  |  |  |
|  | **Non Current Liabilities** |  |  |  |  |  |  |
| 5 | Lease Liabilities | 0 | 0 | - | 0 | 0 | 0 |
| 151 | Employee Benefits | 247 | 268 | 9 | 289 | 310 | 331 |
| 344 | Other Provisions | 130 | 289 | 122 | 228 | 167 | 106 |
|  |  |  |  |  |  |  |  |
| **500** | **Non-Current Liabilities** | **377** | **557** | **48** | **517** | **477** | **437** |
|  |  |  |  |  |  |  |  |
| **3,294** | **TOTAL LIABILITIES** | **3,321** | **3,214** | **-3** | **3,236** | **3,260** | **3,286** |
|  |  |  |  |  |  |  |  |
| **4,651** | **NET ASSETS** | **4,877** | **4,708** | **-3** | **4,539** | **4,499** | **4,446** |
|  | **REPRESENTED BY FUNDS EMPLOYED** | | | | | | |
|  |  |  |  |  |  |  |  |
| 3,974 | Accumulated Funds | 4,200 | 4,031 | -4 | 3,862 | 3,822 | 3,769 |
| 677 | Asset Revaluation Surplus | 677 | 677 | - | 677 | 677 | 677 |
|  |  |  |  |  |  |  |  |
| **4,651** | **TOTAL FUNDS EMPLOYED** | **4,877** | **4,708** | **-3** | **4,539** | **4,499** | **4,446** |
|  |  |  |  |  |  |  |  |

Table 7: Public Trustee and Guardian: 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** |  |  |  |  |  |  |
| 3,811 | Opening Accumulated Funds | 3,811 | 4,200 | 10 | 4,031 | 3,862 | 3,822 |
| 677 | Opening Asset Revaluation Reserve | 677 | 677 | - | 677 | 677 | 677 |
|  |  |  |  |  |  |  |  |
| **4,488** | **Balance at the Start of the Reporting Period** | **4,488** | **4,877** | **9** | **4,708** | **4,539** | **4,499** |
|  |  |  |  |  |  |  |  |
|  | **Comprehensive Income** |  |  |  |  |  |  |
| 163 | Operating Result - Including Economic Flows | 775 | -169 | -122 | -169 | -40 | -53 |
|  |  |  |  |  |  |  |  |
| **163** | **Total Comprehensive Income** | **775** | **-169** | **-122** | **-169** | **-40** | **-53** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **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** |  |  |  |  |  |  |
| 3,974 | Closing Accumulated Funds | 4,200 | 4,031 | -4 | 3,862 | 3,822 | 3,769 |
| 677 | Closing Asset Revaluation Reserve | 677 | 677 | - | 677 | 677 | 677 |
|  |  |  |  |  |  |  |  |
| **4,651** | **Balance at the end of the Reporting Period** | **4,877** | **4,708** | **-3** | **4,539** | **4,499** | **4,446** |
|  |  |  |  |  |  |  |  |

Table 8: Public Trustee and Guardian: 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** |  |  |  |  |  |  |
| 2,357 | Controlled Recurrent Payments | 2,033 | 1,917 | -6 | 1,984 | 2,086 | 2,076 |
| 540 | Payment for Community Service Obligations | 950 | 554 | -42 | 554 | 568 | 568 |
| 6,220 | Sale of Goods and Services from Contracts with Customers | 6,214 | 6,350 | 2 | 6,474 | 6,608 | 6,724 |
| 190 | Investment Receipts | 56 | 61 | 9 | 66 | 72 | 79 |
| 591 | Other | 614 | 615 | .. | 640 | 640 | 640 |
| **9,898** | **Operating Receipts** | **9,867** | **9,497** | **-4** | **9,718** | **9,974** | **10,087** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 5,976 | Employee | 6,772 | 6,146 | -9 | 6,296 | 6,384 | 6,467 |
| 936 | Superannuation | 949 | 864 | -9 | 852 | 844 | 837 |
| 1,912 | Supplies and Services | 1,483 | 1,702 | 15 | 1,760 | 1,805 | 1,853 |
| 574 | Other | 621 | 587 | -5 | 604 | 604 | 604 |
| **9,398** | **Operating Payments** | **9,825** | **9,299** | **-5** | **9,512** | **9,637** | **9,761** |
|  |  |  |  |  |  |  |  |
| **500** | **NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES** | **42** | **198** | **371** | **206** | **337** | **326** |
|  | **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | | | |
|  | **Receipts** |  |  |  |  |  |  |
| 900 | Proceeds from Sale/Maturity of Investments | 4,152 | 1,049 | -75 | 1,049 | 1,049 | 1,049 |
| **900** | **Investing Receipts** | **4,152** | **1,049** | **-75** | **1,049** | **1,049** | **1,049** |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 0 | Purchase of Land and Intangibles | 226 | 0 | -100 | 0 | 0 | 0 |
| 889 | Purchase of Investments | 0 | 1,049 | # | 1,049 | 1,049 | 1,049 |
| **889** | **Investing Payments** | **226** | **1,049** | **364** | **1,049** | **1,049** | **1,049** |
|  |  |  |  |  |  |  |  |
| **11** | **NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES** | **3,926** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

