



ACT
Government



2018

ANNUAL REPORT

Transport Canberra and City
Services Directorate
Volume 1

Acknowledgement of Country

We wish to acknowledge the Traditional Owners of these lands and waters that we live and thrive on today. We pay our respect to the Ngunnawal and surrounding nations, and extend that respect to all Elders past, present and emerging for they hold the memories, the traditions, the cultures and the hopes of all Aboriginal and Torres Strait Islander peoples across the nation. Through contributions of Aboriginal and Torres Strait Islander peoples, we have gained a better understanding and respect for their cultures which enrich our appreciation of Australia's cultural heritage that leads to reconciliation. This is essential to Australia's maturity as a nation, and fundamental to the development of Australia's united identity.

We also wish to acknowledge that this nation is and will always be Aboriginal and Torres Strait Islander land, recognising their living cultures, their strength, their resilience and their continued nurturing of these lands and waters for many thousands of years.

Accessibility

Transport Canberra and City Services is committed to making its information accessible to as many people as possible. This report is available as a printed document, an accessible PDF and in HTML on our website at www.tccs.act.gov.au. If you have difficulty reading a standard print document and need alternative formats; if you are deaf or hearing impaired; or if English is not your first language; you can get help from the following services:

Canberra Blind Society: **T** (02) 6247 4580

National Relay Service: **T** 13 36 77

Translating and Interpreting Service: **T** 13 14 50

ISBN 978 0 642 60692 1

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Prepared by Publishing Services for the Transport Canberra and City Services Directorate, October 2019.

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Further Information

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Publication No 19/1170



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PS&T

Compliance
Statement

COMPLIANCE STATEMENT

The Transport Canberra and City Services Directorate (TCCS) Annual Report must comply with the 2019 Annual Report Directions (the Directions). The Directions are found on the ACT Legislation Register: [Annual Reports \(Government Agencies\) Notice 2019](#).

The Compliance Statement indicates the subsections, under the five Parts of the Directions, which are applicable to TCCS, and the location of information that satisfies these requirements.

Part 1 - Directions Overview

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and record keeping of Annual Reports. The TCCS Annual Report complies with all subsections of Part 1.

To meet Section 15 Feedback, Part 1 of the Directions, contact details for TCCS are provided on page 2 of this report to give readers the opportunity to provide feedback.

Part 2 - Agency Annual Report Requirements

The requirements within Part 2 of the Directions are mandatory for all Directorates and TCCS complies with all subsections. The information that satisfies the requirements of Part 2 is found in the TCCS Annual Report as follows:

- > Section A - Transmittal Certificate, see page 11;
- > Section B - Organisational Overview and Performance, inclusive of all subsections, see pages 14-24; and
- > Section C - Financial Management, inclusive of all subsections, see pages 86-246.

Part 3 - Reporting by Exception

In 2018-19, TCCS had no information to report by exception under Part 3 of the Directions.

Part 4 - Agency Specific Annual Report Requirements

There is one agency specific Annual Report requirement applicable to TCCS.

- > Part 4 – Public Land Management Plans, see page 302.

Part 5 - Whole of Government Annual Reporting

All subsections of Part 5 of the Directions apply to TCCS. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACT Public Sector (ACTPS) Directorates, as follows:

- > Bushfire Risk Management, see the Annual Report of the Justice and Community Safety Directorate;
- > Human Rights, see the Annual Report of the Justice and Community Safety Directorate;
- > Legal Services Directions, see the Annual Report of the Justice and Community Safety Directorate;
- > Public Sector Standards and Workforce Profile, see the annual State of the Service Report; and
- > Territory Records, see the Annual Report of Chief Minister, Treasury and Economic, Development Directorate.

ACT Public Service Directorate Annual Reports are found at the following web address: http://www.cmd.act.gov.au/open_government/report/annual_reports

FOREWORD

I am pleased to present the 2018-19 Annual Report of the Transport Canberra and City Services (TCCS) Directorate. Our Annual Report outlines how we as a directorate support our community and enhance our city, as well as serve our two Ministers: Mr Chris Steel MLA and Ms Yvette Berry MLA.

I would also like to acknowledge the contributions of Meegan Fitzharris, the previous Minister.

I am very pleased to have been appointed to the role of Director-General of TCCS. I acknowledge the work of the former Director-General, Emma Thomas, who left the directorate in May 2019 for an appointment interstate.

Since joining the directorate, the thing I've enjoyed most is how you can walk around the city and see the work of our staff everywhere you go. It is their contribution each day that makes Canberra such a great place to live.

Our vision of making Canberra attractive, safe and easy to move around continues to guide our work, like the delivery of the Light Rail Stage 1 from Gungahlin to the City, that was a significant achievement this year. Light rail underpins our modern public transport system, connecting major population areas, employment centres and social and cultural hubs across Canberra. With over one million passenger boardings in the first three months of operation, it is clear that Canberrans have embraced this new service. In reflecting on this significant achievement I acknowledge the contribution of the former Deputy Director-General, Duncan Edghill, who is currently acting Chief Project Officer in the new infrastructure delivery agency, Major Projects Canberra.

This year, our place-based teams continued their hard work to make the city look great – mowing grass, removing graffiti, maintaining our parks and playgrounds, cleaning our shops and town centres, maintaining our trees, our roads and footpaths, and improving how we deliver our work on the ground. We delivered significant infrastructure for our city including the duplication of Gundaroo Drive and Ashley Drive. Our transport teams delivered a new transport network supported by growing active travel opportunities, moving us towards our goal of becoming a sustainable city.



*Alison Playford
Director-General*

Our corporate services teams continued to provide great support to our business units to ensure we are making transparent and accountable decisions and delivering consistent and fit for purpose services to our community. Our People Strategy was launched to ensure we foster a workforce that operates in line with our values, and is a diverse, inclusive and safe place to work.

The ACT's demographics and population profile continue to change as our city grows and matures, and with this comes changing community attitudes and expectations. In 2019-20, I look forward to working with other parts of government and exploring innovative solutions to meeting the challenges of undertaking our work in the context of a growing city. I also look forward to working closely with our community on the ground in our suburbs and across our city, to continue the good work of our dedicated staff, while building on the success of delivering a new integrated public transport network and our other significant achievements in 2018-19, as detailed in this report.

Alison Playford
Director-General



POST

Transmittal
Certificate

TRANSMITTAL CERTIFICATE



ACT
Government

Transport Canberra
and City Services

Mr Chris Steel MLA
Minister for City Services
Minister for Roads
Minister for Transport
ACT Legislative Assembly
London Circuit
CANBERRA CITY ACT 2601

Dear Minister Steel

Transmittal Certificate

I am pleased to present the Transport Canberra City Services (TCCS) Annual Report for the year ending 30 June 2019.

This report has been prepared in accordance with section 6(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements under the Annual Report Directions.

It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by TCCS.

I certify that information in the attached annual report, and information provided for the whole of government reporting, is an honest and accurate account and that all material information on the operations of TCCS has been included for the period 1 July 2018 to 30 June 2019.

I hereby certify that fraud protection has been managed in accordance with the *Public Sector Management Standards 2006, Part 2*.

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you present the Report to the Legislative Assembly within 15 weeks after the end of the reporting year.

Yours sincerely

Alison Playford
Director-General

1 October 2019



Organisation Overview
and Performance

PART 2B ORGANISATION OVERVIEW AND PERFORMANCE

Our Vision

Our vision is defined by the core purpose of delivering city and transport services with a focus on innovation, safety and customer service. This is defined by the following vision statement:

‘Making Canberra attractive, safe and easy to move around.’

Our Mission

The TCCS mission is to deliver:

‘Connected services for the people of Canberra.’

Our Role, Functions and Services

TCCS helps Canberrans 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.

TCCS delivers services to create an attractive cityscape and amenities, an effective road network, an integrated public transport system, and 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, sportsgrounds, recreational facilities, local shops and playground equipment. The range of community services delivered by TCCS includes libraries, waste and recycling services, safer walking and cycling around schools and city amenity.

TCCS strives to improve public transport outcomes, providing a transport system that is convenient, efficient, affordable and reliable. The directorate oversaw the construction and delivery of light rail Canberra’s light rail service, integrated with a new bus network to improve the public transport network.

Capital Linen Service, ACT NoWaste, Yarralumla Nursery and Birrigai are managed by TCCS. The directorate also has administrative oversight responsibility for the ACT Public Cemeteries Authority, which operates the Woden, Gungahlin and Hall cemeteries.

Our Values

TCCS has adopted and promotes the ACT Public Service (ACTPS) values and signature behaviours of respect, innovation, integrity and collaboration. TCCS has also adopted safety and excellence as additional values and behaviours that staff believed reflected the organisation TCCS wants to be. Abiding by and operating in line with our values plays an important role in making TCCS a great place to work.



Respect



Innovation



Integrity



Excellence



Safety



Collaboration

When we show respect:

- > We call out disrespectful behaviour
- > We treat people like people, not resources
- > We listen and learn from each other
- > We are inclusive and encourage contribution
- > We respect the work of others
- > We care for our equipment

When we don't show respect:

- > We treat people poorly
- > We don't communicate well
- > We don't follow guidelines
- > We focus on the negative
- > We don't care for our equipment

When we display innovation:

- > We look ahead
- > We are curious
- > We support doing things differently

When we don't display innovation:

- > We are not open to trying new methods
- > We have a fear of change
- > We don't encourage others to try new things

When we act with integrity:

- > We do what we say we will do
- > We consider all available options to find the right solution
- > We are consistent
- > We are open and honest
- > We take ownership of our decisions and actions

When we don't act with integrity:

- > We are inconsistent in processes, decision making and communication
- > We don't deal with problems
- > We exclude people
- > We avoid our responsibilities

When we demonstrate excellence:

- > We are proud of our work
- > We share skills and knowledge
- > We enjoy coming to work
- > We encourage people to do their best

When we don't demonstrate excellence:

- > We lack ownership of and care for our work
- > We lack leadership commitment
- > We don't encourage colleagues who are focused on excellence

When we demonstrate safety:

- > We are open to learn from our mistakes
- > We are focused on the job
- > We look after one another

When we don't demonstrate safety:

- > We don't learn from our experiences
- > We are complacent about maintaining a safe workplace
- > We fail to connect our people, practices and policies
- > We don't prioritise quality and safety

When we work in collaboration:

- > We work together for the benefit of all
- > We take the time that is needed to involve others

When we don't work in collaboration:

- > We don't involve others
- > We don't close the loop and explain why
- > We don't invest time to collaborate
- > We don't stop and question to learn

Our Clients and Stakeholders

Establishing and maintaining relationships with a wide range of stakeholders is essential to realising the TCCS mission. Our stakeholders include:

- > ACT residents and visitors;
- > ACT Legislative Assembly and members;
- > ACT and Commonwealth Government agencies;
- > ACT businesses, community organisations, peak representative groups, professional bodies and unions; and
- > suppliers and contractors.

Organisational Structure

TCCS Executive Board is the executive body that sets the strategic direction of the organisation and makes decisions to ensure the strategic risks of the directorate are identified and actions are put in place to ensure we have capacity to address Government priorities. The Board has a cross-directorate focus that encompasses planning, strategy, risk, change and resourcing.





TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

As at 30 June 2019

Alison Playford
Director-General
Executive Assistant
Lindsay Crane X77229

Craig Jordan
Finance, Legal and Sustainability
Executive Assistant
Sara Thomson X77781

Cherie Hughes
Chief Operating Officer
Business Manager
Christina Rose X59401
Executive Assistant
Meghan Davies X76465

Kristine Scheul
Legal, Contracts and Procurement
Executive Assistant
Sara Thomson X77781

John Bowdery
Innovation and Customer Experience
Executive Assistant
Coral Watson X70012

Meghan Oldfield
City Operations
Executive Assistant
Brandon McKenzie X79570

David Roulston
Chief Information Officer
Executive Assistant
Debbie Butt X5881

Ken Marshall
Roads
Executive Assistant
Helen Stravers X76668

Ed O'Daly
Communications
Executive Assistant
Fleur Beveridge X50651

Stephen Alegria
City Presentation
Executive Assistant
Sarah Griffiths X54012

Nikki Pulford
Governance and Ministerial Services
Branch Coordinator
TBC X55479

Geoffrey Davidson
Transport Planning and Active Travel
Executive Assistant
Ria Ligeras X59983

Petra Crowe
People and Capability

Michael Trushell
NoWaste
Executive Assistant
Jill Slaven X54434

Anthony Wickens
Safety and Wellbeing

Jim Corrigan
City Services
Deputy Director-General
Business Manager
Danielle Rutter X75147
Executive Assistant
Colleen Neal X76253

Vanessa Little
Libraries ACT
Executive Assistant
Dannae Flood X75002

Daniel Childs
Capital Linen Service

Hamish Horne
Canberra Cemeteries

Jane Carder
Yarralumla Nursery / Birrigai

Judith Sturman
Transport Canberra Operations
Branch Co-ordinator
Shonah Stratton X58479
Executive Assistant
Jenny Selmes X76002

Jeremy Smith
Infrastructure Delivery
Executive Assistant
Elise Hoolley X52820

Ashley Cahif
Light Rail Stage 1
Executive Assistant
Casey-Lee Campell X75409

Jeremy Smith
Infrastructure Delivery
Executive Assistant
Elise Hoolley X52820

Pam Nelson
Light Rail Stage 2
Executive Assistant
Sarah Kelley X77296

Jeremy Smith
Infrastructure Delivery
Executive Assistant
Elise Hoolley X52820

Jeremy Smith
Infrastructure Delivery
Executive Assistant
Elise Hoolley X52820

Jeremy Smith
Infrastructure Delivery
Executive Assistant
Elise Hoolley X52820

Jeremy Smith
Infrastructure Delivery
Executive Assistant
Elise Hoolley X52820

Jeremy Smith
Infrastructure Delivery
Executive Assistant
Elise Hoolley X52820

Note: Ben McHugh ECM City Operations was on leave as at 30 June 2019.

Transport Canberra and City Services Directorate

As at 30 June 2019, the Executive team is as follows:

Director-General Alison Playford

The Director-General is responsible for the leadership, management, strategic direction, efficient and effective financial management and good governance of the directorate.

The Director-General also provides advice and reporting to the Minister about the directorate's activities. As a member of the ACTPS Strategic Board, the Director-General also provides Whole of Government leadership for the ACTPS and is responsible for the implementation of Whole of Government initiatives on behalf of the directorate.

Transport Canberra Division

Deputy Director-General Duncan Edghill

The Deputy Director-General Transport Canberra is responsible for the design, planning, delivery and operation of Canberra's public transport network. Reporting to the Director-General, the role is responsible for Transport Canberra's bus operations, capital works projects, oversight of the delivery of the Light Rail Stage 1, contract management of the Private Public Partnership (PPP) payment mechanism, and planning for the second stage of light rail between the City and Woden, design and implementation of a new bus network and other public transport items. The Deputy Director-General Transport Canberra represents the ACT Government on public transport matters in a variety of forums.

City Services Division

Deputy Director-General Jim Corrigan

The Deputy Director-General City Services is responsible for the delivery of a wide range of services including the management of the majority of urban infrastructure and maintenance of public open spaces and city places. The role also manages urban rangers, active travel, domestic animal services, public libraries, waste management and the government businesses of Yarralumla Nursery and Capital Linen Service. The Deputy Director-General City Services has administrative oversight for the ACT Public Cemeteries.

Chief Operating Officer Group

Chief Operating Officer Cherie Hughes

The Chief Operating Officer (COO) is responsible for improving and delivering corporate services across the directorate. Reporting to the Director-General, the role is responsible for ensuring good governance, effective people management safety, data and customer experience, increased maturity in safety, data and customer experience and implementation of modern IT, communications and engagement activities and delivery of quality processes and improvements. The COO represents TCCS at a variety of Whole of Government forums and is also responsible for delivering on any subsequent initiatives.

Finance, Legal and Sustainability Group

Chief Financial Officer Craig Jordan

The Chief Financial Officer is responsible for the financial operations of TCCS as well as provision of legal and contract advice, procurement and associated services. Reporting to the Director-General, the Chief Financial Officer oversees the directorate's sustainability responsibilities and TCCS Sustainability Program.

Executive Remuneration

The ACT Remuneration Tribunal is an independent statutory body with responsibility for setting the remuneration, allowances and entitlements for public officials in the ACT including the ACT Government. Further information can be found at the [ACT Remuneration Tribunal website](#).

Governance

TCCS aligns its strategic direction and activities to Whole of Government priorities and the ACT Budget by ensuring a systematic approach to business planning and subsequent reporting to monitor the directorate's performance.

In 2018-19 TCCS commenced work to recognise a Quality Management System to ensure the services we provide to the community are fit for purpose, and business processes are undertaken consistently and efficiently. The directorate operates within a

governance framework to streamline governance processes and ensure TCCS makes informed, transparent and accountable decisions with a customer focus.

TCCS also commenced the rollout of an electronic records management system to office and field-based staff to improve information sharing and compliance with the *Territory Records Act 2002*.

Supporting the governance framework is the TCCS Strategic Plan 2017-2020, the embedded ACTPS Performance Framework, the TCCS committee structure and associated reporting requirements. In the 2018-19 reporting period a Governance manual was developed to support staff in demonstrating best practice governance principles in their work.

Planning Framework

Strategic Plan 2017-2020

The TCCS Strategic Plan 2017-2020 outlines TCCS's overarching strategic direction, including areas of focus and indicators of success.

It is structured around three high level objectives:

- > deliver customer centric outcomes;
- > improvements in safety and delivery; and
- > good governance and rewarding careers.

The plan informs the work of TCCS from day to day tasks to high level policies. It also directly influences business planning and individual employee performance plans.

During 2019-20 TCCS will develop a Strategic Plan 2020-2023 through a consultative process to set priorities and focus energy and resources on achieving service delivery outcomes.

Performance Framework

TCCS actively participates in the ACTPS Performance Framework which sets out the objectives for performance management and development of ACTPS employees. TCCS is committed to providing regular and effective performance feedback to employees to identify development needs and opportunities in line with broader business objectives. The Director-General is responsible for ensuring all employees have a performance plan in place that is linked to the achievements of their team business unit goals and TCCS objectives, and for these plans to be reviewed bi-annually. For executives, these agreements are formalised through their executive contracts.

This year the TCCS Manager Capability Framework was launched. It aims to equip Senior Officers Grades A and B (and equivalents) with the tools to effectively undertake their roles and contribute to the directorate's strategic direction. The Framework has been developed in consultation with managers and executives from across TCCS through a series of focus groups. The Framework outlines the required knowledge, skills and behaviours to be demonstrated by all Senior Officers Grades A and B across the directorate, and includes an assessment tool to assist in professional development, capability planning, succession planning and recruitment.

Aboriginal and Torres Strait Islander reporting

TCCS Reconciliation Action Plan (RAP)

The ACT Government's commitment to reconciliation is outlined in the Aboriginal and Torres Strait Islander Agreement (the Agreement). In support of the Agreement, much of 2018-19 was devoted to delivering the final actions under our first innovate Reconciliation Action Plan (RAP) This was followed by the development of the second action plan known as the Stretch RAP, facilitated by MurriMatters through the implementation working group. The working group undertook a reflective learning journey, including 13 Yarning Together workshops across 12 TCCS locations. The workshops developed 109 deliverables for inclusion in the Stretch RAP, which was endorsed by Reconciliation Australia and launched by TCCS in April 2019. Seventeen of these new actions were completed in the 2018-19 financial year.

The Stretch RAP outlines practical and measurable actions for the next three years to develop positive relationships with Canberra's Aboriginal and Torres Strait Islander community and to improve our employment and retention of Aboriginal and Torres Strait Islander peoples.

Specific initiatives include:

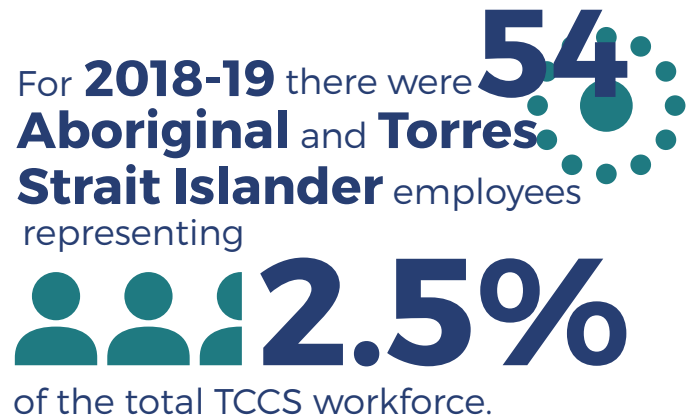
- > increasing Aboriginal and Torres Strait Islander employment from 2.5 per cent to 3 per cent of the workforce with a focus on opportunities in management and leadership roles; and
- > complying with the ACT Whole of Government Aboriginal and Torres Strait Islander Procurement Policy 2019 by reviewing annually our progress against its key measures, setting target obligations and identifying improvements and new opportunities in relation to the directorate's policy commitments.

TCCS has also formed a TCCS Indigenous Peer to Peer Network (IPPN). The IPPN aims to empower Aboriginal and Torres Strait Islander employees through supporting and mentoring, sharing experiences, knowledge and skills, reducing isolation and increasing organisational participation. As the group develops, TCCS will facilitate linkage with other Aboriginal and Torres Strait Islander networks within the ACT Government. The membership of the IPPN is voluntary; at the end of June 2019, it had 16 members that identify as Aboriginal and/or Torres Strait Islander. The network is in the process of ratifying the Terms of Reference.

TCCS Diversity Employment Strategies for Aboriginal and Torres Strait Islander People

TCCS continues to implement a range of diversity employment strategies to reach the targets set by the Head of Service for the engagement of Aboriginal and Torres Strait Islander employees. The strategies focus on four key areas including leadership and planning, attracting and recruiting a diverse workforce, developing and retaining a diverse workforce and improving workforce diversity data. Some of these strategies were put forward by the RAP Working Group.

TCCS has increased the number of Aboriginal and Torres Strait Islander employees. For 2018-19 there were 54 Aboriginal and Torres Strait Islander employees, representing 2.5 per cent of the total TCCS workforce. This is an additional 10 employees to the previous 2017-18 reporting period and exceeds the target by four.



Aboriginal and Torres Strait Islander Cultural Awareness Training continues to be delivered and made available to all employees with 74 employees having attended in 2018-19. The training is mandatory for all executives and managers in TCCS and has contributed significantly to the development and implementation of the second RAP and Diversity Employment Strategies.



Aboriginal and Torres Strait Islander Community Bus Program

The Aboriginal and Torres Strait Islander (ATSI) community bus service provides transport for those in the community who are unable to access regular transport services. The service enables Aboriginal and Torres Strait Islander elders groups, juvenile and justice support groups, family groups and individuals to access medical appointments, significant cultural events such as funerals, and social and sporting events.

The program utilises two mini-buses (one wheelchair accessible) with a community bus coordinator available during office hours to assist with bookings, driving duties and servicing of the vehicles. A self-drive option is also available, both during and outside business hours, providing access to the vehicles for volunteers wanting to transport groups to sporting or cultural events.

The ATSI community bus service provided 4,670 passenger movements in 2018-19.¹



Aboriginal and Torres Strait Islander Community Engagement Programs and Activities

Libraries ACT works with the Aboriginal and Torres Strait Islander community to establish a connection with libraries and share culture with the broader community. In 2018-19, the library's programs included:

- > story time featuring Ngunnawal and Wiradjuri language to celebrate International Mother Language Day, with special guest artist Richie Allan and story teller Larry Brandy;
- > the annual Tracks to Reconciliation program at West Belconnen, Gungahlin and Tuggeranong; and
- > a visit from Aboriginal chef Mark Olive during the National Multicultural Festival.

The library's Aboriginal and Torres Strait Islander Coordinator has spent time with the community to create linkages to the library through targeted conversations and programs at organisations, such as the Child and Family Centres, Koori Preschools, Gagan Gulwan, Winnunga Nimmityjah, and parenting and kids programs.

Development of the Aboriginal and Torres Strait Islander Agreement 2019-2028

TCCS worked actively with other directorates to contribute to the Aboriginal and Torres Strait Islander Agreement 2019-2028. As part of this, TCCS refurbished Boomanulla Oval to enable it to be used for organised sport and assisted the Aboriginal and Torres Strait Islander Elected Body to hold a successful "Back to Boomanulla" community event on 25 May 2019.

Internal Accountability

Refer to pages 17-18 for the TCCS organisational chart and the responsibilities of the TCCS Executive Board members.

Significant TCCS Committees for 2018-19

TCCS has a range of internal Boards and Committees responsible for the strategic direction and governance of the directorate.

TABLE 1: TCCS COMMITTEES FOR 2018-19

Name of Committee	Role of Committee
Executive Board	The Executive Board is the directorate's principal decision making forum. The Board has a cross-directorate focus that encompasses planning, strategy, risk, change and resources, and meets weekly.
Strategic Executive Committee	The Committee discusses matters relating to the strategic direction of the directorate and compliance issues and meets monthly.
Audit Committee	The Committee is responsible for the management of the TCCS audit program and meets quarterly. Refer to part 2B – Internal Audit for more information.
Work Health and Safety Steering Committee	The Committee discusses issues and initiatives at a directorate level and meets quarterly. Refer to part 2B – Work Health and Safety for more information.
Consultative Committee	The Committee is a forum for consultation between TCCS employees and unions and meets quarterly.
Finance Committee	The Committee provides leadership and direction in financial strategy and financial management of the directorate, and meets monthly.

Highlights for 2018-19

The directorate had many significant achievements throughout the reporting period, headlined by the launch of Light Rail Stage 1 on 20 April 2019. The delivery of the light rail underpins our modern public transport system as it connects the fastest growing region with the City centre.

From the launch of the new integrated network on April 29th 2019 until June 30th 2019 there was over 820,000 passenger trips on light rail and over 3.35 million passenger trips on the bus network.

During the 2018-19 year the directorate made significant achievements across its core business areas working towards better transport; strengthening our services; and building a sustainable future.

Better transport and infrastructure

- > opened the Gungahlin Place bus station between Ernest Cavanagh Street and Hibberson Street, to integrate bus and light rail services, and provide safer and improved pedestrian access;
- > delivered a new bus fleet of 30 rigid buses and 10 new articulated buses to provide increased capacity on the new network;
- > launched Light Rail Stage 2 to link the City to Woden;
- > completed the duplication of Gundaroo Drive Stage 1 (\$31.2 million) between Mirrabai Drive;
- > delivered the Horse Park Drive duplication from Federal Highway to Mulligans Flat Road (\$57 million). Work on the final stage between the Federal Highway and Well Station Drive began in mid 2018 and all four lanes were opened to traffic in May 2019;
- > launched the Transport Canberra Journey Planner, which integrates bus, light rail, bicycle and walking options to enable members of the community to plan their journey, resulting in over 1 million journeys planned in the first six months after its release;
- > conducted community consultation on the draft transport strategy, *Moving Canberra: Integrated Transport Strategy* resulting in over 1,000 ideas from the community;
- > undertook the largest ACT Government consultation process ever for the new bus network, with 13,000 pieces of feedback received, resulting in 37 changes across 58 routes, and an additional 78 dedicated school bus services;

- > trialled the first on-road trial of an autonomous vehicle at the Illawarra Retirement Trust's Kangara Waters facility in Belconnen;
- > released guides to cycling and walking in Canberra, including individual town centre maps; and
- > conducted active travel community engagement activities, including Canberra Walk and Ride Week, Walk to Work Day, Ride to Work Day, World Environment Day, Big Canberra Bike Ride and the *Spoke Up! for Women's Health* during Women's Health Week.

Strengthening our services

- > expanded the Active Streets program to 52 schools;
- > expanded the School Crossing Supervisor program to five more schools, bringing the total number of schools receiving crossing support to 25;
- > launched the newly designed Fix My Street online interface for customers to report municipal issues;
- > delivered the refurbishment of Waramanga sportsground with an upgraded pavilion and amenities for local residents, community groups and sporting teams;
- > facilitated the ACT's first participatory budgeting exercise, resulting in \$1.9 million in investment to improve play spaces across the city;
- > worked with the community to deliver the Better Suburbs co-design process;
- > partnered with the Aboriginal and Torres Strait Islander Elected Body to re-open Boomanulla Oval in Narrabundah, a sporting and cultural activity site of significance to Aboriginal and Torres Strait Islander community;
- > supported the Aboriginal Torres Strait Islander community bus program which serviced 4,670 passenger movements in 2018-19;

- > introduced the Veterinary Practice Act 2018 and subordinate law to improve the effectiveness of the veterinary profession in the ACT;
- > consulted on new draft animal welfare laws to make the ACT a leader in animal welfare and management;
- > delivered the Canberra Dog Model which outlines a vision for best-practice dog management in the ACT and sets out actions to achieve this vision;
- > delivered over 14.6 million items of linen to the Canberra and southern New South Wales region;
- > continued to provide a free linen and laundry service to Ronald McDonald House;
- > supported registered charity organisations through the donation of linen to community groups across Australia;
- > continued a work experience program with Black Mountain School at Yarralumla Nursery; and
- > entered into a social procurement contract with Koomarri to purchase horticultural services.

Building a sustainable future

- > delivered green waste bin collection services across all Canberra suburbs ahead of schedule;
- > collected over 26 million beverage containers through the ACT Container Deposit Scheme in its first year of operation, supporting better recycling and reducing litter;
- > sought community and industry input into the ACT's proposed waste to energy policy
- > completed a trial of two fully electric buses and one diesel/electric hybrid bus;
- > introduced a hybrid commercial grade mower and completed an autonomous electric mower trial;
- > installed solar PV systems at Gungahlin Cemetery, Belconnen City Presentation Depot and Birrigai Outdoor School; and
- > completed a dockless bike share trial.



2019-20 Priorities

In line with the 2019-2020 Budget, TCCS priorities are focused around the themes of better transport; strengthening our services; and building a sustainable future.

Better transport and infrastructure

- > continue to deliver a new integrated light rail and bus network, including improvements to weekend services as detailed in the ACT Government action plan for weekend bus services;
- > monitor the new network with changes being made through consultation with key customer groups including schools, and the broader community when operationally viable within the current fleet allocation. planning and improvements to key intersections across Canberra with traffic lights and other safety measures to enhance traffic flow and road safety;
- > support more Canberrans to Park and Ride with budget secured for 2019-20, including design and commence construction of a park and ride facility on Well Station Drive in Gungahlin to promote the use of the new public transport network;
- > design for the duplication of William Hovell Drive from Drake Brockman Drive to John Gorton Drive;
- > design and construction of road network infrastructure improvements for the Monaro Highway upgrade and pavement rehabilitation of Northbourne Avenue;
- > finalise the *Moving Canberra: Integrated Transport Strategy*; and
- > commence a process to duplicate the major arterial road between Ginninderra Drive and the Barton Highway.

Strengthening our services

- > planning and design of new or upgraded depot facilities to support maintenance of public amenity in the growing Molonglo and Gungahlin regions;
- > design and construction of stormwater augmentation works for older suburbs including Fyshwick, Page and Weetangera;
- > detailed design for a retarding basin and associated structures in Yarralumla Creek (adjacent to Mawson Shopping Centre) to mitigate flooding risks;

- > upgrade car parks at the Palmerston Shops and Cooleman Court in Weston Creek;
- > upgrade and improvement of play spaces across the ACT to better meet the changing demands of the community and provide additional opportunities for nature play;
- > Invest in a pilot program to improve liveability and amenity of the city through enhanced engagement, education and enforcement of key municipal legislation and regulation;
- > continue to ensure sportsgrounds in the ACT are maintained to a high standard through additional irrigation and;
- > finalise the new animal welfare laws.



Building a sustainable future

- > continue to work with Major Projects Canberra on design and implementation of Light Rail Stage 2. The TCCS Director-General is a member of the Light Rail Board;
- > continue to develop a Zero Emissions Transition Plan for Transport Canberra. This will highlight the necessary steps to be taken to fully transition the Transport Canberra bus fleet to zero emissions by 2040. The plan will include fleet purchasing options for replacement and growth, infrastructure upgrades to accommodate zero emissions fleet, and network development to meet the growing ACT population with zero emissions in mind;
- > over the next four years, plant more than 17,000 trees across the city to ensure the benefits of Canberra's renowned urban forest continue for future generations;
- > upgrade the Hume Materials Recovery Facility and undertake early planning for a food organics and garden organics (FOGO) waste service; and
- > develop waste-to-energy and single use plastics policies.

PART 2B PERFORMANCE ANALYSIS

TCCS is committed to improving customer experience, strengthening community engagement and improving liveability and social inclusion through the delivery of high quality services. The directorate strives to achieve high customer satisfaction, positive resident perceptions and increase community awareness of our services and responsibilities.

Transport Strategic Objective 1 - Improve customer experience with public transport and drive an increase in patronage

TCCS has a strategic objective to improve 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

The directorate has an objective to create a customer-centric culture that allows it to become a leader in customer service by rewarding and encouraging positive customer-orientated behaviour. This is achieved through:

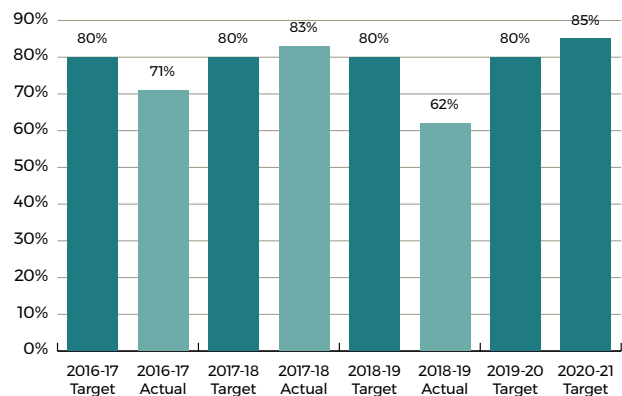
- > delivering customer service training for frontline staff;
- > developing and implementing a rewards and recognition program for staff; and
- > establishing customer experience Key Performance Indicators for introduction across all levels of Transport Canberra.

In the 2018-19 the TCCS Customer Survey showed a decline in customer satisfaction (68 per cent against a target of 85 per cent). This result was particularly focussed in certain districts of Canberra, where changes have been made to the bus network that have not suited all patrons. The survey was also undertaken shortly after the introduction of the changes which took time for some customers to get used to. While more Canberrans are using public transport as a result of the new public network, these increases have been seen in the areas that have more readily adopted the new services.

A major change to the network design was a seven-day service, which has proved extremely popular, with a 30 per cent year on year growth in patronage in the first four months. Some customers have been impacted by the reliability of these services largely due to availability of drivers on weekends.

TCCS has three years remaining of the five year target set in the 2016-17 Budget to measure customer satisfaction with the bus network and reach an 88 per cent satisfaction rate by 2020-21.

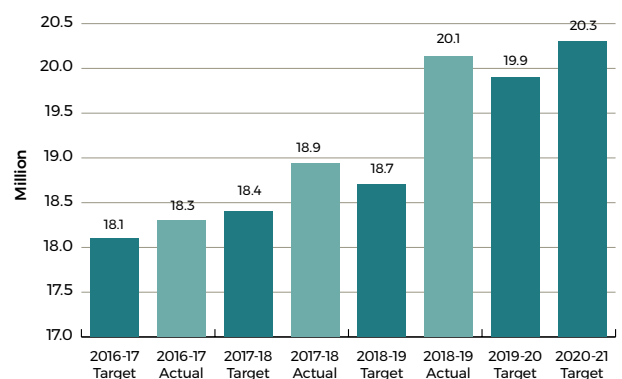
FIGURE 1: CUSTOMER SATISFACTION



Strategic Indicator 1.2: Patronage

The Directorate has an objective of increasing patronage of public transport. This will be achieved as part of delivering the *Transport for Canberra – Transport for a sustainable city 2012-2031* strategy. During 2018-19 there was a dramatic increase in patronage numbers, which is attributable to the new public transport network and the introduction of light rail.

FIGURE 2: PATRONAGE RESULTS AND TARGETS¹



¹ This indicator has been revised in the 2018-19 Budget. Previously it only represented 'bus boardings'. These figures reflect public transport boardings from buses and light rail.

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 services arriving on time. This is a key element of supporting customer satisfaction and providing a service that users of public transport will recommend to non-users.

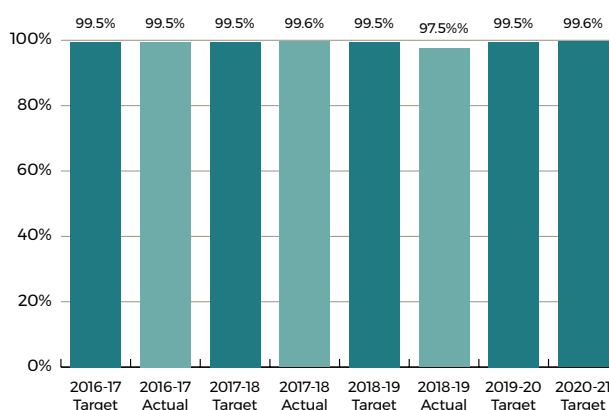
Service reliability is measured through two key accountability indicators:

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

TCCS has three years remaining of the five year target set in the 2016-17 Budget to have of 99.6 per cent of services operated to completion and on-time running of 85 per cent by 2020-21.

In April 2019, the ACT Government introduced a new public transport network that included significant increases to the number of public transport services on weekends. Whilst weekday service reliability has delivered improvements, service reliability on weekends has been well below the target.

FIGURE 3: SERVICES OPERATED TO COMPLETION



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

To meet the needs of disadvantaged members of our community, TCCS provides transport services such as Special Needs Transport (SNT) and the Flexibus initiative. The directorate also continues to update its bus fleet to provide access to passengers with a disability. Other areas of focus include customer satisfaction with services and access to mobility services.

The Flexible Transport Office manages specialised transport services including the operation of SNT, the Aboriginal and Torres Strait Islander Community Bus and the FIAC TIA Annual Reportexible Bus Service.

The SNT network provides transport to and from ACT public schools for 346 students with disabilities and 26 Introductory English Class students using 41 buses and eight taxis each school day. The service delivers to 45 specialised and mainstream schools Canberra wide.

The Flexible Bus Service (using the SNT fleet in the middle of the day) provided 15,589 passenger movements in 2018-19.

City Services Strategic Objective 1 - Deliver high quality city services

TCCS 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 opportunity to participate in the decision making processes.

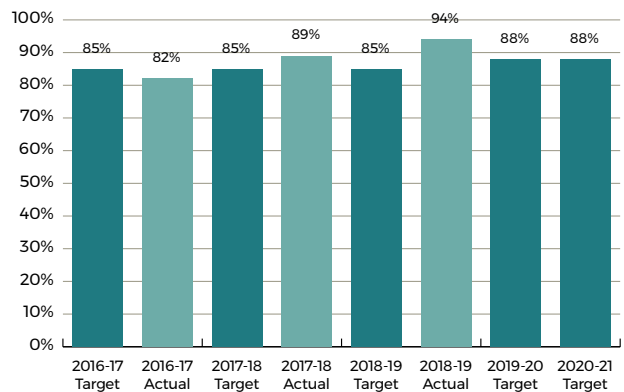
Strategic Indicator 1.5: Customer satisfaction continues to demonstrate improvement

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 (such as roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces.

TCCS has three years remaining 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.

The 2018-19 result of 94 per cent is well above the 85 per cent target. This can be attributed to significant efforts made by the directorate to improve customer experience, including through training of frontline staff, a rewards and recognition program for staff and setting key performance indicators for customer service.

FIGURE 4: CUSTOMER SATISFACTION WITH SERVICES:²

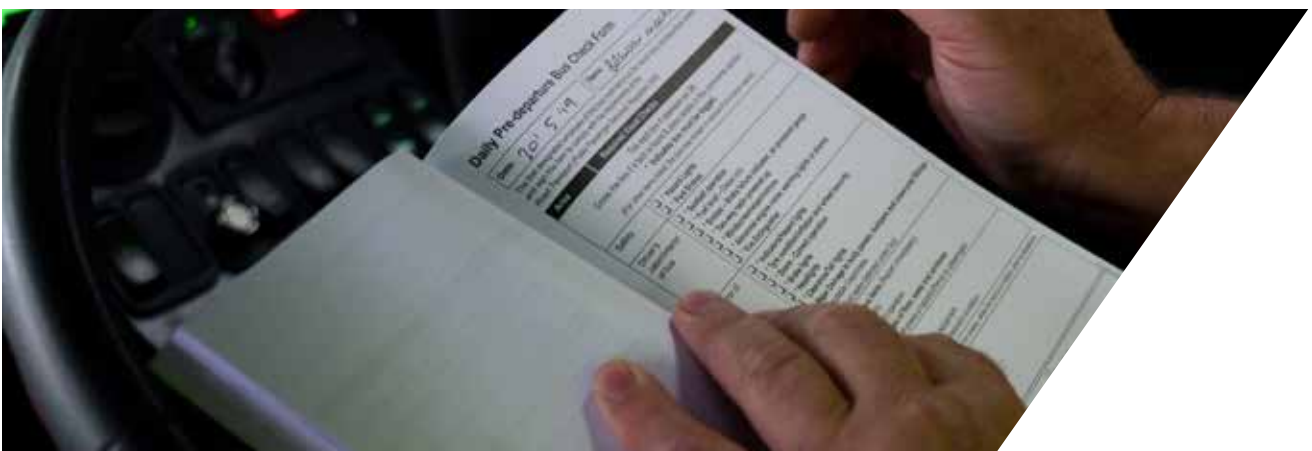


Strategic Indicator 1.6: Satisfaction with community engagement continues to demonstrate improvement

This indicator is measured through the annual customer satisfaction survey.

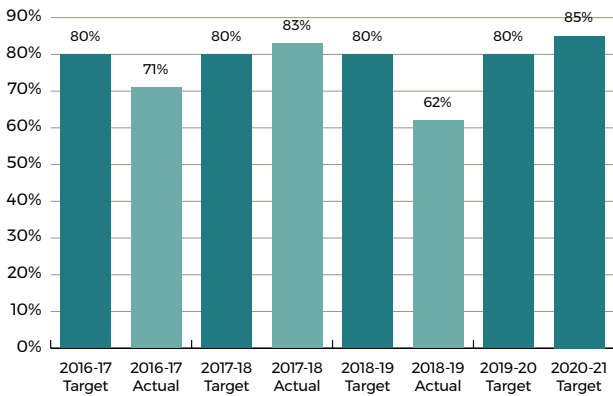
TCCS has three years remaining of the five-year target set in the 2016-17 Budget to measure customer satisfaction with community engagement to reach an 80 per cent satisfaction rate in community engagement until 2020-21.

The 2018-19 result of 62 per cent is substantially below the target of 80 per cent. This can be largely attributed to the introduction of the new public transport network, where extensive community engagement and consultation was implemented but the new future-proof ‘hub and spoke’ model delivered to incorporate light rail did not meet with customer expectations in some areas.



² Results in 2018-19 reflect customer satisfaction with city services only, results in 2017-18 reflected customer satisfaction with both city services and transport services.

FIGURE 5: CUSTOMER SATISFACTION WITH COMMUNITY ENGAGEMENT



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

Transport Strategic Objective 2 - Improve the efficiency of public transport

TCCS has a strategic objective to improve the efficiency of public transport to ensure that the community receives value from the investment required to run bus and light rail services. This has the two elements:

- > Improving the efficiency of bus operations; and
- > Generating revenue through well targeted fare structures and increasing market share

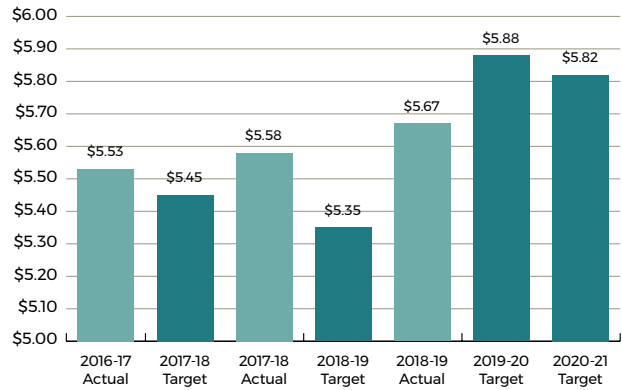
Strategic Indicator 2.1: Operating efficiency

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

TCCS has three years remaining of the five year target set in the 2016-17 Budget to reduce operating costs per network kilometre by five per cent from current levels. This is an improvement in operating efficiency of more than five per cent after taking into account CPI: growth.

The result for 2018-19 was \$5.67, which was higher than the target of \$5.35. The increased costs were due to additional driver training conducted during the period to support the expanded network, and new network launch costs.

FIGURE 6: BUS NETWORK OPERATING COSTS PER NETWORK KILOMETRE



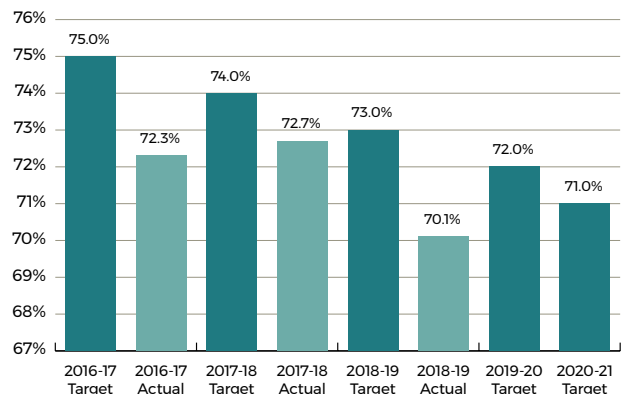
Strategic Indicator 2.2: Business performance

Business performance is a comparison between the amount of revenue generated by the business and the cost of running the business. The directorate will introduce 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.

TCCS has three years remaining of the five year target set in the 2016-17 Budget to reduce the government subsidy per passenger boarding to 71 per cent by 2020-21. The result of 70.1 per cent for 2018-19 reflects the increased passenger numbers using the new public transport network.

Figure 7: Government subsidy per bus passenger boarding as a percentage of operating costs



City Services Strategic Objective 2 - Improved delivery of city services

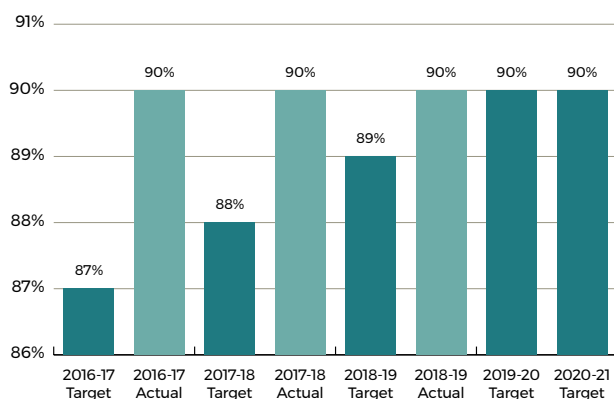
Strategic Indicator 2.3: Percentage of territorial roads in good condition

TCCS maintains 3,179 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.

In 2018-19 the directorate achieved 90 per cent of roads in good condition against the target of 89 per cent.

FIGURE 8: PERCENTAGE OF TERRITORIAL ROADS IN GOOD CONDITION



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 to deliver an exciting new public transport system.

Delivery of light rail in 2018-19 was an important milestone for the Territory, bringing with it a fully integrated public transport network. TCCS 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 will 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 also 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 fully explored.

Strategic Indicator 3.1: Deliver light rail and integrate light rail with buses

TCCS delivered an integrated public transport system including buses and light rail in 2018-19. Directorate also oversaw the construction works of light rail and contributed to the broader urban design work that will make the Gungahlin to City transport corridor a success.

Strategic Indicator 3.2: 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, light rail will be 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. The ACT Government has been a leader within Australia in the trial of low and zero emission buses.

In mid 2017, Transport Canberra commenced a trial of two fully electric buses and one diesel/electric hybrid bus. Following the completion of the trial in October 2018 and a market sounding of the global electric bus market, Transport Canberra is continuing to monitor developments in this sector. In addition, Transport Canberra is undertaking work to determine a pathway to transition to zero emissions vehicles.

City Services Strategic Objective 3 - A reduction in waste to landfill

TCCS is committed to ensuring that Canberra becomes a fully sustainable city and region and that future development is environmentally sensitive, both to maintain and protect natural assets and to 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.

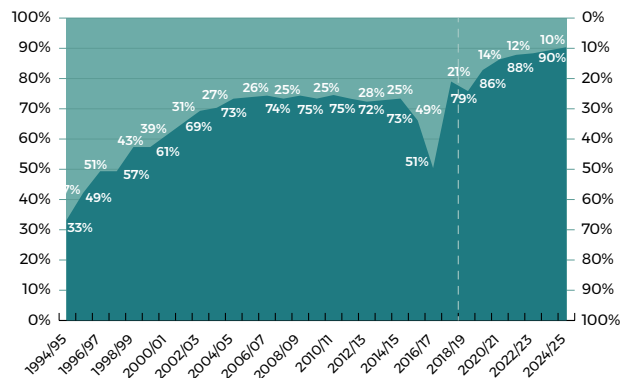
The projections do not include the potential impact of increased tonnage going to landfill as a result of the Mr Fluffy asbestos demolition program.

2018-19 saw a significant improvement in the ratio of waste recovered against waste to landfill, from 51 per cent waste to landfill in 2017-18, to 21 per cent waste to landfill in 2018-19. The resource recovery rate in recent years has been impacted by the Mr Fluffy program. Excluding the Mr Fluffy impact in 2016-17 the results have plateaued around 70 to 75 per cent waste recovery. In 2018-19, the growth in the construction and demolition (C&D) materials recovered equates to 4 per cent of the recovery rate and green waste is 1 per cent. Excluding these, the result would have been in line with the trend at 75 per cent.

It should be noted that the recycling rate is heavily impacted by activity in the C&D sector and seasonal variations in green waste. In 2018-19 they represented 85 per cent of the total tonnes recovered.

The resource recovery rate does not include waste landfilled outside of the ACT. The waste activity management system that is being implemented will capture this data from the mandatory reporting regime under the *Waste Management and Resource Recovery Act 2016*. The full data for the majority of facilities in the ACT collected through this system is expected to be available in the 2019-20 financial year.

FIGURE 9: WASTE TO LANDFILL AS A PROPORTION



Output Class 1: Transport Canberra

Transport Canberra has responsibility for oversight of the construction of light rail, the Government subsidy paid to Transport Canberra buses, and the strategic oversight of the public transport network and asset management.

2018-19 was a year of delivery for Transport Canberra, with several major projects being completed. Most notably this included launch of a new integrated public transport network, including the commencement of passenger services on the first stage of Canberra's light rail network, between Gungahlin and the City, and a complementary bus network with hub-and-spoke design.

This network was designed to meet the changing needs of a growing city, with a simpler network and more frequent services, seven days a week.

Patronage data for the new network was exceptionally strong. More than 20 million boardings were recorded on Transport Canberra bus and light rail services in 2018-19, which is one million more boardings than in 2017-18 and around 7.7 per cent ahead of the patronage target for the year.

Journeys made by customers on the new network increased by more than 6 per cent in 2018-19 compared with the previous year. A journey is a whole trip made by a customer, as opposed to a boarding, which is every time a customer boards a bus or light rail vehicle. [consider infographic]

Other key achievements in 2018-19 include:

- > improved safety, with a reduction in the injury frequency rate from 8.9 to 5.2 days, down by 3.7 days for drivers;
- > put in place additional measures to ensure the safety of school students during the introduction of the new network through creation of a dedicated resource as a School Liaison Officer;
- > employed 20 Customer Service Assistants to provide support to customers at the major bus interchanges (Gungahlin, Civic, Belconnen, Woden, Tuggeranong);
- > light Rail Stage 1 from Gungahlin to the City transferred to Transport Canberra for operational management of the Public Private Partnership contract and integration into the public transport operations area;
- > established 23 ticket vending machines and 66 ticket validators to ensure revenue collection was successfully managed as part of the delivery of Light Rail State 1;
- > undertook a recruitment campaign to encourage female drivers to enrol for positions in Transport Canberra, which resulted in more than 100 responses and the first ever driver recruitment open day event; and
- > delivered a new bus fleet of 30 rigid buses and 10 new articulated buses to provide increased capacity on the new network.



Priorities for 2019-20:

- > continue to invest in Canberra's public transport network, through improvements in wayfinding infrastructure, bus stop infrastructure (including upgrades to improve disability access) and priority bus queuing enhancements;
- > finalise the Moving Canberra: Integrated Transport Strategy;
- > deliver a Workforce Planning Tool to improve service reliability;
- > commence upgrade of the heating, ventilation and air conditioning system at the Tuggeranong Bus Depot, and commence Stage 1 build of the new Woden Bus Depot;
- > continue to improve reliability and customer satisfaction levels of the bus network through driver training and replacement of ageing buses; and
- > deliver a feasibility plan for the pathway to transition to zero emission buses.

Light Rail Stage 1 – City to Gungahlin

City to Gungahlin light rail is the first stage of a world-class, city-wide light rail network that will transform our city. Light rail is already improving the way we move around our city, stimulating urban renewal, and allowing us to respond to growth in a way that is sustainable and maintains our high standard of living.

On 20 April 2019, the City to Gungahlin light rail service commenced public passenger operations. It is a 12 kilometre light rail service, comprising 13 stops, 14 light rail vehicles (LRVs) and one maintenance depot. The project, delivered under a 20 year Availability Public Private Partnership (PPP) with Canberra Metro, encompasses the design, construction, finance, operations and maintenance of the light rail system. It represents the largest single investment by the Territory since self-government. The vision for the City to Gungahlin light rail as set out in the 2014 Project business case is to 'boost Canberra's sustainable development by changing and improving transport options, settlement patterns and employment opportunities.' In doing so the project aimed to address two key problems: the need for better, more sustainable transport options to reduce car dependency and improve transport capacity; and the need for a sustainable urban form.

Over the course of 2018-19, the project entered the later stages of construction as many milestones were achieved, and Canberrans started to experience operational light rail for the first time. The project works completed trackform and rail installation, overhead lines, stops and platforms, major intersection works, planting of over one million plants across the project's landscape, and opening the light rail depot at Mitchell. Upon arrival of the light rail vehicles, all parts of the system were rigorously tested to ensure it would be ready to receive independent accreditations and be safe to operate.

The success of the project is in large part due to the ACT Government's private sector partner, Canberra Metro. Canberra Metro and the ACT Government worked together in a collaborative, commercially pragmatic manner to deliver the project and ensure both parties are positioned well for the operations and maintenance of the system over the coming decades.

The Project's design and construction cost to the Territory was approximately \$675 million. This is approximately \$108 million under the \$783 million design and construction cost estimated in the Project's approved business case (including contingency), and approximately \$32 million less than the Project's anticipated \$707 million design and construction cost at contract signing.



Light Rail Stage 2 – City to Woden

TCCS has continued planning and design for extending Canberra’s light rail to create the north-south spine of the light rail network from Gungahlin through the City to Woden, significantly improving transport accessibility in the region. Extending from the City to Woden via the Parliamentary Zone will provide access to major educational institutions, employment hubs and retail and entertainment precincts, enhance connectivity between key inner city activity centres on both sides of Lake Burley Griffin, and provide a seamless public transport option between north and south Canberra, linking with other public and private transport options.

The ongoing conversation with the community is an important part of developing the project. A broad range of interactions occurred over 2018-19, including regular presentations to community council meetings, advocacy groups, peak bodies and industry associations. These more formal engagements have been complemented by many informal conversations through stalls at major events and in the local community. Developing further interactive visualisations are helping Canberrans easily imagine the future light rail network in the familiar and iconic areas of Canberra with a virtual tour.

During 2018, TCCS continued to represent the ACT Government at the Australian Government’s Joint Standing Committee on the National Capital and External Territories Inquiry into Commonwealth and

Parliamentary approvals on the project. Appearing at hearings and providing extensive submissions to the Inquiry provided an important opportunity to demonstrate the benefits of extending light rail, and supported the Committee to understand the project challenges and approach. The Committee released a report in October 2018 that has provided clarity on the approvals pathway and highlighted a number of sensitivities around building light rail in the Parliamentary Triangle. The directorate continues to work closely with the National Capital Authority to deliver the Government’s commitment to the Canberra community to build light rail to Woden.

Based on the outcomes of the Inquiry, the directorate re-examined all the potential routes through the Parliamentary triangle to optimise the design response and gather important information that will underpin future project approvals. TCCS has focused on advancing the documentation required for environmental and planning approvals, getting ready for the City to Woden light rail project to be assessed under the *Commonwealth’s Environment Protection and Biodiversity Conservation Act (1999)*. This is an important step to clarify the heritage and environmental impacts of the project as part of the approvals process. The directorate also continued to develop the business case for the project that will allow the ACT Government to make decisions on investing in the project and the ideal procurement methodology.

Light Rail Board

The Light Rail Project Board (the Project Board) meets monthly. The Project Board has a strong focus on strategic decision making in relation to the light rail project and broader light rail network development and provides advice to the ACT Government in relation to the planning, procurement and delivery of the light rail project.

TABLE 2: MEMBERS AS AT 30 JUNE 2019

Member	Role on Board
John Fitzgerald	Independent Chair
Under Treasurer, Chief Minister, Treasury and Economic Development Directorate	Deputy Chair
Michael Kerry	Independent member
Director-General, Transport Canberra and City Services	Member
Director-General, Justice and Community Safety	Member
Director-General, Environment, Planning and Sustainable Development	Member
Deputy Director-General, Economic Development, Chief Minister, Treasury and Economic Development Directorate	Member

Active Travel

The Active Travel Office coordinates the delivery of active travel across the ACT Government and supports a collaborative approach to cycling and walking initiatives. The Schools Program, which includes the Active Streets for Schools and the School Crossing Supervisor program, operates out of the Active Travel Office.

Some of the directorate's active travel achievements during 2018-19 include:

- > completed a trial of dockless bike share which resulted in good utilisation and positive responses from the community;
- > expanded the Active Streets for Schools program to another 52 schools;
- > expanded the School Crossing Supervisor program from 20 to 25 crossings to now include Canberra Grammar School, Duffy Primary School, Good Shepherd Primary School, St Francis of Assisi Primary School and Torrens Primary School;
- > released the *Your guide to cycling in Canberra* map and eight walking and cycling maps for town centres and other destinations;
- > conducted community engagement activities to promote cycling and walking including Canberra Walk and Ride Week, Walk to Work Day, Ride to Work Day, the Big Canberra Bike Ride and *Spoke Up! for Women's Health*: a week of activity to encourage more women to cycle and walk, which was run in partnership with Jean Hailes Women's Health Week; and
- > delivered infrastructure improvements to support walking and riding to schools, including new and upgraded footpaths, safer crossings and speed humps near schools.

Priorities for 2019-20:

Building on the achievements made in 2018-19, projects to be undertaken by the Active Travel Office in 2019-20 include:

- > strengthen coordination arrangements with stakeholders to take a cross-portfolio approach on active travel, particularly with respect to sustainability, health and social inclusion;
- > promote e-bikes and innovative cycling options, such as cargo bikes and bike trailers, to address barriers to active travel for individuals and organisations in transporting people and goods;
- > consider the role and form bike hubs might take in the Territory, including working with the private sector on the potential for a bike hub, and release of the End of Trip Facilities Good Practice Guide;
- > deliver infrastructure improvements through the program to make it safer and easier to ride or walk to school; and
- > commence the development of Safe School Travel Plans, including development of traffic management plans for schools and evaluation of the School Crossing Supervisor program.



Output Class 2: City Services

A key priority for 2018-19 was to develop a draft ACT transport strategy. On 19 December 2018, the Minister for Transport released the draft Moving Canberra strategy for public consultation. The consultation ran for 14 weeks and included online surveys on the ACT Government's YourSay website, as well as formal submissions, community engagement workshops, a youth workshop, attendance at community council meetings and social media promotion and engagement. Over 3,000 people were reached via YourSay and 47,000 via social media. The YourSay Quick Poll received 199 responses and the full survey received 338 responses. We also received 76 items of written feedback. The results of the engagement were published in a 'What We Heard report' which was posted on the YourSay website on 30 April 2019. Work is progressing to consider the community feedback and a full consultation report is due to be released in August 2019. A key priority for the 2019-20 financial year will then be to finalise the Moving Canberra strategy.

The Canberra Strategic Transport Model was recalibrated in 2018-19 to reflect 2016 traffic and demographic conditions, including the 2016 ABS Census results and the Household Travel Survey that was completed in 2017-18. Recalibration of the model is undertaken every five years in line with Census years. Base case scenarios for future model years up to 2041 were developed based on ACT Treasury population and employment projections. Following completion of the peer review by US-based Caliper, the next priority is to progress the recommendations of the peer review in preparation for the next recalibration.

During 2018-19, the Place Coordination and Planning Branch also completed an ACT wide Park and Ride and Bike and Ride investigation into the pre-feasibility for new or expanded Park and Ride and Bike and Ride facilities to support future implementation of the new integrated transport network.

