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# TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

## Purpose

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

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

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

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

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

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

## 2020-21 Priorities

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

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

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

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

* Delivery of large infrastructure projects to keep our city moving and better connected, including upgrades to the Monaro Highway and the road between Belconnen and Gungahlin;
* Continued development of local infrastructure to support stronger communities and provide stimulus to aid in the economic recovery from COVID-19;
* Implementation of the Urban Forest Strategy to take the city towards the Government’s 30 per cent canopy target;
* Commence upgrades to Woden Library branch to include the creation of new community spaces;
* Finalise a Playspace Strategy to inform future directions and priorities for the management and upgrade of 512 playspaces across the city;
* Increase resource recovery through upgrades to recycling infrastructure in response to bans on waste exports, and design a food and garden organics collection and recovery service;
* Complete delivery of the More Bins waste initiative by developing a community litter education program;
* Keeping our city looking good by responding to La Nina wet weather impacts on mowing and road surface maintenance;
* Identify opportunities for Aboriginal and Torres Strait Islander participation in community projects delivery by City Presentation branch including play spaces design and indigenous landscape plantings;
* Plan for the inaugural Street Art Festival in Canberra in 2020-21, to profile the maturity of the Graffiti Management Program;
* Develop a publicly available Customer Charter for Domestic Animal Services to improve public understanding of the role of Domestic Animal Services and the services provided;
* Continue delivery of the School Safety Program including the Active Streets for Schools, Ride or Walk to School and It’s Your Move programs, School Crossing Supervisor Program, and other initiatives;
* Continue a rolling program of facility upgrades including making sporting pavilions female friendly to encourage the increased participation of women and girls in organised sport; and
* Support and facilitate sporting groups to return to community sport in accordance with COVID-19 restrictions.

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

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

## Estimated Employment Level

Table 1: Estimated Employment Level

|  | 2018-19  Actual  Outcome | 2019-20  Budget | 2019-20  Actual  Outcome | 2020-21  Budget |
| --- | --- | --- | --- | --- |
| **Staffing (FTE) – Transport Canberra and City Services**  **(exclude Transport Canberra Operations)** | 903 | 888 | 958 | 1,0211 |
| **Staffing (FTE) – Transport Canberra Operations** | 924 | 928 | 929 | 9782 |
| **Staffing (FTE) – Total** | 1,827 | 1,816 | 1,887 | 1,999 |

Notes:

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

## Strategic Objectives and Indicators

**A customer perspective**

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

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

**Strategic Objective 1**

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

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

**Strategic Indicator 1.1: Customer satisfaction**

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

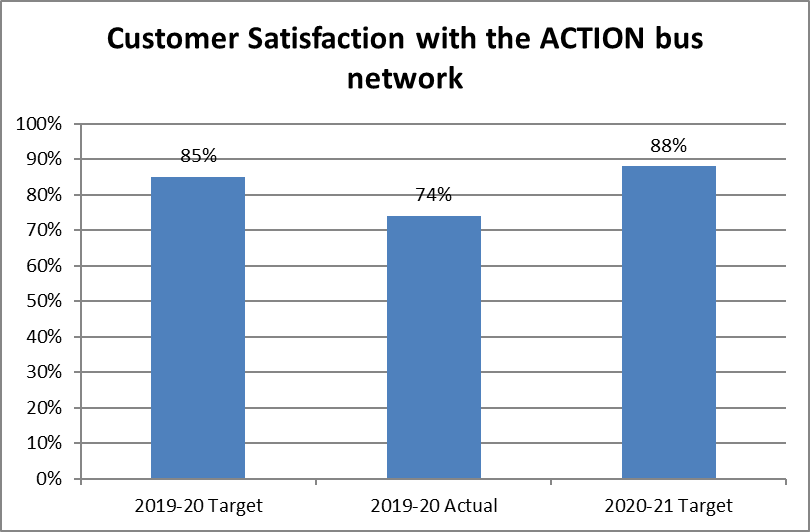
1. delivering customer service training for frontline staff
2. developing and implementing a rewards and recognition program for strong performers
3. establishing customer experience Key Performance Indicators for introduction across all levels of Transport Canberra Operations.

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

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

The target of 88 per cent for 2020-21 will be affected by the recovery required from the drop in 2019-20 along with the impact of COVID-19 and the advice to the community to use public transport for essential journeys only. Whilst there is an aim to continue growing customer satisfaction, the effects of the pandemic will be unknown.

Figure 1: Customer satisfaction results and targets

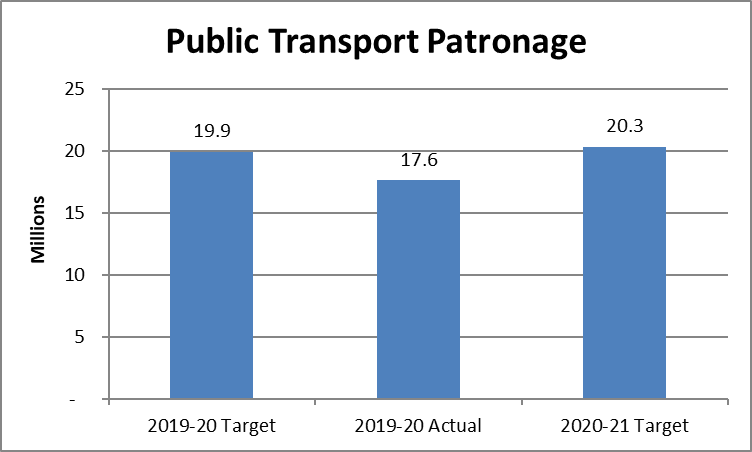


**Strategic Indicator 1.2: Patronage**

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

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

Figure 2: Patronage results and targets



**Strategic Indicator 1.3: Service reliability**

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

Service reliability is measured through two key accountability indicators:

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

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

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

Figure 3: Services operated to completion

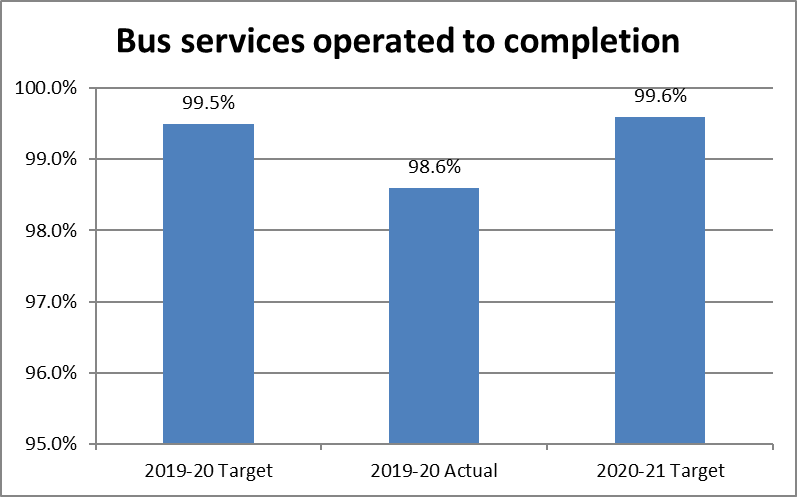
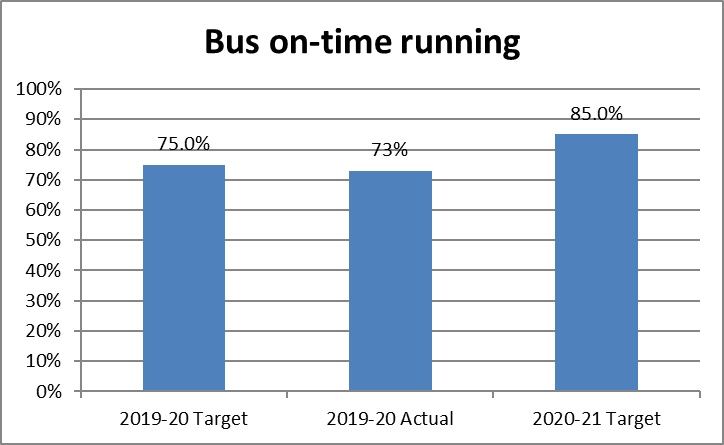


Figure 4: On-time running



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

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

A further area of performance includes:

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

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

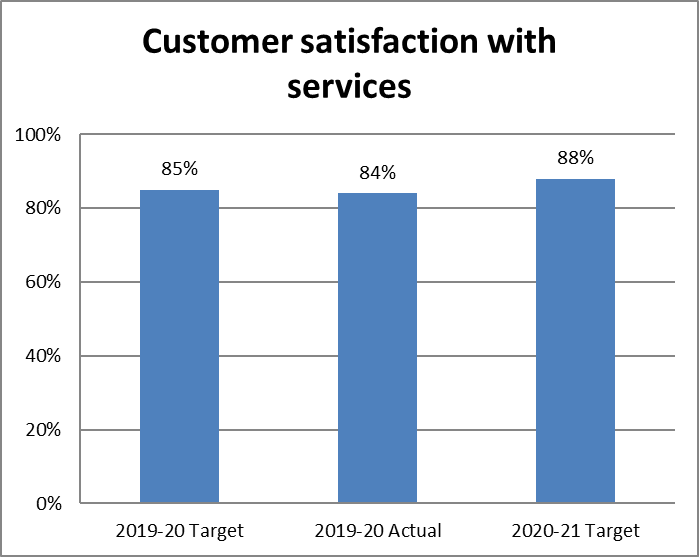
The Directorate has a strategic objective of ensuring that city services are consistently of high quality, timely, effective and cost efficient and meet the needs of the community. It is committed to ensuring that the city is well maintained and its assets protected, and that members of the community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

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

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

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

Figure 5: Customer satisfaction with services



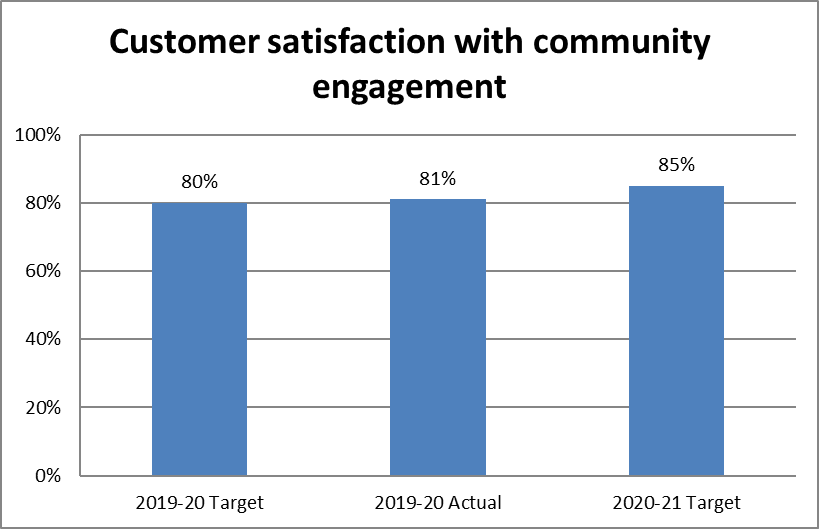
**Strategic Indicator 1.6: Satisfaction with community engagement continues to demonstrate improvement**

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

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

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

Figure 6: Customer satisfaction with community engagement



**An internal business perspective**

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

**Strategic Objective 2**

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

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

This has two key elements:

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

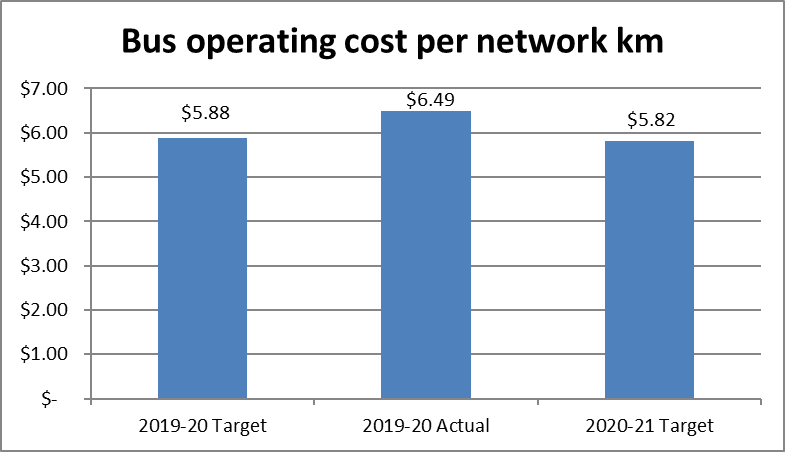
**Strategic Indicator 2.1: Operating efficiency**