Table 8: Public Trustee and Guardian: 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** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **Payments** |  |  |  |  |  |  |
| 0 | Repayment of Lease Liabilities - Principal | 6 | 0 | -100 | 0 | 0 | 0 |
| **0** | **Financing Payments** | **6** | **0** | **-100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **0** | **NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES** | **-6** | **0** | **100** | **0** | **0** | **0** |
|  |  |  |  |  |  |  |  |
| **511** | **NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS** | **3,962** | **198** | **-95** | **206** | **337** | **326** |
|  |  |  |  |  |  |  |  |
| **1,195** | **CASH AT THE BEGINNING OF REPORTING PERIOD** | **1,195** | **5,157** | **332** | **5,355** | **5,561** | **5,898** |
|  |  |  |  |  |  |  |  |
| **1,706** | **CASH AT THE END OF REPORTING PERIOD** | **5,157** | **5,355** | **4** | **5,561** | **5,898** | **6,224** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

Notes to the Controlled Budget Statements

Significant variations are as follows:

#### Operating Statement

* Controlled Recurrent Payments:
* The decrease of $0.512 million in the 2021-22 Budget from the 2020-21 interim outcome is due to the transfer of the administration of the Official Visitor function to the Human Rights Commission.
* Grants and Contributions:
* The increase of $0.769 million in the 2020-21 interim outcome from the 2020-21 Budget is due to the one-off transfer of PTG’s internally developed Customer Relationship Manager software, this was previously accounted for in PTG’s Trust account.
* The decrease of $0.714 million in the 2021-22 Budget from the 2020-21 interim outcome is due the one-off transfer of PTG’s internally developed Customer Relationship Manager software that occurred in the 2020-21 year this not expected to occur again.
* Other Revenue:
* The increase of $0.266 million in the 2020-21 interim outcome from the 2020-21 Budget is due to the write-back of a lease incentive liability under new AASB 16 Leases standard that removes lease incentive liabilities from the balance sheet as PTG does not hold any rental leases in its own name.
* The decrease of $0.266 million in the 2021-22 Budget from the 2020-21 interim outcome is due to the write-back of a lease incentive liability in the 2020-21 year this is not expected to occur again.
* Employee Expenses:
* The increase of $0.787 million in the 2020-21 interim outcome from the 2020-21 budget is due to:
* An increase in the number of staff employed, 1.45 FTE’s higher;
* A change in the way that Official Visitors are remunerated, previously these were categorised as Supplies and Services; and
* An increase in annual leave expenses due to a number of staff foregoing leave with the uncertainty around the COVID-19 Pandemic.
* The decrease of $0.598 million in the 2021-22 Budget from the 2020-21 interim outcome is:
* An expected decrease in the number of staff employed, due to temporary contractors finalising their projects; and
* The transfer of the administration of the Official Visitor function to the Human Rights Commission.
* Supplies and Services:
* The decrease of $0.482 million in the 2020-21 interim outcome from the 2020-21 budget is due to a change in the way that Official Visitors are remunerated, these are now categorised under Employee Expenses.
* The increase of $0.327 million in the 2021-22 budget from the 2020-21 interim outcome is due to the effect of rising costs of goods and services.

#### Balance Sheet

* Cash and Cash Equivalents:
* The increase of $3.451 million in the 2020-21 interim outcome from the 2020-21 budget is due to a higher interest rate on credit balances in the bank account compared to term deposits.
* Investments:
* The decrease of $4.141 million in the 2020-21 interim outcome from the 2020-21 budget is due to a better return being available on the credit balances in cash and cash equivalents.
* Property, Plant and Equipment:
* The decrease of $0.355 million in the 2021-22 Budget from the 2020-21 interim outcome is mainly due to the depreciation of the assets.
* Intangible Assets:
* The increase of $0.777 million in the 2020-21 interim outcome from the 2020-21 budget is due to the transfer of PTG’s internally developed Customer Relationship Manager software, this was previously accounted for in PTG’s Trust account.

***Statement of Changes in Equity and Cash Flow Statement***

Variations in the statement are explained in the notes above.