Place Coordination and Planning continued to provide advice and submissions into autonomous vehicles projects for progression of this work to the Transport and Infrastructure Senior Officials' Committee and the Transport Infrastructure Council for endorsement.

The popular green bins service was rolled-out to all Canberra suburbs in 2018-19, which was also the first year of the ACT Container Deposit Scheme. ACT NoWaste led community consultations on waste-to-energy policy development and the possible phasing out of single-use plastics. ACT NoWaste also contributed to the National Waste Policy development process and developed measures to help address the impact of international market forces on local recycling markets. The waste regulation team continued to register waste transporters and licence waste facilities, while the revised development code for waste management was implemented. Infrastructure development at Mugga Lane and the closure and rehabilitation of West Belconnen landfill facility continued while planning for future waste infrastructure also progressed in line with the ACT Waste Feasibility Study priorities.

Proposed changes to the *Animal Welfare Act 1992* are also underway following a comprehensive review of the Act and a community consultation process in 2018-19, further delivering on the Animal Welfare and Management Strategy 2017-2022. The amendments proposed will ensure that the ACT has a best-practice, contemporary and effective regulatory system that protects and promotes the welfare of animals, prevents and deters cruelty to animals and responds appropriately to animal welfare abuse. From 13 December 2018 to 7 February 2019 the amendments were open for community consultation.



Output 2.1: Roads and Infrastructure

Road maintenance and safety – road resealing

At 30 June 2019, Roads ACT was responsible for the maintenance of 3,172 kilometres (over 24.1 million square metres) of surfaced roads within the ACT. Just over one million square metres of resurfacing (410,000 square metres of Territorial and 650,000 square metres of Municipal road network) was carried out in 2018-19.

2018-19 funding resulted in 5.25 per cent of the Territorial road network (target 5.0 per cent) and 3.96 per cent of Municipal road network (target 4.0 per cent) being resurfaced.

Innovation and eco-friendly road resurfacing treatments

TCCS continued to adopt innovative treatments to provide a sustainable road network. These included:

- > reclaimed asphalt pavement in all asphalt overlays and patching at the rate of 15 per cent in 2018-19;
- > 90 per cent of all bitumen used for resealing contained 20 per cent scrap rubber such as car tyres;
- > reduced carbon dioxide emissions using warm mix asphalt on selected works. When the product is manufactured less heating of the material is used, reducing emissions;
- > applied rejuvenation treatment as a preventative method for early intervention. This is a coating on an existing surface, principally to extend the life of low-usage municipal roads; and
- > trialled a new type of asphalt made from a range of recycled materials. Every tonne of this asphalt product contains approximately 800 plastic bags, 300 glass bottles, 18 used printer toner cartridges and 250 kilograms of reclaimed asphalt. The performance will be monitored over coming months and if indications are promising, the product will be incorporated into future programs.

Heavy patching rationale

Where large sections of the road surface have degraded beyond the service level of regular preventative maintenance, heavy patching is used to fix the road.

Areas that often require this treatment include those frequented by regular heavy vehicles such as freight and bus routes. During 2018-19, 166 sites around the ACT were treated with heavy patching.

Stormwater infrastructure

The public stormwater network includes surface channels and storages (e.g. ponds and retarding basins) as well as the underground stormwater pits and pipes. Depending on the standards at the time when they were built, these assets were designed to provide a particular level of service. The stormwater system serves the community during floods by moving flows away from private property, public places and infrastructure. The stormwater system also maximises the environmental, economic and social benefits that this resource can provide.

During 2018-19:

- > 230 Gross Pollutant Traps (GPTs) were cleaned;
- > 109,261 metres of the 3,930,000 metre network of pipes were cleaned; and
- > 20,013 of 83,912 sumps were cleaned.

Bridges

In 2018-19, five bridges were strengthened to the SM1600 bridge strength standard. A further bridge was assessed and certified as compliant with the SM1600 standard. The strengthening and reassessment of these bridges up to the SM1600 standard provides greater access for higher productivity vehicles to deliver essential freight within the Territory.

Traffic signals

A total of 18 additional sets of traffic signals were constructed in the 2018-19 financial year. An additional 27 traffic signal sets were also transferred to TCCS following completion of the Light Rail Stage 1 project.

Public lighting

The ACT Government owns more than 80,000 lights on streets, footpaths, arterial roads and in various public parks and other open spaces around the ACT. Public lighting is the ACT Government's highest use of electricity (25 per cent) and produces 18 per cent of the government's greenhouse gas emissions. The Carbon Neutral Government Framework noted the importance of energy efficiency upgrades of street lighting.

During 2018-19, the first year of the seven-year streetlight Energy Performance Contract was completed. The contract provides for the ongoing operation and maintenance of the Territory's streetlights. The contract also includes a capital upgrade program replacing lights to energy efficient LED luminaires. The better quality design life lights will also improve maintenance efficiencies into the future. Smart cell technology is also being fitted onto the streetlights which will improve data acquisitions with defects being detected through the technology.

A total of 17,700 lights were replaced with LED luminaires this year and 12,800 smart cells installed on the streetlight network. These upgrades support the energy performance contract to give us a safer, more sustainable city.

Capital works and development support

Asset information services

The new Municipal Infrastructure Standards and Municipal Infrastructure Technical Specifications are now complete and are available on the TCCS website.

Two workshops were held for consultants, designers and other stakeholders on the Municipal Infrastructure Standard – Active Travel to provide training in its use and to improve outcomes within new developments. Industry has requested additional workshops in 2019-20.

Capital budget funding of \$8.1 million was provided across 2018-19 (\$3.2 million) and 2019-20 (\$4.9 million) to upgrade the intersections between Ginninderra Drive and Tillyard Drive; Tillyard Drive and Lhotsky Street; and Kuringa Drive and Owen Dixon Drive with traffic lights and other safety measures to improve traffic flow and road safety.

Design and construction tenders for the upgrade of the intersections between Ginninderra Drive and Tillyard Drive; and Tillyard Drive and Lhotsky Street were advertised in December 2018 and construction commenced in April 2019.

Detailed design of Kuringa Drive and Owen Dixon Drive was completed and open to the public on 3 June 2019. Construction works for this intersection are expected to be completed by late-2020. In addition to the Kuringa Drive and Owen Dixon Drive intersection, the 2019-20 budget provides for funding for the following intersection works:

- > Southern Cross Drive / Starke Street;
- > Launceston Street / Irving Street;
- > Belconnen Way / Springvale Drive; and
- > Novar Street / Kent Street.

Gundaroo Drive duplication

The duplication of Gundaroo Drive Stage 1 (\$31.2 million) between Mirrabei Drive and Gungahlin Drive is now operational and opened to traffic on 30 October 2018. Defect rectification and landscaping works are currently underway and are expected to be completed in early 2019-20.

Gundaroo Drive Stage 2 (\$30 million) is underway with works to relocate the gas main complete. Road construction works between Nudurr Drive and the Barton Highway are progressing, and four lanes in this section are now open to traffic. Works on the defects rectification and landscaping continue. Bridge works on the section of Gundaroo Drive between Nudurr Drive and the Gungahlin Drive extension have commenced with roadworks due for completion in mid-2020.

Aikman Drive upgrade

Aikman Drive - Ginninderra Drive to Emu Bank (\$9.8 million) is the third and final stage of the project. A shared path on the southern verge of Ginninderra Drive between Aikman Drive and Allawoona Street, which commenced in April 2019 and is due for completion in late 2019.

Horse Park Drive duplication

The Horse Park Drive duplication from Federal Highway to Mulligans Flat Road (\$57 million) has been delivered in several stages. Work on the final stage between the Federal Highway and Well Station Drive began in mid 2018 and all four lanes were opened to traffic in May 2019. Landscaping works will continue to be undertaken along the corridor.

Processing of applications for land development works

During 2018-19, TCCS received 5,230 land development submissions, 2.4 per cent more than the previous year of 5,105, as per Table 3 below. The total number of submissions includes Land Access and Activity Notices (LAANs).

The total number of land development submissions processed in the reporting period was 5,029, with 4,140 (82.3 per cent) of these processed within the target timeframes.

Of the 3,571 applications received, 3,482 were processed, with 2,896 (83.2 per cent) of these processed within the required timeframe.

Post DA submissions have a 20-day turnaround time agreed with industry. In 2018-19 1,659 were received, with 1,547 processed and 1,244 (80.4 per cent) processed within the target timeframe.

TABLE 3: LAND DEVELOPMENT SUBMISSION

Submission types	2017-18	2018-19	% + / -
Submissions			
Estate development plans and planning submissions	414	414	0.0
Design acceptance	538	561	4.4
Operational acceptance	446	536	20.2
Final acceptance	236	148	-37.3
Sub-total	1,633	1,659	1.6
Applications			
Development applications	1,466	1,366	-6.8
Building applications	1,259	1,342	6.6
Land Access and Activity Notice	747	863	15.5
Sub-total	3,472	3,571	2.9
Total	5,105	5,230	2.4

City Services priorities for 2019-20:

- > Lead key waste priorities for Government; in particular Food Organics Garden Organics (FOGO), sustainable processes for resource recycling, designing essential waste infrastructure to support the growth of Canberra and exploring options for banning appropriate single use plastics.
- > Development of an Urban Forest Strategy. Continuing to support and facilitate animal welfare, making Canberra an attractive place for animal owners to live.
- > Deliver on key capital works; such as the

Gundaroo Drive Duplication (stages 1 and 2), Active Travel within the Belconnen Town Centre, Parkwood Estate Rehabilitation, West Belconnen Resource Management Centre Landfill Rehabilitation, Upgrading Kambah Village and Tuggeranong (Anketell Street area) and renewing the Higgins Neighbourhood Oval.

Output 2.2: Library Services

Libraries ACT is made up of nine public libraries located across Canberra, as well as the Home Library Service and the ACT Heritage Library. Libraries ACT also provides a suite of electronic resources known as eResources. Approximately 68 per cent of the ACT population are registered members of Libraries ACT.

The library celebrates reading and literacy, provides access to information, contributes to literacy and language development in our city, and offers access to a collection of 53,9994 items in various formats.

Within the reporting period, Libraries ACT loaned 1,980,456 physical items, plus 521,639 eResources. Libraries ACT also coordinated monthly deliveries of library items to 286 members of the community who, for reasons including disability, illness and limited mobility, were unable to access public libraries in person.

During 2018-19 Libraries ACT:

- > purchased software for an Integrated Library Management System (ILMS) to improve customer experience. The system will go live in 2019-2020;
- > hosted visits from more than 20 authors including Karen Viggers, Chris Hammer, Jack Heath, and Barry Maitland;
- > fostered book clubs, loaning book sets to 163 book clubs in Canberra;
- > participated in a range of community events including the National Multicultural Festival, the ACT Seniors Expo and ACT Playgroups' PlayFest; and
- > linked the library and its resources with programs aligned with national celebrations including Australian Reading Hour, NAIDOC By the Lake, International Mother Language Day, and Harmony Day.

In 2018, the Standing Committee on Environment and Transport and City Services held an inquiry into Libraries ACT, which affirmed the central role libraries play in our community and for our economy. Submissions were received from individuals and organisations, all emphasising the value of our libraries.

Lifelong learning

Libraries ACT is a catalyst for lifelong learning, connecting people with information and ideas in various formats and supporting learning outside formal education pathways. Access to resources and programs on topics including health and wellbeing, sustainability, music, art, writing, science and life skills, were delivered through:

- > more than 3113 lifelong learning programs attended by 75,176 people, including 49,366 participants at Giggle and Wiggle and story time;
- > 426 technology training sessions to the community, teaching participants to be smart, safe and responsible citizens in the digital world; and
- > continuing to partner with other organisations including the ACT Writers' Centre for a series of writing workshops and other programs, the Canberra Theatre Centre for programs connected with performances including Billionaire Boy, Possum Magic and Spot, and with the ACT Nutrition Support Service for an expanded series of healthy-eating story times and hands-on food activities.

Libraries ACT aims to reflect the diversity of our community. In 2018-19 the library offered a growing program of bilingual story times in approximately twelve languages other than English. Programs sharing and celebrating Aboriginal and Torres Strait Islander culture with the wider community included:

- > NAIDOC Exhibition 'Because of her we can';
- > Reconciliation RAP music workshop;
- > Author Talk: Coral Vass & Dub Leffler;
- > NAIDOC Story Time;
- > Indigenous Literacy Day book swap and story time; and
- > International Year of Indigenous Languages event.

International Mother Language Day the library offered story time featuring the Ngunnawal and Wiradjuri languages. Libraries ACT also continued its participation in the annual Tracks to Reconciliation program organised by the Child and Family Centres during Reconciliation Week.

Digital services

Libraries ACT offers a range of services and opportunities to develop digital skills. This includes access to computers, the internet and Wi-Fi, and maintaining a presence on social media where Libraries ACT has 5038 Facebook page likes and 3427 Twitter followers with whom it shares news, information and ideas. Our library website received 1,437,622 page views in 2018-19.

Recording the ACT's heritage

In January 2019, the ACT Heritage Library relocated to 255 Canberra Avenue in Fyshwick. This new home, which also includes Archives ACT, provides the ACT Heritage Library with a larger, customised space for its collections, as well as a dedicated reading room for researchers and an additional location for loan and return of all Libraries ACT materials.

This year, the ACT Heritage Library added more than 12,000 items to its collection of publications, archival collections, images, maps and plans, and items of interest. Collection of original materials was suspended for much of the year so preparations for the move to new premises could be conducted, but has since recommenced. The library also deposited 818 ACT Government publications to the National Library ensuring the ACT Government meets its eDeposit obligations for government publications.

Libraries ACT, through the ACT Heritage Library, is a founding member of the National eDeposit Scheme (NED). It is an online service for the deposit,

archiving, management, discovery and delivery of published electronic material across Australia. NED is an exciting collaboration between Australia's national, state and territory libraries, responding to the major challenge of providing the digital documentary history of Australia for the future. NED became operational on 30 May 2019.

The ACT Heritage Library developed and hosted a major exhibition, Track Me to the Moon, celebrating the 50th anniversary of the Apollo 11 moon landing in 1969. The library also hosted monthly family history programs conducted by members of the Heraldry and Genealogical Society of Canberra and a University of the Third Age course on researching Canberra history.

The library also provided research and collection support to the ACT Government and community researchers.

Priorities for 2019-20:

- > completion of the implementation of a new Integrated Library Management System;
- > refurbishment of the Woden Branch;
- > commencement of a community co-design project planning for future library services; and
- > implementation of agreed recommendations arising from the Standing Committee on the Environment and Transport and City Services Inquiry into ACT Libraries.



Output 2.3: Waste and Recycling

Waste and recycling includes the provision of domestic waste, recyclables and green waste collection services, operation of resource management and recycling centres, delivery of education and engagement programs, development of waste policy, waste regulation, and implementation and evaluation of waste management programs.

Green bins

The organic garden waste collection service, that commenced in Weston Creek and Kambah in April 2017, was rolled out across the rest of Canberra in 2018-19. A total of 69,673 households have opted to receive the service at 30 June 2019, which represents a 39 per cent take up rate. Since the pilot commenced over 11,766 tonnes of green waste has been delivered to Corkhill Bros at the Mugga Lane Resource Management Centre to be turned into high quality compost products. The community's support for this program is demonstrated by the low level of contamination, which amounts to less than 0.01 per cent of the total garden waste collected. This low contamination highlights the benefit of an effectively targeted education and compliance program.

ACT Container Deposit Scheme

The ACT Container Deposit Scheme (CDS) celebrated its first anniversary on 30 June 2019, with around 26 million containers recycled in its first 12 months of operation. The ACT CDS aims to reduce the amount of beverage containers that end up in landfill. Canberrans are eligible to receive a 10-cent refund on each eligible container returned to an authorised drop-off point.

At 30 June 2019, the network operator, Re.Turn It, had established 21 drop off points across Canberra including three bulk depots, nine express points at Vinnies, Salvos and Anglicare stores, express points at Evatt and Farrer IGAs and ACT Basketball, and six express pods across Canberra, with more sites coming online in 2019-20.

Development Control Code for best practice waste management

The *Development Control Code for Best Practice Waste Management in the ACT* aims to ensure waste infrastructure is designed to provide the effective storage and collection of waste and recyclable material for all residential, commercial and industrial premises. It seeks to ensure developments are constructed to accommodate appropriate levels of waste and recyclable material and meet standardised servicing requirements. It also seeks to ensure construction and demolition activities are planned to result in the maximum recycling of material and minimum possible waste to landfill.

Following an extensive consultation process that looked at issues and specifications for waste management in multi-unit residential developments through 2018, a new code was drafted and released in early 2019. Performance of the new code will continue to be monitored in consultation with residents, building managers and developers.

Waste policy

The ACT is actively engaged in the national waste policy agenda via representation at the Meeting of Environment Ministers (MEM) established under the Council of Australian Governments. MEM8 occurred this reporting period with waste continuing to feature heavily on the agenda to respond to changes in international waste acceptance practices. MEM8 agreed to a new National Waste Policy and development of an associated Action Plan. The Action Plan will be presented to the next MEM for consideration later in 2019. ACT NoWaste has been closely involved in this process, advocating for appropriate national targets supported by realistic actions and milestones.

ACT NoWaste has proactively contributed to a wide range of national and inter-jurisdictional working groups to progress specific waste policy priorities. In 2018-19 this included:

- > supporting the Senior Officials Group meetings (the precursor to MEM);
- > National Food Waste Strategy implementation working group;
- > plastic pollution working group;
- > circular economy working group; and
- > working groups focussed on developing product stewardship solutions for problematic waste streams including solar panels, large scale batteries, and end-of-life tyres.

The ACT Government is also a signatory to the Australian Packaging Covenant, with ACT NoWaste providing representation on the Government Officials Group which oversees the Australian Packaging Covenant Organisation (APCO). APCO is a co-regulatory not-for-profit organisation working in partnership with Australian governments and industry towards achieving the MEM-endorsed National Packaging Target of 100 per cent of Australian packaging to be recyclable, reusable or compostable by 2025 or sooner. To support the implementation of the National Packaging Targets more broadly, ACT NoWaste represents the ACT on all four of APCO's cross-industry collaborative forums, covering National Packaging Target Implementation, design, systems and education, and materials circularity.

During 2018-19, ACT NoWaste continued to progress ACT waste management and resource recovery policy priorities. Key achievements include:

- > Release of a *Waste-to-Energy Information Paper*, providing Canberrans and industry the opportunity to have their say on the various technologies that may enable further diversion of waste from landfill;
- > The Government response to the *Unfantastic Plastic: Review of the ACT Plastic Shopping Bag Ban* undertaken by the Commissioner for Sustainability and the Environment, including a preliminary and a final response tabled in the Legislative Assembly. The Minister for City Services also became responsible for the administration of the Plastic Shopping Bags Ban Act 2010 on 27 August 2018;
- > Government response to the Commonwealth's review of the *Product Stewardship Act 2011*, including the National Television and Computer Recycling Scheme;

- > Release of the *Phasing Out Single-use Plastics Discussion Paper*, which invited Canberrans to have their say on reducing consumption of single-use plastics in the ACT, with almost 2,000 responses received to the community survey and over 350 individual submissions and comments received via YourSay during the reporting period; and
- > Implementing a levy on waste disposal as a gate fee increase on commercial waste to landfill, aligning the ACT with other jurisdictions to encourage resource recovery and potentially reduce long distance cross-border transportation of waste.

The ACT NoWaste policy team works collaboratively, providing policy expertise on matters such as service delivery, education, operations management and regulatory compliance. The team also collaborates with and provides cross-Directorate support within ACT Government Directorates; for example, supporting the ACT Planning and Land Authority as a mandatory referral agency to ensure that the ACT Government's waste policy priorities are being met by proponents undertaking the Environmental Impact Statement process.

Waste regulation

ACT NoWaste administers the *Waste Management and Resource Recovery Act 2016* (the Waste Act), which commenced on 1 July 2017. The objectives of the Waste Act are to manage waste according to the waste hierarchy that minimises waste reduction and maximises reuse; promotes best practice waste management; supports innovation and investment; and promotes responsibility for waste reduction. The Act also provides the legal basis for the ACT Container Deposit Scheme.

Progress this year included:

- > continued the licensing of waste facilities and registering of waste transporters. At 30 June 2019, 53 waste facility licences and 157 waste transporter registrations were approved;
- > implemented an interim reporting system to support data collection from licenced waste facilities from January 2019; and
- > developed a new mobile application for waste activity reporting by registered waste transporters.

Service delivery

In 2018-19, seven million household rubbish and 3.6 million recycling collections were undertaken. This resulted in 74,235 tonnes of waste sent to landfill, and 31,081 tonnes of material recovered at the Material Recovery Facility in Hume. Kerbside collection of residential waste in multi-unit developments has seen the introduction of smaller, rear lift trucks for waste collection to the residential fleet in 2019. These trucks can service smaller multi-unit developments and gives the overall fleet the flexibility to service the growing urban infill that is earmarked for the Territory in the future.

The implementation of restrictions and bans by the Chinese Government in late 2017 of imported recyclable material had a significant impact on the recycling industry in Australia. As a result, various Material Recovery Facilities (MRF) around the nation suffered due to volatile markets, with a prevalence of stockpiling taking place at facilities. The Hume MRF also felt the effects of the market volatility and suffered increased stockpiling onsite. As a result, the facility was closed by Worksafe ACT in January 2019, who issued a non-disturbance notice for a range of safety breaches. The facility was closed for six days in total. TCCS has worked closely with the Hume MRF operator to address and rectify all safety issues.

The MRF operator has employed a dedicated Work Health and Safety Manager for the plant and has introduced a range of operational changes to increase the efficiency and safety of the facility. The directorate has also undertaken a full review of the operations of the MRF through an external consultant and is working with the contractor to implement a range of operational changes to increase efficiency of the plant. A Performance Management Committee has been established consisting of key operational personnel from the Hume MRF operator and ACT NoWaste. The aim of the committee is to evaluate the ongoing performance of the facility and look at improvement opportunities and address issues such as contamination of recycling streams. \$5.154 million was allocated in the 2019-20 Budget to construct a purpose-built hardstand area that would provide adequate space to store and separate baled recycled products ready for market and provide an area for the transfer of co-mingled and CDS material in the event of an emergency.

The MRF also receives material collected from residents and businesses accessing six recycling drop-off centres to dispose of paper, cardboard, plastics and glass for free. This year, the recycling drop-off centres collected 4,792 tonnes of paper and cardboard recyclable material, representing an

increase of 1.4 per cent in comparison to 2017-18. Physical modifications to the hoppers for co-mingled material were made to reduce the level of contamination in recyclable material supplied to the Hume MRF and to prevent 'bin-diving' for CDS-eligible containers.

The ACT's mattress recycling initiative introduced in 2016 continued to be strongly utilised by the community, businesses, and surrounding New South Wales councils with 37,324 mattresses received by Soft Landing at the Hume Resource Recovery Estate. Soft Landing is a national social enterprise which offers employment opportunities for people who experience barriers entering the job market. This year up to 69 per cent of the mattress material was recycled, including steel springs sold to scrap metal, foam used for carpet underlay, husk recycled into weed matting, mulch and animal bedding, and felt and fabric used to make boxing bags.

ACT NoWaste continued to provide a free bulky waste collection service for eligible concession card holders, and funding was provided in the 2018-19 Budget to continue this service for a further two years. Eligible households can access one free residential collection per year and 3,383 household collections were provided in 2018-19.

In May 2017, the ACT Government became the first government in Australia to fund GIVIT - a national not for profit organisation that uses a virtual warehouse to connect donors of goods with individuals and families in need. ACT NoWaste signed a deed of grant to provide funding over four years to support GIVIT to establish an ACT office, implement a disaster recovery service, support ACT domestic violence shelters, provide transport logistics for women and families being resettled into safe houses, and to provide additional support and training to charities. This year, GIVIT received 41,879 requests for donations, 44,773 pledged donations and facilitated 52,820 successful matches.

ACT NoWaste continued to support recycling of e-waste under the National Television and Computer Recycling Scheme by providing two drop-off facilities for the community to use at no cost. This year 488 tonnes of televisions, computers, printers and other computer products were collected for recycling at the Mugga Lane and Mitchell Resource Management Centres, which is a 16 per cent increase on 2017-18.

In May 2017 ACT NoWaste facilitated the commencement of the national waste architectural and decorative paint collection and recycling scheme, Paintback, in the ACT. Paintback is funded through a 15 cent per litre levy imposed

on the sale of architectural and decorative paint. Householders and businesses can drop-off waste paint at the Mugga Lane and Mitchell Resource Management Centres for free. In 2018-19, 277 tonnes of paint containers were collected and delivered to Paintback for recycling and responsible disposal.

Education and engagement

The ACT NoWaste education program continued to be popular with the community, with 5,440 residents in 2018-19 participating through visits to the Recycling Discovery Hub, tours of landfill sites, community activities, workshops delivered in partnership with organisations including Migrant and Refugee Resettlement services, Libraries ACT and the Suburban Land Agency Mingle program, and participation in events such as World Environment Day, the ACT Sustainability Expo, National Science Week and ANU Market Day.

ACT NoWaste continues to support the Garage Sale Trail. The Garage Sale Trail, held on 20 and 21 October 2018, is a nationwide weekend event which encourages the reuse of household items that might otherwise end up in landfill. In the ACT in 2018 there were 235 registrations, with the Garage Sale Trail Foundation reporting an average 976 kilograms of items being sold for reuse per garage sale held.

In late 2018, ACT NoWaste partnered with the Commonwealth Department of Environment and Energy, ACT strata managers and the Territory's household waste collection contractor SUEZ to trial behaviour change interventions in eight large multi-unit developments (MUDs). The outcomes of this trial will be shared nationally through the Department of Environment and Energy. ACT NoWaste will consider the outcomes of the trial and determine strategies to improve recycling and minimise contamination.

ACT NoWaste participated for the first time in National Recycling Week from 12 to 18 November 2018, working in conjunction with industry activities, information sessions, tours, open days and workshops. ABC radio undertook an afternoon live broadcast from the Recycling Discovery Hub, providing extensive coverage of recycling issues in the ACT.

ACT NoWaste undertook a complete refresh of the Recyclopaedia webpage, which receives more than 80,000 unique visits each year and is an important channel for communication. The new look Recyclopaedia has increased functionality and search capabilities and updated information on how to reuse, or where to recycle or dispose of items in the ACT.

Landfill operations and management

ACT NoWaste continued its focus on improving the capacity and environmental performance of Territory-owned landfills at the Mugga Lane and West Belconnen Resource Management Centres.

The construction of additional landfill capacity commenced in 2018-19. This will increase landfill capacity to take the ACT's expected volume of non-recycled waste until approximately 2030.

Landfill rehabilitation activities at Mugga Lane continued with design work on advanced capping techniques that consider capping material suitability, vegetation selection and climatic conditions.

The West Belconnen Resource Management Centre (WBRMC) rehabilitation progressed with the completion of several key investigations. Most notably was the installation of a landfill gas and leachate monitoring well network around the perimeter of the site. This network will allow for an assessment of landfill gas migrating beyond the site boundary which in turn will determine the opportunities for development in subsequent stages of the surrounding Ginninderry development.

The relocation of composting operations within the WBRMC was also undertaken. This enabled an amendment to the Territory Plan and a reduction in the Environmental Clearance Zone around a portion of the site. This amendment facilitates progression of the next stage of land release in the Ginninderry development.

Ongoing environmental investigations and the final closure of the landfill towards the end of 2019 will enable the commencement of large-scale rehabilitation works in 2020.

At WBRMC the safe disposal of demolition waste under the Loose Fill Asbestos Insulation Eradication Scheme continued. The Scheme's landfilling operations were transferred to Mugga Lane on 1 April 2019 to allow works on the closure of the WBRMC to commence. Since the commencement of the Scheme in 2014-15 there has been 979 houses safely disposed to landfill.

Closure of the Parkwood Road Recycling Estate (PRRE) commenced in 2018 with the vacation of short-term tenants from the site. A handful of long-term tenants will remain on site until their leases expire which restricts the ability to complete some investigation and rehabilitation activities.

Preparations for the aboveground clean-up of PRRE has commenced through the completion of several contamination and hazardous materials

assessments. A detailed site assessment will be undertaken following the aboveground clean-up, which will allow for the identification of future site use opportunities within the Ginninderry development.

The Borrow Pit at the WBRMC will soon be replaced, with infrastructure works at the former Mugga 2 Quarry in Symonston completed in readiness for the commencement of landfilling of inert material in late 2019. Mugga 2 Quarry has an operational life of approximately 20 to 30 years.

A new long-term landfill gas management contract was executed in 2019 for the expansion and upgrade of landfill gas management infrastructure at Mugga Lane and West Belconnen landfills. The new agreement has the benefit of increased environmental protection of the landfill sites through the services aligning with current and evolving best practice. This is expected to reduce fire and odour risk and reduce greenhouse gas emissions at the landfill.

Strategy and infrastructure planning

The ACT Waste Feasibility Study, which was completed in 2018, includes recommendations and a roadmap that is designed to divert an additional 170,000 tonnes of waste from landfill and increase the ACT's resource recovery rate to 87 per cent by 2025. As the final deliverable of the ACT Waste Feasibility Study, a discussion paper was released for public consultation in May through to early July 2018 and a consultation report published in October 2018.

In 2018-19 early work commenced on options for solutions to divert organic waste from landfill into resource recovery and addressing the future waste infrastructure needs of the Territory.

Litter

In 2019 the ACT Government undertook a comprehensive review of the *Litter Act 2004* and in June 2019 introduced the Litter Legislation Amendment Bill to ensure the ACT has a strong, contemporary and best practice legislative framework for preventing, deterring and responding to littering and illegal dumping.

Priorities for 2019-20:

- > investigate organics recovery options, a food waste avoidance campaign pilot and contribute to the National Food Waste Strategy;
- > upgrade the Hume Materials Recovery Facility and undertake early planning for a food organics and garden organics waste service;
- > continue work on initiatives to improve the return rate of the ACT Container Deposit Scheme;
- > continue contribution to the national waste policy agenda through the MEM and participation in related interjurisdictional working groups;
- > continue the ACT's involvement with the Australian Packaging Covenant Organisation towards achieving the National Packaging Targets;
- > develop waste-to-energy and single-use plastics policies; and
- > continue work on a more regionally harmonised levy design and its implementation.

Output 2.4: City Maintenance and Services

This output encompasses the planning and management of parks and urban open space systems, including associated community infrastructure; maintaining the look and feel of the city; managing the urban forest; and managing sportsground facilities. The output also covers the provision of 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.

Urban land management

During the 2018-19 reporting period, the directorate undertook the following activities to maintain the look and feel of the city:

- > mowed approximately 4,770 hectares of public land at least five times, including along arterial roads, town, district and local parks and fire hazard protection zones. The total area of public open spaces mown for the financial year was approximately 50,000 hectares which includes sportsgrounds.
- > cleaned and maintained 90 local, group and city shopping centres and 69 public toilets on a daily and/or weekly basis;
- > managed 509 playgrounds and conducted more than 25,000 playground safety audits;
- > maintained 21 skate parks in Canberra, seven of which are major skate parks. Maintenance included graffiti removal and monthly testing of skate park lighting;
- > managed and cleaned 126 urban lakes and ponds, including quarterly cleans of the larger lakes and ponds;
- > performed weekly inspections during the mushroom growing season of 22 identified sites on public land where death cap mushrooms are known to occur, which resulted in the removal and destruction of 1891 collected mushrooms;
- > maintained 280 hectares of irrigated sportsgrounds and related facilities, comprising of approximately 884 individual hireable sporting fields;
- > managed a range of assets across Canberra including 68 kilometres of log barriers and 47 kilometres of bollards, more than 3,000 seats, 116 barbeques in urban parks, more than 220 hectares of shrub beds and cleaned 478 kilometres of shared use paths;
- > continued to implement the ACT Graffiti Strategy including removal of illegal graffiti, the management of 27 legal street art sites across Canberra and a wide range of community engagement initiatives;
- > facilitated the completion of murals at Waramanga sports pavilion, Narrabundah sports pavilion and in the City to celebrate International Women's Day;



- > supported 34 active groups of community volunteers to contribute 2,057 volunteer hours to assist with maintenance of identified urban parks and places;
- > provided domestic animal welfare and management services to support a pet-friendly city with an estimated 60,000 pet dogs and 35,000 pet cats;
- > provided 2,500 public land use permits and responded to 3,400 incidents related to City Ranger functions such as abandoned vehicles, sharps on public land and nature strip encroachments;
- > renewed aging irrigation pumping infrastructure;
- > commenced trials to assess African lovegrass control methodologies; and
- > refurbished and reopened Boomanulla Oval to the community in partnership with the Aboriginal and Torres Strait Islander Elected Body.

Better Suburbs project

During the 2018-19 financial year, the Better Suburbs project delivered the Better Suburbs Statement 2030, which was developed by the community and sets a vision for improved delivery of city services and includes priorities for reform that will lead to service standard improvements.

Key elements of this project included:

- > trial of a citizen's forum, where 54 citizens authored the Statement which was tabled in the Assembly in September 2018;
- > a trial of participatory budgeting was also a part of this forum, where forum members determined the allocation of \$1.9 million to play space improvements;
- > an independent review which found that City Services was a good choice for this trial, as its services are highly visible, and the community is well engaged. The review also noted that the trial met the draft principles set by ACT Council of Social Service and the Canberra Alliance for Participatory Democracy for trials of citizen juries in the ACT;
- > public announcement of the decisions of the participatory budgeting trial in November 2018, followed by the commencement of works with five 'whole of suburb' play space reviews and design work for three nature play spaces (Glebe Park, Eddison Park and Farrer) commencing; and
- > Progression of a refresh and upgrade program for prioritised play spaces.

Urban parks and places volunteering program

The Urban Parks and Places Volunteering program (UPP) is a partnership between the community and the directorate. It encourages community stewardship, through a diverse range of groups working in our urban parks and places.

Examples of groups include Urban Landcare, 'friends of' and urban open space and agriculture volunteer and community arts groups. Their activities include weeding, planting, urban artwork, litter collection, urban beautification, tree maintenance, erosion control and community gardens.

There are currently 35 active groups registered with the program, with their members from a broad range of demographics. The program is growing with collective volunteering hours increasing from 1254 in 2017-18 to 2057 hours in 2018-19. This year this equates to nearly \$70,000 in volunteer labour being contributed, based on the Volunteering Australia standard of \$33.71 per hour for volunteer labour.

In 2019-20 new initiatives to support these groups will include the introduction of an online volunteer hub to register and maintain volunteer records and the 'Adopt a Park' small grants program to encourage increased volunteer participation.

The Woden Experiment

In March 2019, the Woden Experiment began in the Woden Town Square, revitalising the Town Square and encouraging people to utilise the public space and shops at the town centre.

The space now includes a stage for community performances, smart benches with phone and laptop charging, flexible table settings next to areas set aside for pop up food and drink vendors, turf areas with sun loungers, demountable pods for meetings and art exhibitions, an outdoor table tennis facility and a natural play space for children.

The Silver Sprayers murals

During the 2018-19 year, a group of older Canberrans worked with a local artist to create new street art at the Woden Seniors building. This was part of the ACT Government's Streetwise community art program.

This was the second time the group, known as the Silver Sprayers, helped beautify a site in Woden. They also produced a series of murals at the Woden bus interchange and contributed to a mural at Narrabundah sportsground pavilion.

African lovegrass

The rapid expansion of African Love Grass (ALG) is creating issues for mowing crews and contractors. ALG grows very rapidly after rain and produces viable seed within two weeks. ALG is readily spread by wind, water and mowing equipment and limiting its spread has been a challenge.

TCCS is currently implementing a trial ALG containment plan. This program involves targeted spot spraying of ALG in lightly affected areas and more intensive use of herbicide and follow up over sowing with grass in heavily infested areas. Approximately 200 hectares will be treated, using a range of techniques. The results will be used to inform a wider roll-out in future.

Managing the urban forest

TCCS managed Canberra's renowned urban forest of over 766,000 trees on public land. Maintenance work included watering young trees using reclaimed water from urban lakes and ponds, general and formative pruning and tree replacement. More than 25,000 young trees were watered throughout the warmer months from October 2018 to May 2019.

A total of 1,349 street and open space trees were planted as part of the TCCS Tree Planting Program with a particular focus on planting in residential areas that have been identified as being vulnerable to heat. TCCS and the City Renewal Authority partnered to plant an additional 39 advanced sized street trees in urban planting sites across Braddon and the City, and 731 young trees were handed over to TCCS for ongoing management.

Six large native trees (amounting to approximately 40 tonnes of salvaged wood) were removed intact during the annual tree removal program to be re-erected as habitat totems in EPSDD's restoration programs across the ACT. Approximately 200 logs (each weighing between 0.5-1 tonne) were also salvaged from wood yards for use as coarse woody debris in nature reserves and in urban green space. Logs were also salvaged for use in nature play spaces in parks and schools.

Approximately 12,000m³ of mulch was created from urban wood waste for use in open space across the ACT.

A total of 8,685 tree related enquiries were received through Fix My Street during 2018-19.

TCCS maintains a register of trees which are important to the community and protects trees of exceptional value within our urban forest. There are currently 176 single tree registrations and 35 group registrations. In 2018-19, 18 additional nominations were received.

TCCS received 2,257 requests related to the *Tree Protection Act 2005* which included 1,837 tree damaging activity applications and 420 development applications requiring public tree-related advice.

A diverse range of events and activities were held to celebrate the sixth Tree Week in 2019 including the annual Hug a Tree Day to commemorate Adam Burgess, the first curator of the National Arboretum Canberra, the ACT Tree Climbing Championships, guided walks and a Tree Week symposium.

TCCS has increased involvement with volunteer tree management groups, with activities including young tree maintenance, data collection for mapping, minor pruning and over 65 trees planted by volunteers.

Priorities for 2019-20

- > prepare an urban forest strategy to plant more than 17,000 trees across the city to ensure the benefits of Canberra's renowned urban forest continue for future generations;
- > In partnership with the community and other agencies, deliver the 2020 Tree Week;
- > finalise and release 'Tree Selector' web app;
- > review the TCCS Strategic Asset Management Plan;
- > implement a new Assetic Asset Management System, which includes both an asset register and document manager and modules for maintenance, valuations, field data capture, and predictor, and geospatial data management;
- > evaluate customer feedback on the updated Fix My Street interface to identify and scope opportunities for ongoing improvements to the customer experience;

- > review and update the Urban Parks and Places and ACT Roadside Memorial policies to form one policy which considers type, size, location and appropriateness of memorials in the ACT in urban spaces;
- > continue to work collaboratively with the EPSDD to ensure maintenance of landscapes and infrastructure inherited from the construction of the ACT Healthy Waterways project;
- > review the outcome of the Woden Experiment for possible application in other parts of Canberra;
- > plan and install additional microparks at popular locations across Canberra including Gungahlin, Belconnen, Dickson, Tuggeranong, Woden, City Walk, with temporary locations being proposed in Braddon and Civic following the 2018-19 feasibility study; and
- > deliver more recycling and waste bins to high use locations across the city to support a clean and healthy environment.

Sportgrounds facilities

The directorate is responsible for the ongoing management and maintenance of the Territory's community sportgrounds and associated facilities and the planning and delivery of new sporting infrastructure.

During the 2018-19 reporting period, TCCS:

- > maintained a range of ovals and facilities to support sporting groups' participation at a 'fit for purpose' standard. This includes the maintenance of playing surfaces, irrigation systems and amenities, and floodlight maintenance;
- > organised maintenance of 127 separate oval sites across Canberra which covers approximately 442 hectares of public land, including 282 hectares of irrigated grass and 160 hectares of dry land grass;
- > managed three community recreational irrigated parks at Crace, Franklin and Moncrieff; and
- > refurbished and reopened Boomanulla Oval to the community in partnership with the Aboriginal and Torres Strait Islander Elected Body; and
- > undertook an annual survey which found that 96 per cent of respondents were satisfied with the overall management of sportgrounds.

Improvement works

A number of improvement works were undertaken during 2018-19 relating to sportgrounds. These included:

- > completion of construction valued at \$4.5 million at the Narrabundah Ballpark that made improvements to the existing grandstand, commercial kitchen, change rooms, upgrade to the main entrance, the construction of new indoor batting cages, realignment of the existing playing surface and some general landscaping;
- > upgrade works to Boomanulla oval to a value of \$1.5 million, with a community open day hosted on 25 May 2019. Interim refurbishment works were undertaken to improve the safety and security of the site and to ensure that the facility is fit for formal sporting use as well as community activities. This included general landscaping works to tidy the site; refurbishment works to the main building to create functional areas; construction of a new shelter over the Corroboree area; installation of a nature-based children's playground; and revitalisation of the Garden of Achievement. Oval-specific works to facilitate formal sporting use were undertaken early in 2019 and included upgrades to the irrigation system; returfing the existing oval surface; and line marking and post installation;
- > A new synthetic turf replaced the ageing surface at Nicholls oval and was completed early 2019 at a cost of \$1.6 million. The facility includes two soccer pitches (FIFA accredited), a running track and has existing lighting for night time use. The facility will continue to be utilised by the adjoining schools and cater for a range of organised sports including football, athletics, touch football, rugby union, and rugby league;
- > works commenced in early 2019 to reactivate Higgins Oval. The works include new irrigation, new turf, sportground lighting, and a new pavilion. Works are scheduled for completion in early 2020, to the value of \$1.85 million;
- > flood light improvements were undertaken at Nicholls enclosed oval and completed in April 2019;
- > pavilion upgrades were undertaken at Waramanga, which included a new mural on the outside walls, and light towers by a local indigenous artist and school children. The upgrade included a covered barbeque area, full roof replacement, renovations to the toilets and canteen to improve amenity and functionality, a new water fill station, new benches, and internal and external LED lighting in the pavilion;

- > the sportsground pavilion at Yarralumla 1 was upgraded with a new deck installed prior to the commencement of the 2019 winter sports season; and
- > the upgrade of the irrigation system at Hawker No 2 commenced in mid 2019. The works are to improve irrigation efficiencies and effectiveness across the fields. The irrigation design utilises a booster pump to increase pressure in the system and yield improved irrigation outcomes.

Priorities for 2019-20

- > undertake irrigation improvements to the Calwell fields or Curtin district playing fields;
- > undertake lighting upgrade works at Boomanulla Oval;
- > complete irrigation upgrade works at Hawker 2;
- > undertake further upgrade works on the pavilion at Yarralumla 1; and
- > commence work on Throsby District Playing Fields.

Licensing and Compliance

The Licensing and Compliance unit (L&C) is responsible for regulating and licensing public land and municipal services in the ACT. L&C is committed to delivering a municipal compliance framework and customer centric service that is fair, consistent, transparent and non-prejudicial in its advice, decisions and actions.

In 2018-19 financial year the L&C City Rangers attended 4,189 complaints relating to various municipal matters including 2,451 abandoned motor vehicles, 364 discarded needle incidents, 248 illegal dumping matters and 326 nature strip complaints. The L&C Land Licensing Unit processed 2,236 land permit applications and 23 land license requests, whilst the L&C Investigations Unit investigated and processed 73 referred cases.

Priorities for 2019-20:

- > implement a program to target compliance with the *Domestic Animals Act 2000*, *Litter Act 2013* and *Public Unleased Land Act 2013* focusing on; dog control, litter, illegal dumping, uncovered loads, unauthorised public land use, overhanging foliage, movable signage and tree damage, through the new six-person Compliance Targeting Team;

- > develop a marketing strategy, in line with an engage, educate and enforce compliance model, to help ensure people are aware of their responsibilities and support the proactive regulatory approach; and
- > continue to implement new licensing and land accessing processes to make them more efficient, streamlined and client friendly.

Birrigai

Birrigai is a residential outdoor education centre that is located in a natural environment next to the Tidbinbilla Nature Reserve and offers a range of programmed activities that cater for local, regional, interstate and international schools from preschool to Year 12.

Birrigai also opens its doors to a wide range of community and corporate groups for specialist

team-building and leadership programs, including workshops, seminars and special events.

Visitors at Birrigai engage in outdoor, environmental, science, and Australian and Indigenous history focused education programs that aim to support schools in the delivery of the Australian curriculum. During 2018-19 Birrigai delivered educational programs to 102 school groups and 37 community and corporate groups.

Facility improvement works were undertaken to improve access roads, landscaping of grounds and garden beds and to implement recommendations from the 2018 Bushfire Operational Plan.

Priorities for 2019-20:

- > develop marketing strategy to increase community and corporate visitor numbers at Birrigai; and
- > develop and implement new programs targeted at the indigenous cultural tourism market.

Yarralumla Nursery

Yarralumla Nursery is an ACT Government owned wholesale nursery specialising in growing high-quality cool climate plants sourced locally that are suitable for Canberra and the surrounding region. The plants are sold to the landscape, wholesale and retail sectors, Landcare and to local and state government agencies and councils. The Yarralumla Nursery is also the horticultural advisor for plant biosecurity events.

During the 2018-19 reporting period, over 300,000 plants and trees were grown of over 350 different varieties. Plants were grown for a broad range of projects including the National Arboretum, streets and parks, provision of bulbs and annuals for Floriade 2019, and dispatch of the remaining 825 of the 1,200 trees for Canberra's light rail project. The nursery also grows rare and unusual plants, partnering with the Australian War Memorial to grow and distribute Lone Pine trees sourced from the grounds of the War Memorial in Canberra.

Yarralumla Nursery's customer base grew by 152 new customers, whilst sales to a number of existing government and private customers has increased.

Yarralumla Nursery managed the ACT Government's Plant Issue Scheme, including horticultural advice to scheme recipients. The Plant Issue Scheme, first introduced in 1930 to preserve the garden city concept of Walter Burley Griffin, provides owners of new residential land in the ACT with an allocation of free plants to help establish new suburbs. The scheme was promoted through the Suburban Land Agency's Mingle event at Throsby, sales event at Taylor and through Facebook posts and newsletters, as well as the nursery's website page and media. Yarralumla Nursery provided 3,849 plants to eligible homeowners during the reporting period.

Yarralumla Nursery continued to maintain Australia's oldest operating government nursery, which comprises the heritage buildings and trees within its grounds. Several nursery tours promoting the heritage values of the nursery were provided for industry groups, students and other interested parties.

Yarralumla Nursery continued to provide employment and vocational training to people with a disability through the Koomarri contract for the provision of horticultural services and Black Mountain School's vocational training program. Work experience opportunities were also provided to Canberra school students, volunteers and other community programs, as well as return to work rehabilitation for injured ACT Government employees.

Priorities for 2019-20:

- > commence growing street and park trees at Yarralumla Nursery to support the ACT Government's large-scale tree planting program over the next four years;
- > continue to increase productivity by modifying production methods and procedures; and
- > increase growing area for plants within the Nursery footprint.

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.

At the commencement of the reporting period, Capital Linen Service audited and adjusted the unit weight of all product lines. The adjustment resulted in an eight per cent reporting reduction of total tonnes of laundry delivered. The change improved the quality of data used to analyse the relationship of linen sales and linen processing costs (by weight), in addition to improving product specification required for linen supplier tenders.

In 2018-19 Capital Linen Service laundered and delivered over 6,860 tonnes of linen which is more than nine per cent higher than the previous year. The growth in tonnes of linen delivered primarily came from the hotel sector which grew by around 10 per cent on the previous year.

Capital Linen Service delivered over 8.1 million items to hotels and over 4.5 million items to ACT Health during the reporting period. Capital Linen Service continued to provide high-quality linen and laundry services to our largest customer, the Canberra Hospital, by delivering on time over 99

per cent of all items ordered and maintaining stringent wash standards compliant with AS/NZS 4146:2000. An online reporting system was delivered to ACT Health in March 2019 which provides the functionality to review, analyse and assist in reducing linen consumption across the public health system.

Capital Linen Service continue to measure customer satisfaction using the Net Promoter Score management tool. The 2018-19 annual customer survey returned a net promoter score of 66. The positive survey result and consistent upward trend reflects Capital Linen Service valuing customer satisfaction as a high priority. An organisation with a Net Promoter Score over 50 is considered excellent, whilst an organisation with a score over 70 is considered world class.

This financial year saw an extension of Capital Linen Service's enhanced marketing collateral through the production of a short video and promotional pamphlets which are scheduled to be released early in 2019-20.

An Eco Reduction Plan was prepared in 2018-19 specifically focused on reducing energy consumption and to contribute to the Territory's carbon neutral targets. The Eco Reduction Plan estimates that Capital Linen Service could reduce its consumption by around 27 per cent over the next three years. Funding was approved by the Carbon Neutral Government Fund to undertake further energy reduction initiatives next year.

Priorities for 2019-20 include:

- > establish a reporting framework for the management of workforce costs and productivity;
- > deliver energy reduction initiatives outlined in the Eco Reduction Plan, including minimising energy use through laundry equipment upgrades and installations at Capital Linen; and
- > improve customer service through the provision of an online portal.

Part 2B Community Engagement and Support

Transport Canberra

Community engagement for the new bus network was conducted between 3 November 2017 and was completed at the commencement of the network on 29 April 2019.

The consultation was undertaken in two phases with a wide range of community members and key stakeholders, including:

- > open forums with the community at shopping centres;
- > weekday and weekend commuters at bus interchanges;
- > school principals and peak bodies for schools;
- > parents of school children;
- > residents of several retirement villages;
- > Community Council organised public meetings;
- > disability groups; and
- > university students and youth groups.

Both phases of the engagement utilised the ACT Government YourSay platform during:

Phase 1:

- > 3 November - 15 December 2017; and

Phase 2:

- > 18 June 2018 - 12 August 2018.

Phase 1 sought to gather information about the key considerations the community, particularly key user groups, identified as essential for service provision and sought to test principles for the creation of a new network to ensure key considerations were included.

Phase 2 aimed to show, at a concept scale, the proposed network which reflected the community's needs identified from Phase 1.

Over the Phase 2 consultation period, we heard from:

- > 9,735 YourSay respondents;
- > 350 attendees at seven Community Council meetings;
- > 504 emails;

- > 11,500 items of written feedback;
- > 1,165 conversations across 21 pop up roadshows with 334 recorded pieces of feedback; and
- > 295,581 people via 42 posts on social media.

A third element of the communication strategy was to provide feedback from Phase 2 to the community. A summary was released in October 2018 which confirmed that 37 changes were made across the 58 proposed routes in the new network.

Some of the key changes included:

- > Rapid 4 extended to provide a frequent, direct Rapid service between Belconnen, the City, Woden and Tuggeranong;
- > all local buses from Weston Creek and Molonglo changed to provide access to the Woden Town Centre;
- > peak bus routes were introduced to the City and Barton from south Tuggeranong suburbs such as Gordon, Conder and Banks, and also stopping at Park and Rides in Calwell and Chisholm; and
- > an additional 78 dedicated school services.

Waste-to-energy

From 27 September to 10 December 2018, the ACT Government sought community and industry views on what a waste-to-energy policy should look like in the ACT.

TCCS was keen to hear from the community early in the policy development process about different technologies and people's concerns and ideas about waste-to-energy.

Feedback was collected via email and written submissions, a survey, focus groups and information stalls.

A total of 251 survey responses were received and 32 written submissions. In addition, three community focus groups, one industry focus group and 10 information stalls were held. Around 600 people were reached during the engagement.

Survey responses show that 75 per cent of all respondents recognised that there was some benefit to having waste-to-energy in the ACT. Concerns around waste-to-energy technologies were also identified in the survey including emissions, environmental impacts and health concerns.

Feedback from the consultation is currently being used in the development of a draft waste-to-energy policy.

Cemeteries and Crematoria Act review

In late 2018 the ACT Government ran a community engagement process on cemeteries and crematoria in the ACT. This engagement process was the start of a review of the *Cemeteries and Crematoria Act 2003* (the Act). The aim of this review is to ensure that the management of cemeteries and crematoria in the ACT is contemporary, sustainable, flexible and meets the needs of the diverse Canberra community.

The engagement process aimed to understand what the community thinks about cemeteries and crematoria in the ACT. Two big issues the engagement focused on were trying to understand whether the needs and preferences of the diverse Canberra community are currently being met, particularly in relation to religious and cultural needs, and what the community thinks about renewable tenure.

A total of 743 surveys and seven written submissions were received. Two focus groups, two information sessions and five public information stalls were held reaching around 250 people; and in-depth one-on-one discussions were had with several people.

About half the survey respondents had used burial or cremation services in Canberra for a loved one, and over 80 per cent of those people were satisfied or very satisfied with the services.

While satisfied with the services provided, 48 per cent of respondents are interested in alternatives to traditional burial and cremation such as natural burial which is currently available in Gungahlin.

Around 11 per cent of respondents also identified that they have a religious or cultural need that is not being met ranging from access to natural flowing water to details on how cremations are carried out.

Detailed conversations with religious and cultural groups continued in early 2019 so that the Government could fully understand these needs and ensure they are accommodated in the future.

A total of 56 per cent of respondents said they are opposed or strongly opposed to renewable tenure.

We are now reviewing the current legislative framework, in light of this consultation process.

Animal Welfare Amendment Bill

The ACT Government consulted on a draft Animal Welfare Legislation Amendment Bill through the YourSay website from 13 December 2018 to 7 February 2019.

Feedback was provided from 120 individuals and 21 businesses and organisations through email and written submissions.

The draft Bill was generally positively received by the ACT community. The changes that had a very high degree of support included recognising animals as sentient beings that deserve a quality of life which will be an Australian first. Increasing the penalties for animal welfare abuse was also supported.

A summary of feedback was released on the YourSay website in May 2019. All comments have been considered in finalising the Bill. The amended Bill has now been introduced into the Legislative Assembly and will be debated post June 2019.

Woden Experiment

The ACT Government sought feedback from 1 September to 23 November 2018 on ideas for activities and events that could be held during the Woden Experiment in Woden Town Square.

An interactive Social Pinpoint map was made available on the YourSay website to identify what people would do in each of the Square's designated spaces to activate the area. A total of 14 submissions were received through the map and there were an additional 17 email submissions.

A workshop was also held on 10 December 2018 which was attended by the community and key stakeholders.

Key insights from the community included the need for more social and cultural opportunities and creation of a more family friendly environment that is safe and accessible.

The Woden Experiment started in March 2019 and has had a program of activities including street art workshops, barbeque fundraisers, choir performances and workshops from make your own green cleaning products, to making kokedamas, weaving and macrame. The community can provide feedback on the installation by completing an online survey.

Age Friendly Suburbs - Holt, Isabella Plains, Stirling, Aranda, Campbell, Narrabundah

The Age Friendly Suburbs Program is an ACT Government commitment to improve path network infrastructure and connectivity in suburbs that include a large proportion of residents aged over 55 years, and are also home to aged care and retirement facilities. The next six suburbs to receive funding for these upgrades are Narrabundah, Isabella Plains, Stirling, Campbell, Aranda and Holt.

In May 2019 a shortlist of proposed upgrades to the path network in each of these suburbs was released for community comment.

We received 18 email submissions and spoke to more than 230 people at information stalls at local shopping precincts. A total of 15 businesses and community groups were also directly engaged including aged care groups and attendance at the Active Aranda community day.

Overall, the community was supportive of the upgrades and their feedback is being used to finalise the shortlist of upgrade works that will be constructed in 2020.

Laneway to Lake Tuggeranong

A concept design for an upgrade to the town square and laneways between Anketell Street and Lake Tuggeranong was released to the local community for comment in late 2018.

An interactive Social Pinpoint map was made available on the YourSay website to allow people to comment on the proposed upgrade. This tool allowed Canberrans to see each other's feedback and provide either a 'thumbs up' or 'thumbs down'. Around 80 comments were received through this platform.

Feedback was also collected face-to-face at two drop-in sessions held in the area and through visits to nearby businesses.

The majority of respondents supported the proposed upgrades and the main needs they identified included removing clutter to ensure clear lines of sight and better connectivity between the shopping precinct and the lakeshore; flexible spaces that could be used for a variety of purposes including outdoor dining and community events; and better lighting, more seats and shade.

The detailed design for the upgrade of the laneway is now being prepared and will be publicly released by the end of 2019.

Natural Play Spaces – Eddison, Glebe, Farrer

The ACT Government worked with the community to co-design nature play spaces for Eddison Park in Woden, Glebe Park in the City and Farrer.

The consultation featured on the YourSay website and involved targeted engagement with residents and interested stakeholder groups from 14 December 2018 to 15 February 2019.

Approximately 220 community members had their say on Glebe Park, 360 community members for Eddison Park, and 130 people for Farrer.

The top five preferred play elements for Glebe Park were water play, climbing, places to hide, traditional play and loose parts play. There was strong support for adding Indigenous elements to the play space to recognise Ngunnawal culture.

The top five preferred play elements for Eddison Park were water play, climbing, places to hide, balance and a dirt bike track. Feedback from the community centred around safety in the park, universal inclusion, more amenities (seating and shade) for carers and more challenging play opportunities.

The top five preferred play elements for Farrer were water play, climbing, places to hide, traditional play and balance. Key themes identified in community feedback and incorporated into the final design concept included bike tracks, journey and connectivity, and challenge and risk.

This feedback is being incorporated in the final designs for the nature play spaces which have been released on the YourSay website.

Construction on the play spaces in Farrer and at Eddison Park will commence in July 2019.

Whole of Suburb Play reviews – Richardson, Higgins, Narrabundah, Waramanga, Torrens

The Better Suburbs Play Spaces Forum allocated \$375,000 for five whole of suburb play reviews.

The suburbs selected by the forum were Richardson, Higgins, Narrabundah, Waramanga and Torrens. We sought feedback from residents on the existing play opportunities in each of the five suburbs and how these spaces could be improved.

We received more than 300 pieces of feedback through online surveys, email and interactive maps and met with around 1,200 people at drop-in sessions in the suburbs to help us design play spaces in partnership with the local communities.

Face-to-face engagement activities included pop-ups at local shops, community events and outside schools, workshops with primary and high school students, meetings with community design groups, walking tours with community members and liaison with individual stakeholder groups.

Feedback on each suburb will be used to develop a detailed plan for a key feature play space (new or re-built) and a play concept map for the whole suburb.

Single-use Plastics

On 16 April 2019, the discussion paper *Phasing out single-use plastics in the ACT* was released. The discussion paper started a conversation with industry, business and the Canberra community about our use of single-use plastic.

Stakeholder and community views were sought through the YourSay website and community information sessions were held.

In the first 10 weeks of the engagement more than 360 comments were registered. On 7 June 2019 two online surveys were released on YourSay, one for the general community and one for businesses. By the end of June 2019, 1,853 community and 30 business surveys had been completed. Two community and one business information session were held, with 48 residents participating in these sessions. A further business information session will be held on 11 July 2019, with consultation closing 31 July 2019.

Better Suburbs

The Better Suburbs Statement was publicly released in September 2018. The Statement was developed through a staged community engagement involving deliberative democracy activities.

- > **Phase 1** started in September 2017 and invited the community to provide feedback on city services through surveys and online discussions, with 1,242 responses.
- > **Phase 2** built on findings from Phase 1 through Kitchen Table conversations undertaken in June and July 2018. 192 participants provided deeper community feedback about city servicing priorities important to the community and stakeholders.
- > **Phase 3** involving a Citizens' Forum of 54 randomly selected participants from the community, was hosted in July/August 2018 to develop the content for the Better Suburbs Statement. Information was shared with forum members to allow them to deliberate on the future priorities for city services in Canberra and present them in the Better Suburbs Statement.

> **Phase 4** brought together the 54 Forum members who were then joined by an additional 10 community members to participate in the Play Spaces participatory budgeting trial. This activity concluded with a smaller group in October 2018, where \$1.9 million was allocated by the group

to specific play space improvements across Canberra.

Work is continuing on the implementation of priorities in the Better Suburbs Statement and from the Play Spaces Forum.

Community Support Initiatives: Grants and Sponsorship

The programs supported by the TCCS during the financial year are set out in the below table 4:

TABLE 4: COMMUNITY SUPPORTED INITIATIVES

Recipient	Project Purpose/Summary	Amount (\$)
2019 Australasian Transport Research Forum	The Australasian Transport Research Conference provides an opportunity for policy officers and researchers from government agencies, academia and private practitioners to exchange ideas and learn about cutting edge and policy relevant transport related research.	\$10,000
Pedal Power	Subsidise a half-day bike maintenance program during Women's Health Week.	\$375
GIVIT	To support GIVIT in its delivery of unwanted goods to people in need.	\$160,000
Ronald McDonald House Canberra	Capital Linen Service donates to RMHC by providing a linen service of sheeting and towelling products for use in the RMHC rooms.	\$14,002.82
Master Plumbers ACT	2019 Plumbing Industry Award	\$2,000

Fraud Prevention

The *ACTPS Integrity Policy* sets the Whole of Government direction on the promotion of integrity in the ACTPS. The *Public Sector Management Standards 2006* details the formal responsibilities of agencies to promote integrity and to control fraud and corruption.