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

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

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

Figure 7: Bus network operating costs per network kilometre



**Strategic Indicator 2.2: Business performance**

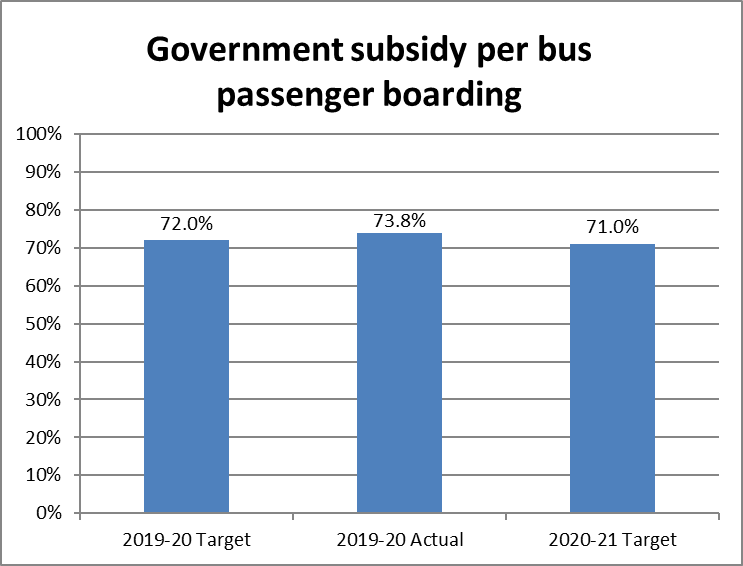
Business performance is a comparison between the amount of revenue generated by the business and the cost of running the business. The Directorate has a long term business strategy for public transport that will progress organisational reform and provide a pathway for further service improvement.

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

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

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

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



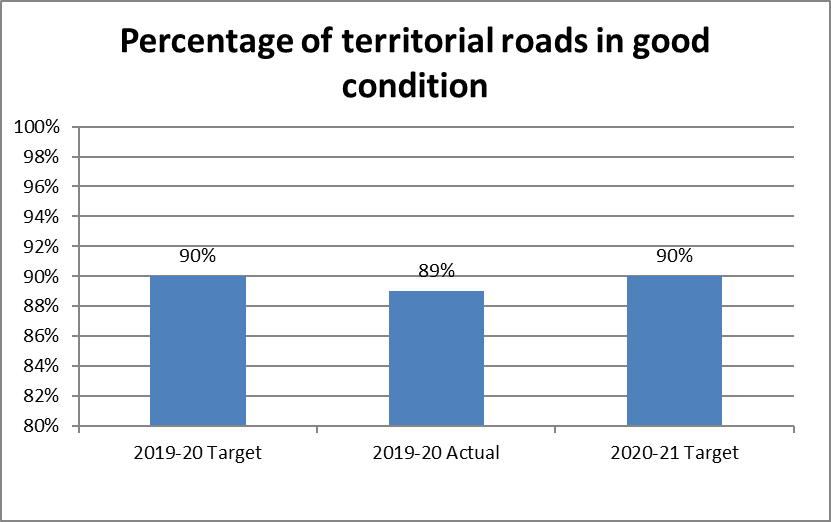
***CITY SERVICES Strategic Objective 2: Improved delivery of city services***

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

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

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

Figure 9: Percentage of territorial roads in good condition



**An innovation perspective**

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

**Strategic Objective 3**

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

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

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

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

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

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

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

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

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

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

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

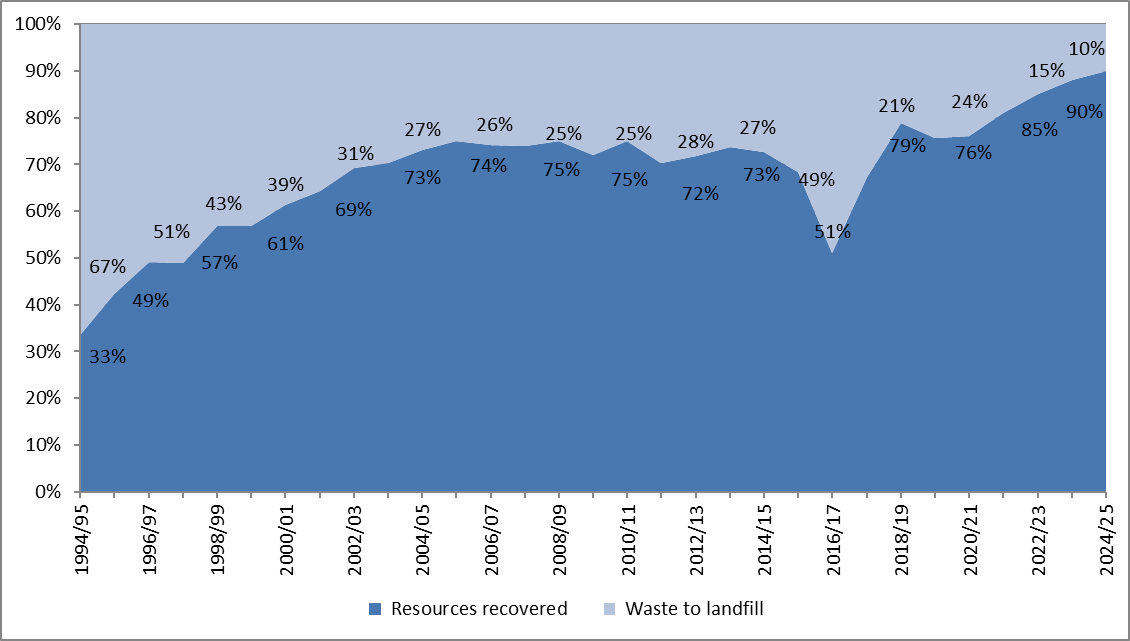
The Directorate is committed to ensuring that Canberra becomes a fully sustainable city and region and that future development is environmentally sensitive, to maintain and protect natural assets, and respond to the challenges of climate change. A reduction in the amount of waste going to landfill is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

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

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

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

Figure 10: Waste to landfill as a proportion



Projections =>

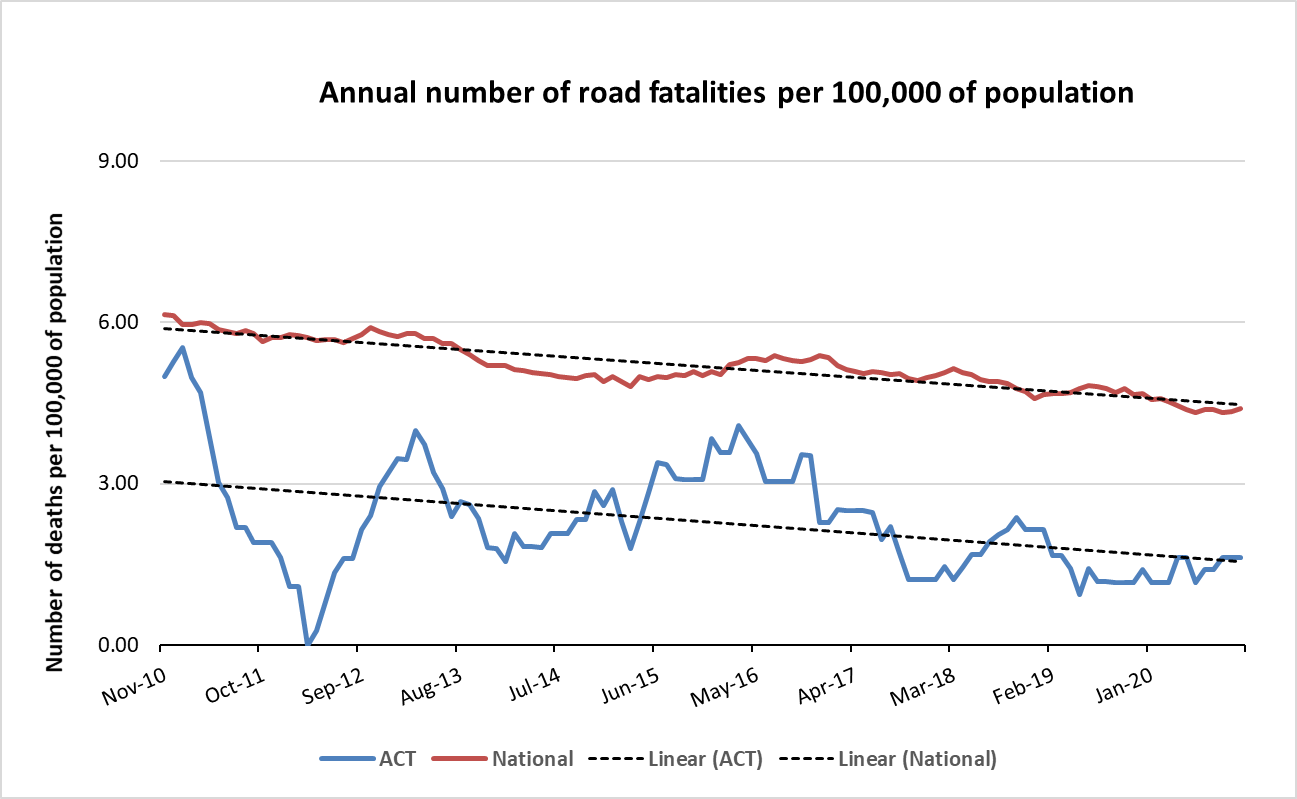
**Strategic Objective 4**

***Safe Community – Road Safety***

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

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

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



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

**Note:**

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

## Output Classes

### Output Class 1: Transport Canberra

Table 2: Output Class 1: Transport Canberra

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2019-20** | **2020-21** |
|  |  | **Audited Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 192,046 | 215,966 |
| **Controlled Recurrent Payments** |  | 191,142 | 214,273 |

Note:

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

#### Output 1.1: Transport Canberra

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

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

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2019-20** | **2020-21** |
|  |  | **Audited Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 192,046 | 215,966 |
| **Controlled Recurrent Payments** |  | 191,142 | 214,273 |

Note:

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

### Output Class 2: City Services

Table 4: Output Class 2: City Services

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **2019-20** | **2020-21** |
|  |  | **Audited Outcome** | **Budget** |
|  |  | **$'000** | **$'000** |
| **Total Cost1** |  | 466,282 | 498,233 |
| **Controlled Recurrent Payments** |  | 220,940 | 256,863 |

Note:

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

#### Output 2.1: Roads and Infrastructure

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

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

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

Note:

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

#### Output 2.2: Library Services

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

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

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

Note:

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

#### Output 2.3: Waste and Recycling

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

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

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

Note:

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

#### Output 2.4: City Maintenance and Services

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

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

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

Note:

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

#### Output 2.5: Capital Linen Service

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

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

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

Note:

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

## Accountability Indicators

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

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

### Output Class 1: Transport Canberra

#### Output 1.1: Transport Canberra

Table 10: Accountability Indicators Output 1.1

|  | 2020-21  Targets | 2020-21  YTD Targets | 2020-21  YTD Result | Variance (%) |
| --- | --- | --- | --- | --- |
| **Light Rail** | | | |  |
| 1. Light rail passenger service availability1 | 99.5% | 99.5% | 99.9% | 0 |
| 1. Customer satisfaction with light rail services as assessed by passenger survey2 | 85% | n/a | n/a | n/a |
| **Active Travel Office** |  |  |  |  |
| 1. Customer satisfaction with access to cycle and walking paths2 | 85% | n/a | n/a | n/a |
| **Public Transport Passenger Boardings** |  |  |  |  |
| 1. Public transport passenger boardings3 | 19.9 million | 9.9 million | 6.9 million | (30) |
| **Bus Operations** |  |  |  |  |
| 1. Customer satisfaction with bus operation services as assessed by passenger survey2 | 85% | n/a | n/a | n/a |
| 1. Percentage of in service fleet fully compliant with standards under the *Disability Discrimination Act 19924* | 86% | 86% | 92% | 7 |
| 1. Percentage of in service fleet Euro 5 or better emission standard compliant5 | 67% | 67% | 72% | 7 |
| 1. Service reliability – percentage of all scheduled services which operated to completion | 99.5% | 99.5% | 99.2% | (0) |
| 1. Percentage of services operating on scheduled time6 | 75% | 75% | 77% | 3 |
| 1. Total network operating cost per network kilometre7 | $5.88 | $5.88 | $5.87 | (0) |
| Total Cost ($’000) | 215,966 | 107,983 | 114,931 | 6 |
| Controlled Recurrent Payments ($’000) | 214,273 | 107,137 | 115,458 | 8 |