Fraud control arrangements were overseen by the Senior Executive Responsible for Business Integrity Risk (SEBRIR) and monitored by TCCS' Internal Audit Committee. The SERBIR was supported by an advisory panel consisting of the Executive Branch Manager, People and Capability, the Executive Branch Manager, Legal and Contracts and the Agency Security Advisor. The advisory panel met regularly and examined mechanisms for prevention, detection and reporting. Suspected fraud and corruption cases were monitored and actioned by the advisory panel.

The TCCS Fraud and Corruption Prevention Plan provided a framework aimed at enhancing integrity, reducing the risk of fraud and corruption, and assisting our staff to make decisions in the reporting of fraud, corruption and other ethical matters. The TCCS Fraud and Corruption Plan 2018-20 was reviewed and approved by the Director-General on 1 August 2018. Updates to the plan included the

mandatory biennial training for all staff in fraud and ethics awareness. Prevention and detection measures included:

- > raising the general awareness of staff by participation in the TCCS induction program and targeted training for areas identified as high risk;
- > promoting ethical and proper conduct through all staff updates and on the TCCS intranet;
- > conducting a comprehensive internal audit program to address issues of business integrity risk;
- > use of interactive eLearning online modules; and
- > risk assessments based on formal and informal information sources.

Fraud and Ethics Awareness training has been incorporated into the TCCS induction, Transport Canberra bus driver induction and Transport Canberra driver continuity training programs. A total of 501 staff participated in the fraud and ethics awareness training which focuses on identifying and reporting suspected fraud and corruption. An interactive, eLearning module of the fraud and ethics awareness training package was developed and rolled out in May 2019, with 69 employees having completed the training in the 2018-19 financial year. This has enabled facilitated training sessions to focus on operational areas across TCCS.

During 2018-19 financial year there were 10 cases of suspected fraudulent activity reported through to the SERBIR.

All cases were reviewed and resulted in the following outcomes:

No.	Allegation	Outcome
1.	A staff member submitted falsified medical certificates	A review was conducted. The staff member's employment was terminated.
2.	Staff members engaged in corrupt behaviour	The matter was referred to an external investigator. There was insufficient evidence to proceed to formal investigation.
3.	A contractor fraudulently altered a Government contract	This matter is currently under review as at 30 June 2019.
4.	Submission of false time sheets	This matter is currently under review as at 30 June 2019.
5.	Misuse of government equipment	The matter was reviewed, staff were counselled.
6.	Misuse of government equipment	The matter was reviewed. The finding was that no misconduct had occurred.
7.	Staff member with undisclosed conflict of interest with a third party	Preliminary review conducted. Insufficient evidence to proceed with a formal investigation.
8.	A staff member falsified a workers compensation claim	This matter is currently under review as at 30 June 2019.
9.	A staff member engaged in secondary employment while on workers compensation leave	The matter was reviewed. Staff member issued a formal direction to cease secondary employment.
10.	Misuse of government equipment	This matter is currently under review as at 30 June 2019.

Freedom of Information

Freedom of Information Act 2016 (the FOI Act)

Information on how to lodge an access information request under the FOI can be found on the TCCS website at: https://www.tccs.act.gov.au/about-us/freedom_of_information

The TCCS disclosure log can be found at: https://www.tccs.act.gov.au/about-us/freedom_of_information/disclosure-log

The disclosure log was not up to date at the end of the 2018-19 financial year and work has commenced to ensure compliance with the legislative requirement to publish decisions on the disclosure log within 10 days of a decision.

FOI Applications and Decisions

TABLE 5

FOI applications received and decision type⁵³

Applications received	Full access	Partial access	Refused
130	9	62	4

⁵³ Ten decisions were pending from the 2018-19 financial year and were completed this financial year that may further impact numbers in Table 5.

Of the 130 applications received during the financial year, 16 applications had not been completed and were pending at 30 June 2019. Decisions on these applications will be made in the 2019-2020 financial year.

TCCS transferred nine applications during the financial year and received a number on full or partial transfer from other agencies. Applications transferred to TCCS are included in the applications received at Table 6.

Applicants withdrew 13 applications, five of which had been dealt with as informal requests to the satisfaction of the applicant. No documents were found for 12 applications.

TABLE 6

FOI Processing timeframe		
Access application decided within the time to decide (section 40)	Access application not decided within time to decide (section 40)	Additional number of days taken to decide over the time to decide (section 41) - Extensions
16	4	1, 1, 1, 1, 1, 2, 2, 2, 2, 2, 3, 3, 4, 4, 4, 5, 5, 6, 6, 6, 7, 7, 8, 8, 8, 8, 9, 10, 10, 10, 10, 10, 10, 10, 12, 13, 13, 13, 14, 15, 16, 17, 18, 20, 20, 21, 22, 23, 23, 23, 27, 28, 28, 29, 31, 31, 38, 42, 51, 51, 52, 52, 52, 55, 63, 66, 68, 72, 99, 149

Amendment of personal information

No requests for amendment of personal information under the FOI Act were made during the financial year.

Review of Decisions

There was one application for review under section 74. That matter has not yet been decided by the Ombudsman. There were no applications to ACAT under section 84.

Fees

There were no fees charged for the processing of access applications.

Open Access Information

TCCS complies with the Open Access Information requirements of Part 4 by ensuring that the following information is published on the TCCS website:

- > functional information about TCCS including its structure;
- > how to make a request for information to TCCS;
- > budgetary papers;
- > the agency disclosure log;
- > information about boards and other bodies established by the agency; and
- > policy documents.

TCCS is an operational agency with service delivery as its primary function, policy documents as defined under the FOI Act are proactively published where such documents exist. Publication is integrated into the information management system and in this regard no specific assessment of publication is made except where there is a reason identified not to publish. There were no decisions made not to publish Open Access Information.

In relation to other information covered under section 23 of the FOI Act the following applies:

- > information about TCCS contained in documents tabled in the Legislative Assembly are published by the Assembly; and
- > there are no grants made or administered by TCCS.

Internal Audit

The internal audit function within TCCS is overseen by a Chief Audit Executive and administered by a designated TCCS Audit Manager. The Audit Committee is an integral part of the internal audit function and reports to the Director-General on the governance, risk and internal control environment. Activities are conducted in accordance with the *TCCS Internal Audit Charter* and the *TCCS Audit Committee Charter*. The 2018-19 audit work plan was derived from the 18-month strategic internal audit plan developed in 2017-18 and continues to apply a risk-based methodology to identify areas for audit focus. TCCS engaged the Institute of Internal Auditors to complete a quality assessment of its internal audit function. TCCS achieved an assessed level of 'Optimising' on 5 of 12 criteria, with the remaining 7 assessed as 'Managed'. This resulted in an overall assessment of the directorate's internal audit maturity as 'Managed/Optimising' and that the function conforms to the ACT Government requirements and the internal audit standards.

TCCS has been utilising the ACT Government's Whole of Government internal audit services panel to deliver internal audit activities. The panel provides access to performance, compliance and

information technology audit categories. Eight internal audits, including six performance and two compliance audits, and one management-initiated investigation were presented to the Audit Committee for consideration during 2018-19. The Committee also monitored audits conducted by the ACT Auditor-General and was provided copies of published reports. Only one report had specific references to TCCS however there were no formal recommendations for TCCS.

During 2018-19 changes to the Audit Committee membership structure were implemented. Following a better practice ACT Government Review, the new Audit Committee consists of five members: an independent external chair, two independent members external to ACT Government, one member who is an ACT Government Executive level employee and one TCCS representative who is an Executive level employee. The Audit Committee is assisted by three advisors – the TCCS Chief Audit Executive, the Chief Financial Officer and the Auditor-General's representative. The Audit Committee met four times during the year to discuss performance and compliance audits and once to discuss financial statements. The external members on the Audit Committee are engaged under contract and paid a fee based on five meetings per annum.

TABLE 7: TCCS AUDIT COMMITTEE MEMBERSHIP

Name of Member	Position	Meetings attended
Mr Will Laurie	Independent Chair	5
Mr Ken Moore	Independent External Member	5
Ms Carol Lilley	Independent External Member	4 (Commenced 31 August 2018)
Ms Moira Crowhurst	ACT Government Executive Member	2 (Commenced 15 February 2019)
Mr Daniel Childs	TCCS Executive Staff Member	5
Ms Glenys Roper	Independent External Member	1 (Appointment ceased 17 August 2018)
Ms Cathi Moore	Independent External Member	1 (Appointment ceased 17 August 2018)

Risk Management

Risk management plays an integral part in the TCCS business planning process. The directorate's approach to risk management is based on the Australian and New Zealand Risk Management Guidelines AS/NZS ISO 31000:2018. The TCCS Risk Management Framework and Risk Management Plan provides employees with the foundations and principles of risk management processes to ensure a consistent, effective and efficient approach to the identification, treatment and management of risk at all levels of the organisation.

A risk-based business planning process links risk management, standard work, and condition-based maintenance to properly apply resources based on process criticality. This ensures that proper controls are put in place and reliability analysis is used to ensure continuous improvement. Responsibility for managing risks is dependent on the severity of the consequences, the scale of treatment required and where in our results chain the risk is likely to impact.

Business units are responsible for identifying and managing significant operational or financial risk at the unit level. Identification of risks must be done in accordance with the business planning cycle.

The TCCS Executive Board is responsible for identifying and managing strategic risks related to TCCS organisational outcomes and impacts. The Board is also responsible for identifying and evaluating strategic risks as a part of the strategic planning process.

The Executive Board develop, own and manage the TCCS strategic risk profile, defining the organisational tolerance to risk and identifying strategic risks which could impact on the delivery of the strategic and organisational objectives.

The identification of emerging risk is undertaken through an ongoing risk monitoring cycle. Business units may choose to identify risks through formal risk meetings, add it as a standard agenda item to branch meetings or conduct informal reviews. All actions and reviews are recorded, in the risk register. Reviewing risks is commensurate on the level of the risk and the adequacy of the controls.

During the reporting period, 54 employees participated in ACT Insurance Authority (ACTIA) risk management training. Three training packages were offered to all TCCS staff: Introduction to Whole of Government Risk Management; Introduction to Risk Management; and Managing Risk in Projects. Training options were made accessible to all employees through TCCS MyLearning.

Scrutiny

TCCS was responsible for implementing a range of undertakings made in reports that are produced by reporting entities charged with responsibility for scrutiny, including the Auditor-General, ACT Ombudsman and Legislative Assembly Committees. Relevant recommendations and the associated response and status are set out in the following tables.

Estimates Recommendations

Report: 2018-19 - Select Committee on Estimates

Recommendation	Government Response
<p>Recommendation 194</p> <p>The Committee recommends that the ACT Government continue to give priority to, and increase investment in, public transport and active transport.</p>	<p>Agreed and in progress</p> <p>The Government is currently developing an integrated transport strategy which will include investment principles to ensure ongoing priority is given to sustainable travel options. Some of the Government's priorities over the coming years will include light rail and the new bus network, providing increased bus priority infrastructure, upgrading and expanding park and ride and park and pedal facilities and providing more cycling facilities in urban areas. The Government will also continue to investigate emerging technology that is sustainable and has the potential to serve the needs of our growing city.</p>
<p>Recommendation 196</p> <p>The Committee recommends that the ACT Government ensures that its procurement process for the next tranches of 40 buses encourages purchase of low emissions (electric or hybrid) buses.</p>	<p>Agreed and in progress</p> <p>The ACT Government is currently trialling two electric buses and one hybrid bus. This trial will help to inform the procurement process for the next 40 buses. The ACT Government will seek to ensure that the purchase of new buses provides value for money taking into consideration a range of factors including operational costs, environmental performance, energy efficiency, sourcing, and disability accessibility compliance. This assessment will include the relative maturity of the electric/hybrid bus market in Australia, the challenges of introducing fully electric buses and the lessons learned from the alternative fuel trial currently underway compared with the ready availability of low emission Euro VI diesel buses.</p>
<p>Recommendation 197</p> <p>The Committee recommends that the ACT Government provides additional de-identified data from MyWay using the ACT's open data portal. This data would include patronage on individual routes at specific times of day.</p>	<p>Agreed in principle and in progress</p> <p>TCCS will investigate increasing the range of patronage data published at www.data.act.agov.au</p>
<p>Recommendation 200</p> <p>The Committee recommends that the ACT Government report on proposed staffing numbers at transport interchanges, both currently and in the new network, broken down by time of day, as part of Annual Reports.</p>	<p>Agreed in part and completed</p> <p>TCCS has published the number of customer service representatives staff based at key transport interchanges in the TCCS Annual Report, for the 2018-19 financial year.</p>
<p>Recommendation 201</p> <p>The Committee recommends that the ACT Government continue to trial demand responsive transport services and report to the Assembly on the progress of any such trials on a quarterly basis.</p>	<p>Agreed in principle and completed</p> <p>The Minister for Transport Canberra and City Services will provide periodic updates to the Assembly on the progress of any demand responsive transport services as appropriate.</p>
<p>Recommendation 203</p> <p>The Committee recommends that the ACT Government assure parents of students with special needs that the Special Needs Transport service will continue to be made available and the ACT Government meet the cost of the service until a resolution between the Australian Government and states and territories is determined.</p>	<p>Agreed and completed</p> <p>The ACT Government will continue to provide the Special Needs Transport Program as an in-kind service for students with disability who meet eligibility requirements, until there is agreement at a national level about the future of supported transport under the National Disability Insurance Scheme.</p>

Recommendation	Government Response
<p>Recommendation 204</p> <p>The Committee recommends the ACT Government demonstrate transparency during the planning of Light Rail Stage 2, and:</p> <ul style="list-style-type: none"> > release advice received from the National Capital Authority related to the route of Light Rail Stage 2; > when conducting future consultations on the light rail route, commit to publish submissions on the Transport Canberra and City Services website (and inform people of this before they make their submission to ensure their consent); > release all costings for the proposed Light Rail Stage 2, including ongoing operating cost; > provide full and accurate information about the time taken, frequency and stops for proposed routes; and > provide full information on all alternative routes considered. 	<p>Agreed in principle and completed</p> <p>The ACT Government has and will continue to demonstrate transparency during the development of the project.</p> <p>With respect to advice received from the National Capital Authority related to the City to Woden light rail route, advice may be released as appropriate and with the consent of the National Capital Authority. Early guidance provided by the National Capital Authority has been contained in the ACT Government's Light Rail Update of June 2018, and in the submission made by the National Capital Authority to the Commonwealth Joint Standing Committee on the National Capital and External Territories Inquiry into Light Rail Stage 2.</p> <p>With respect to the ACT Government conducting future consultations on light rail Major Projects Canberra is now taking carriage of this project. As with the Gungahlin to City light rail project, the ACT Government intends to release City to Woden light rail costings and operating features. The ACT Government has provided information regarding alternative routes and will continue to do so where appropriate.</p>
<p>Recommendation 208</p> <p>The Committee recommends the ACT Government ensure all suburbs have adequate footpaths.</p>	<p>Agreed in principle</p> <p>The ACT Government recognises the importance of improving community paths and cycling facilities to provide safe and attractive routes in the ACT for people to use.</p> <p>Community paths in Canberra have been built over many years to the design standards of the era in which they were built. The ACT Government is working to better connect existing path networks and create new connections.</p> <p>This is a significant undertaking that needs to be approached strategically, which involves assessing and prioritising requests for missing links or upgrades to existing facilities.</p>
<p>Recommendation 211</p> <p>The Committee recommends that the ACT Government explore the feasibility of extending 40km per hour zones in Town Centres and high pedestrian areas.</p>	<p>Agreed and in progress</p> <p>TCCS has explored the feasibility of expanding the 40km/h zones in town centres and will work to develop the extension to the town centre 40 km/hr scheme with priority given to implementing an expansion to the 40 km/hr zone in Belconnen.</p>
<p>Recommendation 213</p> <p>The Committee recommends the ACT Government continue to identify and implement ways that waste generation in the ACT can be reduced.</p>	<p>Agreed and completed</p> <p>The Waste Feasibility Study Roadmap sets a target of lifting resource recovery from the current 70 per cent to 87 per cent. ACT NoWaste will progress this through promoting better waste management behaviours, investigating the diversion of organics from landfill, facilitating market development for reuse and recycling of materials that are currently sent to landfill, and developing a waste-to-energy policy for the ACT.</p>
<p>Recommendation 214</p> <p>The Committee recommends that the ACT Government implement initiatives to collect and process organic food waste from residential and commercial waste streams, to prevent it from entering landfill.</p>	<p>Agreed in part and in progress</p> <p>Scoping has commenced to establish a facility to process food and garden organics (FOGO) currently going to landfill from residential and commercial streams. This is in line with the recommendations of the Waste Feasibility Study Roadmap.</p> <p>For households, the roadmap recommends expanding the residential green bin collection service to accept food organics. At this stage, a food organics collection service for commercial waste streams is not in scope, however it is anticipated a FOGO facility will have capacity to accept commercial food waste.</p> <p>Importantly, the roadmap recommends community education to inform Canberrans about how to reduce food waste in the first place.</p>

Report: 2018-19 - Select Committee on Estimates

Recommendation	Government Response
Recommendation 215 The Committee recommends that the ACT Government progress options for processing organic waste, such as anaerobic digestion and composting, to minimise greenhouse gas emissions and improve environmental outcomes.	Agreed and in progress The Government allocated \$200,000 in the 2018-19 budget to commence investigations into options for diverting organics from landfill. Scoping has commenced and ACT NoWaste is currently working on a business case for delivery of a Food Organics Garden Organics (FOGO) facility.
Recommendation 217 The Committee recommends that the ACT Government publicise to the community the process for triaging graffiti removal, including the response timeframes for different categories of graffiti, and circumstances in which there may be a delay in removal.	Agreed and completed The timeframes for removing illegal/offensive graffiti from public open space is published on the Transport Canberra and City Services website. Further information will be included on the website detailing where there may be delays in removal, such as locations which are difficult to access or where safety issues arise.
Recommendation 218 The Committee recommends that the ACT Government formally document a policy for deciding sportsground upgrades in the ACT, including the criteria for prioritising one project over another.	Agreed in principle and in progress The ACT Government will prepare a guideline that details key considerations that relate to the prioritisation of sportsground upgrades and associated works.
Recommendation 220 Once the investigation is concluded into an incident in which a dog was euthanised on the June 2018 long weekend, the Committee recommends that the ACT Government report on the outcomes of the investigation.	Agreed and completed A report on the findings of an Independent Expert Review into the Management of Dogs in the ACT has been released and is available on the TCCS website .
Recommendation 221 The Committee recommends that the ACT Government manage weed growth on median strips and verges as a priority.	Agreed and completed Controlling weed growth on medians and verges is a priority and is undertaken on a programmed basis using a range of methods including chemical control, physical removal and use of mulch and planting to out-compete weeds. Weeds in such locations are primarily an amenity issue and allocation of additional resources for this purpose is undertaken with consideration of the need to address competing safety and risk priorities.
Recommendation 223 The Committee recommends that the ACT Government should set a strong tree canopy target, and ensure all developments and redevelopments are climate-wise and adapted to a warmer, drier climate.	Agreed and in progress A draft ACT Living Infrastructure Strategy is being developed by the Environment, Planning and Sustainable Development Directorate (EPSDD) in collaboration with TCCS. This Strategy will seek to enhance living infrastructure in the Territory, including targets for urban tree canopy cover. TCCS is currently reviewing the Municipal Infrastructure Standard 25 Plant Species for Urban Landscape Projects which will be informed by an ANU research project examining species suitability for future climate conditions. This project is being undertaken in collaboration with EPSDD.
Recommendation 225 The Committee recommends that the ACT Government continue to keep the community informed as Southern Memorial Park is progressed.	Agreed and in progress The community will be informed as progress is made on the Southern Memorial Park option.
Recommendation 226 The Committee recommends that the ACT Government prioritise community consultation and legislation development for any tenure changes for burial plots.	Agreed and in progress Community consultation and legislation development is expected to commence in 2019-20.

Standing Committee on Planning and Urban Renewal Report 3

Draft Variation to the Territory Plan No 344 Woden Town Centre: Zone Changes and Amendments to the Phillip Precinct Map and Code

Recommendation	Government Response
Recommendation 18 The Committee recommends that the ACT Government improves pedestrian connections and wayfinding between Woden town centre and Edison Park.	Agreed and in progress TCCS is investigating wayfinding and connections including for between Eddison Park and Woden town Centre.

Annual Report Recommendations

Standing Committee on Environment and Transport and City Services - Inquiry into Annual Reports

Recommendation	Government Response
<p>Recommendation 5</p> <p>The Committee recommends that the ACT Government continue to investigate the feasibility of recycling of household food and organic waste.</p>	<p>Agreed and in progress</p> <p>TCCS has commenced work on developing options for the diversion of organics from landfill.</p>
<p>Recommendation 6</p> <p>The Committee recommends that the ACT Government continue to investigate the feasibility of composting and anaerobic digestion, in order to reduce the amount of waste going to landfill.</p>	<p>Agreed and in progress</p> <p>TCCS has commenced work on developing options for the diversion of organics from landfill.</p>
<p>Recommendation 8</p> <p>The Committee recommends that the ACT Government report publicly on the incidence of dog control offences and the number and nature of infringements issued each year.</p>	<p>Agreed in principle and in progress</p> <p>Noting that there are a variety of sanctions utilised in relation to dog control offences in addition to infringements. Reporting will be based on the ready availability of data via electronic systems which are currently under development.</p>
<p>Recommendation 9</p> <p>The Committee recommends that Transport Canberra and City Services continue to work with Access Canberra to improve the Fix My Street website, including giving people the capability to track the progress of their case via the website.</p>	<p>Agreed and completed</p> <p>TCCS and Access Canberra are working together to improve the Fix My Street website and investigating opportunities to improve the communication with the public in relation to tracking the progress of cases via the website. A program is underway to achieve this and we expect to implement improvements throughout the 2019-2020 operational year.</p>
<p>Recommendation 12</p> <p>The Committee recommends that the ACT Government publish data on the per centage of journeys in the new bus network that require transfer at interchanges.</p>	<p>Agreed in principle and in progress</p> <p>Journeys may not always require transfer at an interchange. In the new network, it is expected that some customers will choose to transfer at an interchange for a faster journey. Consideration will be given to whether or how information about transfers should be incorporated into reporting of public transport patronage data.</p>
<p>Recommendation 13</p> <p>The Committee recommends that the ACT Government publish a schedule for the construction of a light rail stop in Mitchell.</p>	<p>Agreed and in progress</p> <p>Transport Canberra will provide a timeline for the construction of a light rail stop in Mitchell, noting that timing of this is subject to both decisions of Government and commercial negotiations.</p>
<p>Recommendation 14</p> <p>The Committee recommends that the ACT Government continue to explore flexible transport options for older people, and people with disability who may have difficulty accessing the public transport network.</p>	<p>Agreed and in progress</p> <p>Transport Canberra is procuring a new booking system that will make it faster and easier for customers to book the flexible bus service and allow Transport Canberra to deliver more services with the same buses and drivers through more efficient scheduling. Over time, Transport Canberra will also explore opportunities to expand the booking platform to other services, such as community transport services. Note that Transport Canberra will also work with other government agencies who share responsibility for this.</p>
<p>Recommendation 15</p> <p>The Committee recommends that the ACT Government provide on-demand bus services to the Alexander Maconochie Centre to encourage visitation and assist detainees to maintain links with the community.</p>	<p>Agreed in principle and in progress</p> <p>The new integrated public transport network will include a service linking the Alexander Maconochie Centre with the Woden Interchange, which is designed to allow customers to visit detainees during visiting hours. It is expected that, in time, this service will adopt demand-responsive functionality and become a service which is more responsive to when people actually need to travel, rather than a fixed timetable.</p>

Standing Committee on Environment and Transport and City Services - Inquiry into Annual Reports

Recommendation	Government Response
Recommendation 16 The Committee recommends that the ACT Government report to the Assembly on the outcomes of the Airbike dockless bike share trial, including overall patronage, key hotspots for beginning and end of rides, instances of bikes being left in inappropriate places, and instances of bikes being retrieved from waterways.	Agreed and in progress TCCS is currently finalising an evaluation of the six-month trial with Airbike. The evaluation report will cover key outcomes of the trial, instances of bikes being damaged or left in inappropriate places and responsiveness by the provider.

Standing Committee Recommendations

Government Response to the Select Committee on Estimates 2018-19 - Inquiry into Appropriation Bill 2018-19

Report 7 - Inquiry into ACT Government Libraries

Recommendation	Government Response
Recommendation 1 The Committee recommends that the evidence submitted to this inquiry in submissions and hearings also be considered by ACT Government during the development of the next strategic plan for Libraries ACT.	Agreed and in progress The Current Strategic Plan concludes in 2019 and the evidence submitted to the Inquiry will be considered as part of formulating a new strategic plan for the coming three to five years.
Recommendation 2 The Committee recommends that the ACT Government review opening hours as part of the strategic plan, in consultation with the community.	Agreed and in progress As part of the development of a new strategic plan the community will be consulted on opening hours.
Recommendation 3 The Committee recommends that the ACT Government explore ways to facilitate after-hours access to Libraries ACT services without introducing significant staff costs, such as parcel collect lockers.	Agreed and in progress As part of the development of a new strategic plan after-hours access will be explored.
Recommendation 4 The Committee recommends that the ACT Government consider an additional library branch for the Molonglo and Weston Creek region as the population grows.	Agreed in principle and in progress Government will consider Weston Creek and Molonglo as a possible location for a library as the population continues to grow. This could be further considered as part of a future co-design process.
Recommendation 5 The Committee recommends that the ACT Government upgrade the Libraries ACT website and online catalogue, following consultation with the community, and identification of best practice website design and functionality among public libraries nationally and internationally.	Agreed and completed Agreed and completed Implementation of a new website has been completed and the new website is 'live'. Use analysis of the ACT library website and best practice websites for other library services were reviewed as part of this redevelopment. The online catalogue will be greatly improved when the new Integrated Library Management System is introduced later in 2019.
Recommendation 6 The Committee recommends that the ACT Government enhance the marketing and communications of library services, to increase community awareness of the free resources available to them.	Agreed and completed The ACT Government continuously monitors and makes improvements to communications and marketing materials in order to best raise awareness of library services.
Recommendation 7 The Committee recommends that the ACT Government explore opportunities for further partnerships between Libraries ACT and government and community services.	Agreed and completed Libraries ACT is already adept at these partnerships and they will increase this further.

Report 7 - Inquiry into ACT Government Libraries

Recommendation	Government Response
<p>Recommendation 8 The Committee recommends that the ACT Government develop and promote specialist digital literacy training programs at libraries for people with disability.</p>	<p>Agreed and in progress The Library will develop a Disability Action Plan and community training will be included in this. This will be developed by the planned Disability Inclusion Learning Officer for Libraries ACT.</p>
<p>Recommendation 9 The Committee recommends that the ACT Government develop an electronic booking system for meeting rooms in library branches, to reduce administrative burden on library staff and improve accessibility for the community.</p>	<p>Agreed and in progress Subject to internal resources, TCCS is investigating a software system that could be used by Libraries ACT.</p>
<p>Recommendation 10 The Committee recommends that the ACT Government increase the number of meeting rooms available to the community, and facilitate after-hours access, particularly at Woden Library.</p>	<p>Agreed and in progress Libraries ACT is currently investigating how to make the downstairs meeting room at Woden accessible after hours as part of the project to resume the Access Canberra space to Libraries ACT.</p>
<p>Recommendation 11 The Committee recommends that the ACT Government enhance and promote volunteering opportunities available in Libraries ACT.</p>	<p>Agreed and in progress Volunteer opportunities will continue to be made available, where appropriate. Volunteers should not take the place of paid, professionally trained staff, however they have a role in enhancing services where this can be accommodated within existing resources. TCCS is implementing Better Impact and online portal to support volunteers across the whole Directorate.</p>
<p>Recommendation 12 The Committee recommends that the ACT Government engage in a co-design process with the community when developing the new strategic plan for Libraries ACT.</p>	<p>Agreed in principle and in progress A co-design process will require a financial investment and this will be considered by Government.</p>
<p>Recommendation 14 The Committee recommends that Libraries ACT develop and implement a Disability Action Plan, as an ongoing framework for continuous evaluation and improvement of the accessibility of library services, and that they do so in partnership with the disability community.</p>	<p>Agreed and in progress Libraries ACT has plans to employ a Disability Inclusion and Learning Officer and to develop a Disability Action Plan.</p>

Auditor-General's Reports

TABLE 8: ACT AUDITOR-GENERAL'S REPORT ACCEPTANCE OF STORMWATER ASSETS REPORT NO. 1/2018

Recommendation	Action and status
<p>Recommendation 2 Update of Design Codes Aand Standards</p> <p>The Environment, Planning and Sustainable Development Directorate and Transport Canberra and City Services Directorate, respectively, should facilitate updates to the <i>Waterways Water Sensitive Urban Design Code 2009</i> and the Design Standards for Stormwater Infrastructure to reflect changes resulting from the 2016 Australian Rainfall and Runoff Guidelines.</p>	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 6 Consideration of Stormwater Solutions</p> <p>The Environment, Planning and Sustainable Development and Transport Canberra and City Services Directorates, in consultation with the Suburban Land Agency, should develop a range of stormwater management solutions for new estates and subdivisions, in the context of a catchment-wide plan for the area, to ensure that the optimal solution and the means of financing it are adopted.</p>	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 7 Certification of Stormwater Assets</p> <p>The Transport Canberra and City Services Directorate should require that certifications of stormwater assets are provided by engineers who are suitably qualified and experienced in stormwater design.</p>	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 8 Functional Review of Stormwater Management</p> <p>The Transport Canberra and City Services Directorate in consultation with the Environment, Planning and Sustainable Development Directorate, should review arrangements for the management of stormwater assets to improve cross-agency management of stormwater.</p>	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 9 Strategic Asset Management Plan</p> <p>Roads ACT should, no later than June 2018, update and adopt the Strategic Asset Management Plan, to reflect current stormwater management priorities.</p>	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 10 Development of Performance Indicators</p> <p>The Environment, Planning and Sustainable Development and Transport Canberra and City Services Directorates should each develop performance measures for the achievement of ACT Government stormwater objectives, including the management of stormwater discharges. These should be publicly reported (for example, in the ACT Water Report).</p>	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 11 Achieving Government Objectives</p> <p>Transport Canberra and City Services should amend the <i>Requirements for Design Acceptance Submissions</i> procedure to require:</p> <ol style="list-style-type: none"> a) designers to demonstrate how proposed stormwater assets will achieve the objectives of the ACT Government; and b) consideration of stormwater objectives when assessing stormwater asset designs. 	<p>Agreed Refer recommendation 16.</p>

Recommendation	Action and status
<p>Recommendation 12 Monitoring the Performance of Stormwater Assets</p> <p>The Transport Canberra and City Services Directorate should collect stormwater asset performance information, available from various agencies, for use in considering the acceptance of stormwater assets.</p>	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 13 Identification of Risk</p> <p>The Development, Review and Coordination Section and Roads ACT and City Presentation business units in the Transport Canberra and City Services Directorate should:</p> <ol style="list-style-type: none"> undertake a detailed analysis of the risks associated with the acceptance of stormwater assets; include treatments to reduce these risks in their relevant risk registers; and establish a formal process that communicates these risks to Directorate executives. 	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 14 Improving the Accuracy of IAMS Data</p> <p>Transport Canberra and City Services should review all Integrated Asset Management System (IAMS) stormwater data to ascertain whether they are accurate and complete.</p>	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 15 Management of the Existing Stormwater Network</p> <p>Transport Canberra and City Services should:</p> <ol style="list-style-type: none"> develop a preventative maintenance plan for stormwater assets; and clearly identify problem areas with, and risks to, the stormwater network. <p>If required, appropriate remedial action should be recommended to the Minister for Transport and City Services..</p>	<p>Agreed Refer recommendation 16.</p>
<p>Recommendation 16 Reducing Damage to Accepted Assets</p> <p>A working group (including representatives from Transport Canberra and City Services, Environment, Planning and Sustainable Development, the Suburban Land Agency, Access Canberra and other relevant entities) should be established to:</p> <ol style="list-style-type: none"> develop a coordinated multi-agency strategy to reduce the damage to accepted assets caused by building and other construction activity; and report to the Minister for Planning and Land Management on actions to be taken, then subsequently the results of any actions undertaken. 	<p>Agreed</p> <p>A cross-Directorate working party with representatives from Environment, Planning and Sustainable Development Directorate, Transport Canberra and City Services Directorate, Suburban Land Agency and Access Canberra has been established. This working party has been working to address issues raised in the report and provides advice to the Directors-General Water Group. The issues involved are complex and so careful consideration of responses has been required. An action plan is being developed which will inform the responses to recommendations and the timing of actions. It is anticipated that this action plan will be considered by the Directors-General Water Group in late 2019.</p>
<p>Recommendation 17 Review and Augmentation of Existing Stormwater Infrastructure</p> <p>Transport Canberra and City Services should develop a forward program for the ongoing review of stormwater infrastructure in established areas of Canberra and augmentation of the infrastructure where necessary. The forward program should be provided to the Minister for Transport and City Services for consideration and direction.</p>	<p>Agreed Refer recommendation 16.</p>

Legislative Assembly Committees

The following tables list the Legislative Assembly Committees reports, their recommendations relating to TCCS and where applicable, the response to those recommendations.

TABLE 9: REPORT NO 2 – STANDING COMMITTEE ON ENVIRONMENT AND TRANSPORT AND CITY SERVICES, PLANNING, MANAGEMENT AND DELIVERY OF ROAD MAINTENANCE IN THE ACT

Recommendation	Action and status
<p>Recommendation 1: Roads ACT Signage Strategy</p> <p>The Committee recommends consideration be given to reviewing the Roads ACT signage strategy with particular consideration of the impact of signage on road users.</p>	<p>Agreed</p> <p>Roads ACT implements and places signs generally in accordance with nationally accepted Australian Standards (1742 Series). However, there can be physical restrictions on-site such as visibility limitations or a lack of space which preclude signs being placed to the correct standards. In these instances, signage is placed in the most suitable alternative location and in the spirit of the guidelines. Roads ACT has in the past been made aware of some speed limit signs that were not ideally located. Consequently, these have been reviewed and improvement measures applied. If signage is considered inappropriate, these can be reported through Access Canberra for assessment by Roads ACT and appropriate action taken if required. Any recommended improvement measures will be progressively implemented as part of the directorate's future works program.</p> <p>With regard to temporary traffic management signs at new road works, or other works in the road reserve, the ACT Government will continue to encourage the contractors responsible for installing the temporary road signs to improve their performance through increased monitoring of works sites. In addition, separate measures are in place to ensure the quality of work meets the required standards..</p>
<p>Recommendation 2: Provision of Information to the Public</p> <p>The Committee recommends Roads ACT provide more information to the community on how older roads are managed when existing loads exceed the expected loads when the road was originally designed or as those roads reach the end of their lifespan.</p>	<p>Agreed</p> <p>An information factsheet will be produced and provided on the TCCS website, to inform the community on how roads are managed and maintained.</p> <p>Whilst Roads ACT has set resurfacing targets which are lower than national guidance, these are considered suitable and sustainable, and are based upon local weather patterns, traffic volumes (including freight movements) and historic road maintenance practices and experience.</p> <p>The resurfacing program is only conducted in the warmer months between early October to late April to reduce the impact or delays that colder weather may have to the effectiveness of the program. Every day, weather reports are monitored to determine if works can occur or need to be rescheduled.</p>
<p>Recommendation 3: Engagement of Key User Groups and Representative Bodies</p> <p>The Committee recommends Roads ACT seek to engage key user groups and representative bodies as part of its review into aligning the ACT roads standards and specifications with national and regional better practice.</p>	<p>Agreed / Implemented</p> <p>The Roads ACT Standards and Specifications for both territorial and municipal roads have been finalised in their current format and are available for use by the construction industry, from the TCCS website. During this implementation phase, there are opportunities for Industry to provide comments. As part of their development, detailed consultation was undertaken with a wide range of stakeholders, including: ACT Government Directorates, industry groups (including the Master Builders Association and Pedal Power), materials suppliers, design consultants, technical specialists and subject matter experts.</p> <p>Stakeholders also included the Motorcycle Riders Association and the NRMA. As suggested within the Committees Report the Road Users Working Group or the ACT Road Safety Advisory Group were not consulted, and the two groups will be provided a link to the current documents and invited to comment.</p> <p>It is planned that the current Standards and Specifications will be a living document, which will include addressing comments and issues arising from industry during the implementation of the standards and specifications. Any review(s) will also include wide ranging consultation, in a similar style detailed above.</p>

Recommendation	Action and status
<p>Recommendation 4: Community Awareness</p>	<p>Agreed / Implemented</p> <p>Roads ACT will continue to investigate opportunities to raise awareness of its maintenance programs within the community.</p> <p>Currently, the following communication methods are used to ensure community and stakeholder awareness:</p> <ul style="list-style-type: none"> > road resurfacing programs are available on the TCCS website: > (http://www.tccs.act.gov.au/roads-paths/Road_Infrastructure_and_Maintenance/roadworks-roadresealing/road-resurfacing-program); > an information factsheet explaining the resealing process is also available on the TCCS website; > the TCCS Communications Unit is provided with information regarding road maintenance works, including: resurfacing, significant linemarking works around intersections and bridge maintenance on a daily basis. This information is then passed onto relevant stakeholders and media for publication; > resealing and resurfacing sites, areas of a suburb and/or individual streets are sign posted prior to the works to outline dates of planned works; > Variable Message Signs are used in the lead up to some maintenance works on high volume roads; > letters are provided to affected residents / businesses prior to any works; and > TCCS Communications is to also distribute information on road works via Twitter.
<p>Recommendation 5: Maintenance Program Considerations</p>	<p>Agreed / Implemented</p> <p>Roads ACT plans and delivers road pavement maintenance with consideration of all users. For instance, different surfacing treatments are applied to roads which have on-road cycle lanes recognising that cycle lanes require different materials to provide a smoother riding surface for cyclists. Similarly, car parks are now resurfaced using different materials to roads, to provide for a smoother surface for wheelchair users, prams or trolleys.</p> <p>The resurfacing program is quite complex. On the territorial road network, road pavement defects are identified through mechanistic surveys with this data being interpreted by a computer model to identify the type of method (treatment) to improve road pavements or remove defects. For the municipal road network, due to its lower traffic loading, visual inspections are undertaken and suitable treatment methods determined. In the majority of cases, cracking is the predominant defect, so the treatment involves sealing the cracks and then applying a chip seal to the road pavement to prevent water ingress and improve skid resistance.</p> <p>Road maintenance is planned and delivered carefully, in order to minimise the impact on various road users and the surrounding infrastructure. For example, temporarily blocking drains during the resealing of road surfaces is undertaken to prevent any reseat materials from entering the drainage system and polluting water courses.</p> <p>Roads ACT already undertakes engagement activities with many other areas of the ACT Government and the public when preparing and finalising annual maintenance programs such as the annual resurfacing program. This includes, local residents, business, cycling and pedestrian advocates including, but not limited to the ACT Government Directorates listed below:</p> <ul style="list-style-type: none"> > Capital Works (TCCS) – responsible for designing / constructing new road improvements (i.e. Horse Park Drive duplication, Town Centre upgrades, etc); > City Presentation – responsible for managing city infrastructure, parks and open spaces, playgrounds and mowing verges, etc; > Transport Canberra – responsible for public transport services and Light Rail; > Capital Works (CMTEDD) - responsible for designing / constructing new infrastructure to support development (i.e. John Gorton Drive, etc); and > Education and Health for works adjacent to their facilities. <p>This consultation process allows Directorates to potentially combine projects to achieve best value, or minimise disruption to the community during construction works.</p>

TABLE 10: GOVERNMENT RESPONSE TO THE SELECT COMMITTEE ON ESTIMATES 2017-18 – INQUIRY INTO APPROPRIATE BILL 2017-18

Recommendation	Action and status
<p>Recommendation 28: The Committee recommends that Transport Canberra and City Services maintain a separate budget line for sportsgrounds facilities management, including line items for:</p> <ul style="list-style-type: none"> > maintenance; > lighting and other user charges; > irrigation; > capital upgrades – per project itemised; > capital expenditure – per project itemised; > user charges income from sportsground facilities management; and > employee expenses resulting from sportsgrounds facilities management. 	<p>Agreed Detailed line item budgets for sportsground facilities maintenance, revenue and employee expenses are maintained at a Directorate level. However, these detailed budgets are aggregated for the purposes of reporting. Capital Works and Capital Upgrade expenditure is tracked in accordance with the project descriptions published in the Budget Papers.</p>
<p>Recommendation 126: The Committee recommends that the ACT Government provide assurance to parents of children who require special student transport that this service will continue to be delivered.</p>	<p>Agreed and in progress The ACT Government will work with the National Disability Insurance Agency to ensure the ongoing delivery of special needs transport in the ACT.</p>
<p>Recommendation 143 The Committee recommends that the ACT Government create and publish a long-term bus replacement strategy, outlining thresholds for bus retirement, when Transport Canberra will phase out buses over fifteen years old, and the schedule for adding new buses to the fleet.</p>	<p>Agreed and in progress Transport Canberra will develop and publish a long term bus replacement strategy in due course.</p>
<p>Recommendation 144 The Committee recommends that the ACT Government outline the replacement strategy for all 93 Renault buses within the Transport Canberra fleet.</p>	<p>Agreed in part and in progress The profile and timing of replacing all Renault buses within the fleet is subject to network requirements and asset condition assessments.</p>
<p>Recommendation 145 The Committee recommends that the ACT Government release indicative plans and modelling of the Transport Canberra bus network following the commencement of Light Rail, including changes to bus routes, stops, timetables, and number of buses in the Transport Canberra fleet.</p>	<p>Agreed and in progress Transport Canberra will release plans for the bus network following the commencement of Light Rail, including associated community engagement, in due course.</p>
<p>Recommendation 146 The Committee recommends that the ACT Government release a timeframe for the commencement of the Rapid Network, including the scheduled month and year of commencement, timetables, and the resources needed for each Rapid Route.</p>	<p>Agreed and in progress Transport Canberra will release a timeframe for the commencement of the Rapid Network. As Rapid routes are introduced, Transport Canberra will release the associated timetables.</p>
<p>Recommendation 147 The Committee recommends that the ACT Government outline what additional direct support will be provided to local businesses to increase participation in the Light Rail project.</p>	<p>Agreed and in progress TCCS continues to work with the Canberra Business Chamber through its Business Link program, together with other stakeholders, on local industry participation matters.</p>

Recommendation	Action and status
<p>Recommendation 149</p> <p>The Committee recommends that the ACT Government collaborate with the National Capital Authority and the CSIRO to develop a plan for the realignment and duplication of Kuringa Drive so that it better connects with Kingsford Smith Drive.</p>	<p>Agreed in principle and completed</p> <p>There is already a road reserve for the Kuringa Drive duplication.</p>
<p>Recommendation 150</p> <p>The Committee recommends that the ACT Government consider the effectiveness of, and need for, traffic calming measures in town centres and group centres, given the introduction of 40kilometre-perhour zones.</p>	<p>Agreed and in progress</p> <p>Roads ACT routinely reviews road safety arrangements within the Territory, and will implement measures as appropriate to improve safety for pedestrians, cyclists and other road users in light of introduction of the new zones.</p>
<p>Recommendation 151</p> <p>The Committee recommends that the number of unique borrowers of physical library items, for each ACT public Library, be reported annually.</p>	<p>Agreed in principle and in progress</p> <p>Libraries ACT will investigate the availability of this information with the current library management system.</p>
<p>Recommendation 152</p> <p>The Committee recommends that the ACT Government release the outcomes of the 2017 Green Waste trial, particularly the issues of contamination, prior to any decision to expand the scheme.</p>	<p>Agreed in part and in progress</p> <p>The pilot finished in June 2018. At that time the Government is now considering the best channels through which to communicate the trial's findings. The Government has, however, made a clear commitment and decision, fully funded in the <i>2016 Pre-Election Budget Update</i>, to expand the green bin scheme to every Canberra region, and every household that wants one, by 2020.</p>
<p>Recommendation 153</p> <p>The Committee recommends that the ACT Government release the outcomes of the Waste Feasibility Study by the end of October 2017 and commit to further community consultation on the implementation of any accepted recommendations.</p>	<p>Noted</p> <p>The Government will release the outcomes of the Waste Feasibility Study once completed and agreed. Any further community consultation required will be conducted accepted recommendations have been agreed.</p>
<p>Recommendation 157</p> <p>The Committee recommends that the ACT Government report in the relevant Annual Report on the number of operational picnic barbecues and public toilets in each suburb for each month.</p>	<p>Agreed in principle and in progress</p> <p>Annual Reports represent a through the year snapshot of an agency's operations. TCCS will explore how best to present information on operational picnic barbecues and public toilets in suburbs across the Territory for its Annual Reporting.</p>
<p>Recommendation 158</p> <p>The Committee recommends that the ACT Government prepare a long term plan for cemetery space in the ACT, including the Woden Cemetery, and that this plan be made public.</p>	<p>Agreed and in progress</p>

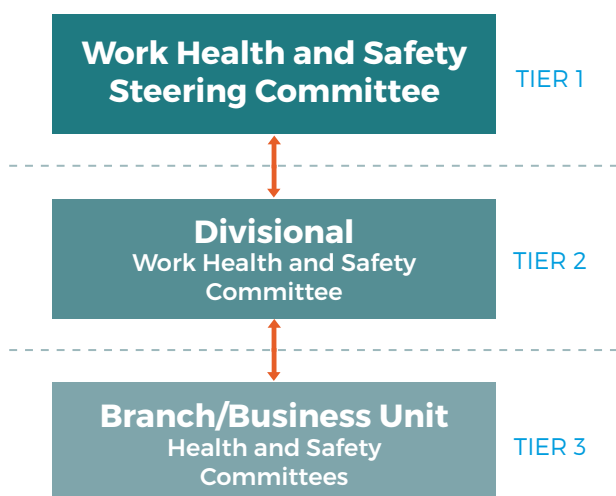
Work health and safety

The safety and wellbeing of staff within TCCS continues to be a priority for the directorate and is managed in accordance with statutory provisions of the *Work Health and Safety Act 2011*. Our primary focus has been on developing a dedicated TCCS Work Health and Safety Management System to support our diverse working environment and to build a workforce that is mindful and committed to health and safety. The Safety and Wellbeing Branch provide guidance and support to TCCS in implementing the requirements of the Work Health and Safety Act and Safety Management System.

TCCS operates under a tiered Health and Safety Committee structure consisting of the Work Health and Safety Steering Committee (WHSSC), Divisional WHS Peak Committees and Branch/Business unit WHS Committees. The WHSSC meets quarterly and is represented by the Director-General, Deputy Directors-General, Executive Group Managers, Executive Branch Managers, Directors, Health and Safety Representatives and Safety and Wellbeing Advisors embedded across the organisation.

The Committees monitored development of the Work Health and Safety Management System, considered injury prevention initiatives and programs and promoted the achievement of improved health and safety outcomes. The Safety and Wellbeing Branch attended the meetings to provide safety advice.

FIGURE 10: TCCS WORK, HEALTH AND SAFETY CONSULTATIVE STRUCTURE.



During the reporting period the directorate:

- > implemented a new TCCS work health and Safety management system across the directorate to make it easy for staff to report incidents and find information on safety;
- > provided advice and support to the directorate Health and Safety Representatives on safety related matters;
- > promoted the Safety Community of Practice and continuation of the Occupational Violence theme for 2018-2019;
- > developed an Occupational Violence management plan in consultation with members of the Safety Community of Practice, aligned and consistent with the ACTPS Occupational Violence Strategy;
- > developed and piloted the Occupational Violence risk assessment methodology as an element of the Work Health and Management System and conducted seven Occupational Violence risk assessment workshops with identified high risk areas of TCCS;
- > supported the launch of the light rail network to ensure the safety of the community, volunteers and workers throughout the event; and
- > continued to promote the risk management, accident and incident reporting process and system to TCCS staff.

TCCS developed and implemented a range of safety and wellbeing initiatives to promote a culture where health, safety and wellbeing are part of everyday business.

Safety initiatives included:

- > development of a Take 5 booklet for all workers to complete prior to commencing work to assist with the identification and management of risks associated with tasks;
- > development of WHS guidelines and fact sheets as components of the TCCS Work Health and Safety Management System;
- > review and update of the WHS training package for managers and supervisors to ensure compliance with the *Work Health and Safety Act 2011*;
- > internal WHS auditor training ISO 19011:2018 offered to staff in safety roles;
- > WHS is now a core mandatory training component for all TCCS workers and the Safety and Wellbeing Branch is undertaking research into the development of an e-learning module;
- > launch and distribution of Occupational Violence management plan throughout TCCS;

- > held contractor management information sessions to assist with compliance with the WHSMS; and
- > promotion of National Safe Work Month, with activities held during October 2018 to assist in promotion of safety at work.

Health and Wellbeing initiatives included:

- > offered influenza vaccinations at various locations for staff;
- > conducted a managing fatigue and sleep information session;
- > delivered the Oz Help Workplace Tune-Up program within Transport Canberra. The assessment covered a variety of factors including tailored and confidential health results and recommendations, and access to a personal wellbeing coach;
- > provided gym education sessions and discounted gym memberships for Transport Canberra Operations workers;
- > promoted mental health awareness activities;
- > staff participated in a 10,000 steps challenge during the month of September;
- > conducted a Domestic Violence Crisis Service awareness session;
- > in association with Down Syndrome Australia participated in the “odd socks walk” to raise awareness for Down Syndrome;

- > Roads ACT delivered the Health Appraisal Program (formally Health Futures) which promotes healthy lifestyle choices and includes a skin cancer screening program;
- > delivered customised hearing protection to improve communication and safety in high risk areas to Roads ACT and City Presentation workers;
- > promotion of professional and confidential counselling services available to staff and their families under the ACT Government Employee Assistance Program (EAP) Contract; and
- > provision and promotion of the EAP Manager Assist Program.

Improvement notices

No improvement, prohibition, enforceable undertaking or non-disturbance notices issued for the reporting period. There were no recorded instances of failure to comply with a safety duty under Part 2 Division 2.2, 2.3 or 2.4 of the *Work Health and Safety Act 2011*.

Accident incident reporting

During 2018 19, 994 reported workplace accidents or incidents across TCCS were reported. Of those, 22 required notification to WorkSafe ACT in accordance with Part 3, Section 38 of the *Work Health and Safety Act 2011*. TCCS performance against the Australian Work Health and Safety Strategy 2012–2022 targets are reported in the following tables.

TABLE 11: TARGET 1 – REDUCE THE INCIDENCE RATE OF CLAIMS RESULTING IN ONE OR MORE WEEKS OFF WORK BY AT LEAST 30 PER CENT

Financial year	# new 5 day claims	Rate per 1,000 employees	TCCS Target	ACTPS # new 5 day claims	ACTPS Rate per 1,000 employees	ACTPS Target
2013 - 14	48	26.80	25.61	257	12.20	11.70
2014 - 15	41	23.19	24.79	229	10.49	11.33
2015 - 16	26	14.42	23.97	205	9.36	10.96
2016 - 17	40	24.35	23.16	243	10.91	10.58
2017 - 18	33	19.82	22.34	202	8.93	10.21
2018 - 2019	33	17.68	21.52	201	8.50	9.84

Data in the above table demonstrates an improvement in the number of claims reaching five days off work. This corresponds with a decrease in the number of claims received by the directorate in 2018 19 over the previous financial year.

TABLE 12: TARGET 2 – REDUCE THE INCIDENCE RATE OF CLAIMS FOR MUSCULOSKELETAL DISORDERS (MSD) RESULTING IN ONE OR MORE WEEKS OFF WORK BY AT LEAST 30 PER CENT

Financial year	# new 5 day claims	Rate per 1,000 employees	TCCS Target	ACTPS # new 5 day claims	ACTPS Rate per 1,000 employees	ACTPS Target
2013 - 14	31	17.31	18.49	175	8.31	8.03
2014 - 15	32	18.10	17.90	144	6.63	7.78
2015 - 16	21	11.65	17.31	146	6.67	7.52
2016 - 17	22	13.39	16.72	150	6.72	7.26
2017 - 18	23	13.81	16.13	128	5.66	7.01
2018 - 2019	18	9.64	15.54	102	4.31	6.75

The above table demonstrates a sound result in relation to musculoskeletal claims. It is substantially better than the directorate target. TCCS is a physical and operational workplace, and the risk of musculoskeletal injury is an area of specific focus for our Safety and Wellbeing Branch.

Human Resource Management

TCCS programs are strategically designed to attract, build and retain a competent, resilient and diverse workforce to deliver a wide range of services. To enable this, TCCS is focused on building a positive, safe and inclusive workplace culture aligned with the TCCS values. To deliver and embed values-based culture, TCCS is implementing its People Strategy. TCCS strives to build capacity and capability across the directorate and be an employer of choice.

The People Strategy identifies five priorities;

- > purposeful leadership;
- > attracting the right people;
- > a great employee experience;
- > creating pathways to grow; and
- > shaping a diverse and inclusive workforce.

The ongoing implementation of the People Strategy is guided by a comprehensive roadmap which outlines key initiatives and spans the length of the People Strategy.

People Strategy

The TCCS People Strategy 2019 – 2023 was launched in February 2019, following extensive consultation and collaboration with staff during 2018. Over 500 people provided feedback during the consultation period. The strategy sets the direction for people related activities in TCCS. The goal is to shape TCCS as an organisation of skilled and committed employees who understand their contribution in achieving the TCCS vision and mission. This vision cannot be achieved without the commitment and engagement of TCCS' employees and workers.

Purposeful leadership

TCCS values set the ground rules for how people behave at work, regardless of their role. This common set of embedded values and clear expectations about working together help to define TCCS as a great place to work and provide connected services to the Canberra community.

TCCS launched its refreshed values in April 2019. These include the four Whole of Government values plus two TCCS specific values. They are:

- > respect
- > innovation
- > integrity
- > collaboration
- > excellence
- > safety

A values toolkit was developed which assists to bring the values to life. In addition, the People and Capability team have commenced the rollout of 'Values workshops' across the organisation, commencing with executives, managers and supervisors.

In December 2018, People and Capability launched a redefined quarterly Leaders Forum to assist with equipping, skilling and empowering managers and supervisors to lead high performing teams, embed a culture that respects and values physical and psychological safety, proactively prepares our next generation of leaders and establishes collaborative internal partnerships. The Leaders Forums provide a cohort of managers with the opportunity to hear directly from the Executive Board and external speakers about TCCS priorities and provide opportunities to clarify their understanding and to understand their leadership role and feel supported to continuously develop their skills and capabilities.

The target audience for forums is all SOG A, B and C and equivalent employees. The themes for the 2018 and 2019 forums are:

- a. December 2018 – *Values-based leadership*
- b. March 2019 – *Leading respectful workplaces*
- c. June 2019 – *Collaboration: Leading in an environment of rapid change*
- d. September 2019 – *Collaboration: Leading flexible teams understanding the leadership challenge; and*
- e. December 2019 – *Safety: Employee wellbeing.*

Attendance at the December, March and June Leaders forums has enjoyed participation from 477 managers and supervisors from across TCCS.

Attracting the right people

TCCS strives to attract the right people to the right job at the right time. TCCS plans to broaden recruitment practices to include multimedia channels and targeted campaigns. TCCS is building an Employee Value Proposition which will be the directorate's calling card. This will outline what is unique to our organisation and will be a message to prospective candidates and current employees highlighting why they should choose to work with the organisation.

Entry level programs are an important workforce planning and development strategy as they support mentoring opportunities, build skills and capability, and support success planning for the future.

Through our entry level programs, we employed:

- > thirty (30) apprentices in Horticulture, Civil Construction Road Construction and Maintenance, Auto Electrical and Heavy Vehicle with three being permanently appointed to qualified vehicle mechanic positions and one appointed to a permanent General Service Officer position;
- > one Horticulture cadet in Yarralumla Nursery; and
- > four trainees as part of the Aboriginal and Torres Strait Islander and Inclusion ACTPS Vocational Employment Programs.

The Australian School Based Apprenticeships (ASBA) Scheme provides year 11 and year 12 students with the opportunity to gain industry experience and work towards or complete a nationally recognised qualification. TCCS hosted six ASBAs in Transport Canberra Operations, Road Maintenance Service and Finance during 2018-19. TCCS provided numerous work experience opportunities to ACT high school and college students. TCCS also provided Internship placements in Finance, Innovation and Data Analytics during 2018-19.

In December 2018 four graduates from People and Capability, Light Rail Transport Canberra, Urban Treescapes and Roads ACT successfully completed the 2018 ACTPS Graduate Program and were permanently appointed. TCCS employed five graduates in the Innovation and Data Analytics Branch, Light Rail and Transport Canberra Commercial, Infrastructure Planning and Canberra Cemeteries as part of the 2019 ACTPS Graduate Program.

TCCS has committed to employing five graduates as part of the 2020 ACTPS Graduate Program.

A great employee experience

TCCS' efforts to provide a great employee experience commences with the targeted and deliberate onboarding and induction of all new and returning employees. The mandatory whole of Directorate induction occurs once per month. It provides new employees with a consistent and effective process which sets expectations of behaviour, performance, compliance and an understanding of TCCS structure and functions.

During 2018-19 we introduced a Recognition framework was delivered which provides an opportunity to acknowledge and celebrate the achievements of individuals and teams in categories aligned to the vision and values of our Directorate. Last year the five award categories included Innovation, Customer Experience, Safety, Respect and Reconciliation. The Director-General awards for 2019 are scheduled to take place in November.

Creating pathways to grow

The development of employees, with a focus on building capacity and supporting growth to meet future demands, is a focus area for the directorate.

A range of training programs were delivered during 2018-19. These programs focused on creating and maintaining inclusive, respectful and safe workplaces. Training also focused on building the capacity of executives, managers, supervisors and field-based workers.

Ensuring the safety and competence of our field-based employees is a high priority for TCCS. A wide variety of competency-based training programs were provided to support the development and maintenance of practical skills required by employees to undertake their role, including courses such as:

- > Asbestos awareness
- > Temporary traffic management
- > Chainsaw operation
- > Chemical safety

Work Health and Safety training continues to be made available to all employees to build their knowledge and understanding of legislative and operational safety.

TCCS supports study assistance in areas that are mutually beneficial. In 2018-19 study assistance was provided to six employees across TCCS at a total cost of \$16,703.

A further 125 TCCS employees completed a range of other training courses through the ACTPS Training Calendar at a total cost of \$48,034. This included

Data visualisation with Power BI, Essential writing skills and persuasive communication.

Shaping a diverse and inclusive workforce

Under the ACT Government's Respect, Equity and Diversity Framework (RED), TCCS continues to provide training, education and resources to help all employees build and maintain a positive workplace culture. RED Officers continue to be available to employees who experience difficulties at work. Training was provided in Respect Equity and Diversity and Code of Conduct for 237 workers. Disability Confidence and Let's Talk Disability training was provided to a total of 126 workers.

In 2018-19, TCCS announced David Roulston as the Veteran's Executive Sponsor, with the launch of the TCCS Veteran's Support Network as part of the broader ACT Government commitment to become an employer of choice for Defence veterans.

The ACT Government Domestic and Family Violence (DFV) Training Strategy is for all ACT Government employees to achieve a shared understanding of what constitutes domestic and family violence. It trains employees how to recognise it, respond to it and find appropriate referral points for people impacted by domestic and family violence. This training strategy was developed by the Office of the Coordinator General for Family Safety of the Community Services Directorate, and will be delivered to all TCCS employees over the next three years.

Attraction and retention incentives (ARins)

As at 30 June 2018 TCCS had five employees in receipt of ARIN payments. During the review period one employee tendered his resignation, one employee did not seek renewal, and three employees sought to renew their ARins. Of those that sought to renew their ARins one was not supported, one was supported but only for a reduced period and payment was granted until 31 October 2018. One has been approved to continue through the current financial year.

TABLE 13: ATTRACTION AND RETENTION INCENTIVES (ARINS) CLASSIFICATIONS

TCCS administered five ARIns during the reporting period. All of which were related to individuals at the Senior Officer Grade A level. The below table sets out the base salary rate for a SOGA.

	Classification range	Remuneration at 30 June 2018
Individual and group ARIns	SOG A	\$145,048

TABLE 14: ATTRACTION AND RETENTION INCENTIVES (ARINS)

Description	Number of individual ARIns	Number of group ARIns	Total employees covered by group ARIns	Total
	A	B	C	(A+B+C)
Number of paid ARIns at 30 June 2018	5	0	0	5
Number of ARIns transferred from Special Employment Arrangements (SEAs) in the period	0	0	0	0
Number of ARIns entered into during period (excluding pre-existing)	0	0	0	0
Number of ARIns terminated during period	4	0	0	4
The number of ARIns providing for privately plated vehicles as at 30 June 2019	0	0	0	0
The number of ARIns or employees who have transferred from AWAs during the period	0	0	0	0

Workforce profile

TABLE 15: FULL-TIME EQUIVALENT AND HEADCOUNT BY DIVISION

Division	FTE	Headcount
Chief Operating Officer	95.2	98
City Services	729.2	766
Financial Legal & Sustainability	35.5	36
Office of the Director-General	3.0	3
Transport Canberra	979.5	1152
Total	1842.3	2055

TABLE 16: FULL-TIME EQUIVALENT AND HEADCOUNT BY GENDER

	Female	Male	Total
FTE by gender	458.4	1383.4	1841.8
Headcount by gender	519	1535	2055
Percentage of workforce	25.3%	74.7%	100%

TABLE 17: HEADCOUNT BY CLASSIFICATION AND GENDER

Classification group	Female	Male	Total
Administrative Officers	204	97	301
Bus Operator	79	722	801
Capital Linen Service Officers	24	30	54
Executive Officers	10	18	28
General Service Officers and Equivalent	48	390	438
Professional Officers	24	30	54
Rangers	0	4	4
Senior Officers	108	146	254
Technical Officers	11	46	57
Trainees and Apprentices	5	15	20
Transport Officers	6	37	43
TOTAL	519	1535	2055

TABLE 18: HEADCOUNT EMPLOYMENT CATEGORY BY GENDER

	Female	Male	Total
Casual	33	68	101
Permanent Full-time	297	1033	1330
Permanent Part-time	112	274	386
Temporary Full-time	58	145	203
Temporary Part-time	19	15	34
TOTAL	519	1535	2055

TABLE 19: HEADCOUNT BY DIVERSITY GROUP

Age Group	Headcount	Per centage of staff
Under 25	54	2.6%
25-34	370	18.0%
35-44	72	3.5%

TABLE 20: HEADCOUNT BY AGE GROUP AND GENDER

Age Group	Female	Male	Total
Under 25	15	52	67
25-34	107	210	317
35-44	132	347	479
45-54	154	439	593
55 and over	111	487	598

TABLE 21: AVERAGE LENGTH OF SERVICE BY GENDER

Gender	Female	Male	Total
Average years of service	7.7	9.7	9.2

TABLE 22: RECRUITMENT AND SEPARATION RATES

Classification Group	Recruitment Rate	Separation Rate
Total	10.6%	5.4%

Ecologically Sustainable Development

TCCS delivered many services to the Canberra community that contributed to the environmental footprint of the ACT Government in 2018-19. Under the ACT Government Carbon Neutral Framework (the Carbon Neutral Framework) all ACT Government Directorates are required to work towards becoming operationally carbon neutral by 2020.

The first stage of Canberra’s light rail commenced public passenger operations between the City and Gungahlin on 20 April 2019. Light Rail brings an electrically-powered public transport mode to the city that will deliver zero emissions transport, supported by the ACT achieving its 100 per cent renewable energy target.

Further emissions reductions have been achieved within the project through minimising material use and adopting efficient work practices. The light rail depot at Mitchell also incorporates rainwater reuse within the site and a rooftop solar array.

Canberra Light Rail Stage 1 achieved an Infrastructure Sustainability ‘Design’ Rating level of ‘Excellent’ from the Infrastructure Sustainability Council of Australia (ISCA). The Infrastructure Sustainability Rating scores projects across a range of categories covering: management and governance; using resources; emissions, pollution and waste; ecology; people and place; and innovation. The Project has been monitored during construction and will seek an Infrastructure Sustainability ‘As-Built’ Rating that verifies the outcomes that have been achieved.

TCCS has continued planning and design for extending Canberra’s light rail to create the north-south spine of the light rail network from Gungahlin through the City to Woden, significantly improving transport accessibility in the region and provision

of low-emissions transport options. Significant innovations and environmental outcomes implemented for light rail are being explored for future stages and to take advantage of innovations in power-storage technology.

In 2018-19, TCCS fleet reduced emissions of 27 vehicles from an average 216g CO₂-e/km to 198g CO₂-e/km. In 2018-19, TCCS Fleet Services has introduced three hybrid trucks and a hybrid commercial grade mower and completed a trial of a fully electric autonomous sportsground mower. Information gathered from this trial of new technology mowers will inform broader fleet replacement options into the future.

In August 2017 Transport Canberra commenced a 12 month trial into alternate energy buses – with two electric buses and a hybrid diesel bus entering operational service in the Transport Canberra bus fleet. The trial concluded in October 2018, with the trial report presented to Government for consideration. Information gathered from this trial of new technology buses will inform broader fleet replacement options into the future and assist in the transition of the bus fleet to zero emission technology.

During 2018-19 TCCS held a series of lunch-time sessions to promote active travel to staff, including salary packaging for e-bikes, bike maintenance and a panel discussion on riding to work during winter. In April 2019, TCCS staff joined forces to collectively ride 9,000 kilometres over four weeks under the Cycle Works Challenge achieving 3rd place overall as an organisation. This is the equivalent of taking 130 passenger vehicles off the road for a day or a saving of approximately 1.6 tonnes of emissions.

TCCS encouraged staff to use active travel to and from meetings, with two fleet e-bikes available and regular inductions held for staff. TCCS also improved accessibility of MyWay cards for staff through the Booking Intelligence System. An additional cargo e-bike will be introduced to the e-bike fleet in 2019-20 to allow staff to carry bulky items to and from work sites and special events.

Other active travel initiatives are discussed under Output Class 1: Transport Canberra.

As the largest contributor to ACT Government emissions, TCCS has a responsibility and opportunity to lead by example through constantly striving to deliver our services in the most efficient way. During 2018-19, TCCS held representation on the Carbon Neutral Implementation Committee, contributing to a Whole of Government approach in delivering on the Carbon Neutral Framework.

The TCCS Sustainability Program and TCCS Sustainability Working Group continued to integrate economic, social and environmental considerations in decision-making processes across TCCS in accordance with the Carbon Neutral Framework and the *Climate Change and Greenhouse Gas Reduction Act 2010*. This included updating the TCCS Resource Management Plan 2019-20 with actions under focus areas of stationary energy, transport energy, water, waste and procurement; and the TCCS Carbon Budget 2019-20 (Carbon Budget) with a focus on emissions relating to transport fuel and natural gas.

In 2018-19, TCCS undertook energy conservation measures including the installation of solar photovoltaic systems (PV) at Belconnen Parks Depot and Gungahlin Cemetery. Planned upgrades resulting from feasibility studies completed in 2018-19 will be undertaken in 2019-20 including installation of solar PV across eleven sites; and works on heating, ventilation and air conditioning systems at Tuggeranong Bus Depot and Capital Linen Services to reduce emissions relating to natural gas.

Roads ACT have completed the first year of the seven-year Energy Performance contract for the provision of ongoing operations and maintenance of the Territory's streetlights with expected outcomes for energy efficiency replacements to LED luminaires, improved maintenance efficiency and improved data acquisition and control systems with potential smart city applications.

In terms of consumption over the 2018-19 year, the result is 5,375 MWh saved (13 per cent) compared to the baseline.

Financial year	July 18 – June 19
Electricity consumption (no replacement program)	42,735,638
Detailed Facility Study est. electricity consumption (include replacement program)	38,363,949
Actual electricity consumption	37,360,728
Savings in per cent	13%

The ACT Container Deposit Scheme (CDS) celebrated its first anniversary on 30 June 2019, and in its first 12 months recycled around 26 million containers. The ACT CDS aims to reduce the amount of beverage containers in the litter stream or that end up in landfill. Canberrans are eligible to receive a 10-cent refund on each eligible container returned to an authorised drop-off point.

Harvesting landfill methane continued from the landfills at Mugga Lane and West Belconnen, generating enough electricity to supply over 4,600 homes. A new landfill gas management contract was executed which will see infrastructure upgrades at Mugga Lane landfill, including at least four power generators with the capacity of producing 1.06 megawatts of renewable energy. The new contractor would also install an enclosed flare at the old West Belconnen landfill to manage the safe destruction of gas onsite, as the volumes are not enough to provide a commercially viable quantity for sale.

ACT NoWaste continued to implement a number of recommendations of the ACT Waste Feasibility Study, including commencing scoping work on studies for options to improve recovery of food and garden waste in the ACT. Other waste initiatives are discussed in this report under Output 2.3: Waste and Recycling.

In 2018-19, TCCS continued to investigate options for reducing waste to landfill through ACT Government. These activities included continuing introduction of recycling across TCCS sites with 41 per cent accredited with the ActSmart Business Recycling Program as at June 2019 and the establishment of the TCCS Soft Plastics Working Group.

Capital works projects aimed to apply ecologically sustainable development principles where possible, including an increase in green infrastructure such as trees and plantings to help reduce urban heat effect; greater areas of permeable paving that allows for absorption of stormwater on site; and new or upgraded lighting installations to lower energy use of luminaires. Projects also sought to retain/reuse/recycle items where feasible and to find suppliers of furniture or other landscape materials as close to site as possible to reduce transport emissions.

Following installation of Global Navigation Satellite Systems (GNSS) on all mowers, data is informing changes to mowing programs to increase efficiency and operator safety. Geo-fencing continues to be trialled to ensure that mowers are kept clear of ecologically sensitive areas by alerting the operator if the mower enters a predetermined area of ecological sensitivity. In 2019-20, work will be

undertaken to allow the public to view mowing data overlaid on the geographical information system (GIS) utilising innovative and automated system integration.

In 2018-19 the WEED IT units continued achieving improved safety for TCCS fleet in delivering the kerb and gutter weed control program. The units have allowed for additional runs that would not have otherwise been achieved. The vehicle mounted units use an optical sensor controlled droplet applicator that targets the green pigment (chlorophyll) in plants and is used to control weeds in kerbs and gutters along roads. The WEED IT units significantly reduce herbicide costs, improves public and operator safety and reduces risk to the environment by accurately applying calibrated herbicide preventing product wastage and overspray.

A mechanical litter picker was introduced to TCCS Fleet in 2018-19 to increase efficiency and safety on the roadside litter picking program. The mechanical litter picker is safer to use than manual collection that exposes staff to high speed traffic. Efficiencies are also made through maintaining a consistent speed of five to eight kilometres an hour and allowing collection of litter up to a width of 2.4 metres.

State of the Environment Report

TCCS provided input into a range of reports produced by the Office of the Commissioner for Sustainability and the Environment. This included their Annual Report on the status of actions against recommendations from the *State of the Environment Report 2015*; an update on Directorate actions against the 2013-14 audit undertaken by the Commissioner; and an update on recommendations for completed complaint investigations.

TABLE 23: SUSTAINABLE DEVELOPMENT PERFORMANCE: CURRENT AND PREVIOUS FINANCIAL YEAR

Indicator as at 30 June	Unit	Current FY	Previous FY	Percentage change
Stationary energy usage				
Electricity use	Kilowatt hours	47,580,713	50,178,703	-5.2%
Natural gas use (non-transport)	Megajoules	49,770,023	52,685,037	-5.5%
Diesel use (non-transport)	Kilolitres	n/a	n/a	n/a
Transport fuel usage – TCCS Fleet				
Electric vehicles	Number	8	5	60.0%
Hybrid vehicles	Number	11	6	83.3%
Hydrogen vehicles	Number	n/a	n/a	n/a
Total number of vehicles	Number	378	362	4.4%
Fuel use – Petrol	Kilolitres	49	55	-11.4%
Fuel use – Diesel	Kilolitres	1,061	1,109	-4.3%
Fuel use – Liquid Petroleum Gas (LPG)	Kilolitres	n/a	n/a	n/a
Fuel use – Compressed Natural Gas (CNG)	Gigajoules	n/a	n/a	n/a
Transport fuel usage – Transport Canberra Bus Fleet/ACTION				
Electric vehicles	Number	0	2	-100.0%
Hybrid vehicles	Number	0	1	-100.0%
Hydrogen vehicles	Number	0	0	0.0%
Total number of vehicles	Number	452	437	3.4%
Fuel use – Petrol	Kilolitres	n/a	n/a	n/a
Fuel use – Diesel	Kilolitres	10,595	10,264	3.2%
Fuel use – Liquid Petroleum Gas (LPG)	Kilolitres	n/a	n/a	n/a
Fuel use – Compressed Natural Gas (CNG)	Gigajoules	80,585	85,297	-5.5%

Indicator as at 30 June	Unit	Current FY	Previous FY	Percentage change
Water usage				
Water use	Kilolitres	1,762,450	1,640,616	7.4%
Resource efficiency and waste				
Reams of paper purchased	Reams	7,426	8,354	-11.1%
Recycled content of paper purchased	Percentage	38	51	-25.7%
Waste to landfill	Litres	16,312,602	13,329,316	22.4%
Co-mingled material recycled	Litres	556,323	251,700	121.0%
Paper & Cardboard recycled (incl. secure paper)	Litres	826,359	574,490	43.8%
Organic material recycled	Litres	36,631	63,150	-42.0%
Greenhouse gas emissions				
Emissions from stationary energy use	Tonnes CO ₂ -e	14,698	28,155	-47.8%
Emissions from transport	Tonnes CO ₂ -e	36,204	35,705	1.4%
Total emissions	Tonnes CO ₂ -e	50,902	63,860	-20.3%

In relation to the chart above, differences between Enterprise Sustainability Platform sourced data included in the Previous FY (2017-18) column and that in the 2017-18 Annual Report are due to changes such as updates to agency occupancy and historical consumption data, and annual adjustments to ACT specific electricity emissions factors. Where actual data is not available, the Enterprise Sustainability Platform provides estimations using an accruals function. Accruals are calculated from the average annual daily consumption of the most current 12 month period applied for the number of days of missing data.

Emissions reported for stationary energy and transport fuels include Scope 1 and Scope 2 emissions only. Scope 1 are direct emissions from sources owned and operated by the government including: emissions from fuel used by the government fleet; fugitive emissions from leaks; emissions from landfill. Scope 2 are indirect emissions from mains electricity used to power light, cool and heat government facilities and street lights.

Emission factors used to calculate natural gas and fleet fuel are based on the latest National Greenhouse Accounts factors. Greenhouse gas emissions for electricity consumption have been calculated using the following emissions factors based on the latest ACT Electricity Emissions Factor Report released in 2019:

a factor of 0.507 kilogram (kg) CO₂-e / kilowatt hour (kWh) or 0.507 tonne (t) CO₂-e /megawatt hour (MWh) has been used to calculate electricity emissions (Scope 2) for the 2017-18 period. It is based on actual historical data and is a retrospective adjustment of the original 0.455 factor (Scope 2) used for 2017-18 Annual Reporting; and

a factor of 0.255 kilogram (kg) CO₂-e / kilowatt hour (kWh) or 0.255 tonne (t) CO₂-e /megawatt hour (MWh) has been used to calculate electricity emissions (Scope 2) for the 2018-19 period.

Fuel figures for TCCS fleet include all vehicles active through 2018-19 regardless of duration, while total number of vehicles is as at June 2019.

Treatment of plug-in hybrids

For the purposes of Annual Report plug-in hybrids has been treated as electric vehicles. A plug-in hybrid electric vehicle (also known as a range-extended vehicle) is fuelled by electricity as well as having either a petrol or diesel tank to extend the range of the vehicle for long trips. These vehicles can be run either on electricity or fuel, but are considered to be zero emissions vehicles as it is most likely that the vehicle will be run on electricity for the majority of trips (due to lower cost for charging than re-fuelling).



Financial
Management

Part 2C Financial Management Analysis

MANAGEMENT DISCUSSION AND ANALYSIS Transport Canberra and City Services Directorate For the Year Ended 30 June 2019

DIRECTORATE FINANCIAL PERFORMANCE

The following assessment of the Directorate's financial performance is based on the net cost of services framework. Net cost of services facilitates an assessment of performance by showing the full cost and composition of resources consumed in conducting the operations of the Directorate. It shows the extent to which these costs were recovered through independent sources and the net cost of operations to the Territory.

The following financial information is based on audited financial statements for 2018-19 and 2017-18, 2018-19 Original Budget and the forward estimates contained in the 2019-20 Budget Statements.

Total Net Cost of Services

TABLE A: NET COST OF SERVICES

	Actual 2017-18	Original Budget 2018-19	Actual 2018-19	Forward Estimate 2019-20	Forward Estimate 2020-21	Forward Estimate 2021-22
	\$m	\$m	\$m	\$m	\$m	\$m
Total Expenses	582.6	637.8	696.3	641.1	646.8	661.5
Total Own Source Revenue	46.0	50.6	51.2	53.0	43.9	44.3
Net Cost of Services	536.6	587.2	645.1	588.1	602.9	617.2

1. Comparison to the Original Budget

The Directorate's Net Cost of Services for 2018-19 of \$645.1 million was \$57.9 million higher than the original budgeted cost of \$587.2 million. These variances are explained in the Total Expenses and Total Own Source Revenue sections.

2. Comparison to 2017-18 Net Cost of Services

Total Net Cost of Services for 2018-19 was \$108.5 million or 20.2% higher than the prior year. These variances are explained in the Total Expenses and Total Own Source Revenue sections.

3. Future Trends

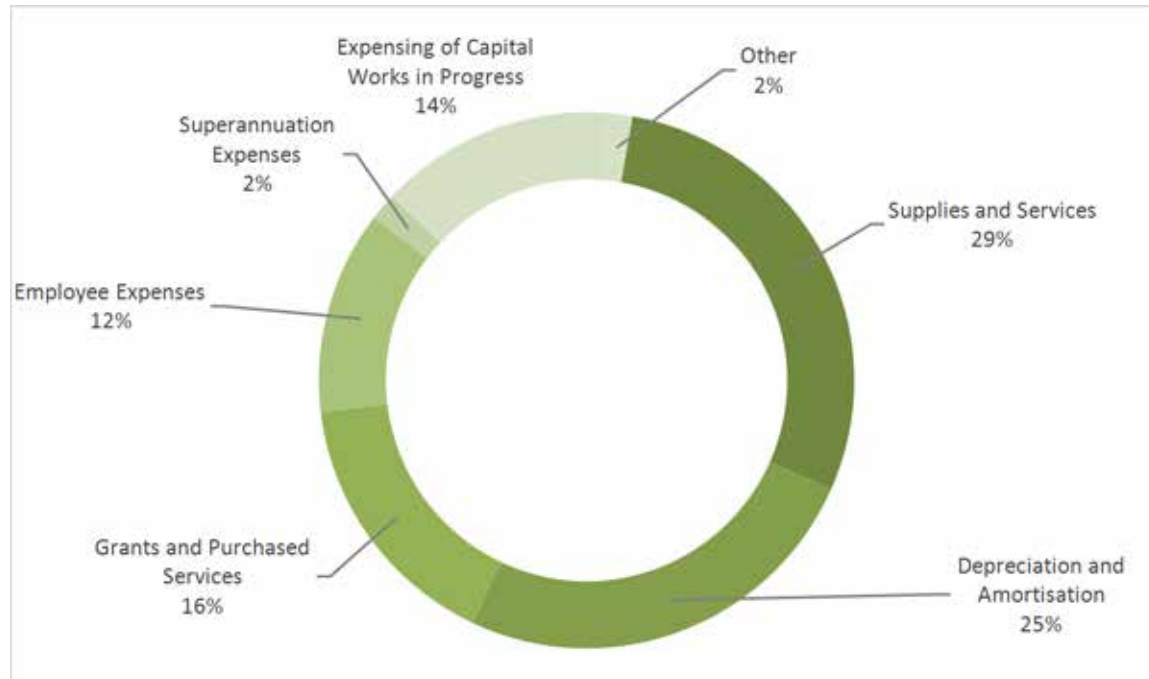
The Directorate's Net Cost of Services is estimated to decrease by \$57.0 million in 2019-20 primarily due to higher than expected expenses in 2018-19. These variances are explained in the Total Expenses section.

Total Expenses

1. Components of Expenses

Figure 1 identifies the components of the Directorate's expenses for 2018-19, with the largest components being Supplies and Services at \$201.0 million (29%), Depreciation and Amortisation at \$176.7 million (25%), Grants and Purchased Services at \$111.9 million (16%), Expensing of Capital Works in Progress at \$99.9 million (14%), Employee and Superannuation expenses at \$97.0 million (14%) and Other Expenses at \$9.8 million (2%).

Figure 1 Components of Expenses



2. Comparison to the Original Budget

Total expenses of \$696.3 million were \$58.5 million, or 9.2% higher than the 2018-19 Original Budget of \$637.8 million. The higher than budgeted expenses were the result of:

- unbudgeted Expensing of Capital Works in Progress costs (\$99.9 million) mainly relating to some costs associated with the Light Rail Stage 1 project (\$77.9 million). The Directorate expenses costs such as those associated with underground utilities diversions, as they do not meet the asset recognition criteria under the Australian Accounting Standards.
- lower than budgeted Depreciation and Amortisation (\$18.8 million) due mainly to the:
 - delays in the commencement of light rail operations which delayed the recognition of assets, and therefore the depreciation expense (\$9.2 million). The operations commenced in April 2019 compared to August 2018 as expected in the budget; and
 - extension of the useful life of a waste disposal cell at the Mugga Lane landfill site (\$6.4 million) due to lower than estimated disposal of waste and improved waste compaction rates.
- lower than budgeted Supplies and Services (\$17.1 million) due mainly to:

- the previously discussed delays in the commencement of light rail operations which resulted in lower service payments (\$10.9 million) being made to Canberra Metro.
- lower expenditure (\$5.4 million) relating to Light Rail Stage 2 City to Woden project as significant design work was largely undertaken in 2017-18 to progress approvals in 2018-19. As a result, less work was undertaken in 2018-19 whilst waiting for the required approvals.
- lower than budgeted Borrowing Costs (\$12.1 million) due to delays in the commencement of light rail operations which resulted in lower interest charges being incurred and paid to Canberra Metro for the leased light rail assets.

3. Comparison to 2017-18 Actual Expenses

Total expenses were \$113.7 million or 19.5% higher than the previous year amount of \$582.6 million. This was mainly due to higher:

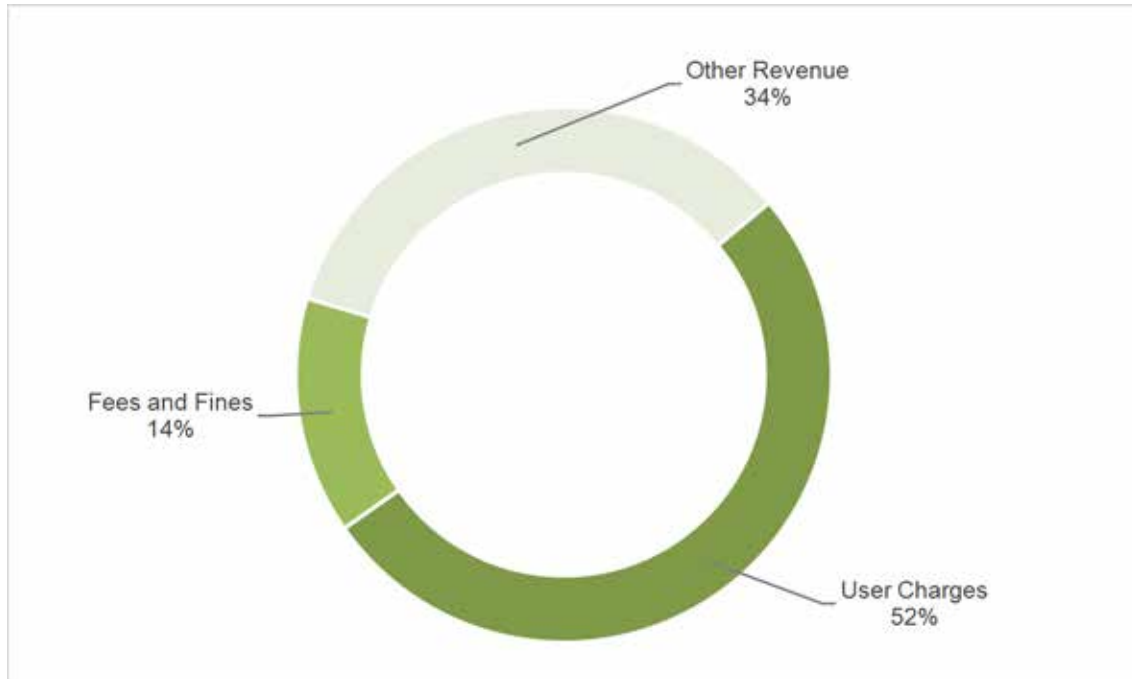
- Expensing of Capital Works in Progress (\$88.4 million) mainly relating to some costs associated with the Light Rail Stage 1 project (\$77.9 million) as they do not meet the asset recognition criteria under the Australian Accounting Standards, as previously discussed.
- Employee and Superannuation expenses (\$10.3 million) mainly due to the increase in the average number of FTE from 864 in 2017-18 to 915 in 2018-19 and higher salary rates under the new Enterprise Agreements. The increase in the average FTE mainly resulted from the new budget initiatives relating to the Light Rail Stage 2 project and more city services.
- Supplies and Services (\$9.7 million) mainly due to the service payments (\$8.4 million) made to Canberra Metro following commencement of light rail operations.

Total Own Source Revenue

1. Components of Own Source Revenue

Total Own Source Revenue was \$51.2 million, comprising total User Charges \$26.3 million (52%) which includes revenue from linen cleaning services, plant sales and hiring sports and recreation facilities, Fees and Fines \$7.3 million (14%) and Other Revenue \$17.6 million (34%) which mainly includes waste disposal fees and Resources Received Free of Charge.

Figure 2 Components of Own Source Revenue



2. Comparison to the Original Budget

Own Source Revenue of \$51.2 million was consistent with the 2018-19 Original Budget of \$50.6 million.

3. Comparison to 2017-18 Own Source Revenue

Own Source Revenue of \$51.2 million was \$5.2 million or 11.3% higher than previous year amount of \$46.0 million. The increase is largely due to increases in:

- User charges (\$2.4 million) mainly from the operations of Capital Linen Service (\$1.0 million) and higher sales of plants at the Yarralumla Nursery (\$0.7 million) due to higher customer demand.
- Other Revenue (\$2.2 million) mainly due to the roll out of the Green Bins service across Canberra (\$1.0 million) and commencement of the new Container Deposit Scheme (\$1.4 million).

DIRECTORATE FINANCIAL POSITION - TOTAL ASSETS

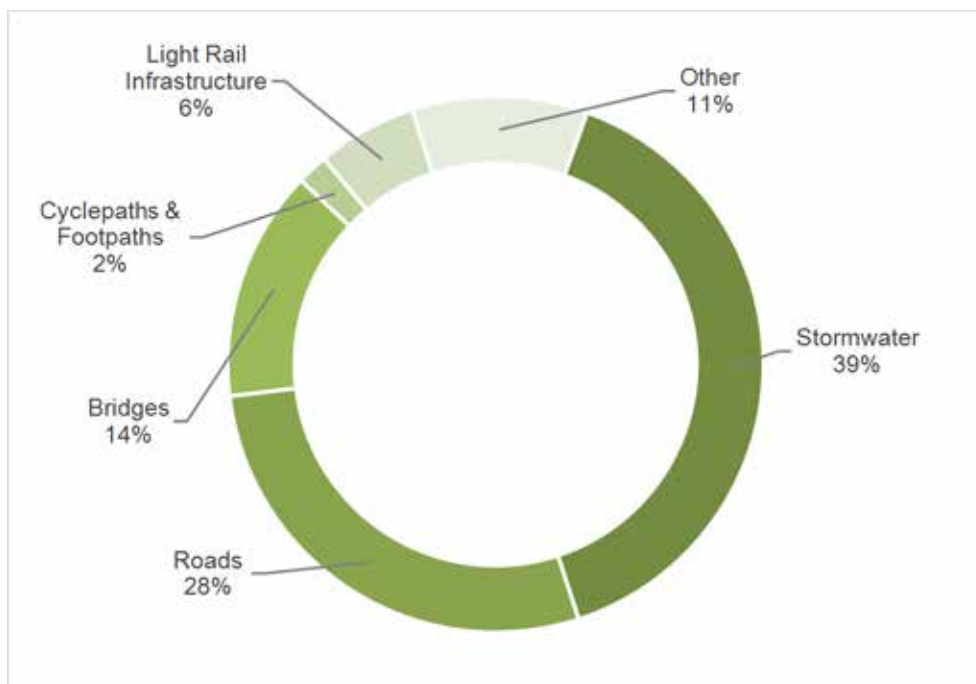
1. Components of Total Assets

At 30 June 2019, the Directorate had Total Assets of \$11.0 billion. 98.2% of its Total Assets related to Property, Plant and Equipment (\$10.8 billion).

The major component of Property, Plant and Equipment is Infrastructure Assets (\$7.7 billion).

Figure 3 indicates that the major categories of Infrastructure Assets are Stormwater Assets \$3.0 billion (39%), Roads \$2.2 billion (28%), Bridges \$1.1 billion (14%), Other \$0.8 billion (11%), Light Rail Infrastructure \$0.5 billion (6%) and Cyclepaths and Footpaths \$0.1 billion (2%).

Figure 3 Infrastructure Assets at 30 June 2019



2. Comparison to the Original Budget

Total Assets at 30 June 2019 was \$336.5 million 3.1% higher than the Original Budget of \$10.7 billion. This was mainly due to an higher than budgeted Property, Plant and Equipment (\$439.1 million) resulting from revaluation increase in:

- Stormwater Assets (\$360.2 million) primarily from higher price of materials and labour and refinements to the methodology to value the retarding basins and culverts; and
- Land Under Roads (\$56.3 million) primarily from higher value per square metre (\$23.0 million) and higher area of land under roads (\$33.3 million).

This was partially offset by lower than budgeted Capital Works in Progress (\$98.6 million) mainly due to deferral and delays in the delivery of capital infrastructure projects. Significant deferred projects included the Light Rail Stage 1 funding for potential project variations (\$24.0 million), expansion of the rapid bus network (\$21.8 million), and new Woden bus depot (\$10.0 million).

3. Comparison to 2017-18 Total Assets

The Directorate's Total Assets were \$1.2 billion (12.4%) higher than the previous year's total of \$9.8 billion. This was due to an increase in Property, Plant and Equipment of \$1.2 billion resulting from the:

- recognition of light rail assets (\$727.1 million) following commencement of the operations from April 2019;
- increase in the value of assets, mainly Stormwater Assets (\$360.2 million) and Land Under Roads (\$56.3 million) due to revaluation undertaken in the current year; and
- transfer of completed Capital Works in Progress projects to Property, Plant and Equipment. Large projects related to roadworks associated with the Gundaroo Drive (\$24.2 million), Ashley Drive (\$21.7 million), Cotter Road (\$21.2 million), Majura Road (\$13.3 million), Horse Park Drive (\$11.9 million) and infrastructure works at the Molonglo Valley (\$23.9 million).

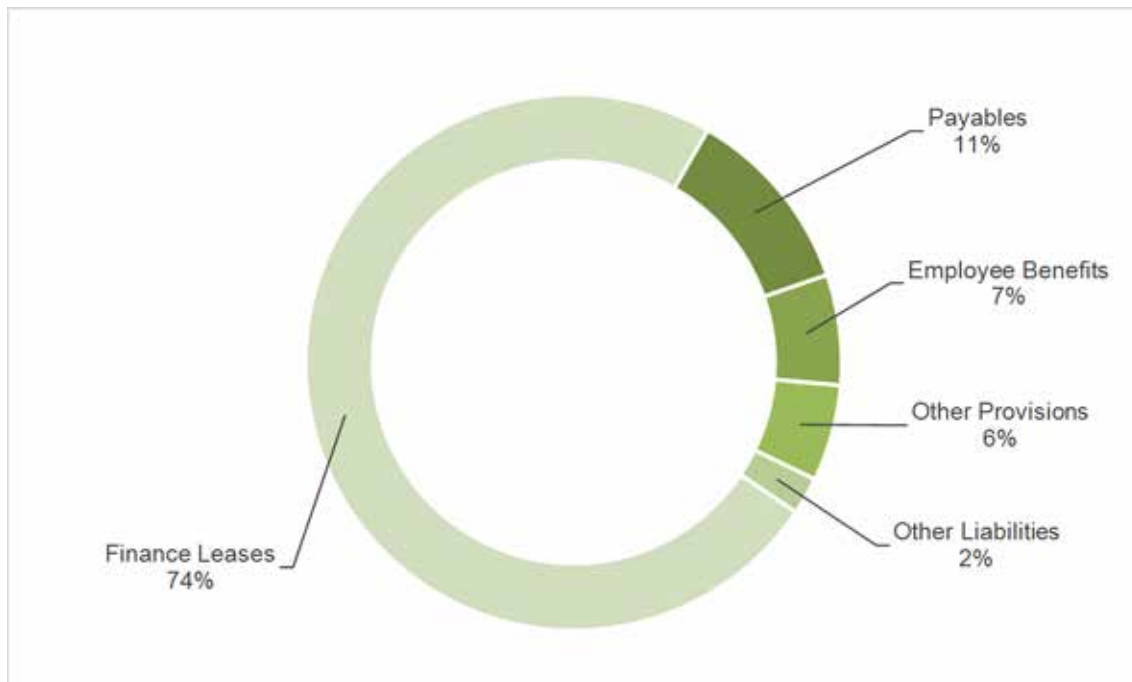
DIRECTORATE FINANCIAL POSITION - TOTAL LIABILITIES

1. Components of Total Liabilities

At 30 June 2019, the Directorate had Total Liabilities of \$439.3 million.

Figure 4 indicates that the major categories of the Directorate's liabilities are Finance Leases \$324.6 million (74%), Payables \$50.0 million (11%), Employee Benefits \$29.2 million (7%), Other Provisions \$25.6 million (6%), and Other Liabilities \$9.9 million (2%).

Figure 4 Total Liabilities at 30 June 2019



2. Comparison to the Original Budget

Total Liabilities of \$439.3 million was slightly more than the Original Budget of \$424.9 million due mainly to higher than budgeted Payables as more than expected invoices relating to 2018-19 were received from suppliers after the year end.

3. Comparison to 2017-18 Total Liabilities

Total Liabilities were \$348.8 million higher than the previous year amount of \$90.5 million due mainly to increase in:

- Finance Lease Liabilities (\$323.4 million) largely relating to amounts owed to Canberra Metro for the leased light rail assets;
- Payables (\$16.3 million) due to timing of receipt of invoices from suppliers, as discussed previously; and
- Other Liabilities (\$6.9 million) largely relating to amounts owed for the upgrades of streetlights across the Territory.

TERRITORIAL STATEMENT OF INCOME AND EXPENSES

Total Income and Expenses

The major categories of Territorial Income are commercial and industrial Waste Acceptance Fees and Dog Registration Fees. Total Expenses represents the transfers of income collected to the ACT Government.

Comparison to the Original Budget

Total Territorial Income and Expenses of \$17.4 million was \$1.6 million (8.4%) lower than the Original Budget of \$19.0 million. This was mainly due to lower than anticipated Fees and Fines mainly from the disposal of commercial and industrial waste collected and transferred to the ACT Government due to lower customer demand.

Comparison to 2017-18 Total Income and Expenses

Total Income and Expenses were \$1.0 million (5.4%) lower than the previous year amount of \$18.4 million, mainly due to lower fees from the disposal of commercial and industrial waste collected and transferred to the ACT Government, as discussed previously.

Future trends

Fees and Fines for 2019-20 are budgeted at \$19.6 million. Both expenses and income are expected to increase gradually across the forward estimates largely in line with forecast indexation.

MANAGEMENT DISCUSSION AND ANALYSIS

ACTION

For the Year Ended 30 June 2019

ACTION FINANCIAL PERFORMANCE

The following financial information is based on audited Financial Statements for the 2017-18 and 2018-19 financial years, and the forward estimates contained in the 2019-20 Budget Papers.

Operating Result Compared to Budget

The Operating Result for ACTION was a deficit of \$14.7 million, which is \$1.1 million higher than the budgeted deficit of \$13.6 million.

Total Revenue was \$151.4 million, which is \$2 million higher than the budgeted revenue of \$149.4 million. Total expenses were \$166.1 million, which is \$3.1 million higher than the budgeted expenses of \$163.0 million.

Future Trends

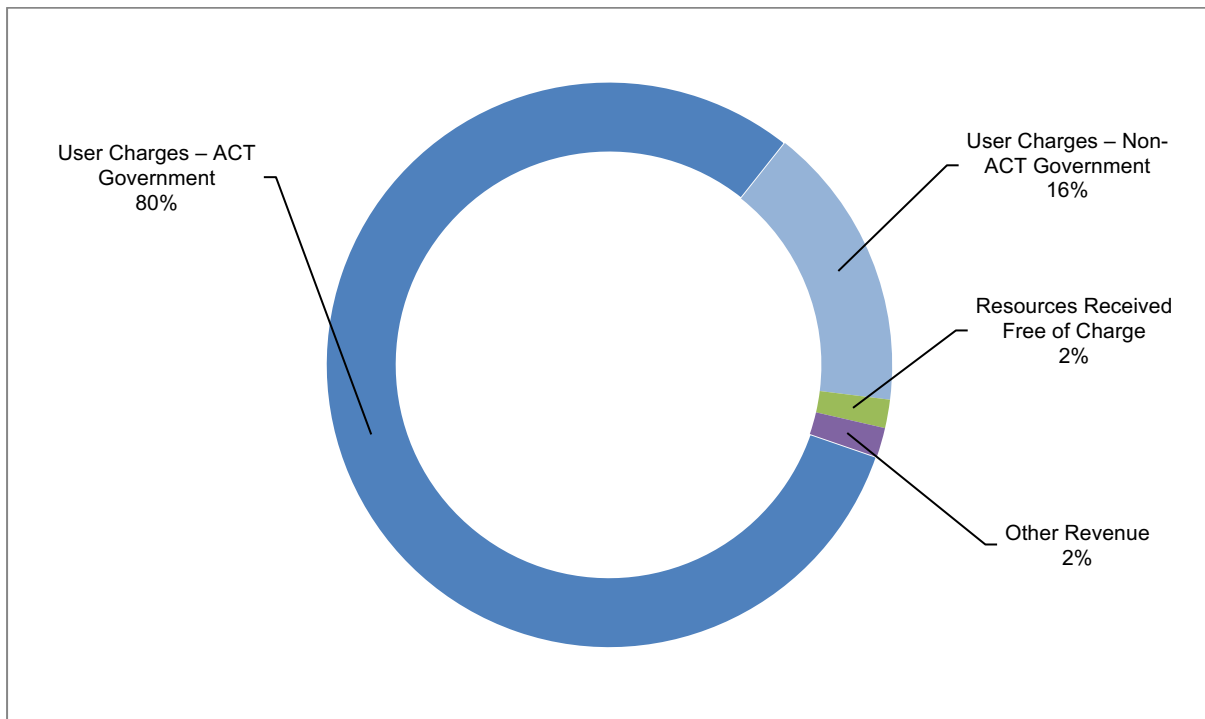
On 1 July 2019 Light Rail Operations (Stage 1 City to Gungahlin) merged with ACTION to form Transport Canberra Operations. The financial implications of this event resulted in an increase in the funding received from the ACT Government to meet the contractual obligations of the Light Rail Public Private Partnership and management of Stage 1 operations, plus an increase in assets, liabilities and operational commitments.

Total Income

Components of Total Income

Figure 2 illustrates that for the year ended 30 June 2019, 16 per cent of ACTION's total income of \$151.4 million was from Non-ACT Government user charges, including \$23.2 million in fares. ACT Government user charges for community service obligations and concessional travel payments represent 80 per cent of ACTION's income. The remainder of income relates to fuel tax credits, charter and bus advertising services provided.

Figure 2 - Components of Total Income



Comparison to Budget

Total income of \$151.4 million was consistent with the Budget of \$149.4 million.

Comparison to Prior Year

Total income in 2018-19 was \$5.3 million lower than the 2017-18 reported result of \$156.7 million. The decrease was mainly due to:

- a gain of \$12.1 million recognised in 2017-18 relating to the transfer of Woden Business Park from Chief Minister, Treasury and Economic Development Directorate; offset by
- an increase in service payments of \$4.9 million received to implement the Government's commitment to the increased rapid bus network across the ACT.

Future Trends

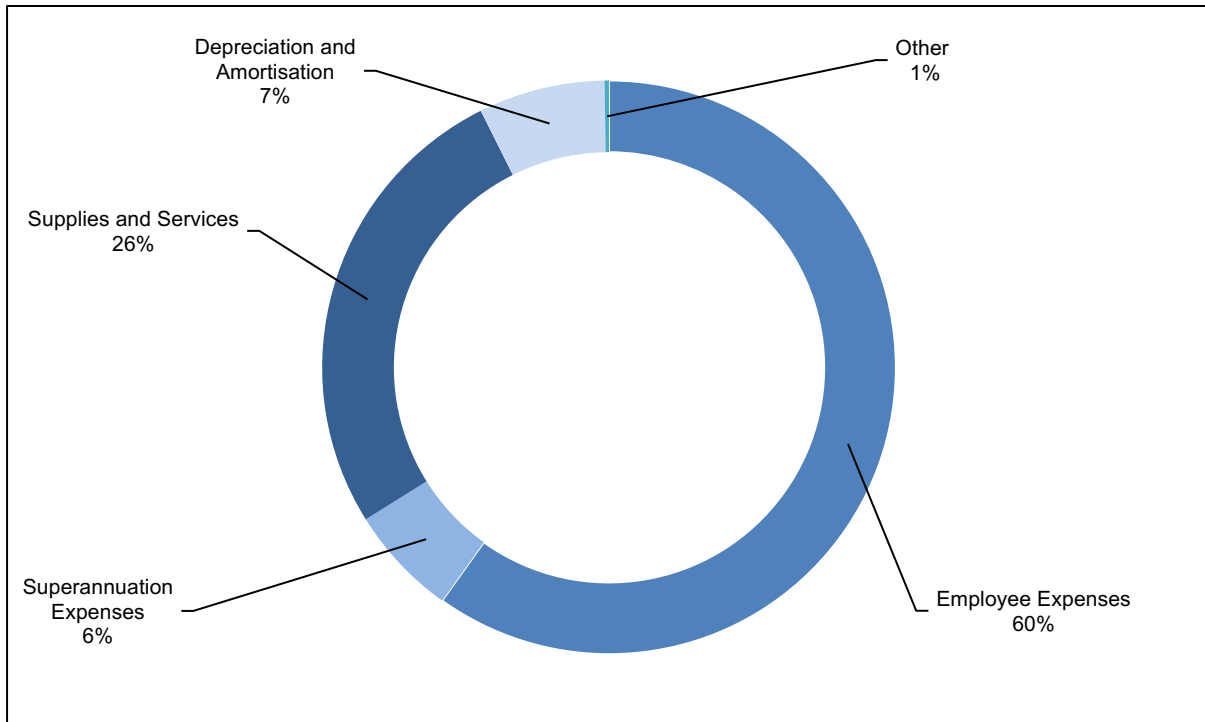
Income from the ACT Government in 2018-19 and forward years are expected to increase to fund Light Rail Operations from 1 July 2019.

Total Expenses

1. Components of Expenditure

Figure 1 illustrates the components of ACTION's expenditure for 2018-19 with the largest component of expenditure being employee and superannuation expenses representing \$109.6 million (66%), Supplies and Services \$43.8 million (26%), Depreciation and Amortisation \$11.8 million (7%) and Other \$0.8 million (1%).

Figure 1 Components of Expenditure



2. Comparison to the Original Budget

Total expenditure of \$166.1 million was \$3.1 million, or 1.9% higher than the 2018-19 budget of \$163.0 million.

3. Comparison to 2017-18 Actual Expenses

Total expenditure was \$5.6 million higher than the 2017-18 reported result. This was primarily due to:

- an increase of \$1.4 million in Long Service Leave expenses due to the change in the present value factor used to calculate balances;
- an increase in wages and salary expense of \$3.1 million primarily attributable to increased drivers employed to deliver the new rapid bus network and increased wages expense resulting from the Transport Canberra Operations Enterprise Agreement 2018-2021; and
- an increase in depreciation expense of \$0.4 million reflecting delivery of 38 new buses into ACTION's fleet to deliver the new rapid bus network.

4. Future Trends

Expenses in 2018-19 and forward years are expected to increase in line with transfer of Light Rail Operations from 1 July 2019.

ACTION Financial Position – Total Assets

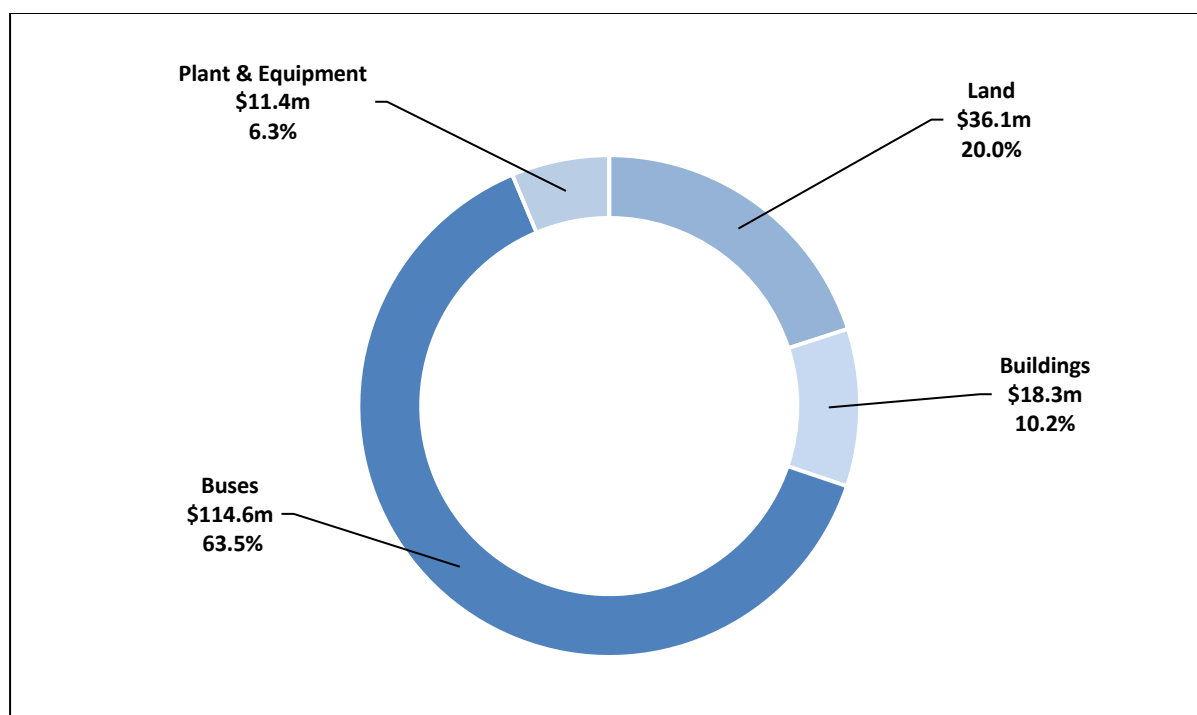
1. Components of Total Assets

At 30 June 2019, ACTION had Total Assets of \$197.6 million. \$180.5 million (91%) of its Total Assets related to Property, Plant and Equipment, \$10.6 million (5%) to Cash and Cash Equivalents, \$3.5 million (2%) to inventory and \$2.9 million (2%) to receivables.

The major component of Property, Plant and Equipment is the Bus Fleet \$114.6 million.

Figure 3 illustrates – Components of Property, Plant and Equipment as at 30 June 2019.

Figure 3 – Components of Property, Plant and Equipment as at 30 June 2019



2. Comparison to Budget

Assets as at 30 June 2019 totalled \$197.6 million, \$31.9 million lower than the 2018-19 budget of \$229.5 million. The decrease is largely the result of:

- a delay in the procurement of an additional 40 fleet buses \$21.9 million provided for in the 2017-18 Budget; and
- the delay in construction of the new bus depot at Woden \$15.0 million budgeted for 2018-19.

3. Comparison to Prior Year

ACTION's total asset position is a \$3.8 million increase from the 2017-18 result of \$193.8 million. The change is primarily due to:

- higher property, plant and equipment of \$12.9 million resulting from the addition of 38 new buses for \$22.3 million offset by an increase in accumulated depreciation of \$11.8 million; and
- a reduction in capital works in progress of \$9.0 million resulting from assets capitalised and placed in service during 2018-19, and a decreased cash and cash equivalents balance of \$0.9 million.

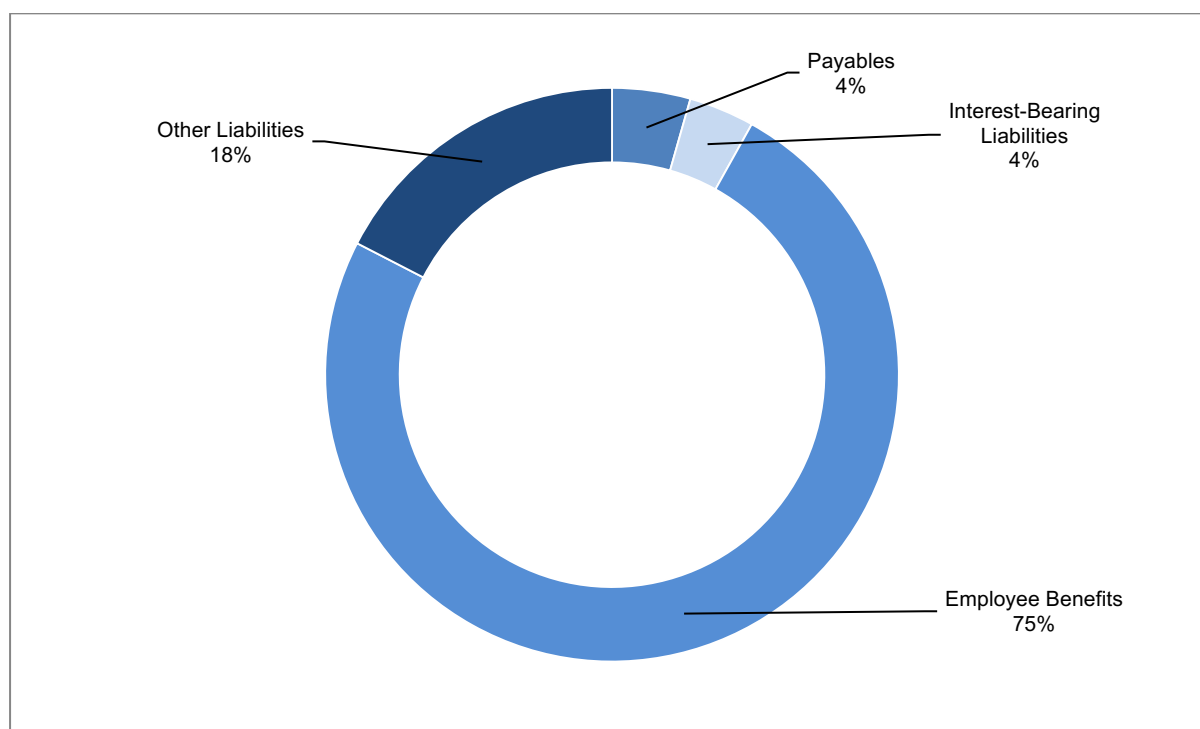
ACTION Financial Position - Total Liabilities

1. Components of Total Liabilities

At 30 June 2019, ACTION had Total Liabilities of \$37.0 million.

Figure 4 illustrates that the major component of ACTION's liabilities relate to employee benefits representing \$27.5 million (75%). The remaining classes include Other Liabilities \$6.4 million (17%), Payables \$1.6 million (4%) and Interest Bearing Liabilities of \$1.4 million (4%).

Figure 4 – Components of Total Liabilities as at 30 June 2019



2. Comparison to Budget

ACTION's liabilities for the year ended 30 June 2019 of \$37.0 million are \$3.2 million higher than the 2018-19 budget of \$33.8 million largely due to:

- an increase of \$1.6 million in revenue received in advance representing the aggregate balance of funds held on MyWay cards reflecting an increased use of MyWay following the free travel incentive for the introduction of the new bus network in May 2019; and
- an increase in employee liabilities of \$2.3 million reflecting an increased long service leave liability due to the change in the present value factor used to calculate balances compared to that used in the budget.

3. Comparison to Prior Year

Total liabilities of \$37.0 million is \$2.0 million higher than the 2017-18 actual result of \$35.0 million. The result is mainly due to:

- an increase in employee liabilities of \$1.6 million reflecting an increased long service leave liability due to the change in the present value factor used to calculate balances; and
- an increase in revenue received in advance of \$1.1 million reflecting a trend towards customers maintaining higher balances on MyWay cards (as previously discussed).

This was partially offset by a reduction to interest bearing liabilities of \$0.3 million resulting from the annual Commonwealth loan repayment related to Land and Buildings.

Part 2C Financial Statements

INDEPENDENT AUDITOR'S REPORT

To the Members of the ACT Legislative Assembly

Opinion

I have audited the financial statements of the Transport Canberra and City Services Directorate (the Directorate) for the year ended 30 June 2019 which comprise the:

- Controlled financial statements – operating statement, balance sheet, statement of changes in equity, cash flow statement and controlled statement of appropriation;
- Territorial financial statements – statement of income and expenses on behalf of the Territory, statement of assets and liabilities on behalf of the Territory and cash flow statement on behalf of the Territory; and
- Notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements:

- (i) present fairly, in all material respects, the Directorate's financial position as at 30 June 2019, and its financial performance and cash flows for the year then ended; and
- (ii) are presented in accordance with the *Financial Management Act 1996* and comply with the Australian Accounting Standards.

Basis for opinion

I conducted the audit in accordance with the Australian Auditing Standards. My responsibilities under the standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of this report.

I am independent of the Directorate in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code). I have also fulfilled my other ethical responsibilities in accordance with the Code.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Directorate for the financial statements

The Director-General is responsible for:

- preparing and fairly presenting the financial statements in accordance with the *Financial Management Act 1996*, and the relevant Australian Accounting Standards;
- determining the internal controls necessary for the preparation and fair presentation of the financial statements so that they are free from material misstatements, whether due to error or fraud; and
- assessing the ability of the Directorate to continue as a going concern and disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting in preparing the financial statements.

Auditor's responsibilities for the audit of the financial statements

Under the *Financial Management Act 1996*, the Auditor-General is responsible for issuing an audit report that includes an independent opinion on the financial statements of the Directorate.

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the Directorate's internal controls;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directorate;
- conclude on the appropriateness of the Directorate's use of the going concern basis of accounting and, based on audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Directorate's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in this report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of this report. However, future events or conditions may cause the Directorate to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether they represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Director-General regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Michael Harris
Auditor-General
17 September 2019

**TRANSPORT CANBERRA AND CITY
SERVICES DIRECTORATE**

FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
30 JUNE 2019**

**Transport Canberra and City Services Directorate
Financial Statements
For the Year Ended 30 June 2019**

Statement of Responsibility

In my opinion, the financial statements are in agreement with the Transport Canberra and City Services Directorate's (the Directorate's) accounts and records and fairly reflect the financial operations of the Directorate for the year ended 30 June 2019 and the financial position of the Directorate on that date.



Alison Playford

Director-General

Transport Canberra and City Services Directorate

12 September 2019

**Transport Canberra and City Services Directorate
Financial Statements
For the Year Ended 30 June 2019**

Statement by the Chief Financial Officer

In my opinion, the financial statements have been prepared in accordance with the Australian Accounting Standards and agree with the Transport Canberra and City Services Directorate's (the Directorate's) accounts and records and fairly reflect the financial operations of the Directorate for the year ended 30 June 2019 and the financial position of the Directorate on that date.



Andrew Pedersen

Acting Chief Financial Officer

Transport Canberra and City Services Directorate

12 September 2019

TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

CONTROLLED FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
30 JUNE 2019**

**Transport Canberra and City Services Directorate
Operating Statement
For the Year Ended 30 June 2019**

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Income				
<i>Revenue</i>				
Controlled Recurrent Payments	5	357 694	390 745	334 316
User Charges	6	26 322	23 936	23 914
Fees and Fines		7 347	6 885	6 806
Other Revenue	7	17 554	19 815	15 323
Total Revenue		408 917	441 381	380 359
Gains	8	51 341	86 373	104 615
Total Gains		51 341	86 373	104 615
Total Income		460 258	527 754	484 974
Expenses				
Employee Expenses	9	85 500	82 185	76 166
Superannuation Expenses	10	11 475	13 890	10 473
Supplies and Services	11	200 987	218 053	191 245
Depreciation and Amortisation	12	176 699	195 469	185 112
Grants and Purchased Services	13	111 931	112 050	104 484
Borrowing Costs		3 873	15 924	13
Expensing of Capital Works in Progress	14	99 872	-	11 509
Other Expenses		5 954	264	3 564
Total Expenses		696 291	637 835	582 566
Operating (Deficit)		(236 033)	(110 081)	(97 592)
Other Comprehensive Income/(Deficit)				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Increase in the Asset Revaluation Surplus	25	415 936	48 519	18 137
Total Other Comprehensive Income		415 936	48 519	18 137
Total Comprehensive Income/(Deficit)		179 903	(61 562)	(79 455)

The above Operating Statement should be read in conjunction with the accompanying Notes.

**Transport Canberra and City Services Directorate
Balance Sheet
At 30 June 2019**

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Current Assets				
Cash and Cash Equivalents	16	25 325	18 276	24 230
Receivables	17	9 350	9 405	7 760
Inventories		1 014	2 661	1 887
Other Assets		460	710	349
Total Current Assets		36 149	31 052	34 226
Non-Current Assets				
Property, Plant and Equipment	18	10 836 076	10 396 937	9 595 813
Capital Works in Progress	19	155 537	254 120	180 401
Intangible Assets		2 167	11 695	3 799
Other Assets		385	-	935
Total Non-Current Assets		10 994 165	10 662 752	9 780 948
Total Assets		11 030 314	10 693 804	9 815 174
Current Liabilities				
Payables	20	49 234	36 682	32 897
Finance Leases	21	10 130	-	120
Employee Benefits	22	27 696	26 842	25 322
Other Provisions	23	13 652	2 895	8 124
Other Liabilities	24	1 784	1 276	2 660
Total Current Liabilities		102 496	67 695	69 123
Non-Current Liabilities				
Payables	20	750	-	750
Finance Leases	21	314 515	330 029	1 076
Employee Benefits	22	1 537	1 560	1 446
Other Provisions	23	11 937	25 403	17 836
Other Liabilities	24	8 110	240	295
Total Non-Current Liabilities		336 849	357 232	21 403
Total Liabilities		439 345	424 927	90 526
Net Assets		10 590 969	10 268 877	9 724 648
Equity				
Accumulated Funds		6 267 494	6 413 417	5 817 109
Asset Revaluation Surplus	25	4 323 475	3 855 460	3 907 539
Total Equity		10 590 969	10 268 877	9 724 648

The above Balance Sheet should be read in conjunction with the accompanying Notes.

Transport Canberra and City Services Directorate
Statement of Changes in Equity
For the Year Ended 30 June 2019

	Note No.	Accumulated Funds Actual 2019 \$'000	Asset Revaluation Surplus Actual 2019 \$'000	Total Equity Actual 2019 \$'000	Original Budget 2019 \$'000
Balance at 1 July 2018		5 817 109	3 907 539	9 724 648	9 561 667
Change in accounting policy		775	-	775	-
Restated Balance at 1 July 2018		5 817 884	3 907 539	9 725 423	9 561 667
Comprehensive Income					
Operating (Deficit)		(236 033)	-	(236 033)	(110 081)
Increase in the Asset Revaluation Surplus	25	-	415 936	415 936	48 519
Total Comprehensive (Deficit)/Income		(236 033)	415 936	179 903	(61 562)
Transactions Involving Owners Affecting Accumulated Funds					
Capital Injections ^a		599 112	-	599 112	641 253
Capital Payments to ACTION		(16 576)	-	(16 576)	-
Net Assets Transferred from CMTEDD ^b		103 107	-	103 107	127 519
Total Transactions Involving Owners Affecting Accumulated Funds		685 643	-	685 643	768 772
Balance at 30 June 2019		6 267 494	4 323 475	10 590 969	10 268 877

- a) Capital Injections include capital payments of \$449.1 million associated with Light Rail Stage 1.
- b) Net Assets Transferred from CMTEDD relates to the transfer of infrastructure delivery function from 1 July 2018. Infrastructure Assets of \$10.1 million and Capital Works in Progress of \$93.0 million was transferred to the Directorate.

The above Statement of Changes in Equity should be read in conjunction with the accompanying Notes.