Notes:

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

**Variances between YTD Targets and YTD Result:**

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

### Output Class 2: City Services

#### Output 2.1: Roads and Infrastructure

Table 11: Accountability Indicators Output 2.1

|  | 2020-21  Targets | 2020-21  YTD Targets | 2020-21  YTD Result | Variance (%) |
| --- | --- | --- | --- | --- |
| **Roads** | | | |  |
| 1. Annual percentage of territorial roads resurfaced1 | 5% | 2% | 2% | - |
| 1. Annual percentage of municipal roads resurfaced | 4% | 2% | 2% | - |
| 1. Percentage of customers satisfied with the public road network2 | >75% | n/a | n/a | n/a |
| 1. Percentage of territorial roads in good condition1 | >89% | >89% | 89.2% | - |
| 1. Percentage of bridges that meet SM1600 standard on the B Double Network3 | >80% | >80% | 84% | - |
| 1. Increase in length (km) of community paths4 | 35 | 18 | 33 | 83 |
| 1. Increase in length (km) of cycle lanes5 | 25 | 13 | 14 | 8 |
| **Asset Acceptance** |  |  |  |  |
| 1. Responses on Development Applications referred from the Environment, Planning and Sustainable Development Directorate completed within agreed timeframes6 | 85% | 85% | 96% | 13 |
| 1. Respond to developers’ submissions within adopted timeframes7 | 85% | 85% | 65% | (24) |
| Total Cost ($’000) | 250,650 | 125,325 | 126,618 | 1 |
| Controlled Recurrent Payments ($’000) | 101,540 | 50,770 | 53,542 | 5 |

Notes:

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

**Variances between YTD Targets and YTD Result:**

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

#### Output 2.2: Library Services

Table 12: Accountability Indicators Output 2.2

|  | 2020-21  Targets | 2020-21  YTD Targets | 2020-21  YTD Result | Variance (%) |
| --- | --- | --- | --- | --- |
|  | | | |  |
| 1. Physical visits to libraries per capita1 | 5.0 | 2.5 | 1.3 | (48) |
| 1. Items borrowed per capita1,2 | 7.5 | 3.8 | 2.3 | (39) |
| 1. Percentage of population who are registered library members3 | 55% | 55% | 42% | (24) |
| 1. Customer satisfaction with library services4 | 90% | n/a | n/a | n/a |
| 1. Direct cost of public library services per capita1 | $35.50 | $17.75 | $18.24 | 3 |
| 1. Percentage of library collection purchased in previous five years | 60% | 60% | 59% | (2) |
| 1. Number of hours assisting client research in the ACT Heritage Library | 900 | 450 | 222 | (51) |
| 1. Percentage of participants with a learning outcome from library programs5 | 90% | 90% | n/a | n/a |
| Total Cost ($’000) | 22,464 | 11,232 | 10,996 | (2) |
| Controlled Recurrent Payments ($’000) | 17,675 | 8,837 | 8,743 | (1) |

Notes:

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

**Variances between YTD Targets and YTD Result:**

a. & b. Lower than targeted result is mainly due to impacts of the COVID-19 pandemic, with libraries being closed for a period and then reopening with limited services and reduced building capacity limits due to social distancing requirements. Face to face programming, which usually encourages physical visits, were on hold during this period.

1. The number of members has been impacted by migration to the new library computer system in November 2019. Library members need to re-register to update their details on the new system and since that time, use of the library has been impacted by COVID-19 pandemic with libraries being closed for a period and offering reduced services when re-opened. The ability to reactivate memberships and join the library as a new user, has been added to services available online. A membership drive for children aged 0-5 is currently underway.
2. Lower than targeted result is mainly due to: (1) impact of COVID-19 pandemic on the visitations to the ACT Heritage Library including cancellation of public programs, workshops and exhibitions; and (2) suspension of reference services for 10 calendar days due to water incursions in the secure collection area.
3. Due to COVID-19 restrictions, no face-to-face programs have been run in library branches during the reporting period. As such, no customer surveys have been conducted.

#### Output 2.3: Waste and Recycling

Table 13: Accountability Indicators Output 2.3

|  | 2020-21  Targets | 2020-21  YTD Targets | 2020-21  YTD Result | Variance  (%) |
| --- | --- | --- | --- | --- |
|  | | | |  |
| 1. Annual tonnes of waste to landfill per head of population1 | 0.5 | 0.25 | 0.28 | 12 |
| 1. Annual total resource recovery tonnage per head of population1 | 1.5 | 0.75 | n/a | n/a |
| 1. Percentage of material recovered from the total waste stream | 75% | 75% | n/a | n/a |
| 1. Percentage of customers satisfied with waste collection services2 | >90% | n/a | n/a | n/a |
| 1. Contract cost of landfilling waste per tonne | $19.00 | $19.00 | $19.28 | 1 |
| 1. Annual cost of domestic household waste collection services per head of population1 | $21.25 | $10.63 | $11.07 | 4 |
| 1. Annual cost of domestic household recycling collection service per head of population1 | $12.10 | $6.05 | $6.00 | (1) |
| 1. Number of mattresses diverted from landfill | 37,000 | 18,500 | 22,075 | 19 |
| 1. Container redemption rate (in relation to the Container Deposit Scheme)3 | 60% | 60% | n/a | n/a |
| Total Cost ($’000) | 67,150 | 33,575 | 31,760 | (5) |
| Controlled Recurrent Payments ($’000) | 45,528 | 22,764 | 22,929 | 1 |

Notes:

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

**Variances between YTD Targets and YTD Result:**

1. Asbestos contaminated material (CRM) accounted for 7.5% of the variance at 8,000 tonnes. Remaining variance is driven by the increased presentation rate of kerbside waste bins since the COVID-19 restrictions were implemented. In addition, the transfer stations have seen an increase of 30% of domestic waste drop offs since March 2020 which has yet to decrease.

b. & c. This measure utilises data provided by the licenced ACT waste management facilities on a quarterly basis, which will be provided in February 2021. Results against this measure will be included in June reporting.

1. Due to COVID-19 restrictions there has been a gradual increase through the year of mattresses sent to Mugga Lane and Mitchell Resource Management Centres as people continue to clear out excess items. In addition, the launch of the kerbside bulky waste program has seen a noticeable impact to the mattresses being diverted from landfill.
2. This measure utilises results from the Container Deposit Scheme reporting which will be available in February 2021. Results against this measure will be included in June reporting.

#### Output 2.4: City Maintenance and Services

Table 14: Accountability Indicators Output 2.4

|  | 2020-21  Targets | 2020-21  YTD Targets | 2020-21  YTD Result | Variance  (%) |
| --- | --- | --- | --- | --- |
|  | | | |  |
| **City Maintenance and Services** | | | |  |
| 1. Percentage of customers satisfied with the management of sportsgrounds1 | 85% | n/a | n/a | n/a |
| 1. Numbers of dogs processed by the Domestic Animal Shelter | 1,100 | 550 | 423 | (23) |
| 1. Percentage of saleable stray and abandoned dogs re-homed | 90% | 90% | 100% | 11 |
| 1. Remove abandoned vehicles on unleased land within nine calendar days | 100% | 100% | 61% | (39) |
| 1. Response and collection of 'sharps' on unleased land within 4 hours | 100% | 100% | 97% | (3) |
| 1. Annual operation cost per hectare of actively maintained park land is less than benchmarked median across Australia2 | <$16,984 | n/a | n/a | n/a |
| **Yarralumla Nursery** |  |  |  |  |
| 1. Plant spoilage within industry standard | <10% | <10% | 1.3% | - |
| Total Cost ($’000) | 142,762 | 71,381 | 72,566 | 2 |
| Controlled Recurrent Payments ($’000) | 92,120 | 46,060 | 46,012 | (0) |

Notes:

1. Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Directorate. The survey seeks customer views on the Directorate’s core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000. The survey will be conducted in May 2021 and the results of the survey will be included for June reporting.
2. This indicator is benchmarked against other Councils across Australia and is supported by the Yardstick Park Benchmarks report. Results of the annual Yardstick Benchmark Survey will be included in June reporting.

**Variances between YTD Targets and YTD Result:**

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

#### Output 2.5: Capital Linen Service

Table 15: Accountability Indicators Output 2.5

|  | 2020-21  Targets | 2020-21  YTD Targets | 2020-21  YTD Result | Variance  (%) |
| --- | --- | --- | --- | --- |
|  | | | |  |
| 1. Retain certification of Quality Management System Standard AS/NZS ISO 9001 | 100% | 100% | 100% | - |
| 1. Percentage of all linen items ordered delivered in full1 | 98.6% | 98.6% | 99.6% | 1 |
| Total Cost ($’000) | 15,207 | 7,604 | 7,283 | (4) |
| Controlled Recurrent Payments ($’000) | - | - | - | - |

Note:

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

**Changes to Appropriation**

**Table 16: Changes to appropriation – Controlled Recurrent Payments**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2019-20 Budget** | **406,466** | **422,513** | **435,766** | **441,930** | **442,278** |
| **2019-20 Budget Review Policy Decisions** |  |  |  |  |  |
| Kerbside Bulky Waste Collection | 490 | 3,528 | 4,286 | 4,819 | 5,604 |
| Light Rail additional services and safety infrastructure enhancements | 330 | 1,278 | 1,312 | 1,349 | 1,385 |
| More bus drivers for weekend services | 1,483 | 0 | 0 | 0 | 0 |
| New Woden bus depot - stage 2 | 900 | 675 | 173 | 345 | 345 |
| Shared Services Finance and Human Resources fixed cost contribution | -4 | -4 | -4 | -4 | -4 |
| Planning for future light rail routes | 100 | 150 | 0 | 0 | 0 |
|  |  |  |  |  |  |
| **2nd Appropriation 2019-20** |  |  |  |  |  |
| Better public transport infrastructure for Canberra | 0 | 0 | 0 | 18 | 18 |
| Improving and expanding online services | 0 | 1,220 | 900 | 900 | 900 |
| Modernising ACT’s public transport network ticketing systems | 0 | 0 | NFP | NFP | NFP |
| Shared Services Finance and Human Resources fixed cost contribution – TCO | 0 | -15 | -3 | -3 | 5 |
|  |  |  |  |  |  |
| **FMA Section 16B Rollovers from 2018-19** |  |  |  |  |  |
| Better Public Transport for Canberra - Improved Delivery of ACTION services | 350 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - Light Rail Stage 2 - early planning | 1,076 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - Pialligo pedestrian upgrades | 26 | 0 | 0 | 0 | 0 |
| Planning for faster rail | 100 | 0 | 0 | 0 | 0 |
|  |  |  |  |  |  |
| **2020-21 Budget Policy Decisions** |  |  |  |  |  |
| Better Government - Supporting the Freedom of Information Act 2016 | 0 | 156 | 0 | 0 | 0 |
| Continue bulky waste service for concession card holders | 0 | 318 | 177 | 75 | 0 |
| Continuing Government Services - Compensating for loss of own-source revenue due to COVID-19 | 0 | 16,332 | 0 | 0 | 0 |
| COVID-19 Public Health Response | 0 | 1,916 | 0 | 0 | 0 |
| Ensuring uninterrupted power supply to traffic lights | 0 | 0 | 0 | 3 | 7 |
| Expediting development application and unit titling approvals | 0 | 473 | 490 | 503 | 515 |
| Fast tracking bulky waste collection services | 0 | -456 | 240 | -53 | -356 |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2020-21 Budget Policy Decisions (continued)** |  |  |  |  |  |
| Feasibility and design studies for community infrastructure and upgrades | 0 | 2,520 | 0 | 0 | 0 |
| Improving road safety through Mobile Device Detection Cameras | 0 | 726 | 2,073 | 1,922 | 1,973 |
| Local Roads and Community Infrastructure Program R&M | 0 | 0 | 0 | 69 | 157 |
| Look and Feel of the City | 0 | 5,620 | 0 | 0 | 0 |
| Parkes Way Early works | 0 | 500 | 1,350 | 650 | 0 |
| Phase 3 - Expansion of minor capital works projects | 0 | 2,100 | 0 | 0 | 0 |
| Rapid rollout of ‘screwdriver ready’ minor capital works projects | 0 | 0 | 99 | 198 | 198 |
| Rental Relief - ACT Government properties - extension | 0 | 24 | 0 | 0 | 0 |
| Road safety improvements | 0 | 0 | 0 | 60 | 180 |
| Intersection improvements | 0 | 0 | 0 | 40 | 80 |
| Road safety works | 0 | 0 | 0 | 42 | 84 |
| Shared Services Finance and Human Resources fixed cost contribution | 0 | -39 | 0 | 0 | 0 |
| Supporting social inclusion through the Flexible Bus Service | 0 | 866 | 0 | 0 | 0 |
| Upgrading an intersection on Owen Dixon Drive | 0 | 0 | 0 | 100 | 300 |
| Urban forest and other public realm maintenance functions | 0 | 2,000 | 0 | 0 | 0 |
| William Hovell Drive, Athllon Drive and John Gorton Drive | 0 | 0 | 0 | 0 | 52 |
|  |  |  |  |  |  |
| **2020-21 Budget Technical Adjustments** |  |  |  |  |  |
| Alignment of Pricing and Payments with TCO | -1 | 0 | 0 | 0 | -1,049 |
| Cessation - Progressing Better Suburbs Initiatives | 0 | 0 | 0 | 0 | -3,765 |
| Commonwealth Grant - Interstate Road Transport NP | 33 | 0 | 0 | 0 | 0 |
| Commonwealth Grant - Investment - Road Component – Recurrent | 0 | 488 | 1,338 | 1,660 | 1,010 |
| Commonwealth Grant - Local Roads and Community Infrastructure Program | 0 | 5,170 | 2,730 | 0 | 0 |
| Estimated Outcome - Growing investment in services for our suburbs | 0 | 671 | 671 | 671 | 671 |
| Estimated Outcome - s18 - Treasurer's Advance | 8,400 | 0 | 0 | 0 | 0 |
| Estimated Outcome - repairs and maintenance funding for asset transfers - from CRA | 0 | 0 | 69 | 139 | 139 |
| Light Rail - Stage 1 - PPP Service payments | 0 | 0 | 0 | -133 | 618 |
| Recognition of CRP - ACT 5G Revenue Model for Streetlights | 0 | 130 | 335 | 540 | 745 |
| Recognition of CRP for Managing Waste Better initiative | 1,185 | 2,194 | 2,658 | 3,435 | 3,626 |
| Revised Funding Profile - Better services in your community - Essential Waste Management Infrastructure | 0 | -300 | 300 | 300 | 300 |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2020-21 Budget Technical Adjustments (continued)** |  |  |  |  |  |
| Revised Funding Profile - Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade | 0 | 0 | -41 | 0 | 84 |
| Revised Funding Profile - Building a better city - Rehabilitating landfill sites | 0 | -120 | 0 | 120 | 120 |
| Revised Funding Profile - Delivering a new high school at East Gungahlin | 0 | 701 | 500 | 0 | 0 |
| Revised Funding Profile - Divert Food Organics from Landfill | 0 | 329 | 0 | 0 | 0 |
| Revised Funding Profile - Keeping our growing city moving - Safer intersections | 0 | -80 | -162 | 141 | 202 |
| Revised Funding Profile - Light Rail – Stage 1– PPP Territory Retained Risk | 0 | 190 | 0 | 0 | 0 |
| Revised Funding Profile - Progressing Better Suburbs Initiatives | 0 | 126 | 0 | 0 | 0 |
| Revised Indexation Parameters | 0 | -1,035 | -2,879 | -4,274 | 1,771 |
| Revised Indexation Parameters - TCO | 0 | -104 | -219 | -331 | 11 |
| Revised Superannuation Parameters | -1,147 | -942 | -841 | -925 | -908 |
| Revised Superannuation Parameters - TCO | 910 | 385 | 395 | 242 | 114 |
| Savings - Building a better city - Civic and Dickson office accomodation | -42 | -357 | -373 | -390 | -400 |
| Savings - Continuing Government Services - Compensating for loss of own-source revenue due to COVID-19 | 0 | -841 | 0 | 0 | 0 |
| Savings - Office of the Co-ordinator General for the Whole of Government (Non-Health Response to COVID-19) | 0 | -83 | 0 | 0 | 0 |
| Savings - Planning for future light rail routes | -100 | -150 | 0 | 0 | 0 |
| Savings - Undrawn Funds | -688 | 0 | 0 | 0 | 0 |
| Savings - Workers' compensation | 0 | -70 | 326 | 326 | 326 |
| Savings - Workers' compensation - TCO | 0 | -2,224 | 0 | 0 | 0 |
| Section 16 Transfer - Light Rail Stage 2 - to MPC | -7,568 | 0 | 0 | 0 | 0 |
| Transfer - Keeping our growing city moving- Manuka smart parking from CMTEDD | 0 | 46 | 47 | 48 | 49 |
| Transfer - Better Roads for Gungahlin - Enhanced Town Centre road network - from CMTEDD | -72 | 5 | 8 | 4 | 4 |
| Transfer - Better Roads for Gungahlin - Gungahlin town centre road network improvements - from CMTEDD | -100 | -91 | -43 | -8 | -8 |
| Transfer - Better Roads for Gungahlin - Horse Park Drive duplication - from CMTEDD | 0 | 36 | 178 | 285 | 285 |
| Transfer - Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade | 0 | 0 | 13 | 107 | 107 |
| Transfer - Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 - from CMTEDD | 0 | 0 | 102 | 204 | 204 |
| Transfer - Cravens Creek Water Quality Control Pond - from CMTEDD | -224 | -134 | -44 | -50 | -50 |
| Transfer - Dickson Group Centre Intersections - Upgrade - from CMTEDD | 23 | 62 | 62 | 62 | 62 |
|  |  |  |  |  |  |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2020-21 Budget Technical Adjustments (continued)** |  |  |  |  |  |
| Transfer - Improving Our Suburbs - New Molonglo Valley Infrastructure - from CMTEDD | 3 | 166 | 421 | 576 | 635 |
| Transfer - Isabella Weir Spillway Upgrades - from CMTEDD | -4 | 95 | 92 | 89 | 89 |
| Transfer - Light Rail Stage 1 - TCO | 179 | 180 | 180 | 174 | 174 |
| Transfer - Majura Parkway to Majura Road - Link road - from CMTEDD | 51 | 200 | 197 | 195 | 195 |
| Transfer - Melrose Football Precint - from CMTEDD | 0 | 103 | 107 | 109 | 112 |
| Transfer - Molonglo 2 - Sewer and Pedestrian Bridge over Molonglo River - from CMTEDD | -20 | 220 | 240 | 240 | 240 |
| Transfer - Molonglo 2 - Uriarra Road Upgrade - from CMTEDD | 35 | 62 | 57 | 52 | 52 |
| Transfer - Molonglo 2 - Water Supply, Trunk Sewer and Stormwater Infrastructure - Stage 1 - from CMTEDD | -43 | 34 | 31 | 28 | 28 |
| Transfer - Molonglo Infrastructure Investment - from CMTEDD | 13 | 169 | 312 | 312 | 312 |
| Transfer - Parking policy team transfer - from EPSDD | 0 | 152 | 156 | 158 | 161 |
| Transfer - Throsby – Access road and western intersection - from CMTEDD | -39 | 61 | 97 | 97 | 97 |
| Transfer - Transport Certification Australia Participant Costs - from Access Canberra | 0 | 65 | 66 | 68 | 69 |
| Transfer - Transport regulation and safety policy function - from JACS | 0 | 3,608 | 2,878 | 2,984 | 2,932 |
| Transfer - Urban Renewal Program - Molonglo 3 Infrastructure - from CMTEDD | 0 | 0 | 51 | 57 | 57 |
| Transfer - Urban Renewal Program - Phillip Oval upgrade - from CMTEDD | -19 | 26 | 24 | 22 | 22 |
| Transfer to Capital Injection Controlled - Light Rail - Stage 1 - PPP Service Payments | 0 | -408 | 0 | 0 | 0 |
|  |  |  |  |  |  |
| **2020-21 Budget** | **412,082** | **471,136** | **456,898** | **460,907** | **463,808** |