**Transport Canberra and City Services Directorate
Statement of Changes in Equity – Continued
For the Year Ended 30 June 2019**

	Note No.	Accumulated Funds Actual 2018 \$'000	Asset Revaluation Surplus Actual 2018 \$'000	Total Equity Actual 2018 \$'000
Balance at 1 July 2017		5 587 863	3 635 664	9 223 527
Comprehensive Income				
Operating (Deficit)		(97 592)	-	(97 592)
Increase in the Asset Revaluation Surplus	25	-	18 137	18 137
(Decrease)/Increase in the Asset Revaluation Surplus due to transfers from Other Agencies	25	(253 738)	253 738	-
Total Comprehensive (Deficit)/Income		(351 330)	271 875	(79 455)
Transactions Involving Owners Affecting Accumulated Funds				
Capital Injections		157 204	-	157 204
Capital Payments to ACTION		(15 669)	-	(15 669)
Net Assets Transferred out as part of an Administrative Arrangement	26	439 041	-	439 041
Total Transactions Involving Owners Affecting Accumulated Funds		580 576	-	580 576
Balance at 30 June 2018		5 817 109	3 907 539	9 724 648

The above Statement of Changes in Equity should be read in conjunction with the accompanying Notes.

Transport Canberra and City Services Directorate
Cash Flow Statement
For the Year Ended 30 June 2019

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Cash Flows from Operating Activities				
Receipts				
Controlled Recurrent Payments		357 694	390 745	334 316
User Charges		25 412	23 463	24 954
Fees and Fines		7 350	7 206	6 776
Commonwealth Grants		217	-	323
Goods and Services Input Tax Credits from the Australian Taxation Office		76 299	-	32 028
Goods and Services Tax Collected from Customers		4 591	-	4 628
Other		14 673	43 279	14 535
Total Receipts from Operating Activities		486 236	464 693	417 560
Payments				
Employees		83 168	80 782	74 988
Superannuation		11 467	13 887	10 469
Supplies and Services		182 882	217 478	186 025
Grants and Purchased Services		111 931	112 050	104 484
Borrowing Costs		3 873	14 847	13
Goods and Services Tax Input Tax Paid to the Australian Taxation Office		4 547	-	4 288
Goods and Services Tax Paid to Suppliers		76 716	-	31 735
Other		2 921	23 922	188
Total Payments from Operating Activities		477 505	462 966	412 190
Net Cash Inflows from Operating Activities	30	8 731	1 727	5 370
Cash Flows from Investing Activities				
Receipts				
Proceeds from Sale of Property, Plant and Equipment		905	-	409
Total Receipts from Investing Activities		905	-	409
Payments				
Payments for Property, Plant and Equipment		3 809	-	1 098
Payments for Capital Works in Progress		210 137	267 226	139 938
Payments for Intangibles		47	-	456
Total Payments from Investing Activities		213 993	267 226	141 492
Net Cash (Outflows) from Investing Activities		(213 088)	(267 226)	(141 083)

The above Cash Flow Statement should be read in conjunction with the accompanying Notes.

**Transport Canberra and City Services Directorate
Cash Flow Statement – Continued
For the Year Ended 30 June 2019**

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Cash Flows from Financing Activities				
Receipts				
Capital Injections		599 112	694 506	157 204
Receipts of Transferred Cash Balances (Administrative Arrangements)		-	-	490
Carbon Neutral Fund Loan from the Environment, Planning and Sustainable Development Directorate (EPSDD)		10	-	330
Total Receipts from Financing Activities		599 122	694 506	158 024
Payments				
Repayment of Borrowings		-	30	-
Repayment of Finance Lease Liabilities		2 094	26	132
Capital Payments to ACTION		16 576	53 253	15 669
Public Private Partnership - Construction Payment Contribution		375 000	375 000	-
Total Payments from Financing Activities		393 670	428 309	15 801
Net Cash Inflows from Financing Activities		205 452	266 197	142 223
Net Increase in Cash and Cash Equivalents				
		1 095	698	6 510
Cash and Cash Equivalents at the Beginning of the Reporting Period		24 230	17 578	17 720
Cash and Cash Equivalents at the End of the Reporting Period	30	25 325	18 276	24 230

The above Cash Flow Statement should be read in conjunction with the accompanying Notes.

**Transport Canberra and City Services Directorate
Summary of Directorate Output Classes
For the Year Ended 30 June 2019**

	Output Class 1 Transport Canberra \$'000	Output Class 2 City Services \$'000	Intra- Directorate Eliminations \$'000	Total \$'000
2019				
Total Income	156 886	306 199	(2 827)	460 258
Total Expenses	249 201	449 917	(2 827)	696 291
Operating (Deficit)	(92 315)	(143 718)	-	(236 033)
2018				
Total Income	149 388	338 691	(3 105)	484 974
Total Expenses	150 905	434 766	(3 105)	582 566
Operating (Deficit)	(1 517)	(96 075)	-	(97 592)

Transport Canberra and City Services Directorate
Operating Statement for Output Class 1 – Transport Canberra
For the Year Ended 30 June 2019

Description

Output Class 1: 'Transport Canberra' includes oversight of the construction and operations of light rail, the Government subsidy paid to ACTION buses, and the strategic oversight of the public transport network and policy, public transport asset management and the Active Travel Office.

	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Income			
<i>Revenue</i>			
Controlled Recurrent Payments	154 627	188 696	146 735
Fees and Fines	-	60	-
User Charges	411	164	407
Other Revenue	482	448	2 064
<i>Total Revenue</i>	<u>155 520</u>	<u>189 368</u>	<u>149 206</u>
Gains	1 366	-	182
<i>Total Gains</i>	<u>1 366</u>	<u>-</u>	<u>182</u>
Total Income	<u>156 886</u>	<u>189 368</u>	<u>149 388</u>
Expenses			
Employee Expenses	13 402	14 960	13 512
Superannuation Expenses	2 358	2 128	1 697
Supplies and Services	31 390	47 001	29 178
Depreciation and Amortisation	5 200	15 519	1 745
Grants and Purchased Services	111 182	111 182	103 706
Borrowing Costs	3 813	15 923	-
Expensing of Capital Works in Progress	81 114	-	-
Other Expenses	742	-	1 067
Total Expenses	<u>249 201</u>	<u>206 713</u>	<u>150 905</u>
Operating (Deficit)	<u>(92 315)</u>	<u>(17 345)</u>	<u>(1 517)</u>

Transport Canberra and City Services Directorate

Operating Statement for Output Class 2 – City Services

For the Year Ended 30 June 2019

Description

Output Class 2: 'City Services' includes:

- **2.1: Roads and Infrastructure** – management of the territory's roads 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.
- **2.2: Library Services** – provision of library services to the community through Libraries ACT branches, home library service, the ACT Virtual Library and the Heritage Library.
- **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.
- **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 sports ground facilities. This Output also includes advice, education and compliance services in relation to municipal ranger functions, domestic animal management, plant and animal licensing, significant tree protection and the Yarralumla Nursery.
- **2.5: 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.

	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Income			
<i>Revenue</i>			
Controlled Recurrent Payments	203 067	202 049	187 581
User Charges	28 244	23 772	26 447
Fees and Fines	7 347	6 825	6 807
Other Revenue	17 566	19 367	13 423
Total Revenue	256 224	252 013	234 258
Gains	49 975	86 373	104 433
Total Gains	49 975	86 373	104 433
Total Income	306 199	338 386	338 691
Expenses			
Employee Expenses	71 967	67 225	62 704
Superannuation Expenses	9 117	11 762	8 776
Supplies and Services	172 151	171 052	165 122
Depreciation and Amortisation	171 500	179 950	183 367
Grants and Purchased Services	748	868	778
Borrowing Costs	60	1	13
Expensing of Capital Works in Progress	18 759	-	-
Other Expenses	5 615	264	14 006
Total Expenses	449 917	431 122	434 766
Operating (Deficit)	(143 718)	(92 736)	(96 075)

**Transport Canberra and City Services Directorate
Disaggregated Disclosure of Assets and Liabilities
At 30 June 2019**

DISAGGREGATED DISCLOSURE OF ASSETS AND LIABILITIES

At 30 June 2019

	Output Class 1 Transport Canberra \$'000	Output Class 2 City Services \$'000	Total \$'000
Current Assets			
Cash and Cash Equivalents	6 207	19 118	25 325
Receivables	1 210	8 140	9 350
Inventories	149	865	1 014
Other Assets	409	51	460
Total Current Assets	7 975	28 174	36 149
Non-Current Assets			
Property, Plant and Equipment	732 297	10 103 779	10 836 076
Capital Works in Progress	6 196	149 341	155 537
Intangible Assets	1 223	944	2 167
Other Assets	385	-	385
Total Non-Current Assets	740 101	10 254 064	10 994 165
Total Assets	748 076	10 282 238	11 030 314
Current Liabilities			
Payables	16 634	32 600	49 234
Finance Leases	10 031	99	10 130
Employee Benefits	3 510	24 186	27 696
Other Provisions	-	13 652	13 652
Other Liabilities	-	1 784	1 784
Total Current Liabilities	30 175	72 321	102 496
Non-Current Liabilities			
Payables	750	-	750
Finance Leases	313 538	977	314 515
Employee Benefits	257	1 280	1 537
Other Provisions	-	11 937	11 937
Other Liabilities	-	8 110	8 110
Total Non-Current Liabilities	314 545	22 304	336 849
Total Liabilities	344 720	94 625	439 345
Net Assets	403 356	10 187 613	10 590 969

**Transport Canberra and City Services Directorate
Disaggregated Disclosure of Assets and Liabilities
At 30 June 2019**

DISAGGREGATED DISCLOSURE OF ASSETS AND LIABILITIES - CONTINUED

At 30 June 2018

	Output Class 1 Transport Canberra \$'000	Output Class 2 City Services \$'000	Total \$'000
Current Assets			
Cash and Cash Equivalents	7 616	16 614	24 230
Receivables	585	7 175	7 760
Inventories	66	1 821	1 887
Other Assets	279	70	349
Total Current Assets	8 546	25 680	34 226
Non-Current Assets			
Property, Plant and Equipment	2 331	9 593 482	9 595 813
Capital Works in Progress	35 853	144 548	180 401
Intangible Assets	2 352	1 447	3 799
Other Assets	935	-	935
Total Non-Current Assets	41 471	9 739 477	9 780 948
Total Assets	50 017	9 765 157	9 815 174
Current Liabilities			
Payables	3 559	29 338	32 897
Finance Leases	-	120	120
Employee Benefits	2 905	22 417	25 322
Other Provisions	-	8 124	8 124
Other Liabilities	354	2 306	2 660
Total Current Liabilities	6 818	62 305	69 123
Non-Current Liabilities			
Payables	750	-	750
Finance Leases	-	1 076	1 076
Employee Benefits	227	1 219	1 446
Other Provisions	-	17 836	17 836
Other Liabilities	-	295	295
Total Non-Current Liabilities	977	20 426	21 403
Total Liabilities	7 795	82 731	90 526
Net Assets	42 222	9 682 426	9 724 648

**Transport Canberra and City Services Directorate
Controlled Statement of Appropriation
For the Year Ended 30 June 2019**

	Original Budget 2019 \$'000	Total Appropriated 2019 \$'000	Total Appropriation Drawn 2019 \$'000	Appropriation Drawn 2018 \$'000
Controlled				
Controlled Recurrent Payments	390 745	391 743	357 694	334 316
Capital Injections	694 506	704 522	599 112	157 204
Total Controlled Appropriation	1 085 251	1 096 265	956 806	491 520

The above Controlled Statement of Appropriation should be read in conjunction with the accompanying Notes.

Column Heading Explanations

The Original Budget column shows the amounts that appear in the Cash Flow Statement in the Budget Papers. These amounts also appears in the Cash Flow Statement.

The Total Appropriated column is inclusive of all appropriation variations occurring after the Original Budget.

The Appropriation Drawn is the total amount of appropriation received by the Directorate during the year. This amount appears in the Cash Flow Statement.

Reconciliation of Appropriation for 2018-19

	Controlled Recurrent Payments 2019 \$'000	Capital Injections 2019 \$'000
Original Appropriation for 2018-19	390 745	694 506
Controlled Recurrent Payment Transfers	970	-
Rollover of Undispersed Appropriation ^a	-	9 634
Variation of Appropriations for Commonwealth Grants	28	382
Total Appropriated	391 743	704 522
Undrawn Funds ^{b,c}	(34 049)	(105 410)
Total Appropriation Drawn	357 694	599 112

a) The rollover of undispersed Capital Injections from 2017-18 (\$9.6 million) is mainly the result of projects which were not complete due largely to delays or being in the defect liability stage. These projects largely related to roads and infrastructure projects.

b) The Controlled Recurrent Payments of \$34.0 million was undrawn mainly due to the funding for:

- Light Rail Stage 1 service payments not being required due to delays in the completion of the project; and
- Light Rail Stage 2 not being required as the project plan was revised to address the recommendations of the Joint Standing Committee inquiry resulting in lower spending in 2018-19 compared to the budget.

**Transport Canberra and City Services Directorate
Controlled Statement of Appropriation – Continued
For the Year Ended 30 June 2019**

- c) The Capital Injections of \$105.4 million was undrawn mainly due to the deferral and delays of capital infrastructure projects which also resulted in undrawn Commonwealth grants funding (\$7.3 million). Significant undrawn projects included:
- Light-Rail Stage 1 (\$24.0 million) as the retained risk funding was not required in 2018-19;
 - Expansion of the rapid bus network (\$21.8 million);
 - Woden bus depot (\$10.0 million);
 - Better infrastructure for Active Travel (\$5.9 million); and
 - Canberra Brickworks road upgrades (\$5.8 million).

Transport Canberra and City Services Directorate
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For the Year Ended 30 June 2019

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Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 1 OBJECTIVES OF THE TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

Operations and Principal Activities

Transport Canberra and City Services Directorate (the Directorate) helps Canberrans to be well connected to their community and lifestyle opportunities. The Directorate's transport operations make it easy for people to travel around Canberra while the Directorate also provides enhanced public parks and places with a focus on urban renewal. Delivery of these services is citizen-focused and innovative and contributes to the improved liveability of the city.

Contributing to the long term growth of Canberra, the Directorate delivers an attractive cityscape and amenity, an effective road network and an integrated public transport system, and services that are necessary to support a flourishing community and attract business investment.

In particular, the Directorate has a long term focus of delivering improved public transport outcomes. To deliver upon a vision for a public transport system that is convenient, efficient, affordable, reliable and integrated, the Directorate will continue to oversee the construction and operations of light rail and ensure its effective integration into the public transport network.

The Directorate delivers a range of services to the community including libraries, waste and recycling services, safer walking and cycling around schools, city amenity, infrastructure maintenance and management of the Australian Capital Territory's (Territory) assets including recreational facilities, local shops amenity, playground equipment and upkeep of the city. In designing and delivering these services, the Directorate will strive to make them accessible for all members of the community.

The Directorate is responsible for the planning, building and maintenance of many of the Government's infrastructure assets such as stormwater assets, roads, bridges, cycling and community paths and the streetlight network. It also plays an important role in managing the city's open space, neighbourhood play areas, domestic animal services, animal welfare, licensing and compliance services and permits for public land use.

Capital Linen Service, ACT NoWaste and Yarralumla Nursery are managed by the Directorate. The Directorate also has administrative oversight responsibility for the ACT Public Cemeteries Authority (the Authority) which operates the Woden Mausoleum, and Woden, Gungahlin and Hall cemeteries. The Authority prepares separate financial statements which are annexed to the Directorate's Annual Report.

ACTION, Canberra's public transport provider, is also part of the Directorate and reports as a separate entity within the Directorate's Annual Report.

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 2 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

LEGISLATIVE REQUIREMENT

The *Financial Management Act 1996* (FMA) requires the preparation of annual financial statements for ACT Government Directorates.

The FMA, and the *Financial Management Guidelines* issued under the FMA require the Directorate's financial statements to include:

- (i) an Operating Statement for the year;
- (ii) a Balance Sheet as at the end of the year;
- (iii) a Statement of Changes in Equity for the year;
- (iv) a Cash Flow Statement for the year;
- (v) a Statement of Appropriation for the year;
- (vi) an Operating Statement for each class of output for the year;
- (vii) the significant accounting policies adopted for the year; and
- (viii) other statements as necessary to fairly reflect the financial operations of the Directorate during the year and its financial position as at the end of the year.

These general-purpose financial statements have been prepared to comply with Australian Accounting Standards as required by the FMA. Accordingly, these financial statements have been prepared in accordance with:

- (i) Australian Accounting Standards; and
- (ii) ACT Accounting and Disclosure Policies.

ACCRUAL ACCOUNTING

The Financial Statements have been prepared using the accrual basis of accounting. The Financial Statements are prepared according to the historical cost convention, except for Property, Plant and Equipment, and Financial Instruments that are valued at fair value in accordance with the valuation policies applicable to the Directorate during the reporting period.

GOING CONCERN

The 2018-19 Financial Statements have been prepared on a going concern basis as the Directorate has been funded in 2019-20 and the Budget Papers include forward estimates for the Directorate.

At 30 June 2019, the Directorate's Current Liabilities (\$102.5 million) exceeded its Current Assets (\$36.1 million) by \$66.4 million. This is not considered a liquidity risk as the Directorate's cash needs are funded through an appropriation by the ACT Government on a cash-needs basis. This is consistent with the whole of Government cash management regime, which requires excess cash balances to be held centrally rather than within individual agency bank accounts.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

**NOTE 2 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS —
CONTINUED**

CURRENCY

These financial statements are presented in Australian dollars.

INDIVIDUAL REPORTING ENTITY

The Directorate is an individual financial reporting entity.

CONTROLLED AND TERRITORIAL ITEMS

The Directorate produces Controlled and Territorial financial statements. The Controlled Financial Statements include income, expenses, assets and liabilities over which the Directorate has control. The Territorial Financial Statements include income, expenses, assets and liabilities that the Directorate administers on behalf of the ACT Government, but does not control.

The purpose of the distinction between Controlled and Territorial is to enable an assessment of the Directorate's performance against the decisions it has made in relation to the resources it controls while maintaining accountability for all resources under its responsibility.

The basis of preparation described applies to both Controlled and Territorial Financial Statements except where specified otherwise.

BUDGET FIGURES

To facilitate a comparison with the Budget Papers, as required by the FMA, budget information for 2018-19 has been presented in the Financial Statements. Budget numbers in the Financial Statements are the Original Budget numbers that appear in the Budget Papers.

ROUNDING

All amounts in the Financial Statements have been rounded to the nearest thousand dollars (\$'000). Use of "-" represents zero amounts or amounts rounded down to zero.

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 3 IMPACT OF ACCOUNTING STANDARDS ISSUED BUT YET TO BE APPLIED

The new and revised Accounting Standards and Interpretations that have been issued by the Australian Accounting Standards Board (AASB) are applicable to future reporting periods. The Directorate does not intend to adopt these Standards and Interpretations early.

The following are the impact of two new standards on the Directorate's financial statements.

AASB 16 Leases (application date 1 January 2019)

AASB 16 is the new standard for leases. It introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset value is low. This will result in the Directorate recognising a number of its operating leases as assets alongside the associated liability, rather than accounting for these as operating lease expenditure.

The right-of-use asset will initially be recognised at cost and will give rise to a depreciation expense. The lease liability will initially be recognised as the present value of the lease payments during the term of the lease. Lease payments made will reduce this liability over time and result in an interest expense.

The Directorate has assessed that only its motor vehicles and accommodation leases will be within the scope of AASB 16. The impact of implementation of AASB 16 will result in approximately \$15 million of right-of-use asset and lease liabilities being recognised on the Directorate's balance sheet from 1 July 2019.

AASB 1059 Service Concession Arrangements: Grantors (application date 1 January 2020)

This Standard addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. The Standard is based on International Public Sector Accounting Standard IPSAS 32 Service Concession Arrangements: Grantor and is informed by AASB Interpretation 12 Service Concession Arrangements which sets out the accounting for the operator in a public-to-private service concession arrangement.

Under AASB 1059, light rail assets that are currently recognised in the Property, Plant and Equipment note will be reclassified as 'service concession assets'. Management considers the adoption of this new accounting standard to be a reclassification in nature and no impact to the amounts recorded in the balance sheet.

NOTE 4 CHANGE IN ACCOUNTING ESTIMATES

Revision of Useful Lives of Landfill Sites

The Directorate reviewed the useful lives of its property, plant and equipment during the reporting period. This review resulted in an extension of the useful life of a waste disposal cell at the Mugga Lane landfill from 2 years to 5 years, based on the actual volume of waste disposed and waste compaction rate. The impact of this change resulted in a reduction of depreciation expense by \$5.5 million.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

INCOME NOTES

Revenue Recognition

Revenue is recognised at the fair value of the consideration received or receivable in the Operating Statement.

NOTE 5 CONTROLLED RECURRENT PAYMENTS

Controlled Recurrent Payments are received from the ACT Government to fund the costs of delivering outputs. Controlled Recurrent Payments are recognised upon the receipt of cash.

Community Service Obligations revenue is received for the ACTION public bus network operations and the Yarralumla Nursery free plant scheme.

	2019	2018
	\$'000	\$'000
Controlled Recurrent Payments ^a	246 213	230 319
Community Service Obligations - ACTION ^b	111 182	103 706
Community Service Obligations - Yarralumla Nursery	299	291
Total Controlled Recurrent Payments	357 694	334 316

- a) The increase is mainly due to the additional appropriation received for the Light Rail Stage 1 service payments (\$10.2 million) and provision of city services to new and existing suburbs (\$7.3 million).
- b) The increase is mainly due to additional appropriation to ACTION for the new rapid route services (\$4.9 million) and salary increases under the new Enterprise Agreements.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 6 USER CHARGES

User Charges revenue is derived from providing goods and services to other ACT Government entities and the public. User charges revenue is retained by the Directorate and driven by consumer demand.

Rendering of Services predominantly relates to the Capital Linen Service, damaged infrastructure insurance recoveries, hiring of sports ground facilities, hiring of facilities to community groups, library services and Birrigai outdoor school.

Sale of Goods largely relates to plant sales at the Yarralumla Nursery.

	2019	2018
	\$'000	\$'000
User Charges - ACT Government		
Rendering of Services ^a	10 283	9 426
Rent from Tenants	113	146
Sale of Goods	11	29
Total User Charges - ACT Government	10 407	9 601
User Charges - Non-ACT Government		
Rendering of Services ^a	12 516	11 666
Sale of Goods ^b	2 682	1 889
Rent from Tenants	717	758
Total User Charges - Non-ACT Government	15 915	14 313
Total User Charges	26 322	23 914

- a) The increase is mainly due to higher revenue from the operations of Capital Linen Service (\$1.0 million) resulting from higher customer demand, in particular from the Canberra Health Services relating to the University of Canberra Public Hospital and hotels within the Territory.
- b) The increase is mainly due to higher sales of plants at the Yarralumla Nursery (\$0.7 million) resulting from higher customer demand, in particular from Canberra Metro for the plants along the light rail corridor.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 7 OTHER REVENUE

Other Revenue arises from the core activities of the Directorate.

Acceptance Fees for Contaminated Waste is for the disposal of waste relating to asbestos, animal carcasses, and other waste requiring special burial arrangements.

Revenue from Waste Programs relates to fees received from Green Bin sales and the Container Deposit Scheme (CDS). The Territory receives a 50% share of the revenue generated from recycling waste processed by the operators under the CDS. The Directorate also receives compliance fees from the CDS Coordinator for undertaking compliance audits on behalf of the Coordinator.

Goods and services received free of charge from ACT Government entities are recorded as 'Resources Received Free of Charge'. Services that are received free of charge are only recorded in the Operating Statement if they can be reliably measured and would have been purchased if not provided to the Directorate free of charge.

The Waste Education Fund is a community program run by the Directorate providing education on waste recycling opportunities. The Fund receives contributions from private sector waste recycling entities.

	2019	2018
	\$'000	\$'000
Revenue from ACT Government Entities		
Acceptance Fees for Contaminated Waste ^a	3 437	5 623
Resources Received Free of Charge	2 082	1 825
Other Recoveries	817	1 193
Other	934	475
Total Other Revenue from ACT Government Entities	7 270	9 116
Revenue from Non-ACT Government Entities		
Acceptance Fees for Contaminated Waste	3 035	3 240
Revenue from Waste Programs ^b	3 047	666
Waste Education Fund Contribution	1 430	1 346
Commonwealth Government Grants	217	323
Other Recoveries	605	299
Contributions ^c	1 384	-
Other	566	333
Total Other Revenue from Non-ACT Government Entities	10 284	6 207
Total Other Revenue	17 554	15 323

- a) The decrease is mainly due to lower amount of asbestos waste being disposed as the contaminated properties under the Loose-fill Asbestos Insulation Eradication Scheme (Mr Fluffy) have largely been remediated.
- b) The increase is mainly due to higher uptake of Green Bins service as it has been rolled out across Canberra (\$1.0 million), revenue from recycling waste (\$1.0 million) under the CDS and fees (\$0.4 million) from the CDS Coordinator for undertaking compliance audits.
- c) The increase is mainly due to contributions received from Cricket ACT and ACT AFL for upgrades of the Phillip Oval sporting grounds.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 8 GAINS

Gains are transactions that are not part of the Directorate's core activities.

Assets received from ACT Government entities and private developers represent infrastructure assets transferred to the Directorate. These assets include roads, bridges, storm water assets, footpaths, car parks, streetlights and paving. Timing of asset transfers is dependent on private sector developments.

Assets received from ACT Government entities and private developers result in a corresponding asset being recognised at the time of transfer.

	2019	2018
	\$'000	\$'000
Assets Received from ACT Government Entities ^a	26 756	74 133
Assets Received from Private Developers ^b	23 698	21 561
Assets Located during Stocktake ^c	43	8 391
Net Gain on Sale of Assets	844	345
Unrealised Gain - Embedded Derivative	-	185
Total Gains	51 341	104 615

a) The decrease is mainly due to:

- the transfer of the infrastructure delivery function (previously part of the Chief Minister, Treasury and Economic Development Directorate (CMTEDD)) to the Directorate from 1 July 2018, removing gains (\$27.5 million) associated with land release infrastructure assets in 2019; and
- lower infrastructure assets being transferred from the Suburban Land Agency (SLA) mainly relating to the new suburbs. The projects completed by the SLA vary each year and they relate to developments in Wright (\$8.8 million), Coombs (\$7.7 million), Watson (\$2.9 million) and Kingston (\$2.1 million).

b) The increase is mainly due to more infrastructure assets transferred from private developers. The projects completed by the private developers vary each year and in 2018-19 they relate to developments in Strathnairn (\$10.0 million), Denman Prospect (\$4.6 million), Watson (\$3.3 million) and Ginninderra Estate (\$2.5 million).

c) The decrease is mainly due to one-off recognition of assets located during stocktake relating to ACT NoWaste (\$7.3 million) and Roads ACT assets associated with bus terminuses (\$1.0 million) in 2017-18.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

EXPENSE NOTES

NOTE 9 EMPLOYEE EXPENSES

	2019	2018
	\$'000	\$'000
Wages and Salaries ^a	71 942	66 702
Annual Leave Expense	5 876	4 982
Workers' Compensation Insurance Premium	3 058	2 384
Long Service Leave Expense ^b	4 289	1 407
Termination Expense	64	348
Payroll Tax	163	148
Other Employee Benefits and On-Costs	108	195
Total Employee Expenses	85 500	76 166

- a) The higher expense is mainly due to the increase in the average number of FTE from 864 in 2017-18 to 915 in 2018-19 and higher salary rates under the new Enterprise Agreements. The increase in the average FTE mainly resulted from the new budget initiatives relating to Light Rail Stage 2 and provision of city services to new and existing suburbs.
- b) The higher result is mainly due to the increase in the rate used to estimate the present value of Long Service Leave liabilities from 100.9% to 110.1% (\$1.5 million) and higher salary rates under the new Enterprise Agreements.

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 10 SUPERANNUATION EXPENSES

Employees of the Directorate have different superannuation arrangements due to the type of superannuation scheme available at the time of commencing employment, including both defined benefit and defined contribution superannuation scheme arrangements.

For employees who are members of the defined benefit Commonwealth Superannuation Scheme (CSS) and Public Sector Superannuation Scheme (PSS), the Directorate makes employer superannuation contribution payments to the Territory Banking Account at a rate determined by CMTEDD. The Directorate also makes productivity superannuation contribution payments on behalf of these employees to the Commonwealth Superannuation Corporation, which is responsible for administration of the schemes.

For employees who are members of defined contribution superannuation schemes (the Public Sector Superannuation Scheme Accumulation Plan (PSSAP) and schemes of employee choice), the Directorate makes employer superannuation contribution payments directly to the employees' relevant superannuation fund.

All defined benefit employer superannuation contributions are recognised as expenses on the same basis as the employer superannuation contributions made to defined contribution schemes. The accruing superannuation liability obligations are expensed as they are incurred and extinguished as they are paid.

Superannuation liability recognition

For employees who are members of the defined benefit CSS or PSS, the employer superannuation liabilities for superannuation benefits payable upon retirement are recognised in the financial statements of the Superannuation Provision Account.

	2019	2018
	\$'000	\$'000
Superannuation to External Providers ^a	6 200	5 127
Superannuation Contributions to the Territory Banking Account	4 600	4 665
Productivity Benefit	675	681
Total Superannuation Expenses	11 475	10 473

a) The increase is mainly due to higher salary rates under the new Enterprise Agreements and higher staff levels, with the majority being members of superannuation schemes managed by external providers.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 11 SUPPLIES AND SERVICES

	2019	2018
	\$'000	\$'000
Contractors and Consultants ^a	59 827	65 315
Repairs and Maintenance ^b	57 767	53 944
Buildings and Facilities Operating Costs	25 957	25 052
Information Technology and Telecommunications ^c	13 061	10 926
Light Rail Service Payments ^d	8 388	-
Consumables	7 946	8 528
Operating Lease Costs	6 862	6 248
Insurance	5 433	5 505
Finance, Human Resources and Procurement	4 030	4 126
Legal Costs ^e	1 884	3 533
Communication, Printing and Publication	2 414	1 905
Other Human Resource Costs	1 016	1 196
Cost of Goods Sold	1 133	965
Staff Development and Training	1 223	882
Audit Fees ^f	303	293
Other Supplies and Services	3 743	2 827
Total Supplies and Services	<u>200 987</u>	<u>191 245</u>

- a) The decrease is mainly due to lower expenditure (\$7.2 million) relating to the Light Rail Stage 2 City to Woden project following significant work being undertaken in 2017-18 to complete approval documentation for the Commonwealth Joint Steering Committee. Completion of this work has resulted in reduced work being undertaken in 2018-19 while the documentation is being considered.
- b) The Directorate undertakes major cyclical and reactive repairs and maintenance on its assets. This maintenance is not capital in nature and does not increase the value of the assets. The higher expenditure is related to streetlights (\$2.0 million) and roadworks (\$1.4 million).
- c) The increase is mainly due to the licensing costs of new records management software (\$0.5 million) and higher ICT support (\$1.2 million).
- d) The increase is due to the payments made to Canberra Metro for the operations of the Light Rail Stage 1 following its commencement in April 2019.
- e) The decrease is mainly due to the settlement of a legal case in early 2018-19 which resulted in less expenditure being incurred by the Directorate compared to full year costs incurred in 2017-18.
- f) Audit Fees are fees paid to the ACT Audit Office for:
- the audits of the financial statements and Commonwealth grant acquittals; and
 - performing a limited assurance engagement on the statement of performance.

No other services were provided by the ACT Audit Office.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 12 DEPRECIATION AND AMORTISATION

Amortisation is used in relation to intangible assets such as computer software and depreciation is applied to physical assets such as buildings, infrastructure assets, and plant and equipment.

Land, road earthworks (which are a component of roads assets included within the Infrastructure Asset class) and some community and heritage assets have an unlimited useful life and are therefore not depreciated.

Leasehold improvements and plant and equipment under a finance lease are depreciated over the estimated useful life of each asset, or the unexpired period of the relevant lease, whichever is shorter.

The useful lives of assets held by the Directorate are reassessed on an annual basis.

All depreciation is calculated after first deducting any residual values which remain for each asset.

The useful lives applied for the depreciation and amortisation of non-current assets are:

Class of Asset	Depreciation/Amortisation	Useful Life (Years)
Land and Buildings ^a	Straight Line	6-50
Leasehold Improvements	Straight Line	2-23
Plant and Equipment	Straight Line	3-123
Infrastructure	Straight Line	10-138
Internally Generated Intangibles	Straight Line	3-5
Community and Assets	Straight Line	3-100

a) Land Restoration Assets (waste landfill) are part of the Land and Buildings Asset class.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 12 DEPRECIATION AND AMORTISATION – CONTINUED

	2019	2018
	\$'000	\$'000
Depreciation		
Infrastructure Assets ^a	158 059	169 425
Plant and Equipment	8 880	7 351
Community and Heritage Assets	2 709	3 105
Buildings	3 417	2 911
Land Restoration	1 298	658
Leasehold Improvements	813	152
Total Depreciation	175 176	183 602
Amortisation		
Intangible Assets - Internally Generated Software	1 523	1 510
Total Amortisation	1 523	1 510
Total Depreciation and Amortisation	176 699	185 112

a) The decrease is mainly due to a reduction in the depreciation of waste disposal (landfill cells) (\$12.5 million) resulting primarily from:

- a number of waste disposal cells having lower depreciation (\$6.9 million) in 2018-19 due to reaching the end of their useful lives; and
- an extension in the useful life of a waste disposal cell at Mugga Lane landfill (\$5.5 million) due mainly to lower than estimated waste being disposed at this site and improved compaction rates. Further information regarding this change is in Note 4 – Change in Accounting Estimates.

These were partially offset by depreciation relating to the Light Rail Stage 1 infrastructure assets from April 2019 (\$1.9 million). Refer to Note 18 – Property, Plant and Equipment.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 13 GRANTS AND PURCHASED SERVICES

	2019	2018
	\$'000	\$'000
Payments to ACTION ^a	111 182	103 706
Grants to Community Organisations	749	778
Total Grants and Purchased Services	111 931	104 484

- a) The increase is mainly due to additional appropriation paid to ACTION for the new rapid route services (\$4.9 million) and salary increases under the new Enterprise Agreements.

NOTE 14 EXPENSING OF CAPITAL WORKS IN PROGRESS

Expensing of Capital Works in Progress relates to the expensing of costs from capital projects that did not meet the asset recognition criteria under the Australian Accounting Standards.

Expensing of Capital Works in Progress ^a	99 872	11 509
Total Expensing of Capital Works in Progress	99 872	11 509

- a) The increase is mainly relating to the Light Rail Stage 1 project (\$77.9 million), Gundaroo Drive Stage 2 (\$3.4 million) and the Woden bus depot project (\$3.1 million) as costs associated with utilities diversion and demolition do not meet the asset recognition criteria under the Australian Accounting Standards.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 15 WAIVERS, IMPAIRMENT LOSSES AND WRITE-OFFS

Under Section 131 of the *Financial Management Act 1996*, the Treasurer may, in writing, waive the right to payment of an amount payable to the Territory. In 2018-19 and 2017-18 there were no debt waivers.

	2019	2018
	\$'000	\$'000
Impairment Losses from Receivables		
Trade Receivables (2018)	-	172
Expected Credit Loss Expense (2019) ^a	149	-
Total Impairment Losses	149	172
Write-Offs		
Irrecoverable Debts	5	15
Inventory Write-Downs and Stock Losses	146	51
Total Write-Offs	151	66
Total Waivers, Impairment Losses and Write-Offs	300	238

- a) The method for calculating impairment losses relating to receivables changed in 2018-19. Refer to Note 17 – Receivables for more information.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

ASSETS NOTES

Assets – Current and Non-Current

Assets are classified as current where they are expected to be realised within 12 months after the reporting date. Assets which do not fall within the current classification are classified as non-current.

NOTE 16 CASH AND CASH EQUIVALENTS

The Directorate holds a number of bank accounts with the Westpac Bank as part of the whole-of-government banking arrangements. As part of these arrangements, the Directorate does not receive any interest on these accounts except for the Inner North Reticulation Network bank account.

	2019	2018
	\$'000	\$'000
Cash at Bank	25 315	24 220
Cash on Hand	10	10
Total Cash and Cash Equivalents	25 325	24 230

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 17 RECEIVABLES

Accounts Receivable (including trade and other receivables) are measured at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement.

Accrued Revenue is revenue that is owed to the Directorate but has not been invoiced at the reporting date.

Impairment Loss - Receivables

The allowance for impairment losses represents the value of Trade Receivables and Other Receivables the Directorate estimates will not be paid. The Directorate applied the simplified approach under AASB 9 'Financial Instruments', which uses a lifetime expected loss for all trade receivables.

The amount of the expected credit loss is recognised in the Operating Statement for Controlled Receivables and the Statement of Income and Expenses on behalf of the Territory for Territorial receivables. When the Directorate ceases action to collect the debt as it considers that it will cost more to recover the debt than the debt is worth, impairment losses are written-off and receivables are reduced.

Significant Judgements and Estimates

The Directorate has made a significant estimate in the calculation of the allowance for impairment losses for receivables in the Financial Statements. This significant estimate is based on grouping of receivables and the use of a provision matrix. The Directorate has determined there are four material groups for measuring expected credit losses based on the sale of goods and services. Furthermore, a provision matrix has been established based on its historical credit loss experience over the past 4 years, adjusted for forward looking factors specific to its debtors and economic environment.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 17 RECEIVABLES – CONTINUED

Trade Receivables represent claims for damages to streetlight and traffic lights, amounts owing for land use permit fees and linen services from customers.

	2019	2018
	\$'000	\$'000
Current Receivables		
Trade Receivables ^a	5 020	4 048
Less: Allowance for Impairment Losses	(94)	(799)
	4 926	3 249
Other Receivables	248	184
Receivables	5 174	3 433
Accrued Revenue	1 963	2 486
Net Goods and Services Tax Receivable	2 213	1 841
Total Current Receivables	9 350	7 760
Total Receivables	9 350	7 760

a) The increase is mainly due to outstanding amounts from the Environment, Planning and Sustainable Development Directorate relating to the disposal of contaminated waste under the Loose-fill Asbestos Insulation Eradication Scheme (Mr Fluffy).

Ageing of Receivables	Days Past Due					
	Total	Not Overdue	1-30 Days	31-60 Days	61-90 Days	>91 Days
30 June 2019						
Expected credit loss rate		0.11%	2.14%	2.17%	1.61%	6.26%
Estimated total gross carrying amount at default (\$'000)	5 533	3 333	680	104	328	1 088
Expected credit losses (\$'000)	94	4	15	2	5	68
1 July 2018 (remeasurement)						
Expected credit loss rate		0.12%	0.33%	0.36%	0.79%	1.74%
Estimated total gross carrying amount at default (\$'000)	5 300	3 937	242	76	57	988
Expected credit losses (\$'000)	24	5	1	-	1	17

An impairment loss from receivables was recognised in 2017-18 and prior years on an incurred loss basis. From 2018-19 under AASB 9 'Financial Instruments', 'Expected Credit Loss Expense' is recognised as the movement in the allowance for impairment losses. The impact of this change is shown in the following reconciliation.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 17 RECEIVABLES – CONTINUED

	2019	2018
	\$'000	\$'000
Reconciliation of the Allowance for Impairment Losses		
Beginning of the Reporting Period	(799)	(719)
Remeasurement under AASB 9	775	-
Restated Allowance for Impairment Losses at the Beginning of the Reporting Period	(24)	(719)
Recognised During the Reporting Period	(149)	(176)
Reduction due to Amounts Recovered During the Reporting Period	3	2
Write-off's During the Reporting Period	76	94
Allowance for Impairment Losses at the End of the Reporting Period	(94)	(799)
 Classification of Receivables		
Receivables from ACT Government Entities		
Accrued Revenue	439	415
Net Trade Receivables	1 225	237
Other Receivables	34	-
Total Receivables from ACT Government Entities	1 698	652
 Receivables from Non-ACT Government Entities		
Accrued Revenue	1 524	2 071
Net Trade Receivables	3 701	3 012
Net Goods and Services Tax Receivable	2 213	1 841
Net Other Receivables	214	184
Total Receivables from Non-ACT Government Entities	7 652	7 108
 Total Receivables	 9 350	 7 760

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 18 PROPERTY, PLANT AND EQUIPMENT

Property, Plant and Equipment includes the following classes of assets.

- **Land:** includes leasehold land held by the Directorate but excludes land under infrastructure, urban open spaces, nature reserves, and land associated with community and heritage buildings.
- **Buildings:** includes sporting facility pavilions, amenity blocks, bus interchanges, public toilets, sheds, warehouses, office buildings and light rail depots.
- **Leasehold Improvements:** represent fit-outs in leased buildings.
- **Plant and Equipment:** includes park furniture, playgrounds, plant and equipment under a finance lease, mobile plant, office and computer equipment, furniture and fittings, light rail vehicles (rolling stock) and other mechanical and electronic equipment.
- **Infrastructure Assets:** comprise public utilities that provide essential services and enhance the productive capacity of the economy. Infrastructure assets held by the Directorate include stormwater assets, roads, bridges, community paths, community sporting facilities, streetlights, car parks, driveways, signs, barriers and light rail infrastructure assets.
- **Heritage Assets:** include non-current assets that the ACT Government intends to preserve indefinitely because of their unique historical, cultural or environmental attributes. A common feature of heritage assets is that they cannot be replaced and they are not usually available for sale or for redeployment. Heritage assets held by the Directorate include artworks, historical buildings, memorials and the heritage library collection.
- **Community Assets:** are assets that are provided essentially for general community use or services. Community assets held by the Directorate include public parks and gardens, public sporting reserves, library materials and land under roads.

Acquisition and Recognition of Property, Plant and Equipment

Property, Plant and Equipment are initially recorded at cost.

Where Property, Plant and Equipment assets are acquired at no cost or minimal cost, cost is its fair value as at the date of acquisition. However, Property, Plant and Equipment assets acquired at no cost or minimal cost as part of a restructuring of administrative arrangements is measured at the transferor's book value.

Property, Plant and Equipment with a value of \$5,000 or greater, including groupings of like assets, are capitalised.

Measurement of Property, Plant and Equipment After Initial Recognition

Property, Plant and Equipment are valued using the cost or revaluation model of valuation. Land, Buildings, Plant and Equipment, Infrastructure assets, Leasehold Improvements, and Community and Heritage assets are measured at fair value.

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Measurement of Property, Plant and Equipment After Initial Recognition – Continued

Assets at fair value are revalued every three years. However, if at any time, the Directorate considers that the carrying amount of an asset materially differs from its fair value, then the asset will be re-valued regardless of when the last valuation took place. Any accumulated depreciation relating to Buildings, Plant and Equipment, Infrastructure, Leasehold Improvements, and Community and Heritage assets at the date of revaluation is written back against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Any accumulated depreciation relating to Land Restoration assets is restated proportionally with the change in the gross carrying amount so that the net carrying amount of those assets after revaluation equals its revalued amount.

Significant Judgements and Estimates

- 1) **Assets received from other ACT Government entities:** the Directorate has made a significant judgement in relation to the fair value of assets received from ACT Government entities e.g. from the Suburban Land Agency. Assets Received from ACT Government Entities are disclosed in Note 8 Other Gains and predominantly relate to completed infrastructure assets transferred to the Directorate for management and maintenance. However, as formal asset acceptance, which usually includes verification of physical assets to technical project documentation, can take more than 12 months, the inclusion of these assets into a revaluation process can be delayed. Given this delay, the assets are valued and recorded in the financial statements for the intervening period based on advice from the transferring entities.
- 2) **Infrastructure, Plant and Equipment, Leasehold Improvements, and Community and Heritage Assets:** the Directorate has made significant judgements and estimates in calculating depreciated replacement cost of Infrastructure, Plant and Equipment, Leasehold Improvements, and Community and Heritage assets. These assets are predominately valued based on depreciated replacement cost by writing-down gross replacement values to take into account the age of assets.

When valuing assets using depreciated replacement cost, the Directorate estimates the cost of components based on a variety of external inputs, which include engineering advice, industry indexes and recent internal capital works projects and assumes all assets within each class are constructed in an identical manner.

The age of the assets is predominantly based on the age of the suburb in which they are located. Where available asset age data relating to recent upgrades and replacements is used.

- 3) **Land and Buildings:** The fair value of Land and Buildings are determined by a qualified independent valuer. Land is valued using market-based evidence by appraisal. Buildings are valued using the depreciated replacement cost method.

Land restoration is valued by Directorate officers based on estimates of future remediation costs.

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Significant Judgements and Estimates – Continued

The Directorate has made significant estimates in calculating provisions for restoration of waste landfill sites. The provisions are calculated by determining expected future cash flows associated with the restoration works. The expected restoration and remediation dates for the Mugga Lane Landfill and the decommissioned West Belconnen Landfill is the year 2020, and 2024 for Parkwood Road Recycling Estate.

- 4) **Land Under Roads:** the Directorate has made a significant judgement in determining the fair value of land under roads (Community and Heritage assets). The Valuer-General has issued a guidance note on the valuation method applicable for land under roads. This guidance states that 'Statutory Land Value' is the most feasible and efficient base for valuing land under roads.

In applying this Statutory Land Value Method, the fair value for land under roads is measured on an unimproved rateable land valuation basis. Under this method, a value per square metre of land is estimated by dividing the total unimproved value of rateable land in the Territory by the total area of the Territory.

- 5) **Useful lives of Property Plant and Equipment:** the Directorate has made a significant estimate in determining the useful lives of Property, Plant and Equipment. The estimate has been based on the historical experience of similar assets and in some cases has been based on valuations provided by the qualified independent valuer or estimates from Directorate officers. The useful lives are reviewed on an annual basis and any adjustments are made when considered necessary.

- 6) **Impairment of Assets:** the Directorate assesses, at each reporting date, whether there is any indication that an asset may be impaired. Assets are also reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Assets are assessed for impairment having regard to a number of factors including obsolescence, future continuing use and physical damage based on management assessment.

Any resulting impairment losses for Plant and Equipment, Land, Buildings, Leasehold Improvements, Infrastructure, Community and Heritage assets are recognised as a decrease in the available Asset Revaluation Surplus relating to these classes of assets. This is because these asset classes are measured at fair value and have an Asset Revaluation Surplus attached to them. Where the impairment loss is greater than the balance in the Asset Revaluation Surplus for the relevant class of asset, the difference is expensed in the Operating Statement.

Impairment losses for Intangible Assets are recognised in the Operating Statement, as these assets are carried at cost.

Non-financial assets that have previously been impaired are reviewed for possible reversal of impairment at each reporting date.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Significant Judgements and Estimates – Continued

- 7) **Leased light rail assets:** the Directorate has made a significant judgement in relation to the categorisation of leased light rail assets constructed through the Private Public Partnership with Canberra Metro (CM). The Directorate has not yet received a detailed asset register showing the breakdown of assets constructed by CM. In the absence of a detailed asset register at the time of preparation of financial statements, the categorisation of assets into Buildings, Plant and Equipment and Infrastructure asset classes has been made based on CM's insurance valuation report. The Directorate expects to receive an asset register showing the breakdown of leased light rail assets in the 2019-20 financial year.

In addition, the Directorate has made a significant judgement in estimating the useful lives of leased light rail assets. In the absence of the detailed asset register at the time of preparation of financial statements, useful lives of assets have been estimated based on the asset details included in the project agreement.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

	2019	2018
	\$'000	\$'000
LAND AND BUILDINGS		
Land at Fair Value	42 643	40 011
Land Restoration at Fair Value (Waste Landfill Sites)	32 138	32 138
Less Accumulated Depreciation - Land Restoration (Waste Landfill Sites)	(27 622)	(26 324)
TOTAL LAND	47 159	45 825
Buildings at Fair Value	88 121	75 779
Less: Accumulated Depreciation	(4 415)	(1 389)
Leased Buildings at Fair Value	82 803	-
Less: Accumulated Depreciation	(390)	-
Less: Accumulated Impairment Losses	(2 040)	-
TOTAL BUILDINGS^a	164 079	74 390
TOTAL LAND AND BUILDINGS	211 238	120 215
LEASEHOLD IMPROVEMENTS		
Leasehold Improvements at Fair Value	3 989	1 566
Less: Accumulated Depreciation	(813)	-
TOTAL LEASEHOLD IMPROVEMENTS	3 176	1 566
PLANT AND EQUIPMENT		
Plant and Equipment at Fair Value	64 026	53 606
Less: Accumulated Depreciation	(19 788)	(12 248)
Less: Accumulated Impairment Losses	(2)	(18)
Leased Plant and Equipment at Fair Value	176 012	-
Less: Accumulated Depreciation	(1 099)	-
TOTAL PLANT AND EQUIPMENT^b	219 149	41 340

a) The increase is mainly due to the:

- recognition of building assets (\$82.8 million) (Mitchell Depot) relating to Light Rail Stage 1 following commencement of operations in April 2019; and
- capitalisation of the buildings relating to the Phillip Oval (\$6.0 million), Narrabundah ballpark (\$3.4 million) and Gungahlin bus station (\$2.0 million) projects following the completion of these projects.

b) The increase is mainly due to the recognition of leased plant and equipment including light rail vehicles (rolling stock), other vehicles and plant and machinery (\$177.6 million) relating to Light Rail Stage 1 following commencement of operations in April 2019.

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
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NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

	2019	2018
	\$'000	\$'000
INFRASTRUCTURE ASSETS		
Roads		
Roads at Fair Value	2 224 259	2 125 045
Less: Accumulated Depreciation	(45 400)	-
Total Roads^a	2 178 859	2 125 045
Bridges		
Bridges at Fair Value	1 095 733	1 068 521
Less: Accumulated Depreciation	(15 215)	(1)
Total Bridges	1 080 518	1 068 520
Stormwater Assets		
Stormwater Assets at Fair Value	3 056 824	2 781 884
Less: Accumulated Depreciation	(518)	(86 485)
Less: Accumulated Impairment Losses	(1 500)	(1 500)
Total Stormwater Assets^b	3 054 806	2 693 899
Cycle Paths and Footpaths		
Cycle Paths and Footpaths at Fair Value	145 182	166 421
Less: Accumulated Depreciation	(1)	(16 495)
Total Cycle Paths and Footpaths	145 181	149 926
Leased Light Rail Infrastructure Assets		
Leased Light Rail Infrastructure at Fair Value	468 807	-
Less: Accumulated Depreciation	(1 901)	-
Total Light Rail Infrastructure Assets^c	466 906	-
OTHER INFRASTRUCTURE ASSETS		
Other Infrastructure Assets		
Other Infrastructure Assets at Fair Value	903 989	847 081
Less: Accumulated Depreciation	(77 522)	(48 164)
Less: Accumulated Impairment Losses	(4 464)	(3 418)
Total Other Infrastructure Assets	822 003	795 499
TOTAL INFRASTRUCTURE ASSETS	7 748 273	6 832 889

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

- a) The increase is mainly due to completion of major road projects including:
- Ashley Drive (\$15.6 million), Gundaroo Drive (\$13.3 million), Holborrow Avenue (\$8.6 million), Horse Park Drive (\$8.6 million), and Cotter Road (\$7.2 million); and
 - transfers from the Suburban Land Agency (\$9.8 million) for developed suburbs of Coombs and Wright and transfers from private developers (\$7.4 million) for developments at Ginninderry and Denman Prospect.
- b) The increase is mainly due to the revaluation increment (\$360.2 million) resulting from the increase in costs of most stormwater asset types due to higher price of materials and labour and refinements to the methodology to value the retarding basins and culverts. Stormwater assets were largely revalued by Directorate officers except for Dams which were revalued by a qualified independent valuer.
- c) The increase is due to the recognition of infrastructure assets (\$466.9 million) relating to the Light Rail Stage 1 following commencement of operations in April 2019.

	2019	2018
	\$'000	\$'000
COMMUNITY AND HERITAGE ASSETS		
Community and Heritage Assets		
Land Under Roads at Fair Value ^a	1 706 056	1 649 733
Land (Community and Heritage Assets) at Fair Value	909 723	911 195
Total Community and Heritage Assets	2 615 779	2 560 928
Library Materials		
Library Materials at Fair Value	4 071	4 029
Less: Accumulated Depreciation	(8)	-
Total Library Materials	4 063	4 029
Other Community and Heritage Assets		
Other Community and Heritage Assets at Fair Value	35 386	35 275
Less: Accumulated Depreciation	(988)	(429)
Total Other Community and Heritage Assets	34 398	34 846
TOTAL COMMUNITY AND HERITAGE ASSETS	2 654 240	2 599 803
TOTAL PROPERTY, PLANT AND EQUIPMENT	10 836 076	9 595 813

- a) The increase is mainly due to increment on valuation (\$56.3 million) as a result of a 1.37% increase in the value per square metre (\$23.0 million) and an increase in the area of land under roads (\$33.3 million). The revaluation was undertaken by the Directorate officers.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

The following is a disclosure of Light Rail Stage 1 assets that are already included in the respective classes of assets within Property, Plant and Equipment.

Leased Buildings include the Mitchell depot.

Leased Plant and Equipment includes light rail vehicles, a street sweeper, lift and maintenance related equipment.

Leased Light Rail Infrastructure Assets includes tracks, overhead wiring and poles, signalling and traffic control systems, electricity substations and light rail stops.

	2019 \$'000
ADDITIONAL DISCLOSURE OF LIGHT RAIL ASSETS	
Land	
Land at Fair Value	1 358
Total Land	1 358
Buildings	
Leased Buildings at Fair Value	82 803
Less: Accumulated Amortisation	(390)
Total Buildings	82 413
Plant and Equipment	
Owned Plant and Equipment at Fair Value	1 558
Leased Plant and Equipment at Fair Value	176 012
Less: Accumulated Depreciation	(1 099)
Total Plant and Equipment	176 471
Light Rail Infrastructure Assets	
Leased Light Rail Infrastructure at Fair Value	468 807
Less: Accumulated Depreciation	(1 901)
Total Light Rail Infrastructure Assets	466 906
TOTAL LIGHT RAIL ASSETS	727 148

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Reconciliation of Property, Plant and Equipment – 2018-19

	Land Buildings \$'000	Leasehold Improvements \$'000	Plant and Equipment \$'000	Infrastructure Assets \$'000	Community & Heritage Assets \$'000	Total \$'000
Carrying Amount at the Beginning of the Reporting Period	45 825	74 390	41 340	6 832 889	2 599 803	9 595 813
Additions	2 672	70 862	152 858	458 733	61	685 186
Completed and Transferred from Capital Works in Progress	-	25 042	33 953	242 506	1 452	305 526
Revaluation Increment Recognised in Other Comprehensive Income	-	-	-	363 235	57 205	420 440
Impairment (Losses) / Gains Recognised in Other Comprehensive Income	-	(2 040)	12	(1 046)	(1 430)	(4 504)
Depreciation	(1 298)	(3 417)	(8 880)	(158 059)	(2 709)	(175 176)
Assets Transfer from CMTEDD	-	-	-	10 101	-	10 101
Impairment Recognised in the Operating (Deficit)	-	-	(3)	-	-	(3)
Other Movements	(40)	(758)	(131)	(86)	(142)	(1 307)
Carrying Amount at the End of the Reporting Period	47 159	164 079	3 176	7 748 273	2 654 240	10 836 076

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Reconciliation of Property, Plant and Equipment – 2017-18

	Land Buildings \$'000	Improvements \$'000	Leasehold Plant and Equipment \$'000	Infrastructure Assets \$'000	Community & Heritage Assets \$'000	Total \$'000
Carrying Amount at the Beginning of the Reporting Period	42 046	33 346	1 226	6 802 404	2 263 613	9 185 014
Additions	8 080	4 097	633	94 933	121	110 971
Completed and Transferred from Capital Works in Progress	-	3 596	-	25 757	2 752	35 229
Revaluation (Decrement) / Increment Recognised in Other Comprehensive Income	(338)	(1 405)	-	(145 535)	165 386	18 121
Depreciation	(658)	(2 911)	(152)	(169 425)	(3 105)	(183 602)
Administrative Arrangements Transfers	-	39 277	26	225 221	168 335	433 251
Impairment Recognised in the Operating (Deficit)	-	-	(128)	-	-	(128)
Other Movements	(3 305)	(1 610)	(39)	(466)	2 701	(3 043)
Carrying Amount at the End of the Reporting Period	45 825	74 390	1 566	6 832 889	2 599 803	9 595 813

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Fair Value Hierarchy

The Fair Value Hierarchy below reflects the significance of the inputs used in determining fair value.

The Fair Value Hierarchy is made up of the following three levels:

- Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities that the Directorate can access at the measurement date;
- Level 2 – inputs other than quoted prices included within Level 1 that are observable for assets or liabilities, either directly or indirectly; and
- Level 3 – inputs that are unobservable for particular assets or liabilities.

Details of the Directorate's Property, Plant and Equipment at Fair Value and information about the Fair Value Hierarchy at 30 June 2019 and 30 June 2018 are as follows:

	Classification According to the Fair Value Hierarchy 2019			
	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
Property, Plant and Equipment at Fair Value				
Land	-	42 643	4 516	47 159
Buildings	-	-	164 079	164 079
Leasehold Improvements	-	-	3 176	3 176
Plant and Equipment	-	444	218 705	219 149
Infrastructure Assets	-	-	7 748 273	7 748 273
Community and Heritage Assets	-	768 040	1 886 200	2 654 240
Total Fair Value	-	811 127	10 024 949	10 836 076

	Classification According to the Fair Value Hierarchy 2018			
	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
Property, Plant and Equipment at Fair Value				
Land	-	40 011	5 814	45 825
Buildings	-	-	74 390	74 390
Leasehold Improvements	-	-	1 566	1 566
Plant and Equipment	-	462	40 878	41 340
Infrastructure Assets	-	-	6 832 889	6 832 889
Community and Heritage Assets	-	769 504	1 830 299	2 599 803
Total Fair Value	-	809 977	8 785 836	9 595 813

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Valuation Techniques, Inputs and Processes

Level 2 Valuation Techniques and Inputs

Valuation Technique: the valuation technique used to value Land and Community and Heritage Land is the market approach that reflects recent transaction prices for similar properties (comparable in location and size).

Inputs: prices and other relevant information generated by market transactions involving comparable land were considered. Regard was taken of the Crown Lease terms and tenure, the Australian Capital Territory Plan and the National Capital Plan, where applicable, as well as current zoning.

Level 3 Valuation Techniques and Significant Unobservable Inputs

Valuation Technique: Land where there is no active market or significant restrictions is valued through the market approach.

Land Restoration assets are valued using the depreciated replacement cost method based on an assessment of future remediation estimates.

Significant Unobservable Inputs: in determining the value of Land Restoration assets an estimate as to the future remediation costs at the landfill sites was made by Directorate officers. An estimate as to time remaining until these works will be complete was also made.

Valuation Technique: Buildings, Leasehold Improvements, Infrastructure assets, Plant and Equipment assets, and Community and Heritage assets were considered specialised assets by the Valuer and Directorate officers and were measured using the cost approach.

Significant Unobservable Inputs: estimating the cost to a market participant to construct assets of comparable utility adjusted for obsolescence. For Buildings, historical cost per square metre of floor area was used in measuring fair value. For Infrastructure Assets the historical cost per cubic/square metre was also used in measuring fair value. In determining the value of Buildings, Leasehold Improvements, Plant and Equipment, Infrastructure Assets, and Community and Heritage assets regard was given to the age and condition of the assets, their estimated replacement cost and current use. This required the use of data internal to the Directorate. In determining the value of Urban Open Space land estimates relating to canopy sizes, average age and cost of trees were also used.

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Fair Value Measurements using Significant Unobservable Inputs (Level 3)

2019	Land \$'000	Buildings Improvements \$'000	Leasehold Improvements \$'000	Plant and Equipment \$'000	Infrastructure Assets \$'000	Community & Heritage Assets \$'000	Total \$'000
Fair Value at the Beginning of the Reporting Period	5 814	74 390	1 566	40 878	6 832 889	1 830 299	8 785 836
Additions	-	70 862	2 573	152 822	458 733	61	685 051
Completed and Transferred from Capital Works in Progress	-	25 042	-	33 953	242 506	1 452	302 953
Revaluation Increase Recognised in Other Comprehensive Income	-	-	-	-	363 235	57 205	420 440
Impairment (Losses) / Gains Recognised in Other Comprehensive Income	-	(2 040)	-	12	(1 046)	-	(3 074)
Depreciation	(1 298)	(3 417)	(813)	(8 800)	(158 059)	(2 709)	(175 096)
Assets transfer from CMTEDD	-	-	-	-	10 101	-	10 101
Impairment Losses Recognised in the Operating (Deficit)	-	-	-	(3)	-	-	(3)
Other Movements	-	(758)	(150)	(157)	(86)	(108)	(1 259)
Fair Value at the End of the Reporting Period	4 516	164 079	3 176	218 705	7 748 273	1 886 200	10 024 949

Total Gains for the Period included in 'Other Gains'

	-	-	-	340	48 739	-	49 079
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Total Losses for the Period included in 'Other Expenses'

	-	(796)	(111)	(136)	(84)	(106)	(1 233)
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Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 18 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

	Fair Value Measurements using Significant Unobservable Inputs (Level 3)							
	Land \$'000	Buildings \$'000	Improvements \$'000	Leasehold \$'000	Plant and Equipment \$'000	Infrastructure Assets \$'000	Community & Heritage Assets \$'000	Total \$'000
2018								
Fair Value at the Beginning of the Reporting Period	2 632	33 346	1 226	40 966	6 802 404	1 595 581	8 476 155	
Additions	3 840	4 097	633	3 002	94 933	120	106 625	
Completed and Transferred from Capital Works in Progress	-	3 596	-	3 124	25 757	2 753	35 230	
Revaluation (Decrement) / Increment Recognised in Other Comprehensive Income	-	(1 405)	-	-	(145 535)	230 126	83 186	
Depreciation	(658)	(2 911)	(152)	(7 233)	(169 425)	(3 105)	(183 484)	
Administrative Arrangements Transfers	-	39 277	26	346	225 221	-	264 870	
Impairment Losses Recognised in the Operating (Deficit)	-	-	(128)	-	-	-	(128)	
Other Movements	-	(1 610)	(39)	673	(466)	4 824	3 382	
Fair Value at the End of the Reporting Period	5 814	74 390	1 566	40 878	6 832 889	1 830 299	8 785 836	
Total Gains for the Period included in 'Other Gains'	-	4 097	-	590	95 008	151	99 846	
Total Losses for the Period included in 'Other Expenses'	-	(581)	(166)	(287)	(313)	-	(1 347)	

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 19 CAPITAL WORKS IN PROGRESS

The Directorate receives significant funding to undertake capital infrastructure projects. Capital Works in Progress relate to duplication of major roads, roadworks at intersections, new bus depot, bus interchange, Light Rail Stage 1 project costs, and other infrastructure works.

	2019	2018
	\$'000	\$'000
Infrastructure ^a	139 458	133 392
Light Rail Stage 1 Project ^b	6 196	35 853
Buildings ^c	1 982	6 656
Software	3 720	3 611
Plant and Equipment	383	423
Community and Heritage ^d	3 798	327
Leasehold Improvements	-	139
Total Capital Works in Progress	155 537	180 401

- a) The increase is mainly due to infrastructure developments undertaken in the Molonglo Valley.
- b) The decrease is mainly due to capitalisation of Capital Works in Progress following the commencement of light rail operations in April 2019.
- c) The decrease is mainly due to the completion of the pavilion at the Lyneham sport grounds.
- d) The increase is mainly due to works undertaken for the restoration and improvements of sport grounds.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 19 CAPITAL WORKS IN PROGRESS – CONTINUED

Reconciliation of Capital Works in Progress – 2018-19

	Community & Plant and Heritage Equipment \$'000	Infrastructure \$'000	Buildings \$'000	Leasehold Improvement \$'000	Software \$'000	Light Rail Project \$'000	Total \$'000
Carrying Amount at the Beginning of the Reporting Period	327	133 392	6 656	139	3 611	35 853	180 401
Additions	5 315	113 477	7 989	1 434	3 585	76 920	213 347
Completed and Transferred to Property, Plant and Equipment	(1 513)	(178 814)	(9 393)	(1 556)	(3 360)	(106 545)	(305 526)
Completed and Expensed	(331)	(19 802)	(3 270)	(17)	(116)	(32)	(23 890)
Completed and Transferred to Provision for Restoration of Waste Landfill Sites at Mugga Lane and West Belconnen (including Parkwood Road Recycling Estate)	-	(1 762)	-	-	-	-	(1 762)
Capital Works Transferred from CMTEDD	-	93 056	-	-	-	-	93 056
Completed and Transferred to ACTION	-	(89)	-	-	-	-	(89)
Carrying Amount at the End of the Reporting Period	3 798	139 458	1 982	-	3 720	6 196	155 537

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 19 CAPITAL WORKS IN PROGRESS – CONTINUED

Reconciliation of Capital Works in Progress – 2017-18

	Community & Plant and Heritage Equipment	Infrastructure	Buildings Improvement	Leasehold Improvement	Software	Light Rail Project	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying Amount at the Beginning of the Reporting Period	170	2 073	65 095	820	-	23 311	91 982
Additions	473	5 015	111 906	2 758	4 121	12 542	136 954
Completed and Transferred to Property, Plant and Equipment	(132)	(6 029)	(26 198)	(2 870)	-	-	(35 229)
Completed and Transferred to Intangible Assets	-	-	(191)	-	-	-	(191)
Completed and Expensed	(184)	(636)	(11 325)	(291)	(1 023)	-	(13 459)
Completed and Transferred to Provision for Restoration of Waste Landfill Sites at Mugga Lane and West Belconnen (including Parkwood Road Recycling Estate)	-	-	(6 705)	-	-	-	(6 705)
Administrative Arrangements Transfers	-	-	810	6 239	-	-	7 049
Carrying Amount at the End of the Reporting Period	327	423	133 392	6 656	139	35 853	180 401

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

LIABILITIES NOTES

Liabilities – Current and Non-Current

Liabilities are classified as current when they are due to be settled within 12 months after the reporting date or the Directorate does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date. Liabilities, which do not fall within the current classification, are classified as non-current.

NOTE 20 PAYABLES

Payables are initially recognised at fair value based on the transaction cost and subsequent to initial recognition at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement. All amounts are normally settled within 30 days of the invoice date, within 30 days of the receipt of goods and services, or within agreed payment terms.

	2019	2018
	\$'000	\$'000
Current Payables		
Accrued Expenses ^a	43 202	25 384
Trade Payables	5 993	7 512
Other Payables	39	1
Total Current Payables	49 234	32 897
Non-Current Payables		
Option Premium Payables - Light Rail Stage 1 ^b	750	750
Total Non-Current Payables	750	750
Total Payables	49 984	33 647

a) The increase is mainly due to more invoices relating to 2018-19 being received from suppliers after the year end than compared to last year.

b) The option premium payable relates to the embedded derivate in the Light Rail Stage 1 Project Agreement. Refer to Note 27 – Financial Instruments for more information.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 20 PAYABLES – CONTINUED

	2019	2018
	\$'000	\$'000
Payables are aged as follows:		
Not Overdue	48 566	33 647
Overdue for Less than 30 Days	1 326	-
Overdue for 30 to 60 Days	58	-
Overdue for More than 60 Days	34	-
Total Payables	49 984	33 647
 Classification of Payables		
Payables with ACT Government Entities		
Accrued Expenses	9 777	12 629
Trade Payables	414	291
Other Payables	30	-
Total Payables with ACT Government Entities	10 221	12 920
 Payables with Non-ACT Government Entities		
Accrued Expenses	33 425	12 755
Trade Payables	5 579	7 221
Other Payables	759	751
Total Payables with Non-ACT Government Entities	39 763	20 727
 Total Payables	 49 984	 33 647

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 21 FINANCE LEASES

Public Private Partnership – Light Rail Stage 1

Public Private Partnerships (PPPs) are long term contracts entered into between a government agency (the grantor) and a private sector consortium (the operator) to design, finance, construct and operate/maintain assets over a concession term. On 25 May 2016, the Territory entered into a 20-year PPP with Canberra Metro for the Light Rail Stage 1. The Territory retains the significant residual interest in the assets at the end of the 20-year term.

The operator receives service payments from the grantor over the life of the contract which is intended to cover the costs incurred by the consortium in constructing, delivering and maintaining and operating the Infrastructure Assets over the term of the contract.

This PPP in the absence of an Australian Accounting Standard has been accounted for under UK FRS 5 'Reporting the Substance of Transactions: Application Note F Private Finance Initiative and Similar Contracts', as required by the ACT Accounting Policy 'Public Private Partnerships Financed by the Operator the Assets being Territory Assets at the end of the Arrangement'.

FRS 5 applies a risks and rewards approach to the recognition of assets in a PPP resulting in them being accounted for as leases in accordance with AASB 117 Leases.

The Territory is making monthly service payments to Canberra Metro. These payments are split between the component related to the design and construction or upgrading of the asset and ongoing operation and maintenance of the asset.

The components relating to the design and construction or upgrading of the asset are accounted for as a finance lease, whereas the remaining components are accounted for as commitments for operating costs which are expensed in the Operating Statement as they are incurred.

Leased assets relating to light rail are included in Note 18 – Property, Plant and Equipment. Similarly, finance lease liabilities relating to the light rail assets are included in Note 21 – Finance Leases.

Termination clauses

The Project Agreement (the Agreement) can be terminated under a number of scenarios. The three types of termination scenarios set out in the Agreement are summarised below:

- Termination for convenience - the Territory may terminate the Agreement at any time by giving no less than 60 business days' notice in writing to Canberra Metro. The Territory will be required to pay a termination for convenience payment. This amount is calculated as Canberra Metro's outstanding project debt, plus the fair market value of Canberra Metro's equity, plus any other reasonable costs incurred by Canberra Metro as a result of the termination.
- Force Majeure Termination Event - where the Agreement is terminated for force majeure (e.g. earthquake, bushfire, landslide), or the Capital Metro Project is wholly or substantially damaged or destroyed upon the occurrence of an uninsurable risk, the Territory will pay Canberra Metro the general termination event payment. This amount is calculated as Canberra Metro's outstanding project debt plus any other reasonable costs incurred by Canberra Metro as a result of the termination, less any insurance proceeds.

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 21 FINANCE LEASES – CONTINUED

Public Private Partnership – Light Rail Stage 1 – Continued

- Termination for Canberra Metro default - where the Project Agreement is terminated for Canberra Metro's default, the Territory will pay Canberra Metro the fair market value of the Project determined by an independent expert or as a result of a re-tender of the contract to the market.

A default by Canberra Metro under the Agreement will entitle the Territory to various remedies. The Territory in most circumstances is required to give Canberra Metro an opportunity to remedy the default. If the default is not remedied within the required period, then it will escalate to a Major Default. The Agreement also states that a number of events are automatically classified as a Major Default (e.g. when there are persistent breaches or frequent service failures).

In respect of Major Defaults, Canberra Metro will be given the opportunity to develop a plan to remedy the default (if the default is capable of being remedied) or a prevention plan to prevent the default from recurring (in circumstances where the default is not capable of remedy). Where Canberra Metro fails to remedy the Major Default within the required period or fails to comply with an agreed remedy or prevention plan, the Territory has the right to terminate the Agreement.

Certain events of default are so severe that they are not subject to a remedy regime. They give rise to a Territory termination right immediately upon their occurrence (e.g. insolvency of Canberra Metro). These events are called Default Termination Events.

Significant Judgements and Estimates

The Directorate has made significant judgements and estimates regarding the Fair Value of Finance Lease Commitments. Finance lease liabilities are based on estimated future payments for the design and construction of the light rail system. Under AASB 117, management has assessed the cumulative value of these future payments to represent the fair value of the leased asset and equivalent liability.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 21 FINANCE LEASES

	2019 \$'000	2018 \$'000
Current Finance Lease Liabilities		
Finance Leases	99	120
Light Rail Stage 1 Liabilities	10 031	-
Total Current Finance Lease Liabilities	10 130	120
Non-Current Finance Lease Liabilities		
Finance Leases	977	1 076
Light Rail Stage 1 Liabilities	313 538	-
Total Non-Current Finance Lease Liabilities	314 515	1 076
Total Finance Lease Liabilities^a	324 645	1 196

a) The increase is due to the amounts owed to Canberra Metro (\$323.6 million) for the construction of light rail assets.

Finance Leases

Finance Lease commitments are payable as follows:

Within one year	28 701	180
Later than one year but not later than five years	114 804	771
Later than five years	385 853	578
Minimum Lease Payments	529 358	1 529
Less: Future Finance Lease Charges	(204 713)	(333)
Amount Recognised as a Liability	324 645	1 196
Total Present Value of Minimum Lease Payments	324 645	1 196

The Present Value of Minimum Lease Payments are as follows:

Within one year	10 130	120
Later than one year but not later than five years	47 087	553
Later than five years	267 428	523
Total Present Value of Minimum Lease Payments	324 645	1 196

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 22 EMPLOYEE BENEFITS

Wages and Salaries

Accrued wages and salaries are measured at the amount that remains unpaid to employees at the end of the reporting period.

Annual and Long Service Leave

Annual and Long Service Leave, including applicable on-costs that are not expected to be wholly settled before 12 months after the end of the reporting period when the employees render the related service, are measured at the present value of estimated future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to the future wage and salary levels, experience of employee departures and periods of service. At the end of each reporting period, the present value of future annual leave and long service leave payments is estimated using market yields on Commonwealth Government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows.

Annual Leave liabilities have been estimated on the assumption they will be wholly settled within three years. At 30 June 2019, the rate used to estimate the present value of future annual leave payments is 101.6% (99.7% at 30 June 2018).

The Long Service Leave liability is estimated with reference to the minimum period of qualifying service. For employees with less than the required minimum period of seven years of qualifying service, the probability that employees will reach the required minimum period has been taken into account in estimating the provision for long service leave and applicable on-costs.

At 30 June 2019, the rate used to estimate the present value of future payments for Long Service Leave is 110.1% (100.9% at 30 June 2018). The use of a higher rate resulted in an increase of \$1.5 million to the long service leave liability and related expenses.

The Provision for Annual Leave and Long Service Leave includes estimated on-costs. As these on-costs only become payable if the employee takes annual and long service leave while in service, the probability that employees will take annual and long service leave while in service has been taken into account in estimating the liability for on-costs.

Annual Leave and Long Service Leave liabilities are classified as Current Liabilities in the Balance Sheet where there are no unconditional rights to defer the settlement of the liability for at least 12 months. Otherwise it is classified as non-current because the Directorate has an unconditional right to defer the settlement of the liability until the employee has completed the required service.

Significant judgements and Estimates

Significant judgements have been applied in estimating the liability for employee benefits. The estimated liability for Annual and Long Service Leave requires a consideration of the future wage and salary levels, experience of employee departures, probability that leave will be taken in service and periods of service.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 22 EMPLOYEE BENEFITS – CONTINUED

Significant judgements and Estimates – Continued

The estimate also includes an assessment of the probability that employees will meet the minimum service period required to qualify for Long Service Leave and that on-costs will become payable.

The significant judgements and assumptions included in the estimation of Annual and Long Service Leave liabilities include an assessment by an actuary. This assessment is performed every 3 years. However, it may be performed more frequently if there is a significant change in the parameters underlying this assessment. The Australian Government Actuary performed this assessment in April 2019. The next actuarial review is expected to be undertaken by early 2022.

	2019	2018
	\$'000	\$'000
Current Employee Benefits		
Long Service Leave ^a	16 915	14 819
Annual Leave	8 809	7 998
Accrued Wages and Salaries	742	1 380
Other Benefits	1 230	1 125
Total Current Employee Benefits	27 696	25 322
Non-Current Employee Benefits		
Long Service Leave	1 537	1 446
Total Non-Current Employee Benefits	1 537	1 446
Total Employee Benefits	29 233	26 768
Estimate of when Leave is Payable		
Estimated Amount Payable within 12 Months		
Annual Leave	5 544	5 298
Accrued Wages and Salaries	742	1 380
Long Service Leave	1 899	1 345
Other Benefits	1 230	1 125
Total Employee Benefits Payable within 12 Months	9 415	9 148
Estimated Amount Payable later than 12 Months		
Long Service Leave	16 553	14 920
Annual Leave	3 265	2 700
Total Employee Benefits Payable later than 12 Months	19 818	17 620
Total Employee Benefits	29 233	26 768

At 30 June 2019, the Directorate employed 957 FTE (875 FTE at 30 June 2018).

- a) Long Service Leave has increased mainly due to an increase in the rate used to estimate the present value of Long Service Leave liabilities from 100.9% to 110.1% and higher salary rates under the new Enterprise Agreements.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 23 OTHER PROVISIONS

	2019	2018
	\$'000	\$'000
Current Other Provisions		
Provision for Restoration of Waste Landfill Sites - Mugga Lane and West Belconnen (including Parkwood Road Recycling Estate) ^a	11 733	8 124
Provisions for Waiver ^b	1 393	-
Provision for Make Good	526	-
Total Current Other Provisions	13 652	8 124
Non-Current Other Provisions		
Provision for Restoration of Waste Landfill Sites - Mugga Lane and West Belconnen (including Parkwood Road Recycling Estate) ^a	11 937	17 310
Provision for Make Good	-	526
Total Non-Current Other Provision	11 937	17 836
Total Other Provisions	25 589	25 960
Reconciliation of the Provision for Restoration of Waste Landfill Sites - Mugga Lane and West Belconnen (including Parkwood Road Recycling Estate)		
Provision for Restoration of Waste Landfill Sites at the Beginning of the Reporting Period	25 434	28 298
Additional Provision Recognised	-	3 840
Reduction in Provision from Site-Works Undertaken	(1 764)	(6 704)
Provision for Restoration at the End of the Reporting Period	23 670	25 434

- a) The movement from non-current to current provision is mainly due to accelerated remediation of the Mugga Lane landfill site planned for completion in 2019-20.
- b) The provision represents expected approval of a waiver to an ACT Government agency for the disposal of waste.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 24 OTHER LIABILITIES

	2019	2018
	\$'000	\$'000
Current Other Liabilities		
Revenue Received in Advance	1 743	2 622
Carbon Neutral Fund Loan from EPSDD	41	35
Lease Incentives	-	3
Total Current Other Liabilities	1 784	2 660
Non-Current Other Liabilities		
Carbon Neutral Fund Loan from EPSDD	319	295
Streetlights Upgrades Liability ^a	7 791	-
Total Non-Current Other Liabilities	8 110	295
Total Other Liabilities	9 894	2 955

- a) The increase is mainly due to the amounts owed to Electrix Pty Ltd for the upgrade of streetlights across the Territory under the contractual requirements. The value of assets received during the year were higher than the monthly payments made under the contract. As such, the Directorate has recognised a liability for amounts owing to Electrix.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 25 EQUITY

	2019	2018
	\$'000	\$'000
Movements In the Asset Revaluation Surplus during the Reporting Period		
Asset Revaluation Surplus		
The Asset Revaluation Surplus is used to record the increments and decrements in the value of Property, Plant and Equipment.		
Land Revaluation Surplus		
Balance at the Beginning of the Reporting Period	20 098	20 436
(Decrement) on Revaluation	-	(338)
Balance at the End of the Reporting Period	20 098	20 098
Infrastructure Revaluation Surplus		
Balance at the Beginning of the Reporting Period	2 426 455	2 417 550
Increment / (Decrement) on Revaluation	363 235	(145 535)
Impairment Adjustment	(1 046)	-
Administrative Arrangements Transfers	-	154 440
Balance at the End of the Reporting Period	2 788 644	2 426 455
Building Revaluation Surplus		
Balance at the Beginning of the Reporting Period	23 273	16 383
(Decrement) on Revaluation	-	(1 405)
Impairment Adjustment	(2 040)	-
Administrative Arrangements Transfers	-	8 295
Balance at the End of the Reporting Period	21 233	23 273
Community and Heritage Assets Revaluation Surplus		
Balance at the Beginning of the Reporting Period	1 422 507	1 166 342
Increment on Revaluation	57 205	165 386
Impairment Adjustment	(1 430)	-
Administrative Arrangements Transfers	-	90 779
Balance at the End of the Reporting Period	1 478 282	1 422 507
Plant and Equipment Revaluation Surplus		
Balance at the Beginning of the Reporting Period	15 206	14 953
Increment on Revaluation	-	13
Impairment Adjustment	12	16
Administrative Arrangements Transfers	-	224
Balance at the End of the Reporting Period	15 218	15 206
Total Asset Revaluation Surplus	4 323 475	3 907 539

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 25 EQUITY – CONTINUED

	2019	2018
	\$'000	\$'000
Movements In the Asset Revaluation Surplus during the Reporting Period		
Administrative Arrangements Transfers^a	-	253 738
Net Revaluation Increment ^b	420 440	18 121
Impairment Adjustment	(4 504)	16
Total Revaluation Increment	415 936	18 137
Net Increase in the Asset Revaluation Surplus	415 936	271 875

- a) The 2017-18 amount represents the transfer of the Sports ground management function from CMTEDD as a result of Administrative Arrangements on 1 July 2017.
- b) Net Revaluation Increments are dependent on categories of assets revalued each year and the movements in asset values. The significant asset revaluations in 2018-19 related to the:
- revaluation of Stormwater Infrastructure Assets (\$360.2 million) mainly resulting from higher price of materials and labour and refinement to the valuation methodology in relation to retarding basins and culverts;
 - revaluation of Land Under Roads (\$56.3 million) mainly resulting from 1.37% increase in the value per square metre (\$23.0 million) and an increase in the area of land under roads (\$33.3 million).

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

OTHER NOTES

NOTE 26 RESTRUCTURE OF ADMINISTRATIVE ARRANGEMENTS

There were no Administrative Arrangements in 2018-19.

Restructure of Administrative Arrangements 2017-18

Administrative Arrangements 2017 (No.1) notifiable instrument NI2017-329 came into effect on 1 July 2017, which resulted in:

- the Sports ground management function being transferred to the Directorate from the Chief Minister, Treasury and Economic Development Directorate (CMTEDD). The total value of the net assets transferred was \$439.1 million; and
- the Transport planning and reform function being transferred to the Directorate from the Environment, Planning and Sustainable Development Directorate (EPSDD). The total value of the net liabilities transferred was (\$0.07 million).

The financial impact of this restructure arrangement is mainly related to the Sports ground management function changes. The total number of staff positions transferred was 25 for the Sports ground management function and 4 for the Transport planning and reform function.

Assets and Liabilities

Increases or decreases in net assets and net liabilities resulting from Administrative Arrangements are recognised in the Statement of Changes in Equity. The Assets and Liabilities transferred as part of the Administrative Arrangements at the dates of transfer were as follows:

	Transferred Amounts 2018 \$'000
Assets	
Property, Plant and Equipment	433 251
Capital Works in Progress	7 049
Cash and Cash Equivalents	490
Total Assets Transferred	440 790
Liabilities	
Employee Benefits	1 074
Payables	675
Total Liabilities Transferred	1 749
Total Net Assets Transferred	439 041

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

**NOTE 26 RESTRUCTURE OF ADMINISTRATIVE ARRANGEMENTS –
CONTINUED**

The operational impact of the Administrative Arrangements within the Directorate is outlined as follows:

	2018 \$'000
Income	
Controlled Recurrent Payments	11 334
User Charges	2 147
Other Revenue	1 221
<i>Total Revenues</i>	14 702
Gains	
Other Gains	29
<i>Total Gains</i>	29
Total Income	14 731
Expenses	
Employee Expenses	2 647
Superannuation Expenses	385
Supplies and Services	14 738
Depreciation	21 689
Other Expenses	793
Total Expenses	40 252
 Operating (Deficit)	 (25 521)

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 27 FINANCIAL INSTRUMENTS

Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Directorate's credit risk is limited to the amount of the financial assets it holds net of any provision for impairment. The Directorate expects to collect all financial assets that are not past due or impaired.

At the end of the reporting period, the Directorate held cash on deposit with the Westpac Bank. The Directorate considers the credit risk associated with these deposits as low as the Westpac Banking Corporation is rated AA (long-term) and A-1 (short-term) by the international ratings agency Standard & Poor's.

The Directorate manages the credit risk of receivables by the regular review of the individual receivables and referral to debt collection agencies where appropriate. The results are reported to senior management on a monthly basis. There have been no significant changes in credit risk exposure since last reporting period.

Trade receivables are measured at lifetime expected credit losses.

The Directorate's allowance for impairment losses changed following the adoption of the expected credit loss approach under AASB 9 'Financial Instruments'. Refer Note 17 for the impact of this change in accounting policy.

Liquidity Risk

Liquidity risk is the risk that the Directorate will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

To limit its exposure to liquidity risk the Directorate ensures that it has a sufficient amount of current financial assets to meet its current financial liabilities. The main source of cash to pay these obligations is appropriation from the ACT Government which is drawn down on a fortnightly basis during the year. The Directorate manages its liquidity risk through forecasting appropriation drawdown requirements to enable payment of anticipated obligations.

The Directorate is also able to drawdown additional Controlled Recurrent Payments in the next reporting period to cover its financial liabilities when they fall due. This ensures the Directorate has enough liquidity to meet its emerging financial liabilities.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 27 FINANCIAL INSTRUMENTS – CONTINUED

Carrying amount and Fair Value of Financial Assets and Liabilities

	Note No.	Carrying Amount 2019 \$'000	Carrying Amount 2018 \$'000
Financial Assets			
Cash and Cash Equivalents	16	25 325	24 230
Receivables	17	5 174	3 433
Embedded Derivative - Light Rail Stage 1		385	935
Total Financial Assets		30 884	28 598
Financial Liabilities			
Payables	20	6 032	7 513
Finance Leases	21	324 645	1 196
Option Premium Payable - Light Rail Stage 1	20	750	750
Total Financial Liabilities		331 427	9 459

The carrying amount of financial assets and liabilities approximates its fair value.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 27 FINANCIAL INSTRUMENTS – CONTINUED

Fair Value Hierarchy

The carrying amount of Financial Assets measured at fair value, as well as the methods used to estimate the fair value are summarised in the table below. All other Financial Assets are measured, subsequent to initial recognition, at amortised cost and as such are not included in the table below.

	Classification According to Fair Value			Total \$'000
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	
2019				
Financial Assets				
Embedded Derivative in the Light Rail Stage 1 Contract	-	-	385	385
	-	-	385	385
2018				
Financial Assets				
Embedded Derivative in the Light Rail Stage 1 Contract	-	-	935	935
	-	-	935	935

As part of the Light Rail Project arrangement, where the operator's credit margin at any refinancing point is lower than that assumed in the Financial Model, the Territory will require the refinancing gain to be shared on a 50/50 arrangement (after allowing for the recoupment by the operator of any prior refinancing losses). The Territory is also entitled to 100% of any refinancing gain arising from a change in the manner or timing of payment of a Territory Contribution.

The Embedded Derivative represents the recognition of a benefit arising from the exercise of the option to refinance the loan at a better interest rate in the future. The valuation of this option was done at 30 June 2019.

The refinancing gain is an embedded derivative which is not closely related to the host contract and therefore must be separated and accounted for at fair value through profit and loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

The Embedded Derivative has been valued using a probability weighted scenario approach, being a level 3 valuation. The valuation has been undertaken by determining a set of scenarios that would result in a refinancing gain and assigning probabilities to those scenarios. Each scenario contains the credit ratings and credit spreads at each assumed refinancing date. The fair value of the Embedded Derivative is the probability-weighted sum of the refinancing gains associated with the scenarios.

The fair value of the Embedded Derivative at 30 June 2019 is \$385,000 (2018: \$935,000). The decrease is mainly due a change in the agreement to allow Canberra Metro to retain the full value of any refinancing gain at the first refinancing point. Considering inputs such as credit margin, volatility of credit margin and time to maturity, a degree of judgement is required in establishing the fair value. Changes in assumptions relating to inputs could affect the fair value of the Embedded Derivative. The volatility of credit margin is deemed a significant unobservable input and any adjustment within a reasonable possible range could significantly impact the fair value of the Embedded Derivative. The valuation has been determined using the midpoint of a reasonably possible range.

Significant unobservable input	Range	Sensitivity of fair value to the input	
		Value at volatility of 17%	Value at volatility of 27%
Volatility of credit margin	17% to 27%	\$335 800	\$434 800

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 27 FINANCIAL INSTRUMENTS – CONTINUED

The following table sets out the Directorate's maturity analysis for Financial Assets and Financial Liabilities as well as the exposure to interest rates, including the weighted average interest rates by maturity period as at 30 June 2019. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

	Note No.	Weighted Average Interest Rate	Floating Interest Rate \$'000	Fixed Interest Maturing In:			Non-Interest Bearing \$'000	Total \$'000
				1 Year or Less \$'000	Over 1 Year to 5 Years \$'000	Over 5 Years \$'000		
Financial Instruments								
Financial Assets								
Cash and Cash Equivalents	16	2.33%	615	-	-	-	24 710	25 325
Receivables	17	-	-	-	-	-	5 174	5 174
Embedded Derivative in the Light Rail Stage 1 Contract		-	-	-	-	-	385	385
Total Financial Assets			615	-	-	-	30 269	30 884
Financial Liabilities								
Payables	20	-	-	-	-	-	6 032	6 032
Option Premium Payable	20	-	-	-	-	-	750	750
Finance Leases	21	5.33%	-	154	617	578	-	1 349
Light Rail Stage 1 Liabilities	21	5.30%	-	28 547	114 187	385 275	-	528 009
Total Financial Liabilities			-	28 701	114 804	385 853	6 782	536 140
Net Financial Assets/(Liabilities)			615	(28 701)	(114 804)	(385 853)	23 487	(505 256)

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 27 FINANCIAL INSTRUMENTS – CONTINUED

The following table sets out the Directorate's maturity analysis for Financial Assets and Financial Liabilities as well as the exposure to interest rates, including the weighted average interest rates by maturity period as at 30 June 2018. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

	Note No.	Weighted Average Interest Rate	Floating Interest Rate \$'000	Fixed Interest Maturing In:			Non-Interest Bearing \$'000	Total \$'000
				1 Year or Less \$'000	Over 1 Year to 5 Years \$'000	Over 5 Years \$'000		
Financial Instruments								
Financial Assets								
Cash and Cash Equivalents	16	2.35%	471	-	-	-	23 759	24 230
Receivables	17	-	-	-	-	-	3 433	3 433
Embedded Derivative in the Light Rail Stage 1 Contract			-	-	-	-	935	935
Total Financial Assets			471	-	-	-	28 127	28 598
Financial Liabilities								
Payables	20	-	-	-	-	-	7 513	7 513
Option Premium Payable	20	-	-	-	-	-	750	750
Finance Leases	21	5.30%	-	180	771	578	-	1 529
Total Financial Liabilities			-	180	771	578	8 263	9 792
Net Financial Assets/(Liabilities)			471	(180)	(771)	(578)	19 864	18 806

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 28 COMMITMENTS

All amounts shown in the Commitment Note are inclusive of Goods and Services Tax except Public Private Partnership Finance Lease Payments.

Capital Commitments

Capital Commitments that have not been recognised as liabilities mainly relate to infrastructure asset upgrades.

	2019	2018
	\$'000	\$'000
Capital Commitments		
Payable:		
Within one year	61 007	83 518
Later than one year but not later than five years	4 398	24 381
Total Capital Commitments^a	65 405	107 899

a) The decrease is mainly due to completion of the Horse Park Drive, Gundaroo Drive and Green Waste Bins projects.

Other Commitments

Other Commitments that have not been recognised as liabilities include contracts for streetlight energy performance, delivery of waste services, roads resealing works and traffic signals maintenance.

Other Commitments

Payable:		
Within one year	78 387	66 607
Later than one year but not later than five years	150 559	147 163
Later than five years	8 998	27 428
Total Other Commitments	237 944	241 198

Operating Lease Commitments

The operating lease commitments that have not been recorded as liabilities mainly relate to provision of vehicles with SG Fleet and provision of ICT equipment with Shared Services.

Non-Cancellable Operating Lease Commitments

Payable:		
Within one year	5 871	4 644
Later than one year but not later than five years	9 489	6 422
Later than five years	86	75
Total Operating Lease Commitments^b	15 446	11 141

b) The increase is principally due to an increase in the number of leased vehicles (light commercial, heavy vehicles and machinery) with SG Fleet to 309 in 2018-19 from 289 in 2017-18.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 28 COMMITMENTS – CONTINUED

Public Private Partnership Finance Lease Commitments

Public Private Partnership commitments relate to the Territory entering into a 20 year public private partnership on 25 May 2016 with the Canberra Metro Consortium. Commitments for the capital component has been recorded as a finance lease in Note 21 in 2018-19 and therefore capital commitments below are nil in 2019. The 2019 amounts below only represent the commitments for the operations of Light Rail Stage 1.

	2019	2018
	\$'000	\$'000
Public Private Partnership Capital Commitments		
Payable:		
Within one year	-	389 846
Later than one year but not later than five years	-	114 186
Later than five years	-	433 048
Minimum Lease Payments	-	937 080
Less: Future Finance Lease Charges		
Within one year	-	15 922
Later than one year but not later than five years	-	71 857
Later than five years	-	145 349
Total Future Finance Lease Charges	-	233 128
Present Value of Minimum Lease Payments		
Within one year	-	373 924
Later than one year but not later than five years	-	42 329
Later than five years	-	287 699
Total Present Value of Minimum Lease Payments	-	703 952

Public Private Partnership Finance Lease payments are presented GST Exclusive.

Public Private Partnership Operational Commitments

Payable:		
Within one year	28 578	23 336
Later than one year but not later than five years	123 950	118 198
Later than five years	608 202	641 965
Total Public Private Partnership Operational Commitments	760 730	783 499

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 29 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Contingent Liabilities

Contamination of Land

The Directorate owns 247 sites as at 30 June 2019 (178 at 30 June 2018) that have been identified as contaminated land. The increase is mainly due to the identification of new contaminated sites during the year. Whilst there is no present obligation to remediate these sites, a contingent liability reflecting possible future costs has been estimated at \$113.1 million (estimated cost at 30 June 2018: \$81.5 million). This estimate is based on-costs incurred for restoring similar sites in previous years.

Legal Claims

The Directorate is subject to 81 legal claims as at 30 June 2019 (78 legal claims as at 30 June 2018). The Directorate is potentially liable for \$400,000 (2018 \$400,000) which represents the excess amount payable on these actions as the Directorate is covered by the ACT Insurance Authority (ACTIA). If the Directorate under the arrangements with ACTIA pays the full amount of a successful claim, the amount less the excess amount is reimbursed to the Directorate by ACTIA. The estimated contingent liability has not been provided for in the Directorate's accounts. The estimated actuarially assessed liability covered by ACTIA is included in ACTIA's financial statements.

In addition to the above, the Directorate has an unquantifiable contingent liability for a potential compensation under the *Land Acquisition Act 1994* for the compulsory acquisition of Block 18 Section 33 Dickson. The Directorate is unable to calculate the likely amount payable on the basis that there are too many unknown variables in calculating the amount of compensation.

Light Rail Construction Variations

The Directorate has a contingent liability relating to payments for the modifications and risk items agreed to be retained by the Territory e.g. project delays due to utilities diversions. The maximum amount payable is \$20 million and is contingent on completion of the work by 18 September 2019, unless extended under the contract. Any delays in completion of the work results in a lower amount being paid to Canberra Metro.

Contingent Assets

The Directorate has a contingent asset as at 30 June 2019 related to the Directorate's insurance arrangement where reimbursement from ACTIA occurs (refer to Legal Claims above).

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 30 CASH FLOW RECONCILIATION

	2019 \$'000	2018 \$'000
(a) Reconciliation of Cash and Cash Equivalents at the End of the Reporting Period in the Cash Flow Statement to the Equivalent Items in the Balance Sheet		
Total Cash and Cash Equivalents Recorded in the Balance Sheet	25 325	24 230
Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Cash Flow Statement	25 325	24 230
(b) Reconciliation of Operating Surplus / (Deficit) to Net Cash Inflows from Operating Activities		
Operating (Deficit)	(236 033)	(97 592)
Add/(Less) Non-Cash Items		
Depreciation and Amortisation	176 699	185 112
Expensing of Capital Works in Progress	99 872	11 509
Write-off/Loss on Disposal of Assets	197	2 157
Assets Transferred to Other ACT Government Entities	1 143	853
Assets Located during Stocktake	(43)	(8 391)
Assets Transferred from Other ACT Government Entities and Private Developers	(50 454)	(95 694)
Provision for Waivers	1 393	-
Remeasurement of Impairment Losses under AASB 9	775	-
Revaluation of the Embedded Derivative	(550)	-
Other Non-Cash Items		
Revaluation Losses	-	128
Transfers as a Result of Administrative Arrangements	(50)	(1 749)
Add/(Less) Items Classified as Investing or Financing		
Net (Gain) on Disposal of Non-Current Assets	(844)	(345)
Capital Works in Progress Accrued	(8 827)	4 887
Carbon Neutral Fund Loan from EPSDD	(10)	(330)
Cash Before Changes in Operating Assets and Liabilities	(16 732)	545
Changes in Operating Assets and Liabilities		
(Increase)/Decrease in Receivables	(1 590)	1 615
Decrease in Inventories	873	703
Decrease in Other Assets	439	151
Increase/(Decrease) in Payables	16 337	(1 793)
Increase in Employee Benefits	2 465	2 372
Increase in Other Liabilities	6 939	1 777
Net Changes in Operating Assets and Liabilities	25 463	4 825
Net Cash Inflows from Operating Activities	8 731	5 370

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019**

NOTE 30 CASH FLOW RECONCILIATION – CONTINUED

(c) Reconciliation of Liabilities Arising from Financing Activities

	2018	Cash Flows	Non-cash changes	2019
	\$'000	\$'000	New Leases \$'000	\$'000
Finance Leases	1 196	(120)	-	1 076
Light Rail Stage 1 Liabilities	-	(1 974)	325 543	323 569
Debt	1 196	(2 094)	325 543	324 645

NOTE 31 EVENTS OCCURRING AFTER BALANCE DATE

Transport Canberra Operations

Transport Canberra functions including the operation of Light Rail Stage 1 has been transferred to the Transport Canberra Operations entity (formerly known as ACTION) from 1 July 2019. This has resulted in the transfer of light rail assets (in Note 18) and liabilities (in Note 21) along with the transfer of 24 full-time equivalent staff.

Major Projects Canberra

Light Rail Stage 2 project delivery and Light Rail Stage 1 construction delivery functions have been transferred to Major Projects Canberra from 1 July 2019 under an Administrative Arrangement Order (NI2019-549). This has resulted in the transfer of capital and recurrent funding for the progression of Light Rail Stage 2 project and the finalisation of Light Rail Stage 1 construction along with the transfer of 31 full-time equivalent staff.

The financial effect of these events is not reflected in the Financial Statements.

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 32 RELATED PARTY DISCLOSURES

A related party is a person that controls or has significant influence over the reporting entity, or is a member of the Key Management Personnel (KMP) of the reporting entity or its parent entity, and includes their close family members and entities in which the KMP and/or their close family members individually or jointly have controlling interests.

KMP are those persons having authority and responsibility for planning, directing and controlling the activities of the Directorate, directly or indirectly.

KMP of the Directorate are the Portfolio Ministers, the Director-General and other members of the Directorate's Executive Team.

The Head of Service and the ACT Executive comprising the Cabinet Ministers are KMP of the ACT Government and therefore related parties of the Directorate. This Note does not include typical citizen transactions between the KMP and the Directorate that occur on terms and conditions no different to those applying to the general public.

(A) CONTROLLING ENTITIES

The Directorate is an ACT Government controlled entity.

(B) KEY MANAGEMENT PERSONAL

B.1 Compensation of Key Management Personnel

Compensation of all Cabinet Ministers, including the Portfolio Minister, is disclosed in the Note on Related Party Disclosures included in the ACT Executive's financial statements for the financial year ended 30 June 2019.

Compensation of the Head of Service is included in the note on Related Party Disclosures, included in CMTEDD's financial statements for the financial year ended 30 June 2019.

Compensation by the Directorate to KMP are set out below.

	2019	2018
	\$'000	\$'000
Short-term employee benefits	1 631	1 475
Post-employment benefits	192	171
Other long-term benefits	38	35
Total Compensation by the Directorate to KMP	1 861	1 681

The Directorate had 8 members as Key Management Personnel in 2018-19 compared to 5 members in 2017-18.

Transport Canberra and City Services Directorate Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 33 BUDGETARY REPORTING

Original Budget refers to the amounts presented to the Legislative Assembly in the original budget financial statements in respect of the reporting period (2018-19 Budget Statements). These amounts have not been adjusted to reflect supplementary appropriation or appropriation instruments.

The following are brief explanations of major line item variances between budget estimates and actual outcomes. Variances are considered to be major variances if both of the following criteria are met:

- (a) The line item is a significant line item: where either the line item actual amount accounts for more than 10% of the relevant associated category (Income, Expenses and Equity totals) or more than 10% of the sub-element (e.g. Current Liabilities and Receipts from Operating Activities totals) of the financial statements; and
- (b) The variances (Original Budget to actual) are greater than plus (+) or minus (-) 10% of the budget for the financial statement line item.

Operating Statement Line Items	Actual		Original Budget		Variance		Variance Explanations
	2018-19 \$'000	2018-19 \$'000	2018-19 \$'000	2018-19 \$'000	Variance \$'000	Variance %	
Gains	51 341	86 373	(35 032)	(41)			The lower than budgeted result is mainly due to lower than anticipated assets received from the Suburban Land Agency (\$13.4 million) and from private developers (\$26.3 million) as the expected development projects were not completed.
Depreciation and Amortisation	176 699	195 469	(18 770)	(10)			The lower than budgeted result is mainly due to the delay in the capitalisation of Light Rail Stage 1 assets and extension of the useful life of a waste landfill asset.
Expensing of Capital Works in Progress	99 872	-	99 872	100			The unbudgeted result (\$99.9 million) mainly relates to the Light Rail Stage 1 project (\$77.9 million). The Directorate expenses costs such as those associated with underground utility diversions, as they do not meet the asset recognition criteria under the Australian Accounting Standards.
Increase in the Asset Revaluation Surplus	415 936	48 519	367 417	757			Asset revaluation outcomes are difficult to predict. The higher than budgeted result is mainly due to higher than estimated revaluation increases for: - stormwater assets (\$360.2 million) resulting from higher price of materials and labour and refinements to the methodology to value the retarding basins and culverts; and - land under roads (\$56.3 million) resulting from higher value per square metre (\$23.0 million) and higher area of land under roads (\$33.3 million).

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 33 BUDGETARY REPORTING – CONTINUED

Balance Sheet Line Items	Actual	Original	Variance	Variance	Variance	Explanations
	2018-19 \$'000	Budget 2018-19 \$'000				
Cash and Cash Equivalents	25 325	18 276	7 049	39		The higher than budgeted result is mainly due to higher than anticipated net cash inflows from operating activities (\$8.7 million) resulting mainly from outstanding payables at year end.
Current Payables	49 234	36 682	12 552	34		The higher than budgeted results is mainly due to invoices relating to 2018-19 not being received from the suppliers (\$13.1 million) until after the year end.
Current Other Provision	13 652	2 895	10 757	372		The higher than budgeted result is mainly due to unbudgeted provisions for debt waivers (\$1.4 million) and the accelerated remediation of the Mugga Lane landfill site (\$8.8 million) resulting in higher amounts being classified as a current provision.
Non-Current Other Provisions	11 937	25 403	(13 466)	(53)		The lower than budgeted result is mainly due to accelerated remediation of Mugga Lane landfill, as discussed previously.
Non-Current Other Liabilities	8 110	240	7 870	3 279		The higher than budgeted result is mainly due to unbudgeted amounts (\$7.8 million) owed to Electrix for the upgrades of streetlights across the Territory in accordance with contractual requirements.
Asset Revaluation Surplus	4 323 475	3 855 460	468 015	12		Asset revaluation outcomes are difficult to predict. The higher than budgeted result is mainly due to higher than estimated revaluation increases for the stormwater assets (\$360.2 million) and land under roads (\$56.3 million), as discussed previously.

Statement of Changes in Equity

These line items are covered in the Notes to the Financial Statements.

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 33 BUDGETARY REPORTING – CONTINUED

Cash Flow Statement Line Items	Actual	Original	Variance	Variance	Variance	Explanations
	2018-19 \$'000	Budget 2018-19 \$'000				
Supplies and Services	182 882	217 478	(34 596)	(16)		The lower than budgeted result is mainly due to the delay in the commencement of light rail operations which resulted in lower than budgeted payments being made to Canberra Metro (\$18.3 million).
Goods and Services Input Tax Credits from the Australian Taxation Office	76 299	-	76 299	100		The variance is mainly due to unbudgeted Goods and Services Input Tax Credits from Operating Activities, mainly relating to the capital payments made to Canberra Metro for Light Rail Stage 1.
Goods and Services Tax Paid to Suppliers Other	76 716	-	76 716	100		The variance is mainly due to unbudgeted Goods and Services Tax as mentioned above.
Payments for Capital Works in Progress	210 137	267 226	(57 089)	(21)		The lower than budgeted result is mainly due to the deferral of the capital infrastructure projects primarily relating to Light Rail Stage 1 retained risk (\$24.0 million), expansion of the rapid bus network (\$21.8 million) and the Woden bus depot (\$10 million).
Capital Injections	599 112	694 506	(95 394)	(14)		The lower than budgeted result is mainly due to lower payments for Capital Works in Progress as explained above.

TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

TERRITORIAL FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
30 JUNE 2019**

**Transport Canberra and City Services Directorate
Statement of Income and Expenses on Behalf of the Territory
For the Year Ended 30 June 2019**

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Income				
Fees and Fines	34	17 377	18 953	18 359
Total Income		17 377	18 953	18 359
Expenses				
Transfer to Government	35	17 253	18 953	18 356
Other Expenses		124	-	3
Total Expenses		17 377	18 953	18 359
Operating Surplus/(Deficit)		-	-	-

The above Statement of Income and Expenses on Behalf of the Territory should be read in conjunction with the accompanying Notes.

**Transport Canberra and City Services Directorate
Statement of Assets and Liabilities on Behalf of the Territory
At 30 June 2019**

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Current Assets				
Receivables	36	2 120	1 765	2 432
Cash and Cash Equivalents		4	-	3
Total Current Assets		2 124	1 765	2 435
Total Assets				
		2 124	1 765	2 435
Current Liabilities				
Payables	37	2 124	1 765	2 435
Total Current Liabilities		2 124	1 765	2 435
Total Liabilities				
		2 124	1 765	2 435
Net Assets				
		-	-	-
Equity				
Accumulated Funds		-	-	-
Total Equity		-	-	-

The above Statement of Assets and Liabilities on Behalf of the Territory should be read in conjunction with the accompanying Notes.

As the Net Assets and Total Equity has remained at nil, Statement of Changes in Equity on Behalf of the Territory has not been prepared.

**Transport Canberra and City Services Directorate
Cash Flow Statement on Behalf of the Territory
For the Year Ended 30 June 2019**

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Cash Flows from Operating Activities				
Receipts				
Fees and Fines		17 565	18 953	17 690
Goods and Services Tax Collected from Customers		2 004	-	2 034
Other Receipts		-	1 955	-
Total Receipts from Operating Activities		19 569	20 908	19 724
Payments				
Transfer of Territory Receipts to the ACT Government		17 526	18 953	17 735
Goods and Services Tax Remitted to the Australian Taxation Office		2 042	-	1 985
Other		-	1 955	-
Total Payments from Operating Activities		19 568	20 908	19 720
Net Cash Inflows from Operating Activities	39	1	-	4
Net Increase in Cash and Cash Equivalents		1	-	4
Cash and Cash Equivalents at the Beginning of the Reporting Period		3	-	(1)
Cash and Cash Equivalents at the End of the Reporting Period	39	4	-	3

The above Cash Flow Statement on Behalf of the Territory should be read in conjunction with the accompanying Notes.

Transport Canberra and City Services Directorate
Territorial Note Index
For the Year Ended 30 June 2019

	Income Notes	
Note	34	Fees and Fines – Territorial
	Expenses Notes	
Note	35	Transfer to Government – Territorial
	Assets Notes	
Note	36	Receivables – Territorial
	Liabilities Notes	
Note	37	Payables – Territorial
	Other Notes	
Note	38	Financial Instruments – Territorial
Note	39	Cash Flow Reconciliation – Territorial
Note	40	Budgetary Reporting – Territorial

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements - Territorial
For the Year Ended 30 June 2019**

SIGNIFICANT ACCOUNTING POLICIES – TERRITORIAL

Significant Accounting Policies outlined in the Controlled Financial Statements also apply to the Territorial Statements of the Directorate.

INCOME NOTES

NOTE 34 FEES AND FINES – TERRITORIAL

The majority of Territorial revenues relate to fees associated with the acceptance of commercial and industrial waste to landfill.

	2019	2018
	\$'000	\$'000
Fees		
Waste Acceptance Fees ^a	16 996	18 010
Dog Registration Fees	242	242
Other Fees	107	90
Total Fees	17 345	18 342
Fines		
Other Fines	32	17
Total Fines	32	17
Total Fees and Fines	17 377	18 359

- a) The decrease is mainly due to lower amounts of commercial waste being received at landfill sites. Revenues vary each year depending on construction activity within the Territory and the quantity of contaminated waste identified during demolition works.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements - Territorial
For the Year Ended 30 June 2019**

EXPENSES NOTES

NOTE 35 TRANSFER TO GOVERNMENT – TERRITORIAL

Transfer to Government represents the transfer of money, which the Directorate has collected on behalf of the Territory, to Government. It predominantly relates to waste collection fees.

	2019	2018
	\$'000	\$'000
Payments to the Territory Banking Account	17 253	18 356
Total Transfer to Government^a	17 253	18 356

- a) The decrease is mainly due to lower waste revenue being collected and transferred to the Territory Banking Account. Refer to Note 34 – Fees and Fines – Territorial for more information.

ASSETS NOTES

NOTE 36 RECEIVABLES – TERRITORIAL

Significant Judgements and Estimates

The Directorate has made a significant estimate in the calculation of the allowance for impairment losses for Receivables - Territorial in the Financial Statements. This significant estimate is based on assessment of individual debtors based on historical credit loss experience, adjusted for forward looking factors specific to each debtors.

Current Receivables

Trade Receivables	2 159	2 116
Less: Allowance for Impairment Losses	(124)	(2)
	2 035	2 114
Accrued Revenue	85	318
Total Current Receivables	2 120	2 432
Total Receivables^a	2 120	2 432

- a) The decrease is mainly due to lower volume of waste disposed at landfill sites towards the end of financial year by customers and impaired receivables.

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements - Territorial
For the Year Ended 30 June 2019

NOTE 36 RECEIVABLES – TERRITORIAL – CONTINUED

Ageing of Receivables

	Not Overdue \$'000	Overdue			Total \$'000
		Less than 30 Days \$'000	30 to 60 Days \$'000	Greater than 60 Days \$'000	
2019					
Not Impaired					
Receivables	1 133	796	74	117	2 120
Impaired					
Receivables	-	-	-	124	124
2018					
Not Impaired					
Receivables	1 997	429	-	6	2 432
Impaired					
Receivables	-	-	-	2	2
				2019	2018
				\$'000	\$'000

Reconciliation of the Allowance for Impairment Losses

Beginning of the Reporting Period	2	-
Recognised During the Reporting Period	122	2
Allowance for Impairment Losses at the End of the Reporting Period	124	2

Classification of Receivables

Receivables with ACT Government Entities

Trade Receivables	92	575
Total Receivables with ACT Government Entities	92	575

Receivables with Non-ACT Government Entities

Trade Receivables	1 943	1 539
Accrued Revenue	85	318
Total Receivables with Non-ACT Government Entities	2 028	1 857

Total Receivables	2 120	2 432
--------------------------	--------------	--------------

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements - Territorial
For the Year Ended 30 June 2019

LIABILITIES NOTES

NOTE 37 PAYABLES – TERRITORIAL

	2019	2018
	\$'000	\$'000
Current Payables		
Accrued Expenses	1 971	2 244
Net Goods and Services Tax Payable	153	191
Total Current Payables	2 124	2 435
Total Payables^a	2 124	2 435

All Payables are not overdue.

Classification of Payables

Payables with ACT Government Entities

Accrued Expenses	1 971	2 244
Total Payables with ACT Government Entities	1 971	2 244

Payables with Non-ACT Government Entities

Net Goods and Services Tax Payable	153	191
Total Payables with Non-ACT Government Entities	153	191
Total Payables	2 124	2 435

- a) The decrease is due to lower amounts to be transferred to Territory Banking Account due mainly to lower receivables from customers. Refer to Note 36 Receivables – Territorial for more information.

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements - Territorial
For the Year Ended 30 June 2019**

OTHER NOTES

NOTE 38 FINANCIAL INSTRUMENTS – TERRITORIAL

Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Directorate's Territorial credit risk is limited to the amount of the financial assets held less any provision for losses. The Directorate expects to collect all financial assets that are not past due or impaired. There is no collateral held as security for financial assets.

The primary credit risk arises from account holders for commercial waste disposal at ACT landfills. This risk is addressed through approval of credit applications, monitoring debt ageing reports, facility access restrictions and formal debt recovery processes.

Fair Value of Financial Assets and Liabilities

	Note No.	Carrying Amount 2019 \$'000	Carrying Amount 2018 \$'000
Financial Assets			
Receivables	36	2 035	2 114
Cash and Cash Equivalents		4	3
Total Financial Assets		2 039	2 117

All financial assets are non-interest bearing and their fair value approximate carrying amounts.

Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements - Territorial
For the Year Ended 30 June 2019

NOTE 39 CASH FLOW RECONCILIATION – TERRITORIAL

(a) Reconciliation of Cash and Cash Equivalents at the End of the Reporting Period in the Cash Flow Statement on Behalf of the Territory to the Related Items in the Statement of Assets and Liabilities on Behalf of the Territory.

	2019	2018
	\$'000	\$'000
Total Cash and Cash Equivalents Recorded on the Statement of Assets and Liabilities on Behalf of the Territory	4	3
Cash at the End of the Reporting Period as Recorded in the Cash Flow Statement on Behalf of the Territory	4	3

(b) Reconciliation of the Operating Surplus/(Deficit) to Net Cash Inflows from Operating Activities

Operating Surplus/ (Deficit)	-	-
Cash Before Changes in Operating Assets and Liabilities	-	-
Changes in Operating Assets and Liabilities		
(Decrease)/Increase in Payables	(311)	671
Decrease/(Increase) in Receivables	312	(667)
Net Changes in Operating Assets and Liabilities	1	4
Net Cash Inflows from Operating Activities	1	4

**Transport Canberra and City Services Directorate
Notes to and Forming Part of the Financial Statements - Territorial
For the Year Ended 30 June 2019**

NOTE 40 BUDGETARY REPORTING – TERRITORIAL

Original Budget refers to the amounts presented to the Legislative Assembly in the original budget financial statements in respect of the reporting period (2018-19 Budget Statements). These amounts have not been adjusted to reflect supplementary appropriation or appropriation instruments.

The following are brief explanations of major line item variances between budget estimates and actual outcomes. Variances are considered to be major variances if both of the following criteria are met:

- (a) The line item is a significant line item: where either the line item actual amount accounts for more than 10% of the relevant associated category (Income, Expenses and Equity totals) or more than 10% of the sub-element (e.g. Current Liabilities and Receipts from Operating Activities totals) of the financial statements; and
- (b) The variances (Original Budget to actual) are greater than plus (+) or minus (-) 10% of the budget for the financial statement line item.

Balance Sheet	Actual		Original Budget		Variance	Variance Explanations
	2018-19	2018-19	2018-19	2018-19		
	\$'000	\$'000	\$'000	\$'000	%	
Current Receivables	2 120	1 765	355	20		The higher than budgeted result is mainly due to overdue invoices for waste disposal at landfill sites, which was not anticipated in the budget.
Current Payables	2 124	1 765	359	20		The higher than budgeted result is mainly due to higher receivables as mentioned above. The Directorate collects revenue and transfers it to the Territory Banking Account.

INDEPENDENT AUDITOR'S REPORT

To the Members of the ACT Legislative Assembly

Opinion

I have audited the financial statements of ACTION for the year ended 30 June 2019 which comprise the operating statement, balance sheet, statement of changes in equity, cash flow statement and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements:

- (i) present fairly, in all material respects, ACTION's financial position as at 30 June 2019, and its financial performance and cash flows for the year then ended; and
- (ii) are presented in accordance with the *Financial Management Act 1996* and comply with the Australian Accounting Standards.

Basis for opinion

I conducted the audit in accordance with the Australian Auditing Standards. My responsibilities under the standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of this report.

I am independent of ACTION in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code). I have also fulfilled my other ethical responsibilities in accordance with the Code.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of ACTION for the financial statements

The Director-General of the Transport Canberra and City Services Directorate is responsible for:

- preparing and fairly presenting the financial statements in accordance with the *Financial Management Act 1996*, and relevant Australian Accounting Standards;
- determining the internal controls necessary for the preparation and fair presentation of the financial statements so that they are free from material misstatements, whether due to error or fraud; and
- assessing the ability of ACTION to continue as a going concern and disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting in preparing the financial statements.

Auditor's responsibilities for the audit of the financial statements

Under the *Financial Management Act 1996*, the Auditor-General is responsible for issuing an audit report that includes an independent opinion on the financial statements of ACTION.

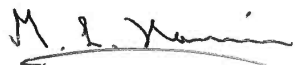
My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of ACTION's internal controls;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by ACTION;
- conclude on the appropriateness of the ACTION's use of the going concern basis of accounting and, based on audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ACTION's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in this report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of this report. However, future events or conditions may cause the ACTION to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether they represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Director-General regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Michael Harris
Auditor-General
16 September 2019

ACTION

FINANCIAL STATEMENTS

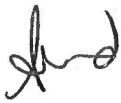
FOR THE YEAR ENDED

30 June 2019

ACTION
Financial Statements
For the Year Ended 30 June 2019

Statement of Responsibility

In my opinion, the financial statements are in agreement with ACTION's accounts and records and fairly reflect the financial operations of ACTION for the year ended 30 June 2019 and the financial position of ACTION on that date.



Alison Playford
Director-General
Transport Canberra and City Services Directorate
12 September 2019

ACTION
Financial Statements
For the Year Ended 30 June 2019

Statement by the Chief Financial Officer

In my opinion, the financial statements have been prepared in accordance with the Australian Accounting Standards and agree with ACTION's accounts and records and fairly reflect the financial operations of ACTION for the year ended 30 June 2019 and the financial position of ACTION on that date.



Andrew Pedersen

Acting Chief Financial Officer

Transport Canberra and City Services Directorate

12 September 2019

ACTION
Operating Statement
For the Year Ended 30 June 2019

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Income				
<i>Revenue</i>				
User Charges	4	146 291	147 603	138 432
Resources Received Free of Charge ^a		2 457	-	4 016
Other Revenue		2 557	1 818	2 120
Total Revenue		151 305	149 421	144 568
<i>Gains</i>				
Other Gains	5	89	-	12 144
Total Gains		89	-	12 144
Total Income		151 394	149 421	156 712
Expenses				
Employee Expenses	6	99 336	94 834	94 279
Superannuation Expenses	7	10 331	10 644	10 208
Supplies and Services	8	43 784	44 597	42 180
Depreciation and Amortisation	9	11 824	12 190	11 427
Borrowing Costs		214	214	257
Other Expenses ^b		616	556	2 128
Total Expenses		166 105	163 035	160 479
Income Tax Equivalents Expense	24	-	-	-
Operating (Deficit)		(14 711)	(13 614)	(3 767)
Other Comprehensive Income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Increase in the Asset Revaluation Surplus	20	-	-	1 384
Total Other Comprehensive Income		-	-	1 384
Total Comprehensive (Deficit)		(14 711)	(13 614)	(2 383)

The above Operating Statement should be read in conjunction with the accompanying notes.

ACTION only has one output class and as such the above Operating Statement is also ACTION's Operating Statement for the Bus Operations Output Class.

- a) Resources Received Free of Charge primarily relates to a contribution made by the Chief Minister, Treasury and Economic Development Directorate CMTEDD to the ACT Insurance Authority on ACTION's behalf to supplement ACTION's workers compensation premium expense that exceeded the budget allocation. The decrease on the prior year is representative of a 23 percent reduction in the premium rate.
- b) In 2017-18 Other Expenses included the impairment loss recognised on the building component of the Woden Business Park which was demolished in early 2018-19 in preparation of the construction of the new bus depot at Woden.

ACTION
Balance Sheet
As at 30 June 2019

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Current Assets				
Cash and Cash Equivalents	11	10 619	7 765	11 492
Receivables	12	2 911	2 438	1 803
Inventories	13	3 458	3 553	3 322
Other Current Assets		75	337	316
Total Current Assets		17 063	14 093	16 933
Non-Current Assets				
Property, Plant and Equipment	14	180 477	215 429	167 582
Capital Works in Progress	15	38	-	9 106
Intangible Assets		-	-	136
Total Non-Current Assets		180 515	215 429	176 824
Total Assets		197 578	229 522	193 757
Current Liabilities				
Payables	16	1 629	2 345	2 077
Interest-Bearing Liabilities	17	341	341	341
Employee Benefits	18	26 437	23 837	24 878
Other Liabilities	19	6 438	4 810	5 331
Total Current Liabilities		34 845	31 333	32 627
Non-Current Liabilities				
Interest-Bearing Liabilities	17	1 023	1 023	1 364
Employee Benefits	18	1 093	1 433	1 014
Total Non-Current Liabilities		2 116	2 456	2 378
Total Liabilities		36 961	33 789	35 005
Net Assets		160 617	195 733	158 752
Equity				
Accumulated Funds	20	114 832	151 332	112 967
Asset Revaluation Surplus	20	45 785	44 401	45 785
Total Equity		160 617	195 733	158 752

The above Balance Sheet should be read in conjunction with the accompanying notes.