**Table 17: Changes to appropriation – Capital Injections, Controlled**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
| **2019-20 Budget** | **275,558** | **161,1221** | **163,056** | **132,887** | **112,748** |
|  |  |  |  |  |  |
| **2019-20 Budget Review** |  |  |  |  |  |
| Better public transport infrastructure for Canberra | 0 | 1,800 | 0 | 0 | 0 |
|  |  |  |  |  |  |
| **2019-20 2nd Appropriation** |  |  |  |  |  |
| Improving and expanding online services | 2,970 | 2,672 | 153 | 136 | 0 |
| Improving Tharwa Drive and Nudurr Drive | 100 | 300 | 0 | 0 | 0 |
| Light Rail additional services and safety infrastructure enhancements | 740 | 0 | 0 | 0 | 0 |
| Modernising ACT’s public transport network ticketing systems | 7,513 | 12,201 | NFP | NFP | NFP |
| More bus drivers for weekend services | 100 | 0 | 0 | 0 | 0 |
| New Woden bus depot - stage 2 | 1,000 | 14,000 | 2,000 | 0 | 0 |
|  |  |  |  |  |  |
| **FMA Section 16B Rollovers from 2018-19** |  |  |  |  |  |
| Better Government - Improving customer services delivery | 70 | 0 | 0 | 0 | 0 |
| Better Infrastructure Fund | 5,815 | 0 | 0 | 0 | 0 |
| Better Roads for Belconnen - Aikman Drive duplication | -43 | 0 | 0 | 0 | 0 |
| Better Roads for Canberra - Stronger bridges to transport freight | 870 | 0 | 0 | 0 | 0 |
| Better Roads for Gungahlin - Gundaroo Drive duplication - Stage 1 | 722 | 0 | 0 | 0 | 0 |
| Better Roads for Gungahlin - Gungahlin town centre road network improvements | 125 | 0 | 0 | 0 | 0 |
| Better Roads for Gungahlin - Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway) | -2,209 | 0 | 0 | 0 | 0 |
| Better Roads for Tuggeranong - Ashley Drive duplication - Stage 2 | 476 | 0 | 0 | 0 | 0 |
| Better Services - Improved asset management | 262 | 0 | 0 | 0 | 0 |
| Better Services - Improving libraries - self service check out and improved access | 337 | 0 | 0 | 0 | 0 |
| Better services in your community - Faster bus travel | 57 | 0 | 0 | 0 | 0 |
| Better services in your community - Integrated bus and light rail ticketing | -605 | 0 | 0 | 0 | 0 |
| Building a better city - New Bus Depot at Woden | 870 | 0 | 0 | 0 | 0 |
| Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade 2 | -231 | 0 | 0 | 0 | 0 |
| Building a better city - Federal Highway and Old Wells Station Road Intersection upgrade | 540 | 0 | 0 | 0 | 0 |
| Building a better city - Gundaroo Drive duplication - Stage 2 | 1,686 | 0 | 0 | 0 | 0 |
| Building a better city - Improving Tharwa Village fire fighting water supply | 165 | 0 | 0 | 0 | 0 |
|  |  |  |  |  |  |
| **Note:**  1 Amount reported in 2019-20 Budget and 2019-20 Budget Review was $158,622,000, which reflected a reduction of $2.5m transferred to MPC in 2020-21 Budget through a s16 of the FMA instrument and included in the 2020-21 Budget Technical Adjustments section. | | | | | |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **FMA Section 16B Rollovers from 2018-19 (continued)** |  |  |  |  |  |
| Building a better city - Monaro Highway upgrade early planning | 806 | 0 | 0 | 0 | 0 |
| Building a better city - Pialligo Avenue duplication early planning | 934 | 0 | 0 | 0 | 0 |
| Building a better city - Rehabilitating landfill sites | 1,400 | 0 | 0 | 0 | 0 |
| Building a better city - Upgrading stormwater infrastructure on Flemington Road | 167 | 0 | 0 | 0 | 0 |
| Business system upgrade | -4 | 0 | 0 | 0 | 0 |
| Caring for our Environment - Essential waste management infrastructure | 122 | 0 | 0 | 0 | 0 |
| Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 (Isabella Weir) | 968 | 0 | 0 | 0 | 0 |
| Civic to Gungahlin Corridor Improvements | 1,999 | 0 | 0 | 0 | 0 |
| Commonwealth Grant - Roads to Recovery | 1,078 | 0 | 0 | 0 | 0 |
| Commonwealth Grant - Suicide Prevention | 216 | 0 | 0 | 0 | 0 |
| Cravens Creek Water Quality Control Pond | 98 | 0 | 0 | 0 | 0 |
| Enhancement of library collections | 614 | 0 | 0 | 0 | 0 |
| Enterprise Bargaining Agreement | 647 | 0 | 0 | 0 | 0 |
| Future Bus Network | 448 | 0 | 0 | 0 | 0 |
| Green Waste Rollout | 569 | 0 | 0 | 0 | 0 |
| Improving Our Suburbs - New Molonglo Valley Infrastructure | 2,099 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - Better infrastructure for the Rapid Transport Network | 41 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - delivering Canberra's new integrated public transport network | 500 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - Pavement upgrades | 296 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - Better infrastructure for active travel | 1,333 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - Bridge Renewal Program | 253 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - Canberra Brickworks Precinct - environmental offsets | 18 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - John Gorton Drive and Molonglo River Bridge Crossing - early design | 49 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - Monaro Highway upgrade | 107 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - Safer intersections | 291 | 0 | 0 | 0 | 0 |
| Keeping our growing city moving - William Slim Drive duplication | 101 | 0 | 0 | 0 | 0 |
| Light Rail - Stage 1 - PPP Territory Retained Risk | 1,405 | 0 | 0 | 0 | 0 |
| Light Rail - Stage 1 - Procurement and delivery 2 | 3,649 | 0 | 0 | 0 | 0 |
| Majura Parkway to Majura Road - Link road | -33 | 0 | 0 | 0 | 0 |
| Molonglo 2 - Water Quality Control Ponds, Sewers and Cyclepath (Design) | -28 | 0 | 0 | 0 | 0 |
| Molonglo Infrastructure Investment | 529 | 0 | 0 | 0 | 0 |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **FMA Section 16B Rollovers from 2018-19 (continued)** |  |  |  |  |  |
| More jobs for our growing city - Better town centres | 1,379 | 0 | 0 | 0 | 0 |
| More jobs for our growing city - Micro parks | -2 | 0 | 0 | 0 | 0 |
| More jobs for our growing city - Renewing Higgins Neighbourhood Oval | 143 | 0 | 0 | 0 | 0 |
| More services for our suburbs - Better waste management | 165 | 0 | 0 | 0 | 0 |
| More services for our suburbs - Boosting Anketell Street improvements | 750 | 0 | 0 | 0 | 0 |
| More services for our suburbs - Bringing Woden Town Square to life | 511 | 0 | 0 | 0 | 0 |
| More services for our suburbs - More trees | 11 | 0 | 0 | 0 | 0 |
| More services for our suburbs - Nicholls Neighbourhood Oval upgrade | -100 | 0 | 0 | 0 | 0 |
| More services for our suburbs - Parkwood estate rehabilitation | 897 | 0 | 0 | 0 | 0 |
| More services for our suburbs - Southern Memorial Park Detailed Design | 200 | 0 | 0 | 0 | 0 |
| More services for our suburbs - Sports Ground Restoration - Boomanulla Enclosed Oval | 122 | 0 | 0 | 0 | 0 |
| More services for our suburbs - Stormwater infrastructure improvements | -112 | 0 | 0 | 0 | 0 |
| Safer Walking and Cycling Around Schools (BIF) | 483 | 0 | 0 | 0 | 0 |
| Transport for Canberra - Real Time Passenger Information System | 6 | 0 | 0 | 0 | 0 |
| Urban Renewal Program - Molonglo 3 infrastructure | -10 | 0 | 0 | 0 | 0 |
|  |  |  |  |  |  |
| **2020-21 Budget Policy Decisions** |  |  |  |  |  |
| ACT Contribution - Bridge Renewal Programme | 0 | 4,618 | 0 | 0 | 0 |
| ACT Contribution - Heavy Vehicle Safety and Productivity | 0 | 1,883 | 0 | 0 | 0 |
| Ensuring uninterrupted power supply to traffic lights | 0 | 125 | 125 | 125 | 75 |
| Intersection Upgrades | 0 | 8,000 | 2,000 | 0 | 0 |
| John Gorton Drive and Molonglo River Bridge Crossing | 0 | 1,500 | 30,000 | 30,000 | 25,200 |
| Look and Feel of the City | 0 | 6,951 | 0 | 0 | 0 |
| Planning and design for a zero emissions bus network | 0 | 500 | 300 | 0 | 0 |
| Rapid rollout of ‘screwdriver ready’ minor capital works projects | 0 | 9,970 | 0 | 0 | 0 |
| Road safety improvements | 0 | 3,000 | 3,000 | 0 | 0 |
| Road safety works | 0 | 1,600 | 1,000 | 0 | 0 |
| Schools for our growing city - Kenny High School | 0 | 1,000 | 5,000 | 5,000 | 0 |
| Upgrading an intersection on Owen Dixon Drive | 0 | 2,000 | 8,000 | 0 | 0 |
| Upgrading the ACT Materials Recovery Facility | 0 | 5,900 | 4,800 | 1,000 | 1,000 |
| William Hovell Drive, Athllon Drive and John Gorton Drive | 0 | 4,500 | 2,720 | 0 | 0 |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2020-21 Budget Technical Adjustments** |  |  |  |  |  |
| Building a better city - Dickson Bus Station - Land acquisition | 3,600 | 1,122 | 0 | 0 | 0 |
| Capital Variation - Molonglo 2 - Water Quality Control Ponds, Sewers and Cyclepath (Design) | 0 | -651 | 0 | 0 | 0 |
| Capital Variation - Better Roads for Belconnen – Aikman Drive duplication | -200 | -20 | 0 | 0 | 0 |
| Capital Variation - Better Roads for Canberra - Stronger bridges to transport freight | 0 | -886 | 0 | 0 | 0 |
| Capital Variation - Better Roads for Gungahlin - Gundaroo Drive duplication - Stage 1 | 300 | 0 | 0 | 0 | 0 |
| Capital Variation - Better Roads for Gungahlin - Gungahlin town centre road network improvements | -200 | 0 | 0 | 0 | 0 |
| Capital Variation - Better Roads for Gungahlin - Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway) | -500 | -1,000 | 0 | 0 | 0 |
| Capital Variation - Better services in your community - Essential Waste Management Infrastructure | 0 | 2,800 | 0 | 0 | 0 |
| Capital Variation - Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade 2 | 1,542 | 0 | 0 | 0 | 0 |
| Capital Variation - Building a better city - Federal Highway and Old Wells Station Road Intersection upgrade | -400 | 0 | 0 | 0 | 0 |
| Capital Variation - Building a better city - Gundaroo Drive duplication - Stage 2 | 400 | 0 | 0 | 0 | 0 |
| Capital Variation - Canberra Brickworks Precinct (Yarralumla) Access Road and Dudley Street upgrade - Design and Construction | 500 | 0 | 0 | 0 | 0 |
| Capital Variation - Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 (Isabella Weir) | -950 | 0 | 0 | 0 | 0 |
| Capital Variation - Civic to Gungahlin Corridor Improvements | -600 | -400 | 0 | 0 | 0 |
| Capital Variation - Cravens Creek Water Quality Control Pond | -245 | 0 | 0 | 0 | 0 |
| Capital Variation - Flemington Road Stormwater Remediation | -600 | 0 | 0 | 0 | 0 |
| Capital Variation - Green Waste Rollout | 0 | -2,800 | 0 | 0 | 0 |
| Capital Variation - Improving Our Suburbs - New Molonglo Valley Infrastructure | -336 | -600 | 0 | 0 | 0 |
| Capital Variation - Intersection Upgrades - Kuringa Drive interestion with Owen Dixon | 0 | 2,000 | 0 | 0 | 0 |
| Capital Variation - Keeping our growing city moving - Better infrastructure for active travel | 1,704 | 0 | 0 | 0 | 0 |
| Capital variation - Keeping our growing city moving - John Gorton Drive and Molonglo River Bridge Crossing - early design | 0 | 651 | 0 | 0 | 0 |
| Capital Variation - Majura Parkway to Majura Road - Link road | -150 | 0 | 0 | 0 | 0 |
| Capital Variation - Molonglo Infrastructure Investment | -550 | 0 | 0 | 0 | 0 |
| Capital Variation - More City Services depots for better service delivery | 0 | 20 | 0 | 0 | 0 |
| Capital Variation - Urban Renewal Program - Molonglo 3 infrastructure | -107 | 0 | 0 | 0 | 0 |
|  |  |  |  |  |  |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2020-21 Budget Technical Adjustments (continued)** |  |  |  |  |  |
|  |  |  |  |  |  |
| Commonwealth Grant - Black Spot Projects | -1,168 | 1,663 | 605 | 54 | 208 |
| Commonwealth Grant - Bridges Renewal Programme | -200 | -403 | 0 | 104 | 75 |
| Commonwealth Grant - Disaster Risk Reduction | 0 | 125 | 125 | 125 | 75 |
| Commonwealth Grant - Heavy Vehicle Safety and Productivity | -423 | 0 | 0 | 74 | 51 |