ACTION only has one output class and as such the above Balance Sheet is also ACTION's Balance Sheet for the Bus Operations Output Class.

ACTION
Statement of Changes in Equity
For the Year Ended 30 June 2019

	Accumulated Funds Actual 2019 \$'000	Asset Revaluation Surplus Actual 2019 \$'000	Total Equity Actual 2019 \$'000	Original Budget 2019 \$'000
Note No.				
Balance at 1 July 2018	112 967	45 785	158 752	156 094
Comprehensive (Deficit)				
Operating (Deficit)	(14 711)	-	(14 711)	(13 614)
Total Comprehensive (Deficit)	(14 711)	-	(14 711)	(13 614)
Transactions Involving Owners Affecting Accumulated Funds				
Capital Payments from the Transport Canberra and City Services Directorate	16 576	-	16 576	53 253
Total Transactions Involving Owners Affecting Accumulated Funds	16 576	-	16 576	53 253
Balance at 30 June 2019	114 832	45 785	160 617	195 733

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

ACTION
Statement of Changes in Equity – Continued
For the Year Ended 30 June 2019

	Note No.	Accumulated Funds Actual 2018 \$'000	Asset Revaluation Surplus Actual 2018 \$'000	Total Equity Actual 2018 \$'000
Balance at 1 July 2017		101 065	44 401	145 466
Comprehensive (Deficit)				
Operating (Deficit)		(3 767)	-	(3 767)
Increase in the Asset Revaluation Surplus	20	-	1 384	1 384
Total Comprehensive (Deficit)		(3 767)	1 384	(2 383)
Transactions Involving Owners Affecting Accumulated Funds				
Capital Payments from the Transport Canberra and City Services Directorate		15 669	-	15 669
Total Transactions Involving Owners Affecting Accumulated Funds		15 669	-	15 669
Balance at 30 June 2018		112 967	45 785	158 752

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

ACTION
Cash Flow Statement
For the Year Ended 30 June 2019

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Cash Flows from Operating Activities				
Receipts				
User Charges		146 553	147 718	140 034
Fuel Tax Credits		1 974	-	1 834
Goods and Services Input Tax Credits from the Australian Taxation Office		6 878	8 230	6 065
Goods and Services Tax Collected from Customers		2 631	-	2 646
Total Receipts from Operating Activities		158 036	155 948	150 579
Payments				
Employees		94 972	95 223	88 641
Superannuation		10 492	10 647	10 167
Supplies and Services		43 918	44 191	42 080
Goods and Services Tax Paid to Suppliers		6 669	6 667	6 187
Goods and Services Tax Remitted to the Australian Taxation Office		2 618	-	2 604
Borrowing Costs		214	214	257
Other		292	-	365
Total Payments from Operating Activities		159 175	156 942	150 301
Net Cash (Outflows)/Inflows from Operating Activities	25	(1 139)	(994)	278
Cash Flows from Investing Activities				
Receipts				
Proceeds from Sale of Property, Plant and Equipment		-	-	44
Total Receipts from Investing Activities		-	-	44
Payments				
Payments for Property, Plant and Equipment		15 969	52 930	13 946
Total Payments from Investing Activities		15 969	52 930	13 946
Net Cash (Outflows) from Investing Activities		(15 969)	(52 930)	(13 902)

ACTION
Cash Flow Statement – Continued
For the Year Ended 30 June 2019

	Note No.	Actual 2019 \$'000	Original Budget 2019 \$'000	Actual 2018 \$'000
Cash Flows from Financing Activities				
Receipts				
Capital Payments from the Transport Canberra and City Services Directorate		16 576	53 253	15 669
Total Receipts from Financing Activities		16 576	53 253	15 669
Payments				
Repayment of Borrowings		341	341	341
Total Payments from Financing Activities		341	341	341
Net Cash Inflows from Financing Activities		16 235	52 912	15 328
Net (Decrease)/Increase in Cash and Cash Equivalents		(873)	(1 012)	1 704
Cash and Cash Equivalents at the Beginning of the Reporting Period		11 492	8 777	9 788
Cash and Cash Equivalents at the End of the Reporting Period	25	10 619	7 765	11 492

The above Cash Flow Statement should be read in conjunction with the accompanying notes.

ACTION
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For the Year Ended 30 June 2019

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ACTION

Notes to and Forming Part of the Financial Statements

For the Year Ended 30 June 2019

NOTE 1 OBJECTIVES OF ACTION

Legal Form and Principal Place of Business

ACTION is a public trading enterprise within the Transport Canberra Division of the Transport Canberra and City Services Directorate (TCCS). ACTION is a separate reporting entity with its own financial information, strategic and accountability indicators.

ACTION's principal place of business is at ACTION House, 200 Scollay Street, Greenway, in the Australian Capital Territory (ACT).

Operations and Principal Activities

Public bus services in the ACT are provided by ACTION and include the following services:

- a public bus and school services network providing a range of express and route services to and from most suburbs;
- a special needs transport service providing door to door service for disadvantaged children in the ACT community;
- community and flexible transport services for residents unable to access ACTION route services;
- a charter bus service provided at commercial rates; and
- management of the ACT rural bus contract.

NOTE 2 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

Legislative Requirement

The *Financial Management Act 1996* (FMA) requires ACTION to prepare annual financial statements.

The FMA and the *Financial Management Guidelines* issued under the Act, requires ACTION's financial statements to include:

- (i) an Operating Statement for the reporting period;
- (ii) a Balance Sheet at the end of the reporting period;
- (iii) a Statement of Changes in Equity for the reporting period;
- (iv) a Cash Flow Statement for the reporting period;
- (v) the significant accounting policies adopted for the reporting period; and
- (vi) such other statements as necessary to fairly reflect the financial operations of ACTION during the reporting period and its financial position at the end of the reporting period.

These general-purpose financial statements have been prepared to comply with Australian Accounting Standards as required by the FMA. Accordingly, these financial statements have been prepared in accordance with:

- (i) Australian Accounting Standards; and
- (ii) ACT Accounting and Disclosure Policies.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

**NOTE 2 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS -
CONTINUED**

Going Concern

As disclosed in the Balance Sheet, at 30 June 2019, ACTION's current liabilities (\$34.8 million) exceeded its current assets (\$17.0 million) by \$17.8 million. This is not considered to be a liquidity risk as ACTION receives regular service payments from the ACT Government through TCCS. Furthermore, the current liabilities balance relates primarily to leave liabilities which are not expected to be paid within 12 months of the reporting period.

The 2018-19 financial statements have been prepared on a going concern basis as ACTION has been funded in the 2019-20 Budget and the Budget Papers including the forward estimates.

Accrual Accounting

The financial statements have been prepared using the accrual basis of accounting. The financial statements have also been prepared according to the historical cost convention, except for assets such as those included in property, plant and equipment, which have been valued at fair value in accordance with ACTION's revaluation policies applicable during the reporting period.

Currency

These financial statements are presented in Australian dollars.

Individual Reporting Entity

ACTION is an individual reporting entity.

Budget Figures

To facilitate a comparison with the Budget Papers, as required by the FMA, budget information for 2018-19 has been presented in the financial statements. Budget numbers in the financial statements are the original budget numbers that appear in the 2018-19 Budget Papers.

Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000). Use of "-" represents zero amounts or amounts rounded down to zero.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 3 IMPACT OF ACCOUNTING STANDARDS ISSUED BUT YET TO BE APPLIED

AASB 16 Leases (application date 1 January 2019)

AASB 16 is the new standard for leases. It introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset value is low. This will result in ACTION recognising a number of its operating leases as assets alongside the associated liability, rather than accounting for these as operating lease expenditure. The right-of-use asset will initially be recognised at cost and will give rise to a depreciation expense. The lease liability will initially be recognised as the present value of the lease payments during the term of the lease. Lease payments made will reduce this liability over time and result in an interest expense.

ACTION has assessed that its motor vehicles leases will have a material impact from the implementation of AASB 16. The implementation of AASB 16 will result in approximately \$2.1 million of right-of-use asset and lease liabilities being recognised in ACTION's balance sheet from 1 July 2019.

AASB 1059 Service Concession Arrangements: Grantors (application date 1 January 2020)

This Standard addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. The Standard is based on International Public Sector Accounting Standard IPSAS 32 Service Concession Arrangements: Grantor and is informed by AASB Interpretation 12 Service Concession Arrangements which sets out the accounting for the operator in a public-to-private service concession arrangement.

From 1 July 2019, ACTION was renamed Transport Canberra Operations (TCO) and assets and liabilities associated with Light Rail Stage 1 has been transferred to TCO. Light Rail Stage 1 is a public-to-private service concession arrangement and is within the scope of AASB 1059.

Under AASB 1059, light rail assets that will be recognised in the Property, Plant and Equipment note will be reclassified as 'service concession assets'. Management considers the adoption of this new accounting standard to be a reclassification in nature and no impact to the amounts recorded in the balance sheet.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

INCOME NOTES

NOTE 4 USER CHARGES

User Charges revenue is recorded when the amount of revenue can be measured reliably or as stipulated by contract and it is probable that the economic benefits associated with the transaction will flow to ACTION.

User Charges - ACT Government revenue is derived from the provision of bus services to the community. ACTION received concessional travel payments for providing discounted travel to the public through the Chief Minister, Treasury and Economic Development Directorate (CMTEDD).

Prepaid balances on My Way cards prior to travel being undertaken is initially recognised as revenue received in advance in Note 19. Fares revenue is recognised progressively as passengers reduce their prepaid balance by travelling on public transport.

	2019	2018
	\$'000	\$'000
User Charges - ACT Government		
Service Payments from the Transport Canberra and City Services Directorate ^a	111 182	103 706
Concessional Travel Payments	10 368	9 372
Other	122	212
Total User Charges - ACT Government	121 672	113 290
User Charges - Non-ACT Government		
Fares ^b	23 173	23 691
Advertising	1 068	1 064
Charter	378	387
Total User Charges - Non-ACT Government	24 619	25 142
Total User Charges	146 291	138 432

- a) The increase in Service Payments reflects additional Government appropriation of \$4.9 million to implement the Government's commitment to increase the rapid bus network across the ACT and \$3.5 million for indexation increases including those related to the Transport Canberra Operations (ACTION) Enterprise Agreement 2018-2021.
- b) Fare revenue was lower than prior year as a result of one-month free travel provided to MyWay users following the introduction of the new network. The estimated revenue foregone from this incentive was \$2 million.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 5 OTHER GAINS

Other Gains refers to income which is not part of ACTION's core activities and includes gains on the transfer or sale of assets.

	2019	2018
	\$'000	\$'000
Gain on Transfer of Assets	89	12 100
Net Gain on Sale of Assets	-	44
Total Other Gains	89	12 144

- a) The decrease in Other Gains reflects the one-off prior year transfer of the Woden Business Park land, buildings and other minor assets from CMTEDD.

EXPENSE NOTES

NOTE 6 EMPLOYEE EXPENSES

	2019	2018
	\$'000	\$'000
Wages and Salaries	75 640	72 536
Workers' Compensation Insurance Premium	7 503	8 644
Payroll Tax	6 320	5 912
Annual Leave Expense	5 447	5 289
Long Service Leave Expense ^a	3 547	1 275
Fringe Benefits Tax	421	409
Other Employee Benefits and On-Costs	458	214
Total Employee Expenses	99 336	94 279

- a) The increase in Long Service Leave expense reflects fluctuations in the present value factor used in the estimation of Long Service Leave liabilities. In 2018-19 this movement resulted in an increase in Long Service Leave expense of \$1.4 million (from 100.9% to 110.1%) compared to a decrease of \$0.4 million in 2017-18 (from 103.4% to 100.9%).

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 7 SUPERANNUATION EXPENSES

Employees of ACTION will have different superannuation arrangements due to the type of superannuation scheme available at the time of commencing employment, including both defined benefit and defined contribution superannuation scheme arrangements. For employees who are members of the defined benefit Commonwealth Superannuation Scheme (CSS) and Public Sector Superannuation Scheme (PSS) ACTION makes employer superannuation contribution payments to the Territory Banking Account at a rate determined by the Chief Minister, Treasury and Economic Development Directorate. ACTION also makes productivity superannuation contribution payments on behalf of these employees to the Commonwealth Superannuation Corporation, which is responsible for administration of the schemes.

For employees who are members of defined contribution superannuation schemes (the Public Sector Superannuation Accumulation Plan (PSSAP) and schemes of employee choice) ACTION makes employer superannuation contribution payments directly to the employees' relevant superannuation fund. All defined benefit employer superannuation contributions are recognised as expenses on the same basis as the employer superannuation contributions made to defined contribution schemes. For ACTION employees who are members of the defined benefit schemes CSS or PSS, the superannuation benefits payable upon retirement are recognised in the Financial Statements of the Superannuation Provision Account.

	2019	2018
	\$'000	\$'000
Superannuation Contributions to the Territory Banking Account	4 401	4 627
Superannuation to External Providers	5 247	4 868
Productivity Benefit	683	713
Total Superannuation Expenses	10 331	10 208

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 8 SUPPLIES AND SERVICES

	2019	2018
	\$'000	\$'000
Fuel ^a	14 871	12 914
Bus Maintenance and Other Running Expenses	9 983	10 166
Insurance	5 234	5 941
Special Needs Transport and Rural Schools Service Payments	3 794	3 442
Building and Facilities Operating Costs	2 493	2 418
Contractors and Consultants	1 592	1 443
Information Technology and Telecommunications	1 527	1 366
Finance, Procurement and Human Resources Service Charges	1 255	1 363
Support Vehicles and Fuel Charges	859	911
Audit Fees ^b	133	132
Other	2 043	2 084
Total Supplies and Services	43 784	42 180

- a) Fuel expense increased as a result of the average fuel price rising by 10 percent in 2018-19 and additional service increasing fuel usage by 6 percent.
- b) Audit fees are paid to the ACT Audit Office for the audit of financial statements and the limited assurance engagement on the Statement of Performance. No other services were provided by the ACT Audit Office.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 9 DEPRECIATION AND AMORTISATION

Amortisation is used in relation to intangible assets and depreciation is applied to physical assets such as buildings, leasehold improvements, buses and plant and equipment. Land and the community and heritage asset have unlimited useful lives and are therefore not depreciated.

All depreciation is calculated after first deducting any residual values which remain for each asset.

Depreciation and amortisation for non-current assets is determined as follows:

Class of Asset	Depreciation/ Amortisation	Useful Life (Years)
Buildings	Straight Line	50
Leasehold Improvements	Straight Line	10
Buses	Straight Line	20-30
Plant and Equipment	Straight Line	2-20
Internally Generated Intangibles	Straight Line	5

The useful lives of all major assets held by ACTION are reassessed on an annual basis.

	2019	2018
	\$'000	\$'000
Buses	8 191	7 335
Plant and Equipment	2 228	2 811
Buildings	1 267	1 143
Intangibles and Leasehold Improvements	138	138
Total Depreciation and Amortisation	11 824	11 427

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 10 WAIVERS, IMPAIRMENT LOSSES AND WRITE-OFFS

Under Section 131 of the *Financial Management Act 1996* (FMA) the Treasurer may, in writing, waive the right to payment of an amount payable to the Territory. ACTION did not request the Treasurer's approval to waive any debts in 2018-19 (Nil in 2017-18).

Waivers, impairment losses and write-offs are included in other expenses.

	No.	2019 \$'000	No.	2018 \$'000
Impairment Losses				
<i>Impairment Loss from Receivables</i>				
Trade Receivables	54	9	31	21
<i>Total Impairment Loss from Receivables</i>	<u>54</u>	<u>9</u>	<u>31</u>	<u>21</u>
<i>Impairment Loss from Inventory</i>				
Inventory		7		33
<i>Total Impairment Loss from Inventory</i>		<u>7</u>		<u>33</u>
<i>Impairment Loss from Property, Plant and Equipment</i>				
Property, Plant and Equipment	10	3	20	1 479
<i>Total Impairment Loss from Property, Plant and Equipment</i>	<u>10</u>	<u>3</u>	<u>20</u>	<u>1 479</u>
Total Impairment Losses	<u>64</u>	<u>19</u>	<u>51</u>	<u>1 533</u>
Write-Offs				
Asset Write-Offs	-	-	3	14
Irrecoverable Debts	6	4	2	1
Total Write-Offs	<u>6</u>	<u>4</u>	<u>5</u>	<u>15</u>
Total Waivers, Impairment Losses and Write-Offs	<u><u>70</u></u>	<u><u>23</u></u>	<u><u>56</u></u>	<u><u>1 548</u></u>

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

ASSET NOTES

Assets – Current and Non-Current

Assets are classified as current where they are expected to be realised within 12 months after the reporting date. Assets which do not fall within the current classification are classified as non-current.

NOTE 11 CASH AND CASH EQUIVALENTS

ACTION holds two bank accounts with the Westpac Banking Corporation as part of the whole of government banking arrangements. As part of these arrangements, ACTION does not receive interest on these accounts.

	2019	2018
	\$'000	\$'000
Cash at Bank	10 428	11 398
Cash on Hand	191	94
Total Cash and Cash Equivalents	10 619	11 492

ACTION

Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 12 RECEIVABLES

Accounts Receivable (including Trade and Other Receivables) are measured at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement (see Note 10 - Waivers, Impairment Losses and Write-Offs).

Impairment Loss - Receivables

The Allowance for Impairment Losses represents the value of Trade Receivables and Other Receivables ACTION estimates will not be paid. The Allowance for Impairment Losses is based on objective evidence and a review of overdue balances. The application of AASB 9 Financial Instruments has resulted in nil impact to the allowance.

The amount of the expected credit loss is recognised in the Operating Statement for Receivables. When ACTION ceases action to collect the debt as it considers that it will cost more to recover the debt than the debt is worth, impairment losses are written-off and the Receivables are reduced.

Trade Receivables arise from the sale of MyWay credit by registered agents, concession payments by CMTEDD, recovery of charges from other directorates, recovery of accident damages and the provision of charter services.

	2019	2018
	\$'000	\$'000
Trade Receivables ^a	1 510	236
Less: Allowance for Impairment Losses	(94)	(85)
Other Current Receivables	4	11
	1 420	162
Accrued Revenue	1 484	1 411
Net Goods and Services Tax Receivable	7	230
	1 491	1 641
Total Receivables	2 911	1 803

- a) The increase in Trade Receivables relates to the concession payment receivable for the provision of discounted travel to the public in May outstanding at 30 June 2019.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 12 RECEIVABLES – CONTINUED

Ageing of Receivables

	Not Overdue \$'000	Overdue			Total \$'000
		Less than 30 Days \$'000	30 to 60 Days \$'000	Greater than 60 Days \$'000	
2019					
Not Impaired					
Receivables	2 780	9	22	100	2 911
Impaired					
Receivables	7	2	-	85	94
2018					
Not Impaired					
Receivables	1 644	5	3	151	1 803
Impaired					
Receivables	-	-	-	85	85

An impairment loss from receivables was recognised on an incurred loss basis.

	2019 \$'000	2018 \$'000
Classification of ACT Government/Non-ACT Government		
Receivables from ACT Government Entities		
Accrued Revenue	826	769
Net Trade Receivables	1 267	56
Other Receivables	3	-
Total Receivables from other ACT Government Entities	2 096	825
Receivables from Non-ACT Government Entities		
Accrued Revenue	658	642
Net Goods and Services Tax Receivable	7	230
Net Trade Receivables	149	95
Other Receivables	1	11
Total Receivables from Non-ACT Government Entities	815	978
Total Receivables	2 911	1 803

The maximum exposure to credit risk at the end of the reporting period for Receivables is the carrying amount of the asset inclusive of any Allowance for Impairment as shown in the table above.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 13 INVENTORIES

Inventories are held for distribution and valued at weighted average cost and adjusted when applicable for any loss of service potential. Weighted average cost comprises the purchase price of Inventories averaged over the number of units held for each Inventory item. Trade discounts, rebates and other similar items are deducted in determining the costs of purchase. Any adjustments required for a loss in service potential are determined using the weighted average cost less the value of any impairment associated with the inventory items with the difference expensed in the Operating Statement.

	2019	2018
	\$'000	\$'000
Diesel	176	218
Bus Spare Parts	3 569	3 384
Less: Allowance for Obsolete Inventories	(287)	(280)
Total Inventories	3 458	3 322

ACTION

Notes to and Forming Part of the Financial Statements For the Year Ended 30 June 2019

NOTE 14 PROPERTY, PLANT AND EQUIPMENT

Acquisition and Recognition

Property, Plant and Equipment is initially recorded at cost.

Where Property, Plant and Equipment is acquired at no cost or minimal cost, cost is its fair value as at the date of acquisition. However, Property, Plant and Equipment acquired at no cost or minimal cost as part of a restructuring of administrative arrangements is measured at the transferor's book value.

The capitalisation threshold for Property, Plant and Equipment is \$5,000.

Measurement After Initial Recognition

Property, Plant and Equipment is measured at fair value.

All assets are revalued every three years. An independent qualified valuer performed a valuation of Land and Buildings and Buses in May 2017, and Plant and Equipment and Heritage assets in June 2018. However, if at any time management considers that the carrying amount of an asset materially differs from its fair value then the assets will be revalued regardless of when the last valuation took place. Any accumulated depreciation relating to buildings, buses, and plant and equipment at the date of revaluation is written back against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Significant Judgements and Estimates

Impairment of Non-Current Assets: ACTION has made a significant judgement regarding its impairment of its non-current assets by undertaking a process of reviewing any likely impairment factors by completing an impairment checklist. Where an impairment factor is identified the value of the impairment is recognised against the available carrying amount for the relevant asset class in the Asset Revaluation Surplus. Where the impairment loss is greater than the balance in the Asset Revaluation Surplus for the relevant class of asset, the difference is expensed in the Operating Statement. Any impairment loss on a non-revalued asset is expensed in the Operating Statement.

Estimation of Useful Lives of Property, Plant and Equipment: ACTION has made a significant estimate in determining the useful lives of its Property, Plant and Equipment. The estimation of useful lives of Property, Plant and Equipment has been based on the historical experience of similar assets and in some cases has been based on advice provided by the external valuers RHAS and AON Risk Services Australia Limited. The useful lives are re-assessed on an annual basis and any adjustments are made when considered necessary.

Accounting for Components of Buses: ACTION has made a significant judgement regarding the recognition and depreciation of each bus, including significant components. ACTION has assessed that the useful lives of significant components of each bus, such as the engine and transmission, are the same as the main component, the bus chassis. Therefore, ACTION accounts for each bus, including all significant components, as one asset and depreciates it over the assessed useful life.

Non-financial assets that have previously been impaired are reviewed for possible reversal of impairment at each reporting date.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 14 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Property, plant and equipment includes the following classes of assets:

- **Land** includes leasehold land at Tuggeranong, Woden and Belconnen bus depots.
- **Buildings** include bus depots and land improvements. Land improvements includes parking lots and retaining walls.
- **Buses** represents ACTION fleet vehicles used in the service of the bus network.
- **Plant and Equipment** includes furniture and fittings, workshop plant and equipment, office equipment and My Way smartcard ticketing equipment.
- **Other Assets** includes a heritage bus owned by ACTION and fit-out in a leased building.

	2019	2018
	\$'000	\$'000
Land and Buildings		
Land at Fair Value	36 135	36 135
Total Land	36 135	36 135
Buildings at Fair Value	20 828	19 424
Less: Accumulated Depreciation	(2 499)	(1 232)
Total Buildings	18 329	18 192
Total Land and Buildings	54 464	54 327
Buses		
Buses at Fair Value	130 750	108 410
Less: Accumulated Depreciation	(16 143)	(7 952)
Total Buses	114 607	100 458
Plant and Equipment		
Plant and Equipment at Fair Value	13 605	12 767
Less: Accumulated Depreciation	(2 231)	(3)
Total Plant and Equipment	11 374	12 764
Other Assets		
Heritage Asset at Fair Value	20	20
Leasehold Improvements at Cost	17	17
Less: Accumulated Depreciation	(5)	(4)
Total Other Assets	32	33
Total Property, Plant and Equipment	180 477	167 582

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 14 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Reconciliation of Property, Plant and Equipment

	Land \$'000	Buildings \$'000	Buses \$'000	Plant and Equipment \$'000	Other Assets \$'000	Total \$'000
2019						
Carrying Amount at the Beginning of the Reporting Period	36 135	18 192	100 458	12 764	33	167 582
Additions	-	-	-	49	-	49
Transfer from Capital Works in Progress	-	1 404	22 345	791	-	24 540
Depreciation	-	(1 267)	(8 191)	(2 228)	(1)	(11 687)
Disposals	-	-	(2)	(2)	-	(4)
Impairment Losses Recognised in the Operating (Deficit)	-	-	(3)	-	-	(3)
Carrying Amount at the End of the Reporting Period	36 135	18 329	114 607	11 374	32	180 477
2018						
Carrying Amount at the Beginning of the Reporting Period	25 500	18 561	101 429	14 071	35	159 596
Additions	-	-	-	50	-	50
Transfer from Capital Works in Progress	-	774	6 382	189	-	7 345
Revaluation Increment recognised in Other Comprehensive Income	-	-	-	1 465	-	1 465
Impairment Losses Recognised in Other Comprehensive Income	-	-	-	(81)	-	(81)
Depreciation	-	(1 143)	(7 335)	(2 811)	(2)	(11 291)
Disposals	-	-	(4)	(119)	-	(123)
Impairment Losses Recognised in the Operating (Deficit)	-	(1 436)	(14)	(29)	-	(1 479)
Transfer from CMTEDD	10 635	1 436	-	29	-	12 100
Carrying Amount at the End of the Reporting Period	36 135	18 192	100 458	12 764	33	167 582

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 14 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Fair Value Hierarchy

The Fair Value Hierarchy below reflects the significance of the inputs used in determining fair value. The Fair Value Hierarchy is made up of the following three levels:

- Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities that ACTION can access at the measurement date;
- Level 2 – inputs other than quoted prices included within Level 1 that are observable for assets or liabilities, either directly or indirectly; and
- Level 3 – inputs that are unobservable for particular assets or liabilities.

Details of ACTION's Property, Plant and Equipment at fair value and information about the Fair Value Hierarchy are as follows:

Classification According to Fair Value Hierarchy 2019

	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
Property, Plant and Equipment at Fair Value				
Land	-	25 500	10 635	36 135
Buildings	-	-	18 329	18 329
Buses	-	861	113 746	114 607
Plant and Equipment	-	139	11 235	11 374
Other Assets	-	20	12	32
	-	26 520	153 957	180 477

Classification According to Fair Value Hierarchy 2018

	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
Property, Plant and Equipment at Fair Value				
Land	-	25 500	10 635	36 135
Buildings	-	-	18 192	18 192
Buses	-	1 183	99 275	100 458
Plant and Equipment	-	179	12 585	12 764
Other Assets	-	20	13	33
	-	26 882	140 700	167 582

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 14 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Valuation Techniques, Inputs and Processes

Level 3 Valuation Techniques and Significant Unobservable Inputs

Buildings

Valuation Technique: buildings were considered specialised and measured using the cost approach.

Significant Unobservable Inputs: in determining the value of buildings regard was given to the age and condition of the assets, their estimated replacement cost and current use. This required the use of data internal to ACTION.

Combined Level 2 and Level 3 Techniques and Inputs

Land

Valuation Technique: the valuation technique used to value land is the market approach that reflects transaction prices for similar properties (comparable in location and size).

Inputs: prices and other relevant information generated by market transactions involving comparable land were considered. Regard was taken of the Crown Lease terms and tenure, the Tuggeranong Town Centre Master Plan and the Belconnen Town Centre Master Plan, where applicable, as well as current zoning. The market approach was used in determining the value of the Woden Depot site however unobservable inputs are evident in the most recent valuation.

Buses

Valuation Technique: valuation for buses uses both the market and cost techniques, depending on the age and type of bus.

Observable and Unobservable Inputs: depending on the existence or absence of secondary market activity for compressed natural gas (CNG) buses or diesel buses less than or greater than nine years old, either cost or market factors, such as market transactions of comparable vehicles and replacement cost, are considered in valuing the fleet.

Plant and Equipment

Valuation Technique: valuation for plant and equipment is predominantly measured using the market valuation approach where a secondary sales market is shown to exist. Specialised plant and equipment such as fuel installations, CCTV and spray booths are measured at fair value using the depreciated replacement cost.

Observable and Unobservable Inputs: in determining the value of plant and equipment regard was given to the existence of a secondary sales market involving assets comparable in age and condition. Where there is an absence of a secondary sales market, consideration is given to the age and condition of the assets, their estimated replacement cost and current use. This required the use of data internal to ACTION.

There has been no change to the above valuation techniques during the reporting period.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 14 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Fair Value Measurements using Significant Unobservable Inputs (Level 3)

	Land \$'000	Buildings \$'000	Buses \$'000	Plant and Equipment \$'000	Other Assets \$'000
Fair Value at the Beginning of the Reporting Period	10 635	18 192	99 275	12 585	13
Additions	-	-	-	49	-
Transfer from Capital Works in Progress	-	1 404	22 345	791	1
Depreciation	-	(1 267)	(7 874)	(2 188)	(1)
Impairment Losses Recognised in the Operating (Deficit)	-	-	-	(2)	-
Fair Value at the End of the Reporting Period	10 635	18 329	113 746	11 235	13

2018

	Land \$'000	Buildings \$'000	Buses \$'000	Plant and Equipment \$'000	Other Assets \$'000
Fair Value at the Beginning of the Reporting Period	-	18 561	99 912	13 882	35
Additions	-	-	-	50	-
Transfer from Capital Works in Progress	-	774	6 382	189	-
Revaluation (Decrement) Recognised in Other Comprehensive Income	-	-	-	1 409	-
Impairment Losses Recognised in Other Comprehensive Income	-	-	-	(81)	-
Depreciation	-	(1 143)	(7 015)	(2 745)	(2)
Impairment Losses Recognised in the Operating (Deficit)	-	(1 436)	-	(29)	-
Disposals	-	-	-	(119)	-
Transfer from Level 2	-	-	(4)	-	(20)
Transfers from Other Directorate	10 635	1 436	-	29	-
Fair Value at the End of the Reporting Period	10 635	18 192	99 275	12 585	13

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 15 CAPITAL WORKS IN PROGRESS

	2019	2018
	\$'000	\$'000
Buses	-	8 077
Depot Upgrades	38	916
Other	-	113
Total Capital Works in Progress	38	9 106

- a) The reduction in Capital Works in Progress represents the completion of projects within the financial year. In particular the first tranche of the bus replacement project which saw 38 buses placed in service in 2018-19. Several of the replacement buses had instalment payments recognised as work in progress at 30 June 2018.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 15 CAPITAL WORKS IN PROGRESS – CONTINUED

Reconciliation of Capital Works in Progress		Buildings \$'000	Buses \$'000	Plant and Equipment \$'000	Total \$'000
2019					
	Carrying Amount at the Beginning of the Reporting Period	916	8 077	113	9 106
	Additions	423	14 306	756	15 485
	Completed and Transferred to Property, Plant and Equipment	(1 404)	(22 345)	(791)	(24 540)
	Completed and Expensed	(24)	-	(78)	(102)
	Transferred from TCCS	89	-	-	89
	Carrying Amount at the End of the Reporting Period	-	38	-	38
2018					
	Carrying Amount at the Beginning of the Reporting Period	-	2 503	-	2 503
	Additions	1 737	12 193	374	14 304
	Completed and Transferred to Property, Plant and Equipment	(774)	(6 382)	(189)	(7 345)
	Completed and Expensed	(47)	(237)	(72)	(356)
	Carrying Amount at the End of the Reporting Period	916	8 077	113	9 106

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

LIABILITY NOTES

Liabilities – Current and Non-Current

Liabilities are classified as current when they are due to be settled within 12 months after the reporting date or ACTION does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date. Liabilities which do not fall within the current classification are classified as non-current.

NOTE 16 PAYABLES

Payables are initially recognised at fair value based on the transaction cost and subsequent to initial recognition at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement. All amounts are normally settled within 30 days after the invoice date.

	2019	2018
	\$'000	\$'000
Trade Payables	60	1
Other Payables	1	52
Accrued Expenses	1 568	2 024
Total Current Payables	1 629	2 077
All Payables are not overdue.		
Classification of ACT Government/Non-ACT Government Payables		
Payables with ACT Government Entities		
Trade Payables	8	-
Other Payables	-	34
Accrued Expenses	189	205
Total Payables with ACT Government Entities	197	239
Payables with Non-ACT Government Entities		
Trade Payables	52	1
Other Payables	1	18
Accrued Expenses	1 379	1 819
Total Payables with Non-ACT Government Entities	1 432	1 838
Total Payables	1 629	2 077

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 17 INTEREST-BEARING LIABILITIES

Interest-bearing liabilities are financial liabilities. They are measured at amortised cost with any adjustments to the carrying amount being recorded in the Operating Statement. The associated interest expense is recognised in the reporting period in which it occurs.

ACTION has Commonwealth Government borrowings that were obtained at the time of self-government and are being repaid through principal and interest payments to the Territory Banking Account, which then pays the Commonwealth Government. The fixed interest rate for these borrowings is 12.57% and the principal will be fully repaid during 2022-23.

	2019	2018
	\$'000	\$'000
Current Interest-Bearing Liabilities		
Unsecured		
Commonwealth Borrowings	341	341
Total Current Borrowings	341	341
Non-Current Interest-Bearing Liabilities		
Commonwealth Borrowings	1 023	1 364
Total Non-Current Borrowings	1 023	1 364
Total Interest-Bearing Liabilities	1 364	1 705

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 18 EMPLOYEE BENEFITS

Accrued Employee Benefits

Accrued Employee Benefits are measured at the amount that remains unpaid to employees at the end of the reporting period.

Significant Judgements and Estimates relating to Annual and Long Service Leave

Annual and Long Service Leave including applicable on-costs that are not expected to be wholly settled within 12 months after the end of the reporting period when the employees render the related service, are measured at the present value of estimated future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to the future wage and salary levels, experience of employee departures and periods of service. At the end of each reporting period, the present value of the future Annual Leave and Long Service Leave payments is estimated using market yields on Commonwealth Government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows.

Annual Leave liabilities have been estimated on the assumption that they will be wholly settled within three years. In 2018-19 the rate used to estimate the present value of future Annual Leave payments is 101.6% (99.7% in 2017-18).

In 2018-19, the rate used to estimate the present value of future payments for Long Service Leave is 110.1% (100.9% in 2017-18).

The Long Service Leave liability is estimated with reference to future wages and salary levels, experience of employee departures, probability that leave will be taken in service and the minimum period of qualifying service. For employees with less than the required minimum period of seven years qualifying service, the probability that employees will reach the required minimum period has been taken into account in estimating the provision for Long Service Leave and applicable on-costs.

The provision for Annual Leave and Long Service Leave includes estimated on-costs. As these on-costs only become payable if the employee takes Annual and Long Service Leave while in-service, the probability that employees will take Annual and Long Service Leave while in service has been taken into account in estimating the liability for on-costs.

The significant judgements and assumptions included in the estimation of Annual and Long Service Leave liabilities include an assessment by an actuary. This assessment is performed every 3 years. However it may be performed more frequently if there is a significant change in the parameters underlying this assessment. The Australian Government Actuary performed this assessment in April 2019. The next actuarial review is expected to be undertaken by early 2022.

Annual Leave and Long Service Leave liabilities are classified as current liabilities in the Balance Sheet where there are no unconditional rights to defer the settlement of the liability for at least 12 months. Conditional long service leave liabilities are classified as non-current because the agency has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 18 EMPLOYEE BENEFITS – CONTINUED

	2019	2018
	\$'000	\$'000
Current Employee Benefits		
Long Service Leave ^a	15 599	13 648
Annual Leave	8 339	7 642
Accrued Employee Benefits	2 499	3 588
Total Current Employee Benefits	26 437	24 878
Non-Current Employee Benefits		
Long Service Leave	1 093	1 014
Total Non-Current Employee Benefits	1 093	1 014
Total Employee Benefits	27 530	25 892
Estimate of when Leave is Payable		
Estimated Amount Payable within 12 Months		
Long Service Leave	1 202	1 475
Annual Leave	4 774	4 618
Accrued Employee Benefits	2 499	3 588
Total Employee Benefits Payable within 12 Months	8 475	9 681
Estimated Amount Payable after 12 Months		
Long Service Leave	15 490	13 187
Annual Leave	3 565	3 024
Total Employee Benefits Payable after 12 Months	19 055	16 211
Total Employee Benefits	27 530	25 892

At 30 June 2019, ACTION employed 889 FTE staff, compared to 863 FTE in 2018. The increase in current year FTE is attributed to increased operational staff required to meet additional bus services.

- a) The increase represents movement in the present value factor used in the estimation of long service leave liabilities from 100.9 percent in 2017-18 to 110.1 percent in 2018-19 impacting the liability by \$1.4 million.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 19 OTHER LIABILITIES

Revenue received in advance is recognised as a liability if there is a present obligation to return the funds received, otherwise all are recorded as revenue. Revenue received in advance relates to prepaid balance on My Way cards which will be recognised as revenue when the service is delivered through the deduction of fares.

	2019	2018
	\$'000	\$'000
Revenue Received in Advance ^a	6 438	5 331
Total Current Other Liabilities	6 438	5 331

- a) In 2018-19 the number of MyWay cards increased by 17 percent and the average prepaid balance maintained on these cards increased by 2 per cent. This result is mainly driven by the requirement to hold a MyWay card to access the incentive of one month of free travel on the new public transport network encouraging a shift towards the use of prepaid travel.

EQUITY NOTES

NOTE 20 EQUITY

Movements In Asset Revaluation Surplus during the Reporting Period

The Asset Revaluation Surplus is used to record the increments and decrements in the value of Property, Plant and Equipment.

Balance at the Beginning of the Reporting Period	45 785	44 401
Impairment Adjustment to Buildings	-	(37)
Increment in Plant and Equipment due to Revaluation	-	1 465
Impairment Adjustment to Plant and Equipment	-	(44)
Total Increase in the Asset Revaluation Surplus	-	1 384
Balance at the End of the Reporting Period	45 785	45 785

ACTION

Notes to and Forming Part of the Financial Statements

For the Year Ended 30 June 2019

OTHER NOTES

NOTE 21 FINANCIAL INSTRUMENTS

Credit Risk

Credit risk is the risk that one party to a Financial Instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

At 30 June 2019, ACTION holds Cash and Cash Equivalents with Westpac Banking Corporation and as such, ACTION considers the credit risk associated with these financial assets to be low.

ACTION's credit risk is limited to the amount of the Receivables it holds net of any Allowance for Impairment. ACTION manages its credit risk for Receivables by regularly monitoring its Receivables, through active follow up of outstanding Receivables and by issuing monthly statements to overdue accounts where required.

There has been no significant change in credit risk exposure since the last reporting period.

Trade Receivables are always measured at lifetime expected credit losses.

Liquidity Risk

Liquidity risk is the risk that ACTION will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

ACTION's main financial obligations relate to the purchases of Supplies and Services, Employee and Superannuation Expenses, and Borrowing Costs, including interest and principal repayments.

The main source of cash to pay these obligations is from service payments from the ACT Government, which are paid through TCCS on a fortnightly basis, and fares. ACTION manages its liquidity risk through forecasting service payment requirements to enable the payment of anticipated obligations. Therefore, liquidity risk is assessed to be low and management of this risk has not changed since the last reporting period.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market rates.

The interest rate for the Commonwealth borrowings is fixed for the entire period of the loan. ACTION does not earn interest on its bank account or receivables. ACTION assesses there to be no exposure to interest rate risk.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 21 FINANCIAL INSTRUMENTS – CONTINUED

Carrying Amounts and Fair Value of Financial Assets and Liabilities

	Note No.	Carrying Amount 2019 \$'000	Fair Value Amount 2019 \$'000	Carrying Amount 2018 \$'000	Fair Value Amount 2018 \$'000
Financial Assets					
Cash and Cash Equivalents	11	10 619	10 619	11 492	11 492
Receivables	12	1 420	1 420	162	162
Total Financial Assets		12 039	12 039	11 654	11 654
Financial Liabilities					
Payables	16	61	61	53	53
Commonwealth Borrowings	17	1 364	1 792	1 705	2 207
Revenue Received in Advance ^a	19	6 438	1 203	5 331	1 052
Total Financial Liabilities		7 863	3 056	7 089	3 312

- a) The carrying amount for Revenue Received in Advance represents the credit balances on MyWay cards for prepaid travel which is yet to be used. Fair Value represents the amount ACTION would be obligated to refund card holders once the \$25 administration fee to process refunds has been applied.

Carrying Amount of Financial Assets and Financial Liabilities

	2019 \$'000	2018 \$'000
Financial Assets		
Financial Assets Measured at Amortised Cost	1 420	162
Financial Liabilities		
Financial Liabilities Measured at Amortised Cost	7 863	7 089

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 21 FINANCIAL INSTRUMENTS – CONTINUED

The following table sets out ACTION's maturity analysis for financial assets and liabilities as well as the exposure to interest rates at 30 June 2019. Except for Commonwealth Borrowings which has a fixed interest rate, financial assets and liabilities are non-interest bearing and will mature in one year or less. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

	Note No.	Weighted Average Interest Rate	Fixed Interest Maturing In:			Non-Interest Bearing \$'000	Total \$'000
			1 Year or Less \$'000	Over 1 Year to 5 Years \$'000	Over 5 Years \$'000		
Financial Instruments							
Financial Assets							
Cash and Cash Equivalents	11		-	-	-	10 619	10 619
Receivables	12		-	-	-	1 420	1 420
Total Financial Assets			-	-	-	12 039	12 039
Financial Liabilities							
Payables	16		-	-	-	61	61
Commonwealth Borrowings	17	12.57%	512	1 280	-	-	1 792
Revenue Received in Advance	19		-	-	-	6 438	6 439
Total Financial Liabilities			512	1 280	-	6 499	8 292
Net Financial (Liabilities)/Assets			(512)	(1 280)	-	5 540	3 747

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 21 FINANCIAL INSTRUMENTS – CONTINUED

The following table sets out ACTION's maturity analysis for financial assets and liabilities as well as the exposure to interest rates at 30 June 2018. Except for Commonwealth Borrowings which has a fixed interest rate, financial assets and liabilities are non-interest bearing and will mature in one year or less. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

	Note No.	Weighte Average Interest Rate	Fixed Interest Maturing In:			Non-Interest Bearing \$'000	Total \$'000
			1 Year or Less \$'000	Over 1 Year to 5 Years \$'000	Over 5 Years \$'000		
Financial Instruments							
Financial Assets							
Cash and Cash Equivalents	11		-	-	-	11 492	11 492
Receivables	12		-	-	-	162	162
Total Financial Assets			-	-	-	11 654	11 654
Financial Liabilities							
Payables	16		-	-	-	53	53
Commonwealth Borrowings	17	12.57%	555	1 793	-	-	2 348
Revenue Received in Advance	19		-	-	-	5 331	5 331
Total Financial Liabilities			555	1 793	-	5 384	7 732
Net Financial (Liabilities)/ Assets			(555)	(1 793)	-	6 270	3 922

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 22 COMMITMENTS

	2019	2018
	\$'000	\$'000
Capital Commitments		
Capital Commitments contracted at reporting date that have not been recognised as liabilities are as follows:		
Payable:		
Within one year	-	14 713
Total Capital Commitments	-	14 713

- a) At 30 June 2018, ACTION had Capital Commitments predominantly relate to the amount owing for buses which were completed and transferred to Property, Plant and Equipment in 2018-19. There is no current contractual commitment to purchase buses.

Other Commitments

Other Commitments contracted at reporting date that have not been recognised as liabilities are as follows:

Payable:		
Within one year	1 971	3 431
Total Other Commitments	1 971	3 431

Operating Lease Commitments

Non-Cancellable Operating Lease Commitments

Non-cancellable operating commitments are payable as follows:

Within one year	192	721
Later than one year but not later than five years	83	258
Later than five years	4	5
Total Operating Lease Commitments	279	984

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 23 CONTINGENT LIABILITIES

Contingent Liabilities

ACTION is subject to various claims at the reporting date related to accidents which are insured through the ACT Insurance Authority with the contingent liability limited to the \$10,000 insurance excess payable on each claim.

	2019	2018
	\$'000	\$'000
Legal Claims	440	360
Total Contingent Liabilities	440	360

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 24 INCOME TAX EQUIVALENTS

ACTION falls within the 'National Tax Equivalents Regime' and is required to calculate income tax in accordance with the *Income Tax Assessment Act 1997* and *Income Tax Assessment Act 1936* and to account for the resulting amounts under the requirements of Australian Accounting Standard AASB 112 Income Taxes. ACTION has significant carry-forward tax losses that are unlikely to be recovered in the future.

ACTION is exempt from paying federal income tax. However, ACTION is required to calculate tax equivalents that would have been payable under the 'National Tax Equivalent Regime'.

The net deferred tax effects relating to tax losses and temporary differences have not been recognised as it is not probable that the tax benefits from these assets will be recouped in the future.

	2019	2018
	\$'000	\$'000
(a) Components of Income Tax Equivalents Expense/(Income)		
Current Tax Equivalents (Income)	(3 123)	(5 768)
Deferred Tax Equivalents (Income)/Expense Relating to the Origination and Reversal of Temporary Differences	(1 312)	1 007
Tax Effect of Tax Losses not Recognised	4 435	4 761
	-	-
	-	-

(b) Income Tax Equivalents Expense/(Income)

The prima facie income tax expense/(income) on pre-tax accounting profit from operations reconciles to the income tax expense/(income) in the financial statements as follows:

Loss from Operations	(14 711)	(3 767)
Income Tax Equivalents (Income) Calculated at 30%	(4 413)	(1 130)
	(4 413)	(1 130)
Non-Assessable Permanent Differences	(22)	(3 631)
Tax Effect of Tax Losses not Recognised	4 435	4 761
	-	-
	-	-

The tax rate used in the above reconciliation is the corporate tax rate of 30% payable by Australian corporate entities on taxable profits under Australian Tax Law. There has been no change in the corporate tax rate from the previous reporting period.

(c) Income Tax Recognised Directly in Equity

Deferred Tax Asset from Revaluation of Assets	-	565
Tax Effect of Tax Losses not Recognised	-	(565)
	-	-
	-	-

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 24 INCOME TAX EQUIVALENTS – CONTINUED

	2019	2018
	\$'000	\$'000
(d) Recognised Deferred Tax Balances		
The following deferred tax balances have been recognised in the accounts:		
Liabilities on Temporary Differences	(12 432)	(12 444)
Assets Relating to:		
Inventories	86	84
Trade and Other Receivables	28	26
Intangibles	109	81
Accrued Expenditure	360	331
Employee Entitlements	7 510	6 692
Tax Losses Carried Forward	4 339	5 230
	-	-
(e) Unrecognised Deferred Tax Balances		
The following deferred tax assets have not been brought to account as		
Tax Losses - Revenue	40 074	36 060
	40 074	36 060

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 25 CASH FLOW RECONCILIATION

	2019 \$'000	2018 \$'000
(a) Reconciliation of Cash and Cash Equivalents at the End of the Reporting Period in the Cash Flow Statement to the Equivalent Items in the Balance Sheet		
Cash and Cash Equivalents Recorded in the Balance Sheet	10 619	11 492
Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Cash Flow Statement	10 619	11 492
(b) Reconciliation of Operating (Deficit) to Net Cash Inflows/(Outflows) from Operating Activities		
Operating (Deficit)	(14 711)	(3 767)
Add/(Less) Non-Cash Items		
Depreciation and Amortisation	11 824	11 427
Impairment Losses	19	1 533
Expensing of Capital Works in Progress	102	-
Net Revaluation Adjustments	-	-
Net Assets transferred (from) Other ACT Government Entities	(89)	(12 100)
Add/(Less) Items Classified as Investing or Financing		
Payable Relating to Capital Assets	431	25
Net (Gain)/Loss on Disposal of Assets	-	(44)
Assets Write-off	-	14
Cash Before Changes in Operating Assets and Liabilities	(2 424)	(2 912)
Changes in Operating Assets and Liabilities		
(Increase)/Decrease in Receivables	(1 117)	603
(Increase)/Decrease in Inventories	(136)	56
Decrease in Other Assets	241	22
(Decrease) in Payables	(448)	(209)
Increase in Employee Benefits	1 638	1 969
Increase in Other Liabilities	1 107	749
Net Changes in Operating Assets and Liabilities	1 285	3 190
Net Cash Inflows from Operating Activities	(1 139)	278

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 26 EVENTS OCCURING AFTER BALANCE DATE

Transport Canberra Operations

From 1 July 2019, ACTION was renamed Transport Canberra Operations and include functions related to Light Rail Stage 1 operations and other transport functions, including contract and asset management, network planning and transport systems, transferred from the Transport Canberra and City Services Directorate. This has resulted in the transfer of assets and liabilities relating to Light Rail Stage 1 and other transport functions along with the transfer of 19 full time equivalent staff.

The financial effect of these events is not reflected in the Financial Statements.

ACTION

Notes to and Forming Part of the Financial Statements

For the Year Ended 30 June 2019

NOTE 27 RELATED PARTY DISCLOSURES

A related party is a person that controls or has significant influence over the reporting entity, or is a member of the Key Management Personnel (KMP) of the reporting entity or its parent entity, and includes their close family members and entities in which the KMP or/and their close family members individually or jointly have controlling interests.

KMP are those persons having authority and responsibility for planning, directing and controlling the activities of ACTION, directly or indirectly.

KMP of ACTION are the Portfolio Minister, Director-General of TCCS and certain members of the Senior Management Team.

The Head of Service and the ACT Executive comprising the Cabinet Ministers are KMP of the ACT Government and therefore related parties of ACTION.

This note does not include typical citizen transactions between the KMP and ACTION that occur on terms and conditions no different to those applying to the general public.

Controlling Entity

ACTION is an ACT Government controlled entity.

Key Management Personnel

(i) Compensation of Key Management Personnel

Compensation of all Cabinet Ministers, including the Portfolio Minister, is disclosed in the Note on related party disclosures included in the ACT Executive's Financial Statements for the year ended 30 June 2019.

Compensation of the Head of Service is included in the Note on related party disclosures included in CMTEDD's Financial Statements for the year ended 30 June 2019.

The KMP of ACTION are employees of TCCS and are paid compensation by TCCS. Further details of compensation for these KMP are contained in the TCCS Financial Statements for the year ended 30 June 2019. There were no other transactions between ACTION and KMP.

Transactions with other ACT Government Controlled Entities

All transactions with ACT Government controlled entities are disclosed in the relevant Notes to the Financial Statements of ACTION.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 28 BUDGETARY REPORTING

Original Budget refers to the amounts presented to the Legislative Assembly in respect to the reporting period in the 2018-19 Budget Statements. These amounts have not been adjusted to reflect supplementary appropriation or appropriation instruments.

The following are brief explanations of major line item variances between budget estimates and actual outcomes. Variances are major variances if both of the following criteria are met:

- (a) The line item is a significant line item: where either the line item actual amount accounts for more than 10% of the relevant associated category (Income, Expenses and Equity totals) or more than 10% of the sub-element (e.g. Current Liabilities and Receipts from Operating Activities totals) of the financial statements; and
- (b) The variances (original budget to actual) are greater than plus (+) or minus (-) 10% of the budget for the financial statement line item.

Balance Sheet Line Items	Actual 2018-19 \$'000	Original Budget 2018-19 \$'000	Variance \$'000	Variance %	Variance Explanation
Cash and Cash Equivalents	10 619	7 765	2 854	37	The higher than budget result is due to the 2018-19 actual opening balance being \$2.7 million above the budget opening balance, the cashflow movements for the year are in line with budget.
Current Receivables	2 911	2 438	473	19	The higher than budget result reflects the delayed settlement of May of concessional travel payments of \$1.2 million which the budget assumed would be paid in June 2018-19.
Property, Plant and Equipment	180 478	215 429	(34 951)	(16)	The lower than budget result is due to the delay in purchasing 40 additional buses (\$21.9 million) and construction of the new bus depot at Woden (\$15.0 million) transferred to TCCS for project completion.
Current Employee Benefits	26 432	23 837	2 595	11	The higher than budget result reflects an adjustment to the present value factor used in the measurement of long service leave liability (\$1.4 million) and an unbudgeted increase in the leave balances of new staff to deliver the rapid bus network.
Other Liabilities	6 439	4 810	1 629	34	The higher than budget result is due the trend towards the use of prepaid balances being greater than anticipated in the original budget mainly driven by the requirement to hold a MyWay card in order to access the one month free travel incentive on the new public transport network.

ACTION
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2019

NOTE 28 BUDGETARY REPORTING - CONTINUED

Cash Flow Statement Line Items	Actual 2018-19 \$'000	Original Budget 2018-19 \$'000	Variance \$'000	Variance %	Variance Explanation
Payments for Property, Plant and Equipment	15 969	52 930	(36 961)	(70)	The lower than budget result is due to the delay in purchasing 40 additional buses (\$21.9 million) and construction of the new bus depot at Woden (\$15.0 million) transferred to TCCS for project completion.
Capital Payments from the Transport Canberra and City Services Directorate	16 576	53 253	(36 677)	(69)	The lower than budget capital payments from TCCS is the result of the delayed bus procurement and new bus depot at Woden projects as explained above.