| Commonwealth Grant - Investment - Road Component - Capital | -5,042 | 8,949 | 63,000 | 24,006 | -14,994 |
| Commonwealth Grant - Local Road Upgrade and Safety Projects | 0 | 11,600 | 0 | 0 | 0 |
| Commonwealth Grant - Local Roads and Community Infrastructure Program | 0 | 6,915 | 2,660 | 0 | 0 |
| Commonwealth Grant - Major projects business case fund | 0 | 0 | -1 | -51 | -51 |
| Commonwealth Grant - Recycling Infrastructure NP | 0 | 500 | 4,000 | 3,000 | 3,000 |
| Commonwealth Grant - Roads of strategic importance initiative | 0 | -697 | -773 | -486 | -486 |
| Commonwealth Grant - Roads to Recovery | -3,531 | 3,524 | 318 | 318 | -639 |
| Commonwealth Grant - Urban congestion fund | -6,646 | -4,470 | -4,052 | -5,052 | -5,052 |
| Estimated Outcome - Better Roads for Canberra – Stronger bridges to transport freight | 0 | 750 | 0 | 0 | 0 |
| Estimated Outcome - Growing investment in services for our suburbs | 0 | 741 | 0 | 0 | 0 |
| Revised Funding Profile - (BIF) Disability Discrimination Act compliant bus stops | -342 | 342 | 0 | 0 | 0 |
| Revised Funding Profile - (BIF) Dog park improvement program | -42 | 42 | 0 | 0 | 0 |
| Revised Funding Profile - (BIF) Enhancement of library collections | -454 | 454 | 0 | 0 | 0 |
| Revised Funding Profile - (BIF) Play space upgrades | -1,863 | 1,863 | 0 | 0 | 0 |
| Revised Funding Profile - ACT Material Recovery Facility | 0 | -4,000 | 0 | 2,000 | 2,000 |
| Revised Funding Profile - Better buses to support the new bus network | -6,394 | -11,306 | 6,000 | 11,700 | 0 |
| Revised Funding Profile - Better connecting Belconnen and Gungahlin | -3,533 | -11,467 | 5,000 | 10,000 | 0 |
| Revised Funding Profile - Better Customer Service - Improving Online Platforms | -1,830 | -812 | 1,642 | 1,000 | 0 |
| Revised Funding Profile - Better Government - Improving customer services delivery | -7 | 7 | 0 | 0 | 0 |
| Revised Funding Profile - Better Intersections - Delivering our Election Commitments | -2,280 | 1,130 | -350 | 1,450 | 50 |
| Revised Funding Profile - Better public transport infrastructure for Canberra | 121 | -121 | 0 | 0 | 0 |
| Revised Funding Profile - Better Roads for Belconnen - Aikman Drive duplication | -231 | 231 | 0 | 0 | 0 |
| Revised Funding Profile - Better Roads for Canberra - Stronger bridges to transport freight | -136 | 136 | 0 | 0 | 0 |
| Revised Funding Profile - Better Roads for Gungahlin - Gundaroo Drive duplication - Stage 1 | -266 | 266 | 0 | 0 | 0 |
| Revised Funding Profile - Better Roads for Gungahlin - Gungahlin town centre road network improvements | -24 | 24 | 0 | 0 | 0 |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2020-21 Budget Technical Adjustments (continued)** |  |  |  |  |  |
|  |  |  |  |  |  |
| Revised Funding Profile - Better Roads for Gungahlin - Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway) | -1,692 | 1,692 | 0 | 0 | 0 |
| Revised Funding Profile - Better Services - Improved asset management | -643 | 643 | 0 | 0 | 0 |
| Revised Funding Profile - Better Services - Improving libraries - self service check out and improved access | -302 | 302 | 0 | 0 | 0 |
| Revised Funding Profile - Better services in your community - Essential Waste Management Infrastructure | 8,396 | -3,396 | -5,000 | 0 | 0 |
| Revised Funding Profile - Better services in your community - Integrated bus and light rail ticketing | 92 | -92 | 0 | 0 | 0 |
| Revised Funding Profile - Building a better city - Active Travel - Footpath and cycleway upgrades | -596 | 596 | 0 | 0 | 0 |
| Revised Funding Profile - Building a better city - Canberra Brickworks- Access road and Dudley Street upgrade 2 | -5,492 | 1,495 | 3,497 | 500 | 0 |
| Revised Funding Profile - Building a better city - Gundaroo Drive duplication - Stage 2 | -4,985 | 4,985 | 0 | 0 | 0 |
| Revised Funding Profile - Building a better city - Improving Tharwa Village fire fighting water supply | -926 | 926 | 0 | 0 | 0 |
| Revised Funding Profile - Building a better city - Monaro Highway upgrade early planning | -193 | 193 | 0 | 0 | 0 |
| Revised Funding Profile - Building a better city - New Bus Depot at Woden | -17,398 | 2,000 | 5,000 | 5,000 | 5,398 |
| Revised Funding Profile - Building a better city - Pialligo Avenue duplication early planning | -560 | 285 | 275 | 0 | 0 |
| Revised Funding Profile - Building a better city - Rehabilitating landfill sites | -8,406 | -5,347 | 13,753 | 0 | 0 |
| Revised Funding Profile - Building a better city - Upgrading stormwater infrastructure on Flemington Road | 165 | -165 | 0 | 0 | 0 |
| Revised Funding Profile - Business system upgrade | -274 | 274 | 0 | 0 | 0 |
| Revised Funding Profile - Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 (Isabella Weir) | -268 | 268 | 0 | 0 | 0 |
| Revised Funding Profile - Civic to Gungahlin Corridor Improvements | -490 | 490 | 0 | 0 | 0 |
| Revised Funding Profile - Delivering a smart technology ticketing system for Canberra's integrated public transport system | -7,513 | -9,773 | NFP | NFP | NFP |
| Revised Funding Profile - Future Bus Network | -4,860 | 1,860 | 3,000 | 0 | 0 |
| Revised Funding Profile - Green Waste Rollout | -2,291 | 2,291 | 0 | 0 | 0 |
| Revised Funding Profile - Improving Our Suburbs - New Molonglo Valley Infrastructure | 628 | -328 | -300 | 0 | 0 |
| Revised Funding Profile - Improving stormwater networks | 292 | 708 | -1,000 | 0 | 0 |
| Revised Funding Profile - Improving Tharwa Drive and Nudurr Drive | -100 | 100 | 0 | 0 | 0 |
| Revised Funding Profile - Improving water management infrastructure | -308 | 70 | 238 | 0 | 0 |
|  |  |  |  |  |  |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2020-21 Budget Technical Adjustments (continued)** |  |  |  |  |  |
|  |  |  |  |  |  |
| Revised Funding Profile - Increased Bus Driver Resources | -1 | 1 | 0 | 0 | 0 |
| Revised Funding Profile - Integrated Bus and Light Rail Ticketing | 0 | -2,428 | 0 | 0 | 2,428 |
| Revised Funding Profile - Intersection Upgrades | 0 | -6,299 | 6,299 | 0 | 0 |
| Revised Funding Profile - John Gorton Drive and Molonglo River Bridge Crossing | 0 | -1,500 | 500 | 500 | 500 |
| Revised Funding Profile - Keeping our growing city moving - Better infrastructure for active travel | -10,299 | 7,799 | 2,500 | 0 | 0 |
| Revised Funding Profile - Keeping our growing city moving - Canberra Brickworks Precinct - environmental offsets | -890 | 590 | 270 | 30 | 0 |
| Revised Funding Profile - Keeping our growing city moving - John Gorton Drive and Molonglo River Bridge Crossing - early design | -183 | -201 | 384 | 0 | 0 |
| Revised Funding Profile - Keeping our growing city moving - Monaro Highway upgrade | -145 | 145 | 0 | 0 | 0 |
| Revised Funding Profile - Keeping our growing city moving - Safer intersections | -3,028 | 3,028 | 0 | 0 | 0 |
| Revised Funding Profile - Light Rail Safety Initiatives | -459 | 459 | 0 | 0 | 0 |
| Revised Funding Profile - Local shopping centre improvements | -927 | 927 | 0 | 0 | 0 |
| Revised Funding Profile - Making our roads safer while keeping Canberra moving | -3,750 | -250 | 4,000 | 0 | 0 |
| Revised Funding Profile - Materials Recovery Facility Expansion | -1,312 | -2,039 | 3,351 | 0 | 0 |
| Revised Funding Profile - Molonglo 2 - Water Quality Control Ponds, Sewers and Cyclepath (Design) | -651 | 651 | 0 | 0 | 0 |
| Revised Funding Profile - Molonglo Infrastructure Investment | -1 | 1 | 0 | 0 | 0 |
| Revised Funding Profile - More active travel infrastructure for our schools and suburbs | 974 | -974 | 0 | 0 | 0 |
| Revised Funding Profile - More carparks for Palmerston Shops and Cooleman Court | -297 | 297 | 0 | 0 | 0 |
| Revised Funding Profile - More City Services depots for better service delivery | -81 | 81 | 0 | 0 | 0 |
| Revised Funding Profile - More jobs for our growing city - Better town centres | -2,960 | 2,960 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Better facilities at Higgins Neighbourhood Oval | -3 | 3 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Better waste management | -778 | 778 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Boosting Anketell Street improvements | -214 | 214 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Bringing Woden Town Square to life | -693 | 693 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - More trees | -35 | 35 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Parkwood estate rehabilitation | -4,460 | 960 | 1,750 | 1,750 | 0 |
| Revised Funding Profile - More services for our suburbs - Southern Memorial Park Detailed Design | -804 | 804 | 0 | 0 | 0 |
| Revised Funding Profile - More services for our suburbs - Sports Ground Restoration - Boomanulla Enclosed Oval | -8 | 8 | 0 | 0 | 0 |
|  | **2019-20 Audited Outcome**  **$'000** | **2020-21 Budget**  **$'000** | **2021-22 Estimate**  **$'000** | **2022-23 Estimate**  **$'000** | **2023-24 Estimate**  **$'000** |
|  |  |  |  |  |  |
| **2020-21 Budget Technical Adjustments (continued)** |  |  |  |  |  |
| Revised Funding Profile - More services for our suburbs - Stormwater infrastructure improvements | -2,243 | 2,243 | 0 | 0 | 0 |
| Revised Funding Profile - More support for families and inclusion - Keeping Canberrans safe in public places | 0 | 100 | -100 | 0 | 0 |
| Revised Funding Profile - Planning better roads for our growing city | -288 | -642 | 930 | 0 | 0 |
| Revised Funding Profile - Prior year base BIF of the agency | -3,051 | 3,051 | 0 | 0 | 0 |
| Revised Funding Profile - Progressing Better Suburbs Initiatives | 294 | -294 | 0 | 0 | 0 |
| Revised Funding Profile - Rapid rollout of ‘screwdriver ready’ minor capital works projects | 2,140 | -2,140 | 0 | 0 | 0 |
| Revised Funding Profile - Road safety works | 0 | 300 | -300 | 0 | 0 |
| Revised Funding Profile - Road Traffic Coordination Centre | -384 | 384 | 0 | 0 | 0 |
| Revised Funding Profile - Safer Walking and Cycling Around Schools | -271 | 271 | 0 | 0 | 0 |
| Revised Funding Profile - Sportsgrounds facilities improvement program | -4 | 4 | 0 | 0 | 0 |
| Revised Funding Profile - Strengthening infrastructure supporting Canberra's new public transport network | 409 | -409 | 0 | 0 | 0 |
| Revised Funding Profile - Supporting more Canberrans to Park and Ride | -559 | 559 | 0 | 0 | 0 |
| Revised Funding Profile - Transport for Canberra - Real Time Passenger Information System | -1,205 | -350 | 1,555 | 0 | 0 |
| Revised Funding Profile - Upgrades to Woden Library | -418 | 418 | 0 | 0 | 0 |
| Revised Funding Profile - William Hovell Drive, Athllon Drive and John Gorton Drive | 0 | -900 | 400 | 500 | 0 |
| Revised Funding Profile - Woden Bus Depot Augmentation | -1,000 | -14,000 | 5,000 | 10,000 | 0 |
| Revised Indexation Parameters - BIF | 0 | 0 | 0 | 0 | 651 |
| Savings - Base BIF of the agency | 0 | 0 | -1,435 | 0 | 0 |
| Savings - Better Intersections - Delivering our Election Commitments | 0 | -4,500 | -2,000 | 0 | 0 |
| Savings - Keeping our growing city moving - Safer intersections | 0 | -3,500 | 0 | 0 | 0 |
| Savings - Making our roads safer while keeping Canberra moving | 0 | -6,000 | 0 | 0 | 0 |
| Savings - Undrawn Funds | -68 | 0 | 0 | 0 | 0 |
| Section 16 Transfer - Light Rail Stage 2 - to MPC | -48,309 | -4,250 | 0 | 0 | 0 |
| Transfer - Light Rail Stage 1 - TCO | 0 | 0 | 0 | 1,104 | 2,785 |
| Transfer from Controlled Recurrent Payments - Light Rail - Stage 1 - PPP Service Payments | 0 | 408 | 0 | 0 | 0 |
|  |  |  |  |  |  |
| **2020-21 Budget1** | **157,234** | **227,437** | **343,395** | **255,697** | **151,117** |

**Note:**

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

## Summary of 2020-21 Infrastructure Program

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

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project** | **2020-21**  **$'000** | **2021-22**  **$'000** | | **2022-23**  **$'000** | **2023-24**  **$'000** | **Four Year**  **Investment**  **$'000** | | **Physical**  **Completion**  **Date** |
|  |  |  | |  |  |  | |  |
| **CAPITAL WORKS PROGRAM** |  |  | |  |  |  | |  |
|  |  |  | |  |  |  | |  |
| **Works In Progress** |  |  | |  |  |  | |  |
| Better buses to support the new bus network | 1,097 | 18,713 | | 17,700 | 0 | **37,510** | | Jun-23 |
| Better connecting Belconnen and Gungahlin | 3,533 | 20,000 | | 20,000 | 0 | **43,533** | | Jun-23 |
| Better Customer Service — Improving Online Platforms | 1,860 | 1,795 | | 1,136 | 0 | **4,791** | | Jun-23 |
| Better Government — Improving customer services delivery | 7 | 0 | | 0 | 0 | **7** | | Jun-21 |
| Better Intersections — Delivering our Election Commitments | 1,936 | 3,364 | | 1,450 | 50 | **6,800** | | Jun-24 |
| Better public transport infrastructure for Canberra | 1,679 | 0 | | 0 | 0 | **1,679** | | Jun-21 |
| Better Roads for Belconnen – Aikman Drive duplication | 211 | 0 | | 0 | 0 | **211** | | Jun-21 |
| Better Roads for Gungahlin – Gundaroo Drive duplication – Stage 1 | 266 | 0 | | 0 | 0 | **266** | | Jun-21 |
| Better Roads for Gungahlin – Gungahlin town centre road network improvements | 24 | 0 | | 0 | 0 | **24** | | Jun-21 |
| Better Roads for Gungahlin – Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway) | 692 | 0 | | 0 | 0 | **692** | | Jun-21 |
| Better Services – Improved asset management | 643 | 0 | | 0 | 0 | **643** | | Jun-21 |
| Better Services – Improving libraries – self service check out and improved access | 302 | 0 | | 0 | 0 | **302** | | Jun-21 |
| Better services in your community — Essential Waste Management Infrastructure | 1,427 | 0 | | 0 | 0 | **1,427** | | Jun-21 |
| Better services in your community — Integrated bus and light rail ticketing | 108 | 0 | | 0 | 0 | **108** | | Jun-21 |
| Building a better city – Canberra Brickworks– Access road and Dudley Street upgrade 2 | 4,495 | 3,497 | | 500 | 0 | **8,492** | | Jun-23 |
| Building a better city – Gundaroo Drive duplication – Stage 2 | 4,985 | 0 | | 0 | 0 | **4,985** | | Jun-21 |
| Building a better city — Improving Tharwa Village fire fighting water supply | 926 | 0 | | 0 | 0 | **926** | | Jun-21 |
| Building a better city — Monaro Highway upgrade early planning | 193 | 0 | | 0 | 0 | **193** | | Jun-21 |
| Building a better city – New Bus Depot at Woden | 2,000 | 5,000 | | 5,000 | 5,398 | **17,398** | | Jun-25 |
| Building a better city — Pialligo Avenue duplication early planning | 285 | 275 | | 0 | 0 | **560** | | Jun-22 |
| **Project** | **2020-21**  **$'000** | **2021-22**  **$'000** | | **2022-23**  **$'000** | **2023-24**  **$'000** | **Four Year**  **Investment**  **$'000** | | **Physical**  **Completion**  **Date** |
|  |  |  | |  |  |  | |  |
| Building a better city — Rehabilitating landfill sites | 2,625 | 21,753 | | 0 | 0 | **24,378** | | Jun-22 |
| Building a better city — Upgrading stormwater infrastructure on Flemington Road | -165 | 0 | | 0 | 0 | **-165** | | Jun-20 |
| Business system upgrade | 274 | 0 | | 0 | 0 | **274** | | Jun-21 |
| Caring for our Environment – Lake Tuggeranong Water Quality Improvement – Stage 2 (Isabella Weir) | 268 | 0 | | 0 | 0 | **268** | | Jun-21 |
| Civic to Gungahlin Corridor Improvements | 90 | 0 | | 0 | 0 | **90** | | Jun-21 |
| Commonwealth Grant — Black Spot Projects | 3,302 | 2,244 | | 1,693 | 1,847 | **9,086** | | Jun-24 |
| Commonwealth Grant — Bridges Renewal Programme | 889 | 1,852 | | 1,559 | 1,530 | **5,830** | | Jun-24 |
| Commonwealth Grant — Heavy Vehicle Safety and Productivity | 425 | 582 | | 1,187 | 1,164 | **3,358** | | Jun-24 |
| Commonwealth Grant — Investment — Road Component — Capital | 20,599 | 65,000 | | 50,000 | 15,000 | **150,599** | | Jun-24 |
| Commonwealth Grant — Roads to Recovery | 11,494 | 8,288 | | 8,288 | 7,331 | **35,401** | | Jun-24 |
| Delivering a smart technology ticketing system for Canberra's integrated public transport system | 0 | 500 | | NFP | NFP | **NFP** | | Jun-24 |
| Enhancement of library collections | 2,517 | 2,063 | | 2,063 | 2,063 | **8,706** | | ongoing |
| Feasibility studies — duplication of Tharwa Drive and extension of Nudurr Drive | 400 | 0 | | 0 | 0 | **400** | | Jun-21 |
| Future Bus Network | 1,860 | 3,000 | | 0 | 0 | **4,860** | | Jun-22 |
| Green Waste Rollout | 3,137 | 0 | | 0 | 0 | **3,137** | | Jun-21 |
| Growing investment in services for our suburbs | 741 | 0 | | 0 | 0 | **741** | | Jun-21 |
| Improving Our Suburbs – New Molonglo Valley Infrastructure | 1,072 | 700 | | 0 | 0 | **1,772** | | Jun-22 |
| Improving stormwater networks | 5,508 | 6,710 | | 4,000 | 0 | **16,218** | | Jun-23 |
| Improving water management infrastructure | 70 | 238 | | 0 | 0 | **308** | | Jun-22 |
| Increased Bus Driver Resources | 1 | 0 | | 0 | 0 | **1** | | Jun-20 |
| Keeping our growing city moving — Better infrastructure for active travel | 10,799 | 4,500 | | 0 | 0 | **15,299** | | Jun-22 |
| Keeping our growing city moving — Canberra Brickworks Precinct — environmental offsets | 590 | 270 | | 30 | 0 | **890** | | Jun-23 |
| Keeping our growing city moving — John Gorton Drive and Molonglo River Bridge Crossing – early design | 450 | 384 | | 0 | 0 | **834** | | Jun-22 |
| Keeping our growing city moving — Monaro Highway upgrade | 145 | 0 | | 0 | 0 | **145** | | Jun-21 |
| Keeping our growing city moving — Safer intersections | 528 | 0 | | 0 | 0 | **528** | | Jun-21 |
| Light Rail Safety Initiatives | 459 | 0 | | 0 | 0 | **459** | | Jun-21 |
|  |  |  | |  |  |  | |  |
| **Project** | **2020-21**  **$'000** | **2021-22**  **$'000** | | **2022-23**  **$'000** | **2023-24**  **$'000** | **Four Year**  **Investment**  **$'000** | | **Physical**  **Completion**  **Date** |
|  |  |  | |  |  |  | |  |
| Look and Feel of the City | 6,951 | 0 | | 0 | 0 | **6,951** | | Jun-21 |
| Making our roads safer while keeping Canberra moving | 614 | 2,000 | | 0 | 0 | **2,614** | | Jun-22 |
| Making our roads safer while keeping Canberra moving | 5,736 | 14,575 | | 0 | 0 | **20,311** | | Jun-22 |
| Materials Recovery Facility Expansion | 2,615 | 3,351 | | 0 | 0 | **5,966** | | Jun-22 |
| Molonglo Infrastructure Investment | 1 | 0 | | 0 | 0 | **1** | | Jun-20 |
| More active travel infrastructure for our schools and suburbs | 720 | 0 | | 0 | 0 | **720** | | Jun-21 |
| More carparks for Palmerston Shops and Cooleman Court | 297 | 0 | | 0 | 0 | **297** | | Jun-21 |
| More City Services depots for better service delivery | 301 | 0 | | 0 | 0 | **301** | | Jun-21 |
| More jobs for our growing city — Better town centres | 2,960 | 0 | | 0 | 0 | **2,960** | | Jun-21 |
| More services for our suburbs – Better facilities at Higgins Neighbourhood Oval | 3 | 0 | | 0 | 0 | **3** | | Jun-21 |
| More services for our suburbs — Better waste management | 1,198 | 0 | | 0 | 0 | **1,198** | | Jun-21 |
| More services for our suburbs – Boosting Anketell Street improvements | 214 | 0 | | 0 | 0 | **214** | | Jun-21 |
| More services for our suburbs – Bringing Woden Town Square to life | 693 | 0 | | 0 | 0 | **693** | | Jun-21 |
| More services for our suburbs — More trees | 63 | 0 | | 0 | 0 | **63** | | Jun-21 |
| More services for our suburbs — Parkwood estate rehabilitation | 960 | 1,750 | | 1,750 | 0 | **4,460** | | Jun-23 |
| More services for our suburbs – Southern Memorial Park Detailed Design | 804 | 0 | | 0 | 0 | **804** | | Jun-21 |
| More services for our suburbs – Sports Ground Restoration – Boomanulla Enclosed Oval | 8 | 0 | | 0 | 0 | **8** | | Jun-21 |
| More services for our suburbs — Stormwater infrastructure improvements | 2,243 | 0 | | 0 | 0 | **2,243** | | Jun-21 |
| More support for families and inclusion — Keeping Canberrans safe in public places | 300 | 0 | | 0 | 0 | **300** | | Jun-21 |
| Planning better roads for our growing city | 1,558 | 930 | | 0 | 0 | **2,488** | | Jun-22 |
| Progressing Better Suburbs Initiatives | 27 | 136 | | 139 | 0 | **302** | | Jun-23 |
| Strengthening infrastructure supporting Canberra's new public transport network | 1,591 | 3,100 | | 0 | 0 | **4,691** | | Jun-22 |
| Supporting more Canberrans to Park and Ride | 2,434 | 0 | | 0 | 0 | **2,434** | | Jun-21 |
| Transport for Canberra — Real Time Passenger Information System | 0 | 1,555 | | 0 | 0 | **1,555** | | Jun-22 |
| Woden Bus Depot Augmentation | 0 | 7,000 | | 10,000 | 0 | **17,000** | | Jun-25 |
| **Total Works In Progress** | **127,038** | | **205,125** | **145,418** | **52,906** | | **530,487** |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project** | **2020-21**  **$'000** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
|  |  |  |  |  |  |  |
| **CAPITAL WORKS PROGRAM** |  |  |  |  |  |  |
| **New Works** |  |  |  |  |  |  |
| ACT Contribution — Bridge Renewal Programme | 4,618 | 0 | 0 | 0 | **4,618** | Jun-21 |
| ACT Contribution — Heavy Vehicle Safety and Productivity | 1,883 | 0 | 0 | 0 | **1,883** | Jun-21 |
| Athllon Drive Duplication | 1,600 | 3,120 | 500 | 0 | **5,220** | Jun-22 |
| Commonwealth Grant — Local Roads and Community Infrastructure Program | 6,915 | 2,660 | 0 | 0 | **9,575** | Jun-22 |
| Ensuring uninterrupted power supply to traffic lights | 125 | 125 | 125 | 75 | **450** | Jun-24 |
| Ensuring uninterrupted power supply to traffic lights (Commonwealth Contribution) | 125 | 125 | 125 | 75 | **450** | Jun-24 |
| Intersection Upgrades — Belconnen Way interection with Springvale Drive (ACT Contribution) | 250 | 500 | 0 | 0 | **750** | Jun-22 |
| Intersection Upgrades — Belconnen Way intersection with Springvale Drive (Commonwealth Contribution) | 750 | 0 | 0 | 0 | **750** | Jun-22 |
| Intersection Upgrades — Launceston Street intersection with Irving Street (ACT Contribution) | 250 | 500 | 0 | 0 | **750** | Jun-22 |
| Intersection Upgrades — Launceston Street intersection with Irving Street (Commonwealth Contribution) | 750 | 0 | 0 | 0 | **750** | Jun-22 |
| Intersection Upgrades — Kuringa Drive intersection with Owen Dixon (ACT Contribution) | 1,415 | 2,335 | 0 | 0 | **3,750** | Jun-22 |
| Intersection Upgrades — Kuringa Drive intersection with Owen Dixon (Commonwealth Contribution) | 1,750 | 0 | 0 | 0 | **1,750** | Jun-22 |
| Intersection Upgrades — Southern Cross Drive intersection with Starke Street (ACT Contribution) | 0 | 1,750 | 0 | 0 | **1,750** | Jun-22 |
| Intersection Upgrades — Southern Cross Drive intersection with Starke Street (Commonwealth Contribution) | 1,750 | 0 | 0 | 0 | **1,750** | Jun-22 |
| John Gorton Drive and Molonglo River Bridge Crossing (ACT Contribution) | 2,000 | 30,500 | 30,500 | 25,700 | **88,700** | Jun-25 |
| John Gorton Drive and Molonglo River Bridge Crossing (Commonwealth Contribution) | 1,500 | 30,000 | 30,000 | 26,000 | **87,500** | Jun-25 |
| Northbourne Avenue Pavement (ACT Contribution) | 2,000 | 3,000 | 0 | 0 | **5,000** | Jun-22 |
| Northbourne Avenue Pavement (Commonwealth Contribution) | 5,000 | 0 | 0 | 0 | **5,000** | Jun-22 |
| Planning and design for a zero emissions bus network | 500 | 300 | 0 | 0 | **800** | Jun-22 |
| Rapid rollout of ‘screwdriver ready’ minor capital works projects | 7,830 | 0 | 0 | 0 | **7,830** | Jun-21 |
| Road safety improvements (ACT Contribution) | 3,000 | 3,000 | 0 | 0 | **6,000** | Jun-22 |
| **Project** | **2020-21**  **$'000** | **2021-22**  **$'000** | **2022-23**  **$'000** | **2023-24**  **$'000** | **Four Year**  **Investment**  **$'000** | **Physical**  **Completion**  **Date** |
|  |  |  |  |  |  |  |
| Road safety improvements (Commonwealth Contribution) | 3,000 | 3,000 | 0 | 0 | **6,000** | Jun-22 |
| Road Safety Works (ACT Contribution) | 1,900 | 700 | 0 | 0 | **2,600** | Jun-22 |
| Road Safety Works (Commonwealth Contribution) | 1,600 | 0 | 0 | 0 | **1,600** | Jun-22 |
| Schools for our growing city — Kenny High School | 1,000 | 5,000 | 5,000 | 0 | **11,000** | Jun-23 |
| Upgrading an intersection on Owen Dixon Drive | 2,000 | 8,000 | 0 | 0 | **10,000** | Jun-22 |
| Upgrading the ACT Materials Recovery Facility (ACT contribution) | 1,900 | 4,800 | 3,000 | 3,000 | **12,700** | Jun-24 |
| Upgrading the ACT Materials Recovery Facility (Commonwealth contribution) | 500 | 4,000 | 3,000 | 3,000 | **10,500** | Jun-24 |
| **Total New Capital Works** | **55,911** | **103,415** | **72,250** | **57,850** | **289,426** |  |

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **TOTAL INFRASTRUCTURE INVESTMENT PROGRAM1** | **215,635** | **332,513** | **243,711** | **137,450** | **929,309** |  |

**Note:**

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

## Financial Statements

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

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

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

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

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

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

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

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

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

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

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

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

Notes to the Controlled Budget Statements

Significant variations are as follows:

#### Operating Statement

* controlled recurrent payments:
* the increase of $59.054 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to new initiative funding and administrative transfers of road safety policy function from Justice and Community Safety Directorate and parking policy function from Environment, Planning and Sustainable Development Directorate. This is partly offset by various savings.
* taxes, licences, fees and fines:
* the decrease of $2.157 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to increased revenue from licences and fees received in 2019‑20 financial year.
* grants and contributions revenue:
* the increase of $47.158 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to the transfer of Healthy Waterways assets from Environment, Planning and Sustainable Development Directorate.
* other revenue:
* the increase of $4.754 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to revenue from Jobs for Canberrans initiative.
* superannuation expenses:
* the increase of $3.098 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to: new initiatives including Jobs for Canberrans; administrative transfer of road safety policy function from Justice and Community Safety Directorate and parking policy function from Environment, Planning and Sustainable Development Directorate; and below budget outcome in 2019-20.
* supplies and services:
* the increase of $36.216 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to new initiatives including various stimulus packages and Jobs for Canberrans.
* grants and purchased services:
* the increase of $19.633 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to new initiatives in the 2019-20 budget review and 2020-21 budget including supplementation for the loss of fare revenue during COVID-19 pandemic, light rail additional services and continuation of flexible bus service.
* other expenses:
* the decrease of $15.177 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to the write down of assets including debts, non-current assets and works in progress that did not meet the asset recognition in 2019-20. These items are not budgeted for.

#### Balance Sheet

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

#### Statement of Changes in Equity

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

#### Cash Flow Statement

Variations in the Statement are explained in the notes above.

## Financial Statements – Territorial

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

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

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

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

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

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

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

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

### Notes to the Territorial Budget Statements

Significant variations are as follows:

#### Operating Statement

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

Table 27: Output Class 1: Transport Canberra Operating Statement

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

Table 28: Output Class 2: City Services Operating Statement

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

# TRANSPORT CANBERRA OPERATIONS

## Purpose

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

## 2020-21 Priorities

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

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

## Estimated Employment Level

Table 29: Estimated Employment Level

|  | 2018-19  Actual  Outcome | 2019-20  Budget | 2019-20  Actual  Outcome | 2020-21  Budget |
| --- | --- | --- | --- | --- |
| **Staffing (FTE)** | 924 | 928 | 929 | 9781 |

Note:

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

## Output Class

### Output Class 1: Transport Canberra Operations

#### Output 1.1: Transport Canberra Operations

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

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

|  |  |  |
| --- | --- | --- |
|  | **2019-20** | **2020-21** |
|  | **Audited Outcome** | **Budget** |
|  | **$'000** | **$'000** |
| **Total Cost1** | 248,249 | 260,307 |
| **Service Payments** | 179,445 | 198,936 |
| **Note:** |  |  |
| 1. Total cost includes depreciation and amortisation of $32.027 million in 2019-20 and $33.248 million in 2020‑21. | | |

## Accountability Indicators

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

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

### Output Class 1: Transport Canberra Operations

#### Output 1.1: Transport Canberra Operations

Table 31: Accountability Indicators Output 1.1

|  | 2020-21  Targets | 2020-21  YTD Targets | 2020-21  YTD Result | Variance (%) |
| --- | --- | --- | --- | --- |
| **Light Rail** | | | |  |
| 1. Light rail passenger service availability1 | 99.5% | 99.5% | 99.9% | 0 |
| 1. Customer satisfaction with light rail services as assessed by passenger survey2 | 85% | n/a | n/a | n/a |
| **Public Transport Passenger Boardings** |  |  |  |  |
| 1. Public transport passenger boardings3 | 19.9 million | 9.9 million | 6.9 million | (30) |
| **Bus Operations** |  |  |  |  |
| 1. Customer satisfaction with bus operation services as assessed by passenger survey2 | 85% | n/a | n/a | n/a |
| 1. Percentage of in service fleet fully compliant with standards under the *Disability Discrimination Act 19924* | 86% | 86% | 92% | 7 |
| 1. Percentage of in service fleet Euro 5 or better emission standard compliant5 | 67% | 67% | 72% | 7 |
| 1. Service reliability – percentage of all scheduled services which operated to completion | 99.5% | 99.5% | 99.2% | (0) |
| 1. Percentage of services operating on scheduled time6 | 75% | 75% | 77% | 3 |
| 1. Total network operating cost per network kilometre7 | $5.88 | $5.88 | $5.87 | (0) |
| Total Cost ($’000) | 260,307 | 130,154 | 128,814 | (1) |
| Service payments from Transport Canberra and City Services Directorate ($’000) | 198,936 | 99,468 | 108,034 | 9 |

Notes:

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

**Variances between YTD Targets and YTD Result:**

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

## Financial Statements

Table 32: Transport Canberra Operations: Operating Statement

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

Table 33: Transport Canberra Operations: Balance Sheet

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

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

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

Table 35: Transport Canberra Operations: Cash Flow Statement

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

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

### Notes to the Controlled Budget Statements

Significant variations are as follows:

***Operating Statement***

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

#### Balance Sheet

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

#### Statement of Changes in Equity

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

#### Cash Flow Statement

Variations in the Statement are explained in the notes above.

# THE CEMETERIES AND CREMATORIA AUTHORITY – STATEMENT OF INTENT

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

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

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

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

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

|  |  |  |
| --- | --- | --- |
|  |  |  |
|  |  |  |
| **Stephen Bartos**  **Chair**  **The Cemeteries and Crematoria Authority** |  | **Andrew Barr MLA**  **Treasurer** |

|  |
| --- |
|  |
|  |
| **Mick Gentleman MLA**  **Acting Minister for Transport and City Services** |

# THE CEMETERIES AND CREMATORIA AUTHORITY

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

**Purpose**

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

The key purpose of the Authority is to:

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

**Nature and Scope of Activities**

**General activities**

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

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

* Expanding and innovating Authority service offerings in accordance with contemporary community needs including continuing planning work for future cemetery facilities;
* Progressing technology enabled innovation in services and operations including increased efficiency and effectiveness of front office operations, web enabled profiling of services;
* Fostering stakeholder relations and partnerships;
* Employing innovative solutions to manage the cost of administering the business including the provision of maintenance, with a view to enhancing perpetual care arrangements and long term financial viability of the Authority;
* Developing staff skills, with an emphasis on improving the efficiency of the Authority and maintaining excellence in customer service; and
* Reviewing the existing business and strategic plans to ensure the Authority remains a sustainable business.

**Risks**

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

## 2020-21 Priorities and Next Three Financial Years

* Ensure the financial viability of the Authority by adapting practices and services to meet the needs of the market.
* Maintain the high level of services and grounds maintenance provided to the community.
* Examine opportunities and develop additional income streams.
* Continue to improve operational efficiency.

## Estimated Employment Level and Employment Profile

Table 36: Estimated employment level

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

Note:

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

Table 37: 2020-21 employment profile

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

## Key Performance Indicators for 2020-21

Table 38: Key performance indicators

|  | 2019-20  Targets | 2019-20  Audited Outcome | 2020-21  Targets |
| --- | --- | --- | --- |
|  | | | |
| 1. Number of clients choosing to do business with Canberra Cemeteries – proportional to the number of deaths annually in the ACT1 | 35% | 35% | 35% |
| 1. Level of client and stakeholder satisfaction with Canberra Cemeteries2 | 98% | 98% | 98% |
| 1. Level of matters raised by unsatisfied clients and stakeholders resolved by Canberra Cemeteries operations3 | 100% | 100% | 100% |
| 1. Average number of years of supply of interment spaces for major denominational groups4 | 4 | 4 | 4 |
| Total Cost ($’000) | 5,809 | 6,106 | 5,152 |
| Controlled Recurrent Payments ($’000) | 0 | 0 | 0 |

Note(s):

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

## Assessment of Performance Against 2019-20 Objectives

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

* The Authority has continued to maintain a portion of market share equivalent to approximately 35 per cent of deaths in the ACT.
* Contributions to PCT funds are in line with the requirements of the *Cemeteries and Crematoria Act 2020*.
* The level of services and maintenance standards to the community was maintained to a high standard.
* As per the pattern of recent years, the optional post burial survey conducted by the Authority did not receive enough returns to date to provide statistically valid results. Despite this low return rate, the Authority believes that it provides some corroboration of the responses provided by funeral director and therefore provides a valid contribution. Funeral Directors continue to rate the performance of the Authority very highly.
* The Authority continues to recycle materials including bulk composting of organic waste, both on and off-site, resulting in lower operational costs and environmental impacts.
* The Authority continues to adopt Human Resource Management practices in line with the ACT Public Service to provide a productive and satisfying working environment.
* The financial audit conducted by the ACT Auditor-General for the 2019-20 financial year was unqualified.

## Strategic Asset Management Plan

**Asset strategy**

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

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

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

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

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

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

**Asset Portfolio**

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

Table 39: Cemeteries and crematoria under management

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

Table 40: Major assets Gungahlin

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

Table 41: Major assets Woden

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

Table 42: Major assets Hall

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

## Monitoring and Reporting

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

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

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

### Quarterly and monthly reporting

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

These reports include tables and variance analysis for:

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

### Annual reporting

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

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

## Financial Arrangements

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

### Financial Statements

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

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

## Financial Statements

Table 43: The Cemeteries and Crematoria Authority: Operating Statement

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

Table 44: The Cemeteries and Crematoria Authority: Balance Sheet

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

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

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

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

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

### Notes to the Controlled Budget Statements

Significant variations are as follows:

#### Operating Statement

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

#### Balance Sheet

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

#### Statement of Changes in Equity

Variations in the statement are explained in the notes above.

#### Cash Flow Statement

Variations in the statement are explained in the notes above.