Part 2C Capital Works

TABLE 24: CAPITAL WORKS 2018-2019

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
New Works - Major New Works							
Roads ACT							
More services for our suburbs – Stormwater infrastructure improvements	Jun-19	Jun-20	3,000	3,000	-	504	504
More services for our suburbs – Pavement upgrades	Jun-19	Sep-19	350	350	-	60	60
Keeping our growing city moving – William Slim Drive Duplication (Barton Highway to Ginninderra Drive)	Jun-19	Jul-19	250	250	-	161	161
Keeping our growing city moving – Better customer service delivery for the Rapid Transport Network	Jun-19	Jul-19	1,050	1,050	-	1,010	1,010
Keeping our growing city moving – Better infrastructure for active travel	Jun-22	Jun-22	21,650	21,650	-	1,320	1,320
Keeping our growing city moving – Monaro Highway upgrade	Jun-19	Jun-21	2,000	2,000	-	99	99
Keeping our growing city moving – Pialligo pedestrian upgrades	Jun-19	Aug-19	150	150	-	85	85
Keeping our growing city moving – Safer intersections	Jun-20	Jun-20	8,120	8,120	-	1,028	1,028
Suicide Prevention Infrastructure - Mount Ainslie Dr	Jun-19	Aug-19	300	300	-	261	261
Keeping our growing city moving – Delivering Canberra's new integrated public transport network	Dec-19	Dec-19	500	500	-	-	-

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
More services for our suburbs – Bringing Woden Town Square to life	Jun-20	Jun-21	984	984		23	23
Keeping our growing city moving – Canberra Brickworks Precinct - environmental offsets	Jun-19	Dec-20	1,500	1,500	-	545	545
Keeping our growing city moving – John Gorton Drive and Molonglo River Bridge Crossing – early design	Jun-19	Dec-20	1,250	1,250	-	310	310
ACT NoWaste							
More services for our suburbs – Parkwood estate rehabilitation	Jun-20	Jun-20	4,953	4,953	-	360	360
More services for our suburbs – Better waste management	Jun-21	Jun-21	1,640	1,640	-	35	35
Place Management							
More jobs for our growing city – Better town centres	Jun-21	Jun-21	4,750	4,750	-	927	927
More jobs for our growing city – Micro parks	Jun-19	Aug-19	90	90	-	86	86
More services for our suburbs – Boosting Anketell Street improvements	Jun-19	Jul-19	750	750	-	125	125
More services for our suburbs – More trees	Jun-21	Jun-21	80	80	-	-	-
Sport and Recreation							
More jobs for our growing city – Renewing Higgins Neighbourhood Oval	Jun-20	Jun-20	1,250	1,250	-	493	493
More services for our suburbs – Better facilities at Higgins Neighbourhood Oval	Jun-20	Jun-20	600	600	-	-	-

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
Cemeteries							
More services for our suburbs – Southern Memorial Park Detailed Design	Jun-20	Oct-20	921	921	-	-	-
Chief Operating Officer							
Better Government – Improving customer services delivery	Jun-19	Jul-19	460	460	-	426	426
ACTION							
More support for families and the vulnerable - Keeping Canberrans safe in public places	Jun-22	Jun-22	500	500	-	-	-
Light Rail							
Keeping our growing city moving – Mitchell light rail stop	Jun-19	Jun-20	150	150	-	-	-
Keeping our growing city moving – Light Rail Stage 2 - early planning	Jun-19	Aug-19	12,500	12,500	-	8,474	8,474
Total Major New Works (excluding the capital upgrade program)			69,748	69,748	-	16,332	16,332
Better Infrastructure Fund 2018-2019							
Roads ACT							
Disability Discrimination Act compliant bus stops	May-19	Jun-19	500	500	-	462	462
Relocation of streetlight control panels	May-19	Jun-19	500	500	-	493	493
Traffic signals controllers replacement	May-19	Jun-19	500	500	-	500	500
Retaining walls and structures	May-19	Jun-19	500	500	-	59	59
Bridge components rehabilitation program	May-19	Jun-19	500	300	-	37	37
Upgrade of vehicle safety barriers and pedestrian screens on bridges program	May-19	Jun-19	250	250	-	239	239

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
Urban stormwater upgrade program	May-19	Aug-19	500	250	-	141	141
Dam safety code	May-19	Jun-19	700	700	-	700	700
Sport and Recreation							
Sportsgrounds facilities improvement program	May-19	Jun-19	1,307	1,307	-	1,307	1,307
Water demand management	May-19	Aug-19	540	540	-	386	386
Place Management							
Upgrade of physical safety of Directorate sites	May-19	Jun-19	300	300	-	299	299
Upgrade security at City Presentation maintenance depots	May-19	Jul-19	100	100	-	91	91
Playground safety and compliance program	May-19	Jul-19	300	300	-	185	185
Community and neighbourhood priorities	May-19	Sep-19	1,900	1,900	-	660	660
			8,397	7,947	-	5,559	5,559
Total New Works			78,145	77,695	-	21,891	21,891
Works in Progress 2018-19							
Roads ACT							
Better services in your community – Faster bus travel	Jun-20	Dec-19	1,750	1,750	294	1,417	1,711
Building a better city – Gundaroo Drive duplication – Stage 2	Jun-20	Jun-20	30,000	30,000	5,465	9,966	15,431
Building a better city – Monaro Highway upgrade	Jun-20	Dec-20	2,000	2,000	87	107	194
Building a better city – Pialligo Avenue duplication	Jun-20	Dec-20	4,000	4,000	438	783	1,221
Building a better city – Upgrading stormwater infrastructure on Flemington Road	Jun-19	Oct-19	1,000	1,000	47	155	202

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
Building a better city– Improving Tharwa Village fire fighting water supply	Jun-19	Jan-20	1,427	1,427	163	206	369
Better Roads for Belconnen – Aikman Drive duplication	Nov-17	Aug-19	9,801	9,801	7,463	1,393	8,856
Better Roads for Canberra – Stronger bridges to transport freight	Dec-19	Dec-19	7,700	6,500	3,539	595	4,134
Civic to Gungahlin Corridor Improvements	Jun-16	Dec-19	20,000	24,235	19,968	2,272	22,240
Building a better city – Canberra Brickworks– Access road and Dudley Street upgrade	Jun-20	Dec-20	8,000	8,000	643	558	1,201
Caring for our Environment – Lake Tuggeranong Water Quality Improvement – Stage 2 (Isabella Weir)	Jun-20	Jun-20	9,000	10,200	4,762	3,836	8,598
Improving Our Suburbs – New Molonglo Valley infrastructure	Jun-20	Dec-20	32,970	31,270	7,790	12,487	20,277
Molonglo 2 – Water Quality Control Ponds, Sewers and Cycle path (Design)	Jun-19	Jun-20	1,000	1,000	291	28	319
Urban Renewal Program – Molonglo 3 infrastructure	Jun-19	Dec-19	2,970	2,970	2,114	699	2,813
Libraries							
Better Services – Improving libraries – self service check out and improved access	Jun-18	Dec-19	2,200	2,200	210	860	1,070
Enhancement of library collections	Jun-22	Jun-22	2,063	2,063	0	1,633	1,633

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
ACT NoWaste							0
Better services in your community – Essential waste management infrastructure	Jun-21	Jun-21	25,291	23,621	5,023	5,323	10,346
Better services in your community – Green Waste Bins	Jun-21	Oct-23	9,571	9,571	797	2,207	3,004
Better services in your community – Rehabilitating landfill sites	Jun-21	Jun-21	34,287	34,287	5,993	2,710	8,703
Chief Operating Office							0
Better Services – Improved asset management	Dec-19	Dec-19	1,705	1,705	200	556	756
ACTION							0
Building a better city – New Bus Depot Woden	Jun-19	Dec-20	25,775	25,775	827	4,079	4,906
Better services in your community – Integrated bus and light rail ticketing	Jun-18	Jun-20	2,100	2,100	483	1,429	1,912
Transport for Canberra – Business system upgrade	Jun-16	Jun-20	1,800	1,800	1,256	276	1,532
Transport for Canberra – Real Time Passenger Information System	Jun-13	Jun-21	12,500	12,500	10,190	4	10,194
Expansion of the rapid bus network	Jun-19	Jun-20	43,800	45,300	8,496	14,556	23,052
Light Rail							0
Light Rail – Stage 1 – Procurement and delivery	Jun-19	Jun-20	51,777	49,691	34,754	13,395	48,149
Prior Year Better Infrastructure Fund							
Roads ACT							
Safer walking and cycling around schools*	May-19	Aug-19	1,050	1,050	96	471	567
Footpath and cycleway upgrades*	May-21	May-21	4,045	4,045	942	564	1,506
Town Centres - Building a better city – Revitalising local town centres*	Jun-19	Jun-19	8,000	8,450	3,287	3,319	6,606

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
Total Works in Progress			357,582	358,311	125,618	85,884	211,502
Physically Complete Projects 2018-19							
Roads ACT							
Better Roads for Tuggeranong – Ashley Drive duplication – Stage 2	Jun-18	Jul-18	24,602	24,202	23,120	629	23,749
Building a better city – Active Travel – Belconnen bikeway	Jun-18	Sep-18	250	250	186	64	250
Building a better city – Federal Highway and Old Wells Station Road intersection upgrade	Jun-18	Sep-18	1,200	2,700	1,142	1,018	2,160
Better Roads for Gungahlin – Gundaroo Drive duplication – Stage 1	May-17	Jul-19	31,185	31,185	26,497	4,149	30,646
Better Roads for Gungahlin – Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway)	Jun-19	Jul-19	57,000	50,005	19,575	25,832	45,407
Better Roads for Weston Creek – Cotter Road duplication (Tuggeranong Parkway to Yarralumla Creek)	Dec-17	Sep-18	28,900	26,070	25,509	572	26,081
Roads to Recovery Program 2014-2019 (Federal Funding)	Jun-19	Jun-19	33,600	33,600	26,231	7,369	33,600
Urban Renewal Program – Weston Group Centre – Brierly Street and Trenerry Square upgrades	Feb-18	Jan-18	860	860	840	19	859
Majura Parkway to Majura Road – Link road	Jun-18	Jun-18	9,856	15,106	14,850	110	14,960
Molonglo 2 – Sewer and Pedestrian Bridge over Molonglo River	Jun-19	Aug-18	12,400	12,000	12,196	0	12,196

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
Molonglo Infrastructure Investment	Jun-19	May-19	17,000	15,587	14,824	104	14,928
Better Roads for Gungahlin – Gungahlin town centre road network improvements	Jun-20	Mar-19	4,500	5,000	1,396	3,289	4,685
Cravens Creek Water Quality Control Pond	Jun-19	Jun-19	21,000	9,623	9,271	107	9,378
Keeping our growing city moving – Bridge Renewal Program (BRP) Improvements	Jun-19	May-19	750	750	-	505	505
Keeping our growing city moving – Better roads for Gungahlin - Ernest Cavanagh Street extension	Jun-19	Nov-18	117	117	-	119	119
Sport and Recreation							
More services for our suburbs – Replacement Synthetic grass at the Nicholls Neighbourhood oval	Jun-20	Mar-19	1,600	1,600	-	1,600	1,600
More services for our suburbs – Sports Ground Restoration – Boomanulla Enclosed Oval	Jun-19	Oct-18	1,270	1,270	61	1,171	1,232
Total Projects Physically Complete			246,090	229,925	175,698	46,657	222,355
Physically and Financially Complete Projects 2018-19							
Roads ACT							
Better Roads for Gungahlin – Horse Park Drive duplication - GPO	Jun-17	Sep-16	1,000	1,000	1,001	0	1,001

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
Better Public Transport – Active travel for schools and shopping centres	Jun-18	Dec-18	3,000	3,000	2,714	287	3,001
Better Roads for Tuggeranong – Ashley Drive duplication (Ellerston Avenue to Johnson Drive)	Mar-18	Aug-18	3,500	3,500	3,038	462	3,500
Urban Renewal Program – Erindale Group Centre – Gartside Street (south) development – stage 1	Jun-17		860	1,030	1,030	1	1,030
Urban Renewal Program – Phillip trade service area parking management	Nov-17	Dec-18	419	419	298	121	419
Better Roads for Gungahlin – Enhanced Town Centre road network	Jul-18	Jul-18	13,959	8,006	7,976	30	8,006
Better Roads for Gungahlin – Horse Park Drive duplication	Jun-19	Mar-19	17,127	14,232	13,831	401	14,232
Sport and Recreation							
Urban Renewal Program – Phillip Oval upgrade	Jun-17	Jun-18	4,613	4,613	4,613	0	4,613
Lyneham Sports Precinct Redevelopment – Stage 3	Jun-18	Jun-18	4,600	4,600	4,495	110	4,605
Narrabundah Ball Park – Stage 2 – Design	Jun-17	Mar-18	479	479	479	0	479
Narrabundah Ballpark Upgrade – Best little ballpark in Australia	Jan-19	Feb-19	4,500	4,500	834	3,666	4,500
NoWaste							
More services for our suburbs – Servicing new suburbs	Jun-19	Jun-19	461	461	0	463	463

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
Place Management							
Building a better city – Nara Peace Park landscaping	Sep-18	Dec-18	208	101	0	101	101
Better services in your community – More local parks	Jun-18	Aug-18	100	100	5	95	100
ACTION							
ACTION – Replace Underground Storage Tanks	Jun-16	Jul-18	6,536	3,336	3,276	60	3,336
Better Public Transport – Trial of electric buses	Dec-16	Jun-19	600	600	179	407	586
Domestic Animal Services							
Better services in your community – Expanding the Domestic Animal Shelter	Jun-19	May-19	550	657	27	630	657
Better Infrastructure Fund							
Roads ACT							
Streetlights energy performance contract	May-19	Oct-18	2,005	2,005	0	2,005	2,005
Gundaroo Drive Duplication - stage 2	May-19	Apr-19	2,800	2,800	-	2,800	2,800
ACTION							
Bus major component overhauls including driver and passenger seat refurbishment	May-19	Feb-19	800	800	-	800	800
Transport Canberra infrastructure and bus depot upgrades	May-19	Jun-19	792	792	0	798	798
Prior Year Better Infrastructure Fund							
Roads ACT							
Residential street improvements	Jun-18	Sep-18	600	600	131	469	600
Stormwater upgrade program	Jun-18	Sep-18	1,700	1,700	648	1,053	1,701
Traffic signal control box upgrades	Jun-18	Jun-18	400	400	372	28	400

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
Bridge bearing replacement	Jun-18	Mar-18	500	500	500	0	500
Relocation of streetlight control panels	Jun-18	Jun-18	500	500	500	0	500
Street lighting upgrades – in conjunction with future potential outsourcing of streetlight arrangements	Jun-18	Jun-18	2,050	2,050	2,050	0	2,050
Yarralumla Nursery							
Upgrade power supply to ensure business continuity of essential services at the nursery	Jun-18	May-18	132	132	133	0	133
Sport and Recreation							
Water Demand Management	Jun-18	Sep-18	540	540	54	487	541
Sports Facilities (Active Canberra) - Sport Facilities Improvement Program	Jun-18	Jun-18	1,315	1,315	1,250	65	1,315
Licencing and Compliance							
Better services in your community – Expanding the Domestic Animal Shelter	Jun-18	Sep-18	400	400	133	267	400
Place Management							
Birrigai - Ageing water treatment and power supply upgrade to Birrigai	Jun-18	Sep-18	530	530	270	261	531
Resurfacing program and safety upgrades	Jun-18	Jul-18	1,427	1,427	982	450	1,432
ACTION							
Tuggeranong and Belconnen depot upgrades	Jun-18	Sep-18	1,750	1,750	1,389	361	1,750
Better Public Transport – Integrated bus and light rail ticketing – One Ticket, One Fare, One Network	Jun-17	Feb-18	3,000	3,000	3,000	0	3,000

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
ACTION – Bus Replacement Program	Jun-17	Oct-17	48,527	46,727	46,627	0	46,627
Better Public Transport – Bus Fleet upgrades	Dec-17	Oct-17	10,000	10,000	9,334	0	9,334
Chief Operating Office							
Relocate Fyshwick maintenance depot and upgrade security	Jun-18	Jul-18	550	550	415	136	551
Libraries ACT							
Revitalising Woden Library*	May-19	May-19	1,573	1,573	139	1,435	1,574
Total Projects Physically and Financially Complete			144,403	130,725	111,723	18,249	129,971
TOTAL COMBINED CAPITAL WORKS PROGRAM			826,220	796,656	413,039	172,681	585,719
RECONCILIATION OF FUNDING AND EXPENDITURE				\$			
Reconciliation of Total Current Year Financing							
Original Capital Works Financing				694,506			
Add: s16B Rollovers from 2017-18				9,634			
Add: S17 Variation of Appropriation				382			
Add: Commonwealth Grants							
Add: Transfers from other Directorates							
Add: Budget Review				-			
Less: S16 Transfers of Appropriation							
Less: S14 Transfers of Appropriation				-			
Less: Capital Injection not drawn in 2018-19				(105,410)			
Capital Injection from Government per Cash Flow Statement				599,112			
Reconciliation of Total Current Year Actual Expenditure - Against Financing							
Total Current Year Capital Works Expenditure				172,681			
Add: Expenditure for other Capital Injection Projects				435,681			

Project	Original Practical Completion Date	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Year Expenditure (\$'000)	2018-19 Expenditure (\$'000)	Total Expenditure to Date
Add: Accruals 2017-18				14,641			
Less: Accruals 2018-19				(15,332)			
Less: GPO Funded Projects				(8,559)			
Capital Injection from Government per Cash Flow Statement				599,112			
Reconciliation of Total Current Year Actual Expenditure							
Total Current Year Capital Works Expenditure				172,681			
Add: WIP Expenditure for other Capital Injection Projects				46,706			
Add: Accruals 2017-18				14,641			
Less: Accruals 2018-19				(15,332)			
Less: GPO Funded Projects				(8,559)			
Total payments from Investing Activities as per Cash Flow Statement				210,137			

* Represent multi-year Better Infrastructure Fund projects

Part 2C Asset Management

TCCS delivered a wide range of services to the ACT community on behalf of the ACT Government. Much of this relied on the planning, development and management of a significant and diverse range of assets that were valued in 2018-19 at \$10.8 billion.

The largest asset category was infrastructure assets including roads, bridges, stormwater, streetlights, community paths, light rail infrastructure, community sporting facilities, traffic signals, waste and recycling assets. Other assets in the TCCS portfolio included public libraries, public transport, urban open space, and property assets.

During the reporting period, TCCS reassessed the value of selected infrastructure and heritage and community assets in accordance with the ACT Accounting Policy, resulting in an increase in the asset value of \$420.4 million.

The TCCS asset value of \$10.8 billion also includes a \$990.7 million increase in value arising from the following acquisitions and transfers:

- > Stage 1 Light Rail assets totalling \$730.5 million including leased assets (tracks, rail stops and electrical infrastructure), plant and equipment (rolling stock, service vehicles and equipment), buildings (rail depot) and ticketing equipment;
- > assets created from completed capital works for buildings, leasehold improvements, infrastructure and plant and equipment totalling \$195.6 million;
- > infrastructure and plant and equipment transferred from land developers valued at \$23.7 million;
- > infrastructure assets transferred from the Suburban Land Agency valued at \$23.0 million;
- > infrastructure assets from CMTEDD which were valued at \$11.6 million; and
- > asset purchases totalling \$6.3 million.

TABLE 25: TCCS MANAGED ASSETS

Asset type	
Roads*	3,179 kilometres
Bridges and culverts*	1,293
Footpaths*	2,571 kilometres
Streetlights (lamps)*	78,418
Stormwater*	3,822 pipe kilometres
Cycle lanes (on road)*	602 kilometres
Cycle paths (off road)*	486 kilometres
Urban open space*	6,234 hectares
Lakes and ponds*	374 hectares
Urban trees	770,824
Public libraries	539,994
Playgrounds*	509
Sportsgrounds*	442 hectares (282 hectares irrigated)
Barbeques*	117

*IAMS database as at 30 June 2019

TABLE 26: TCCS ASSET VALUATION

Asset	Value	Revaluation increment/ (decrement) \$'m
Infrastructure	7,748.3	363.2
Heritage and community	2,654.2	57.2
Plant and equipment	219.1	n/a
Buildings	164.1	n/a
Land	47.2	n/a
Leasehold improvements	3.2	n/a
Intangible assets	2.2	n/a
Total	10,838.3	420.4

Strategic asset management framework (SAMF)

The strategic asset management framework (SAMF) encompasses a set of documents, systems and processes that enabled TCCS to meet its asset management responsibilities whilst also efficiently meeting the requirements of the community.

The SAMF allowed TCCS to sustainably manage assets through 'whole of life' and 'whole of organisation' approaches. Effective identification and management of risks associated with the use of these assets was also enhanced. The SAMF also enabled the development of policies, strategies and plans to be informed, and to inform the community of government aspirations, service level requirements and investment decisions.

In 2019-20 an Assetic Asset Management System will be implemented to improve consistency and approach to asset management in order to provide a feedback loop to the public.

Asset maintenance and upgrade

Excluding capital works, expenditure on capital upgrades undertaken in 2018-19 totalled \$17.5 million, consisting of:

- > ACTION engine overhauls and other upgrades
\$1.6 million
- > Active Travel
\$1.0 million
- > Open space improvements
\$0.8 million
- > Property improvements
\$0.5 million
- > Public libraries
\$1.4 million
- > Road infrastructure and road safety
\$6.6 million

- > Sports facility improvements
\$1.30 million
- > Town Centres
\$3.0 million
- > Water resources/stormwater improvements
\$1.2 million

Public transport

The Transport Canberra bus fleet replacement programme continued in 2018-19 with the delivery of 30 new rigid and 10 articulated Euro VI Scania diesel buses. Continued upgrades to Belconnen and Tuggeranong bus depots were completed in 2018-19 and included \$792,000 on replacement fencing, upgrades to heating and cooling systems, upgrades to electrical infrastructure, removal of bonded asbestos and refurbishment of office space. A further \$800,000 was spent in 2018-19 to overhaul and refurbish major bus components, including bus seating flooring, engines and transmissions. Upgrades to bus workshop safety equipment, including the replacement of ageing lifting equipment at a cost of \$361,000 were also undertaken as part of the capital upgrade program.

Capital Linen Service

During the 2018-19 financial year, Capital Linen Service directed significant investment in linen and linen trolleys. The investment was a result in significant growth sales volumes to the hotel sector which grew by around 10 per cent on the year before and seventy-seven per cent over the last five years. The additional investment in linen and linen trolleys provided greater flexibility in the laundering process allowing operators to sort, wash and finish linen in a more efficient manner.

Land Management

Maintenance of the urban assets includes mowing, cleaning, litter picking, painting, pruning, mulching and undertaking safety inspections and repairs. This ensures assets are maintained in a safe, functional and attractive condition.

During 2018-19, TCCS managed an additional 3,188 trees in new areas throughout the ACT. During this period TCCS managed and maintained 90 shopping precinct areas, 432 designated urban parks, 106 hectares of irrigated grassland and 128 lakes and ponds.

Roads and Sustainable Transport

The Australian Road Research Board (ARRB) has been engaged by the ACT Government for ongoing analysis of data in Pavement Management System (PMS) and providing advice on optimising road maintenance programs. Optimisation is based upon analysing road pavement condition data, traffic data, reviewing past programs (i.e. budgets versus amount resurfaced) and forecast of a future 10 year maintenance program.

The optimisation work program assisted in selecting road locations and resurfacing types to optimize the improvement of the overall condition of the road network. The most recent ARRB report indicated that the overall condition of the road network is currently in good condition due to regular preventative maintenance. However increasing investment will be required to maintain the equilibrium condition and prevent progressive deterioration with the growth of the city and increase in traffic volumes and age of the network.

Innovative treatments and optimisation strategy increased the productivity of the overall resurfacing program. Over one million square metres of resurfacing was carried out in 2018-19.

Office accommodation management

At 30 June 2019, TCCS employed a total of 2,055 employees. Of these, approximately 488 were office-based employees occupying 6,210.2 usable square metres at 490 and 496 Northbourne Avenue, Dickson. The average area occupied by each office-based employee was 12.7 square metres.

1,567 staff were employed in non-office environments and included personnel in libraries, bus interchanges, road maintenance, parks and city services, linen services and work depots.

Part 2C Government Contracting

Procurement Principles and Processes

All procurement processes within the directorate are required to comply with the procurement legislative framework including the *Government Procurement Act 2001*, *Government Procurement Regulation 2007* and subordinate guidelines and circulars.

TCCS engaged the services of Procurement and Capital Works, CMTEDD and where necessary, the ACT Government Solicitors Office, for all procurements above \$200,000. An engagement model has been developed to ensure a consistent and effective relationship with Procurement and Capital Works.

Procurement expenditures are approved by the appropriate delegate within TCCS, and the directorate continues to be responsible for the management of its contracts. TCCS has provided training for those exercising delegations and contract management training for those actively involved in managing contracts.

A competitive procurement process is conducted wherever possible and any select or single select procurement processes are approved by the Director-General and completed in accordance with the provisions of the *Government Procurement Regulation 2007*.

TCCS accessed NSW Government standing offer panel agreements where these are assessed as providing value for money.

TCCS actively implemented the requirements of the Secure Local Jobs Code, engaging with the Secure Local Jobs Office to deliver internal training and development of an information package to inform staff and executive of their responsibilities.

TCCS undertook a project in collaboration with CMTEDD to deliver a Contract Management Cloud Solution to improve contract management capability and reporting. This will enable automated Purchase Order and expense allocation to Contracts.

Social procurement is considered wherever possible and a number of procurement processes have been designed to require or encourage, either directly or by subcontract, the delivery of services by social benefit organisations.

External Sources of Goods and Services

The following Contract Register table lists all contracts with a value of \$25,000 or more executed by TCCS from 1 July 2018 to 30 June 2019.

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	Multiple – Panel Arrangement	\$10,855,363.00	\$2,828,861.33	09/04/2019	31/12/2019	No	No
DT80 Emission Testing for Transport Canberra Bus Fleet	Quotation	No	Services (Non-Consultancy)	Diesel Test Australia Pty Ltd trading as Fleet Environmental	\$155,375.00	\$155,375.00	30/08/2018	30/03/2019	No	No
Flooring Repairs for ACTION Buses	Quotation	No	Goods	Wales Bus & Body Repairs	\$200,000.00	\$200,000.00	15/01/2019	31/12/2019	Yes	No
Library Ideas-Freegal Music	Single Select	No	Services (Non-Consultancy)	Library Ideas, LLC	\$148,506.00	\$148,506.00	23/07/2018	25/07/2021	No	No
Libraries ACT Uniform Supply & Branding	Quotation	No	Goods	Working Gear	\$30,000.00	\$30,000.00	12/04/2019	28/01/2021	Yes	No
Healthy and Active Living - Drinking Fountains 2017 - 2018	Public	No	Works	Enviroact Plumbing	\$85,624.00	\$85,624.00	30/10/2018	12/02/2019	Yes	No
Preventative and Reactive Mechanical Maintenance	Quotation	No	Services (Non-Consultancy)	COLLEYS DRYCLEANING MAINTENANCE	\$192,192.00	\$192,192.00	15/01/2019	14/01/2022	Yes	No
Weightbridge Verification and Maintenance	Quotation	No	Services (Non-Consultancy)	STANDARD SCALES & SERVICES PTY LTD	\$200,000.00	\$200,000.00	17/10/2018	16/10/2020	No	No
UJTP Asia Pacific Assembly Conference Organiser	Quotation	No	Services (Non-Consultancy)	Lasch Pty Ltd	\$39,600.00	\$39,600.00	18/02/2019	30/11/2019	Yes	No
Light Rail Day One Support	Quotation	No	Services (Non-Consultancy)	Kicks Entertainment Pty Ltd	\$107,181.45	\$107,181.45	23/03/2019	18/05/2019	Yes	No
Review and Analysis of Quality Management System	Quotation	No	Consultancy	QUALITY INTUITION	\$63,000.00	\$63,000.00	02/08/2018	05/11/2018	Yes	No

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Deep Creek Regional Water Quality Pond - Peer Review	Select	No	Consultancy	Australian Dams & Water Consultants Pty Ltd	\$102,840.00	\$102,840.00	10/10/2018	30/09/2020	No	No
TCCS Audit Committee Member 5	Quotation	No	Services (Non-Consultancy)	BETHOMAS CONSULTING PTY. LTD.	\$49,500.00	\$49,500.00	31/08/2018	31/08/2021	Yes	No
Provision of a Power Study for Light Rail City to Woden	Single Select	No	Consultancy	CAF Rail Australia Pty Ltd	\$160,000.00	\$160,000.00	19/11/2018	19/02/2019	Yes	No
Quality Management System Consultant	Quotation	No	Consultancy	Quality Intuition	\$57,000.00	\$57,000.00	28/11/2018	20/03/2019	Yes	No
SkedGo Contract - Final Signed by SkedGo and TCCS	Quotation	No	Consultancy	SKEDGO PTY LIMITED	\$98,376.00	\$98,376.00	07/08/2018	31/12/2018	Yes	No
John Gorton Drive (JGD) Stage 3B - Design Services During Construction	Public	No	Consultancy	Calibre Professional Services Pty Ltd	\$24,970.00	\$24,970.00	29/03/2019	23/12/2020	No	No
Urban Flood Modelling for Narrabundah Stormwater Upgrade Program 2018 / 2019	Public	No	Works	Calibre Professional Services Pty Ltd	\$129,139.25	\$129,139.25	16/05/2019	20/09/2019	No	No
Pialligo Avenue and Yass Road Design Services / Duplication and Intersection Augmentation Works	Public	No	Consultancy	Calibre Professional Services Pty Ltd	\$492,000.00	\$492,000.00	25/03/2019	20/12/2019	Yes	No
Watson Bus Layover and Bus Stops	Public	No	Works	CB Excavations Pty Ltd	\$212,956.10	\$212,956.10	07/12/2018	08/02/2020	Yes	No
Rapid Transport Customer Infrastructure - Increased Bus Capacity Parkinson Street, Weston (Package 1)	Public	No	Works	CB Excavations Pty Ltd	\$257,821.64	\$257,821.64	17/12/2018	31/01/2020	Yes	Yes

Contract Title	Procurement Methodology	Social Pro-curement	Procure-ment Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Faster Bus Travel - Well Station Dr	Public	No	Works	CB Excavations Pty Ltd	\$190,367.30	\$190,367.30	11/02/2019	15/04/2020	Yes	No
Construction Ginninderra Drive Shared Path	Public	No	Works	CB Excavations Pty Ltd	\$633,194.20	\$633,194.20	13/03/2019	28/05/2020	No	No
Mt Ainslie Drive Improvements / Speed Reduction Countermeasures	Public	No	Works	CB Excavations Pty Ltd	\$352,476.66	\$352,476.66	13/02/2019	20/03/2020	Yes	No
Stormwater Infrastructure Improvements, Page and Weetangera Design and Superintendence	Public	No	Consultancy	Indesco Pty Ltd	\$217,500.00	\$217,500.00	09/01/2019	15/12/2020	No	No
Community and Neighbourhood Priorities Review - Waramanga	Public	No	Consultancy	Indesco Pty Ltd	\$49,738.00	\$49,738.00	08/05/2019	30/12/2019	Yes	No
Design & Construction of the Woden Bus Depot for an Electric Bus Fleet	Public	No	Works	Richard Crookes Constructions	\$426,410.00	\$426,410.00	12/10/2018	12/08/2020	No	No
Active Travel Community Paths Package 3	Public	No	Works	JSK Excavations Pty Ltd	\$55,893.30	\$55,893.30	16/05/2019	19/06/2020	Yes	Yes
Disability Discrimination ACT (DDA) Compliant Bus Stops - Construction	Public	No	Works	JSK Excavations Pty Ltd	\$185,800.00	\$185,800.00	29/03/2019	01/08/2020	Yes	Yes
Disability Discrimination ACT (DDA) Compliant Bus Stops	Public	No	Works	JSK Excavations Pty Ltd	\$149,252.00	\$149,252.00	23/01/2019	23/04/2020	Yes	No
Rapid Transport Customer Infrastructure - Bernard Heinze Avenue Moncrieff Bus Stops	Public	No	Works	JSK Excavations Pty Ltd	\$23,589.00	\$23,589.00	15/10/2018	16/11/2019	Yes	No
Canberra Grammar, Mugga and Flinders Schools	Public	No	Works	Henness Concrete & Civil Pty Ltd	\$187,040.54	\$187,040.54	28/06/2019	10/08/2020	Yes	Yes
Community and Neighbourhood Priorities - Playspace Review - Torrens	Public	No	Consultancy	AECOM Australia	\$48,741.00	\$48,741.00	11/04/2019	30/12/2019	No	No

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Internal Audit - Roads Project	Quotation	No	Consultancy	INACTIVE Vincents Audit & Assurance I	\$42,834.00	\$42,834.00	03/09/2018	20/12/2018	Yes	No
Woden Pedestrian and Cycle Path Connectivity Improvements Design and Superintendent Services	Public	No	Consultancy	Cardno (NSW/ACT) Pty Ltd	\$114,673.00	\$114,673.00	24/04/2019	07/12/2021	No	No
Pavement Rehabilitation Northbourne Avenue Design Services	Public	No	Consultancy	Cardno (NSW/ACT) Pty Ltd	\$204,774.00	\$204,774.00	24/04/2019	28/02/2020	No	No
Consultation, Design and Superintendence Services for Part 1 Active Travel Cycling Network Improvement Project	Public	No	Consultancy	Cardno (NSW/ACT) Pty Ltd	\$216,352.40	\$216,352.40	18/04/2019	30/09/2021	No	No
Monaro Highway Improvements - Design Services	Public	No	Consultancy	Cardno (NSW/ACT) Pty Ltd	\$281,952.00	\$281,952.00	11/04/2019	01/04/2022	No	No
Ebsco - physical magazines 2018-2019	Single Select	No	Goods	EBSCO Australia	\$133,428.16	\$133,428.16	03/01/2019	31/12/2019	No	No
29391.210 - Provision of Bulk Diesel Fuel for ACTION (TC) Buses	Public	No	Goods	Park Fuels	\$65,000,000.00	\$65,000,000.00	21/06/2019	20/06/2024	No	No
Community and Neighbourhood Priorities - PlaySpace Review Five Local Suburb	Public	No	Consultancy	Harris Hobbs Landscapes	\$52,692.00	\$52,692.00	08/04/2019	30/12/2019	Yes	No
Playground Safety and Compliance Program 2018 /2019 (Consultancy and Superintendence)	Public	No	Consultancy	Harris Hobbs Landscapes	\$35,640.00	\$35,640.00	28/11/2018	30/06/2020	Yes	No
Old Well Station Road Rehabilitation	Public	No	Works	Complex	\$1,297,286.89	\$1,297,286.89	20/09/2018	18/03/2020	Yes	No
Strengthening Works for Br 4003	Public	No	Works	Complex	\$107,287.63	\$107,287.63	05/09/2018	31/10/2019	No	No

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
BR1097 Ginninderra Dam Spillway Erosion Hole Repair	Public	No	Works	Complex	\$123,851.45	\$123,851.45	30/07/2018	10/09/2019	No	No
Northbourne Avenue Sydney and Melbourne Building Verge Improvements	Public	No	Works	Complex	\$3,008,824.14	\$3,008,824.14	30/08/2018	20/12/2019	No	No
Retaining Walls and Structures Rehabilitation 2019	Public	No	Works	Complex	\$409,802.81	\$409,802.81	22/05/2019	30/06/2020	Yes	Yes
Bridge Component Rehabilitation Works for B3057	Public	No	Works	Complex	\$210,458.40	\$210,458.40	08/05/2019	03/07/2020	Yes	Yes
Bridge Strengthening Works of B5175 and B5255	Public	No	Works	Complex	\$493,718.29	\$493,718.29	28/02/2019	30/06/2021	Yes	No
Community and Neighbourhood Priorities - PlaySpace Review Five Local Suburb	Public	No	Consultancy	Tait Network	\$95,000.00	\$95,000.00	11/04/2019	30/12/2019	Yes	No
Consequence Assessment, Comprehensive Surveillance and Dam Safety Emergency Plan (DSEP) for Coombs Ponds A and B	Quotation	No	Consultancy	GHD Pty Ltd	\$99,842.60	\$99,842.60	02/04/2019	01/04/2020	No	No
Stormwater Infrastructure Improvements, Fyshwick, Design and Superintendence	Public	No	Consultancy	GHD Pty Ltd	\$153,980.00	\$153,980.00	14/12/2018	07/12/2020	No	No
Ginninderra Creek Dams Comprehensive Safety Review	Public	No	Consultancy	GHD Pty Ltd	\$509,114.00	\$509,114.00	01/11/2018	01/04/2020	No	No
Mugga Lane Resource Management Centre (Engagement of Environmental Auditor) Geotechnical Inspection and Testing Authority (GITA) and Construction Quality Assurance (CQA) Engineer Construction	Public	No	Consultancy	GHD Pty Ltd	\$976,071.80	\$976,071.80	31/01/2019	01/02/2021	No	No

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Security Services for the Locking and Unlocking of Gates and Toilets Canberra Wide	Public	No	Services (Non-Consultancy)	Wilson Security	\$336,417.00	\$336,417.00	30/07/2018	01/07/2021	No	No
Upgrade of Vehicle Safety Barrier - Construction	Public	No	Works	CONTOUR CONSTRUCTIONS (ACT) PTY LTD	\$151,320.40	\$151,320.40	16/04/2019	30/06/2020	Yes	Yes
Town Centre Improvements: Tuggeranong Anketell Street Construction	Public	No	Works	Simeonov Civil Engineering Pty Ltd	\$3,260,624.85	\$3,260,624.85	09/11/2018	18/06/2020	No	No
Bridge Strengthening Works B4004	Public	No	Works	Guideline ACT Pty Ltd	\$2,830,592.64	\$2,830,592.64	13/06/2019	23/12/2020	Yes	Yes
John Gorton Drive (JGD) Stage 3B - Construction	Public	No	Works	Guideline ACT Pty Ltd	\$8,937,917.05	\$8,937,917.05	08/03/2019	24/12/2021	No	No
Construction of Ginninderra Drive - Tillyard Drive and Tillyard Drive - Lhotsky Street Signalised Intersections	Public	No	Works	Guideline ACT Pty Ltd	\$2,745,587.49	\$2,745,587.49	15/03/2019	31/07/2020	Yes	No
Superintendent Services Construction of Canberra Sand and Gravel Green Waste Facility Relocation West Belconnen Resource Management Centre	Public	No	Consultancy	Northrop Consulting Engineers Pty Ltd	\$98,560.00	\$98,560.00	22/11/2018	21/10/2019	No	No
Active-Travel Community Paths Design and Superintendence	Select	No	Consultancy	Northrop Consulting Engineers Pty Ltd	\$49,200.00	\$49,200.00	08/02/2019	31/03/2021	No	No
Tuggeranong Town Centre Active Travel: Pathways Upgrades (Design Consultancy Services)	Public	No	Consultancy	Northrop Consulting Engineers Pty Ltd	\$203,000.00	\$203,000.00	22/02/2019	04/08/2021	No	No
Active Travel - Age Friendly Suburbs 2018 - 2019 Design and Superintendence	Public	No	Consultancy	Northrop Consulting Engineers Pty Ltd	\$156,648.00	\$156,648.00	22/02/2019	24/12/2021	No	No

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Mugga Lane Resource Management Centre Permanent Wheel Wash Construction	Public	No	Works	Dale & Hitchcock Civil Engineering & Landscaping	\$1,375,327.09	\$1,375,327.09	24/07/2018	15/10/2019	No	No
Faster Bus Travel - Goyder Street	Public	No	Works	Dale & Hitchcock Civil Engineering & Landscaping	\$344,398.91	\$344,398.91	19/02/2019	02/04/2020	Yes	No
Mugga Lane Resource Management Centre Landfill Cells 3/4 Construction and Associated Works	Public	No	Works	Dale & Hitchcock Civil Engineering & Landscaping	\$15,773,328.34	\$15,773,328.34	05/04/2019	04/04/2021	Yes	No
Streetlighting Improvements	Public	No	Works	Affinity Electrical Technologies	\$236,975.00	\$236,975.00	05/06/2019	07/08/2020	Yes	Yes
Green Waste Collection and Processing Services	Public	No	Services (Non-Consultancy)	J.J. Richards & Sons Pty Ltd	\$36,800,000.00	\$36,800,000.00	18/07/2018	28/10/2023	No	No
Pialligo Pedestrian Upgrade	Public	No	Consultancy	Black Mountain Construction Assurance Pty Ltd	\$97,696.00	\$97,696.00	18/04/2019	18/10/2019	Yes	No
Rural Road Upgrade Program, Boboyan Road Stage 2 Construction	Public	No	Works	Cord Civil Pty Ltd	\$705,224.51	\$705,224.51	12/03/2019	14/05/2020	No	No
Brisbane Avenue Barton Pavement Rehabilitation	Public	No	Works	Cord Civil Pty Ltd	\$2,296,595.78	\$2,296,595.78	21/09/2018	05/06/2020	No	No
Stormwater Inspection Services	Public	No	Services (Non-Consultancy)	SMEC Australia	\$300,000.00	\$300,000.00	16/07/2018	15/07/2021	No	No
Retaining Walls and Structures 2018-2019 - Consultant	Public	No	Consultancy	SMEC Australia	\$83,700.00	\$83,700.00	01/03/2019	31/12/2020	No	No
Bridge Component Rehabilitation Program 2018 - 2019 Inspection, Design and Contract Administration Services	Public	No	Consultancy	SMEC Australia	\$89,407.00	\$89,407.00	11/01/2019	30/09/2020	Yes	No

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Bridge Renewal Program: Investigation, Design and Construction Superintendence - Package 1	Public	No	Consultancy	SMEC Australia	\$139,086.00	\$139,086.00	12/03/2019	04/03/2021	No	No
Bridge Maintenance Condition Testing	Public	No	Consultancy	SMEC Australia	\$79,420.00	\$79,420.00	04/04/2019	30/09/2021	No	No
Engineering, Safety and Surveillance Services for ACT Government Dams	Quotation	No	Consultancy	SMEC Australia	\$127,413.00	\$347,551.60	27/11/2018	30/11/2019	No	No
Mugga Lane Resource Management Centre Superintendence of Landfill Cells 3 and 4 Construction and Associated Works	Public	No	Consultancy	SMEC Australia	\$457,710.00	\$457,710.00	21/03/2019	01/02/2021	No	No
Isabella Weir Consequence Assessment	Public	No	Consultancy	SMEC Australia	\$249,300.00	\$249,300.00	31/01/2019	30/04/2019	Yes	No
Sulwood Drive Car Park Upgrade / Verge Improvements Sulwood Drive Adjacent to Mannheim	Public	No	Works	Kuna Contractors Pty Ltd	\$153,557.64	\$153,557.64	31/10/2018	28/11/2019	Yes	No
2017-2018 Residential Street Improvements - Package 2 Concrete Works	Public	No	Works	Kuna Contractors Pty Ltd	\$131,500.00	\$131,500.00	26/07/2018	13/09/2019	Yes	No
Nara Park Peace Bell Landscape Construction	Public	No	Works	Pyramid Corporation PL	\$83,435.00	\$83,435.00	09/08/2018	12/09/2019	No	No
Mugga Lane Resource Management Centre - Underbore	Single Select	No	Works	TR Civils (ACT) Pty Ltd	\$28,985.00	\$28,985.00	15/01/2019	28/02/2020	Yes	No
Provision of Light Rail City to Woden Heritage Advice	Public	No	Consultancy	GML Heritage Pty Ltd	\$39,700.00	\$39,700.00	01/03/2019	01/08/2019	Yes	Yes

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Community and Neighbourhood Priorities - Package 2 Softfall, Benches and Playground Refreshment.	Public	No	Works	RAM Constructions	\$532,602.07	\$532,602.07	29/03/2019	30/06/2020	Yes	Yes
Community and Neighbourhood Priorities - Package 1 Package 1 Shade Sails, pathways and Fences	Public	No	Works	RAM Constructions	\$453,927.98	\$453,927.98	29/03/2019	30/06/2020	Yes	Yes
Gungahlin Playground Improvements	Public	No	Works	RAM Constructions	\$541,636.15	\$541,636.15	13/05/2019	06/08/2020	Yes	No
Town Centre Improvements Kambah Village - Construction	Public	No	Works	RAM Constructions	\$1,769,367.55	\$1,769,367.55	08/04/2019	16/11/2020	Yes	No
Road Condition Testing 2018/2020	Public	No	Works	ARRB GROUP LTD	\$788,644.45	\$788,644.45	19/02/2019	31/12/2021	Yes	No
Playground Safety and Compliance Upgrade 2018/19	Select	No	Works	Pyramid Corporation Pty Ltd	\$118,206.00	\$118,206.00	14/03/2019	31/05/2020	Yes	No
Active Travel Community Paths Package 5 - Mawson and Wanniasa	Public	No	Works	Butterfly Constructions Pty Ltd	\$155,402.50	\$155,402.50	26/06/2019	09/08/2020	Yes	Yes
Active Travel Community Paths Package 4	Public	No	Works	Butterfly Constructions Pty Ltd	\$104,995.00	\$104,995.00	05/06/2019	28/08/2020	Yes	Yes
Active Travel Community Paths Package 1	Public	No	Works	Butterfly Constructions Pty Ltd	\$145,379.53	\$145,379.53	16/05/2019	30/06/2020	Yes	Yes
Active Travel Community Paths Package 2	Public	No	Works	Butterfly Constructions Pty Ltd	\$175,365.53	\$175,365.53	16/05/2019	30/06/2020	Yes	Yes

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Stormwater Infrastructure Improvement Works 2018/19- Isabella Plains Block 14 Section 885	Public	No	Works	Butterfly Constructions Pty Ltd	\$53,018.00	\$53,018.00	01/02/2019	01/03/2020	Yes	No
John Gorton Drive (JGD) Stage 3B - Principal's Authorised Person (PAP) and Contract Administration Services	Public	No	Works	Professional Engineering Service	\$704,805.20	\$704,805.20	17/12/2018	30/06/2021	No	No
Electrical Safety Testing	Quotation	No	Services (Non-Consultancy)	Dlh Test & tag	\$45,000.00	\$45,000.00	24/10/2018	02/12/2021	Yes	No
Benjamin Way Separated Cycle Way (Superintendency Services during Construction Works)	Public	No	Consultancy	RD Gossip Pty Ltd	\$317,111.25	\$317,111.25	12/06/2019	17/05/2021	Yes	No
Active Travel Cycling Network Improvements	Public	No	Consultancy	RD Gossip Pty Ltd	\$143,757.00	\$143,757.00	24/04/2019	30/04/2021	Yes	No
Part 2 - Wayfinding Strategy Implementation, Consultation, Design and Superintendence	Public	No	Consultancy	RD Gossip Pty Ltd	\$143,757.00	\$143,757.00	24/04/2019	30/04/2021	Yes	No
Preventative and Reactive Electrical Maintenance	Quotation	No	Services (Non-Consultancy)	IES	\$113,828.00	\$113,828.00	31/01/2019	03/02/2022	Yes	No
Labour Hire Framework	Quotation	No	Consultancy	IES	\$39,188.00	\$39,188.00	30/05/2019	31/07/2019	Yes	No
2017-2018 Residential Street Improvements - Package 4 Asphalt Works	Public	No	Works	Patches Asphalt	\$257,258.00	\$257,258.00	08/08/2018	09/09/2019	Yes	No
ACT Sportsground Gender Inclusive Facilities	Quotation	No	Consultancy	Paul Barnett Design Group	\$78,210.00	\$78,210.00	18/12/2018	31/05/2019	Yes	No
Guide Sign Replacement 2018	Quotation	No	Works	Capital Lines & Signs	\$150,625.66	\$150,625.66	01/04/2019	14/06/2019	Yes	Yes

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Peer Review of the Comprehensive Safety Review of Ginninderra Dams	Quotation	No	Consultancy	UNSW Australia	\$51,331.22	\$51,331.22	12/11/2018	11/05/2020	No	No
Cash Collection Services	Select	No	Services (Non-Consultancy)	Prosecur Australia PTY LTD	\$63,731.00	\$63,731.00	16/05/2019	25/05/2020	No	No
Cleaning of ACTION Facilities	Public	No	Services (Non-Consultancy)	Millennium Hi-Tech Group Pty Ltd	\$213,566.13	\$213,566.13	09/08/2018	08/08/2019	No	No
Security Fencing Tuggeranong Bus Depot Stage 2	Select	No	Works	Custom Fencing	\$70,342.00	\$70,342.00	15/10/2018	15/10/2019	Yes	No
Gungahlin spring celebration	Quotation	No	Services (Non-Consultancy)	Show Pony Events	\$80,000.00	\$80,000.00	30/08/2018	08/11/2018	No	No
Collection of Bulky Waste (Concessional)	Select	No	Services (Non-Consultancy)	The Green Shed	\$800,000.00	\$800,000.00	06/07/2018	30/06/2020	Yes	No
Phillip Service Trades Area Parking Improvements	Select	No	Works	Lockton Traffic Solutions	\$68,065.31	\$68,065.31	11/10/2018	29/11/2019	Yes	No
2017-2018 Residential Street Improvements - Package 1 Installation of Traffic Control Devices	Public	No	Works	Lockton Traffic Solutions	\$78,368.97	\$78,368.97	26/07/2018	13/09/2019	Yes	No
2017-2018 Residential Street Improvements - Package 3 Installation of Rubber Cushions	Public	No	Works	Lockton Traffic Solutions	\$44,098.38	\$44,098.38	26/07/2018	13/09/2019	Yes	No
Rapid Transport Network Customer Infrastructure-Rapid Route Signage	Public	No	Works	Lockton Traffic Solutions	\$161,719.25	\$161,719.25	21/03/2019	11/05/2020	Yes	Yes
Supply, Delivery and Maintenance of Mobile Garbage Bins (MGB's)	Public	No	Goods	SULO MGB Australia Pty Ltd	\$15,845,609.00	\$15,845,609.00	18/07/2018	28/10/2023	No	No

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
City Operations land-use booking system	Quotation	No	Services (Non-Consultancy)	Rollercoaster Digital	\$89,107.96	\$89,107.96	28/11/2018	26/07/2019	Yes	No
Marketing Collateral	Quotation	No	Services (Non-Consultancy)	CRE8IVE	\$31,515.00	\$31,515.00	03/12/2018	31/01/2019	Yes	No
Provision of an Integrated Library Management System Solution (ILMS)	Public	No	Goods	Civica International	\$2,545,170.99	\$2,545,170.99	25/01/2019	24/03/2022	Yes	No
Design (to the extent specified) and Construction of Mugga Lane Resource Management Centre (MLRMC) Landfill Gas Relocation Works	Public	No	Works	Run Energy Pty Ltd	\$162,751.00	\$162,751.00	12/04/2019	31/10/2020	Yes	No
Dickson City Services Depot Shed	Select	No	Works	Sheds Shade & Turf	\$102,425.60	\$102,425.60	08/05/2019	08/05/2020	Yes	Yes
Design and Superintendence Services for Angas Street Carpark and Kunzea Street Upgrades	Quotation	No	Consultancy	Cardno (NSW/ACT) Pty Ltd	\$73,584.50	\$73,584.50	12/04/2019	31/01/2020	No	No
On-Road Cycling Design Consultancy Services	Quotation	No	Consultancy	Cardno (NSW/ACT) Pty Ltd	\$42,268.93	\$42,268.93	23/01/2019	28/06/2019	No	No
Professional Services	Public	No	Consultancy	ARRB	\$275,000.00	\$275,000.00	17/10/2018	31/12/2020	No	No
John Gorton Drive (JGD) Stage 3C - Preliminary Sketch Plan (PSP) Design	Public	No	Consultancy	Jacobs	\$1,043,313.00	\$1,043,313.00	01/05/2019	12/10/2020	No	No
TCCS Community Survey 2019	Quotation	No	Consultancy	Colmar Brunton Pty Limited	\$54,572.10	\$54,572.10	02/05/2019	12/07/2019	Yes	No
Light Rail launch Traffic management	Select	No	Services (Non-Consultancy)	Care Traffic	\$188,056.00	\$188,056.00	09/04/2019	09/07/2019	No	Yes

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Security Services for Light Rail Launch	Quotation	No	Services (Non-Consultancy)	Reddawn	\$39,630.25	\$39,630.25	08/04/2019	08/07/2019	Yes	Yes
Micro Park Feasibility Study	Public	No	Consultancy	PLACE Laboratory	\$87,516.00	\$87,516.00	16/04/2019	31/07/2019	Yes	No
Waste Removal Services	Quotation	No	Services (Non-Consultancy)	SUEZ	\$44,041.06	\$44,041.06	09/04/2019	08/04/2022	Yes	No
Waste Removal Services	Quotation	No	Services (Non-Consultancy)	SUEZ	\$95,427.00	\$95,427.00	24/04/2019	24/04/2022	Yes	No
Mugga Lane Resource Management Centre - Fire Booster Pump Replacement and Associated Works	Public	No	Works	360 Degree Fire	\$134,596.00	\$134,596.00	27/08/2018	25/10/2019	Yes	No
Remix Transport Planning Platform	Single Select	No	Services (Non-Consultancy)	Remix Software, Inc.	\$140,000.00	\$140,000.00	23/07/2018	31/07/2019	No	No
Fare Evasion Survey	Public	No	Services (Non-Consultancy)	Painted Dog Research	\$532,400.00	\$532,400.00	20/03/2019	30/06/2021	No	No
Profiler Hire	Quotation	No	Works	Capital Asphalt	\$200,000.00	\$200,000.00	29/05/2019	02/08/2019	No	No
Pavement Reseal Preparation 2018	Select	No	Works	Capital Asphalt	\$181,472.00	\$181,472.00	07/12/2018	18/01/2019	Yes	No
Asphalt Patching 2018	Select	No	Works	Capital Asphalt	\$198,000.00	\$198,000.00	21/09/2018	16/12/2018	Yes	No
Supply and delivery of Anti-Microbial Barrier Gowns	Single Select	No	Goods	Performance Fabrics Pty Ltd	\$430,800.00	\$430,800.00	25/01/2019	13/01/2023	No	No
Monitoring Bore Installation Works at Block 1586 - West Belconnen Resource Management Centre (WBRMC)	Public	No	Works	Epoca Environmental Pty Ltd	\$199,057.30	\$199,057.30	31/01/2019	31/01/2020	Yes	No

Contract Title	Procurement Methodology	Social Procurement	Procurement Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Provision of Light Rail City to Woden EPBC Referral Support	Public	No	Consultancy	Social Atlas Pty Ltd	\$33,000.00	\$33,000.00	15/05/2019	01/08/2019	Yes	No
Asphalt Replacement Works	Select	No	Works	B & B Asphalt	\$125,299.85	\$125,299.85	15/11/2018	18/01/2019	Yes	No
Provision of Support in relation to City to Woden Light Rail Project	Single Select	No	Consultancy	StollzNow Research	\$24,788.23	\$24,788.23	09/05/2019	31/08/2020	Yes	No
MyWay Smartcard Reload Services	Public	No	Services (Non-Consultancy)	ThistleKiosk	\$0.00	\$0.00	21/09/2018	30/06/2022	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	RPS AAP Consulting Pty Ltd	\$0.00	\$0.00	28/08/2018	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	ACIL Allen Consulting	\$0.00	\$0.00	17/12/2018	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	AECOM Australia	\$0.00	\$0.00	24/08/2018	01/11/2020	No	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	W Three Australia Pty Ltd	\$0.00	\$77,000.00	17/07/2018	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Alphabeta Advisors Pty Limited	\$0.00	\$0.00	04/01/2019	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	SYSTRA	\$0.00	\$0.00	04/01/2019	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Urban Circus	\$0.00	\$63,580.00	15/08/2018	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Purdon Planning	\$0.00	\$0.00	15/08/2018	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Formswell Design	\$0.00	\$69,300.00	12/07/2018	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Fazen-Sawczuk Group Ltd Pty	\$0.00	\$384,221.20	28/08/2018	01/11/2020	Yes	No

Contract Title	Procurement Methodology	Social Pro-curement	Procure-ment Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Exponential Economics	\$0.00	\$0.00	04/01/2019	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	SenateSHJ	\$0.00	\$0.00	30/04/2019	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Townley's Environment Services Pty Ltd	\$0.00	\$46,200.00	03/05/2019	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	SGS Economics and Planning Pty Ltd	\$0.00	\$0.00	17/12/2018	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Guida Moseley Brown Architects	\$0.00	\$0.00	30/04/2019	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Elton Consulting	\$0.00	\$0.00	25/09/2018	01/11/2020	Yes	No
Canberra Light Rail - Technical Advisors Panel	Public	No	Consultancy	Turner & Townsend Pty Ltd	\$0.00	\$0.00	14/08/2018	01/11/2020	Yes	No
Sportsgrounds Floodlighting Maintenance	Public	No	Works	Ecwise Services	\$0.00	\$0.00	17/12/2018	31/10/2021	Yes	No
Sportsgrounds Floodlighting Maintenance	Public	No	Works	Toddy's Electrical Pty Ltd	\$0.00	\$0.00	14/12/2018	31/10/2021	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	Angus Finlayson Pty Ltd	\$0.00	\$0.00	24/04/2019	31/12/2019	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	Xmplar building solutions pty ltd.	\$0.00	\$0.00	24/04/2019	31/12/2019	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	Butterfly Constructions Pty Ltd	\$0.00	\$0.00	24/04/2019	31/12/2019	Yes	No

Contract Title	Procurement Methodology	Social Procurement	Procure-ment Type	Contractor Name	Original Amount	Contract Amount	Execution Date	Expiry Date	Small To Medium Enterprise	Secure Local Jobs Initiative
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	Patches Asphalt	\$0.00	\$0.00	15/04/2019	31/12/2019	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	Citiscap Constructions Pty Ltd	\$0.00	\$0.00	24/04/2019	31/12/2019	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	Capital Asphalt	\$0.00	\$1,408,444.37	24/04/2019	31/12/2019	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	B & B Asphalt	\$0.00	\$0.00	18/04/2019	31/12/2019	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	JSK Excavations Pty Ltd	\$0.00	\$0.00	02/05/2019	31/12/2019	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	CONTOUR CONSTRUCTIONS (ACT) PTY LTD	\$0.00	\$90,876.50	24/04/2019	31/12/2019	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	Downer EDI Works PTY LTD	\$0.00	\$1,329,540.46	09/04/2019	31/12/2019	Yes	No
Asphalt and Concrete Pavement Maintenance Works Under a Panel Arrangement	Public	No	Works	CB Excavations Pty Ltd	\$0.00	\$0.00	16/05/2019	31/12/2019	Yes	No

Part 2C Statement of Performance



AUDITOR-GENERAL AN OFFICER
OF THE ACT LEGISLATIVE ASSEMBLY 

INDEPENDENT LIMITED ASSURANCE REPORT

To the Members of the ACT Legislative Assembly

Conclusion

I have undertaken a limited assurance engagement on the statement of performance of the Transport Canberra and City Services Directorate (the Directorate) for the year ended 30 June 2019.

Based on the procedures performed and evidence obtained, nothing has come to my attention to indicate the results of the accountability indicators reported in the statement of performance for the year ended 30 June 2019 are not in agreement with the Directorate's records or do not fairly reflect, in all material respects, the performance of the Directorate, in accordance with the *Financial Management Act 1996*.

Basis for conclusion

I have conducted the engagement in accordance with the Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. My responsibilities under the standard and legislation are described in the 'Auditor-General's responsibilities' section of this report.

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and the ACT Audit Office applies Australian Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements*.

I believe that sufficient and appropriate evidence was obtained to provide a basis for my conclusion.

The Directorate's responsibilities for the statement of performance

The Director-General of the Transport Canberra and City Services Directorate is responsible for:

- preparing and fairly presenting the statement of performance in accordance with the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*; and
- determining the internal controls necessary for the preparation and fair presentation of the statement of performance so that the results of accountability indicators and accompanying information are free from material misstatements, whether due to error or fraud.

Auditor-General's responsibilities

Under the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*, the Auditor-General is responsible for issuing a limited assurance report on the statement of performance of the Directorate.

My objective is to provide limited assurance on whether anything has come to my attention that indicates the results of the accountability indicators reported in the statement of performance are not in agreement with the Directorate's records or do not fairly reflect, in all material respects, the performance of the Directorate, in accordance with the *Financial Management Act 1996*.

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In a limited assurance engagement, I perform procedures such as making inquiries with representatives of the Directorate, performing analytical review procedures and examining selected evidence supporting the results of accountability indicators. The procedures used depend on my judgement, including the assessment of the risks of material misstatement of the results reported for the accountability indicators.

Limitations on the scope

The procedures performed in a limited assurance engagement are less in extent than those required in a reasonable assurance engagement and consequently the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, I do not express a reasonable assurance opinion on the statement of performance.

This limited assurance engagement does not provide assurance on the:

- relevance or appropriateness of the accountability indicators reported in the statement of performance or the related performance targets;
- accuracy of explanations provided for variations between actual and targeted performance due to the often subjective nature of such explanations; or
- adequacy of controls implemented by the Directorate.



Michael Harris
Auditor-General
18 September 2019

**Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019**

Statement of Responsibility

In my opinion, the Statement of Performance is in agreement with the Directorate's records and fairly reflects the service performance of the Directorate in providing each class of outputs during the financial year ended 30 June 2019 and also fairly reflects the judgements exercised in preparing it.



Alison Playford
Director-General
Transport Canberra and City Services Directorate
12 September 2019

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output Class 1: Transport Canberra

Output 1.1: Transport Canberra

Description: Transport Canberra includes oversight of the construction of light rail, the Government subsidy paid to ACTION buses, and the strategic oversight of the public transport network, public transport asset management and the Active Travel Office.

	Original Target 2018-19	Actual Result 2018-19	Variance from Original Target	Explanation of Material Variances (>= +/- 5%)
TOTAL COST (\$'000)	\$206,713	\$249,201	21%	Higher than target result is mainly due to the expensing of Capital Works in Progress relating to Light Rail Stage 1, partially offset by: <ul style="list-style-type: none"> • lower service payments made to Canberra Metro due to delays in the commencement of light rail operations; and • Light Rail Stage 2 funding not being required as the project plan was revised to address the recommendations of the Joint Standing Committee inquiry.
CONTROLLED RECURRENT PAYMENTS (\$'000)	\$188,696	\$154,627	(18%)	Lower than target result is mainly due to: <ul style="list-style-type: none"> • Light Rail Stage 1 service payments not being required due to delays in the completion of the project; and • funding for Light Rail Stage 2 not being required as discussed above.
Accountability Indicators				
Light Rail				
a. Full energisation of network for testing ¹	August-18	January-19	(100%)	The target was not achieved mainly due to delays in construction works for Power Substations and Overhead Line Equipment in the southern sections of the project which resulted in delay to energisation for the full network.
b. Termini complete (excluding landscaping and minor works) ²	July-18	April-19	(100%)	The target was not achieved mainly due to a range of changes to the works program by Canberra Metro resulting in final components of stops being installed later than target.
c. Laying of mainline track complete (excluding minor works)	July-18	December-18	(100%)	The target was not achieved mainly due to a number of changes to construction program by Canberra Metro, accelerating the delivery of northern sections and delay to southern sections.
d. Maintenance/Control Centre Building complete (excluding landscaping and minor works)	August-18	January-19	(100%)	The target was not achieved mainly due to the original target date being revised to January 2019 as part of program changes by Canberra Metro. Certificate of occupancy for the Operations Control Centre (OCC) was received and staff occupied the building from January 2019.
e. Commencement of light rail stage 1 operations	December-18	April-19	(100%)	The target was not achieved mainly due to changes to the works program by Canberra Metro and delays in works completion, testing activities and accreditation.
Active Travel				
f. Customer satisfaction with access to cycle and walking paths ³	85%	92%	8%	The above target result indicates that the community's expectations are being met, reflecting the Directorate's effort in increasing the availability and access to paths to the community.

The above Statement of Performance should be read in conjunction with the explanation of accountability indicators.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output 1.1: Transport Canberra - Continued

Explanation of Accountability Indicators

- 1 Full energisation means turning on the power to the overhead wires so that Light Rail Vehicles can run along full length of the track.
- 2 This measure relates to the construction of the stop at Gungahlin Place and Alinga Street.
- 3 Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Transport Canberra and City Services Directorate (the Directorate). The survey seeks customer views on the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads and community paths), waste collection, sportsgrounds, and public transport. The response was collected through a telephone survey of 1,001 randomly sampled citizens over a period of two weeks in June 2019, with quotas applied for age, gender, and location. The respondents were asked to rate services across four ratings which were "Very Satisfied", "Satisfied", "Dissatisfied" and "Very Dissatisfied".

The above accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output Class 2: City Services

Output 2.1: Roads and Infrastructure

Description: 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.

	Original Target 2018-19	Actual Result 2018-19	Variance from Original Target	Explanation of Material Variances ($\geq \pm 5\%$)
TOTAL COST (\$'000)	\$217,044	\$236,534	9%	The higher than target result is largely due to unbudgeted expensing of costs from capital projects that did not meet the asset recognition criteria under the Australian Accounting Standards.
CONTROLLED RECURRENT PAYMENTS	\$78,577	\$78,648	0%	
Accountability Indicators				
Roads				
a. Annual percentage of territorial roads resurfaced ¹	5%	5%	-	
b. Annual percentage of municipal roads resurfaced	4%	4%	-	
c. Percentage of customers satisfied with the public road network ²	>75%	86%	-	
d. Percentage of territorial roads in good condition ¹	>89%	90%	-	
e. Percentage of bridges that meet SM1600 standard on the B Double Network ³	> 80%	84%	-	
f. Increase in length (km) of on-road cycle lanes ⁴	25	6	(76%)	The installation of on-road cycle lanes is undertaken as part of the annual resurfacing program. A feasibility assessment for the installation of on-road cycle lanes is undertaken at each new proposed site. The feasibility study identified that many of the roads resurfaced in 2018-19 could not safely accommodate the installation of the lanes. This measure is influenced by both creation of new paths through TCCS projects and by gifting of path assets created by land developers. Targets are set assuming similar rates of receipt of gifted assets to previous equivalent periods. During the current reporting period fewer than anticipated path assets were received.
g. Increase in length (km) of community paths ⁵	35	28	(20%)	
Asset Acceptance				TCCS assesses a large quantity of Development Application (DA) referrals and the complexity of each one varies. A number of DA's referred to the Directorate in 2018-19 were complex and an extension of time was required to allow for proper consideration of the DA. There were also some delays whilst staff were transitioning to new organisational structure, systems and processes implemented in September 2018.
h. Responses on Development Applications referred from the Environment, Planning and Sustainable Development Directorate completed within agreed timeframes ⁶	85%	75%	(12%)	Lower than target result is mainly due to the reasons outlined above for 2.1h.
i. Respond to developers submissions within adopted timeframes ⁷	85%	81%	(5%)	

The above Statement of Performance should be read in conjunction with the explanation of accountability indicators.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output 2.1: Roads and Infrastructure - Continued

Explanation of Accountability Indicators

- 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.
- 2 Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Transport Canberra and City Services Directorate (the Directorate). The survey seeks customer views on the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads and community paths), waste collection, sportsgrounds, and public transport. The response was collected through a telephone survey of 1,001 randomly sampled citizens over a period of two weeks in June 2019, with quotas applied for age, gender, and location. The respondents were asked to rate services across four ratings which were "Very Satisfied", "Satisfied", "Dissatisfied" and "Very Dissatisfied".
- 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 The indicator refers to the length of on-road cycle lanes in the network that meet the current standard width requirements.
- 5 Increases in community paths are measured using the date the 'works as executed' drawings are submitted and registered.
- 6 Agreed timeframe is 15 working days.
- 7 Adopted timeframe is 20 working days.

The above accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output Class 2: City Services

Output 2.2: Library Services

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

	Original Target 2018-19	Actual Result 2018-19	Variance from Original Target	Explanation of Material Variances (>= +/- 5%)
TOTAL COST (\$'000)	\$19,047	\$20,069	5%	
CONTROLLED RECURRENT PAYMENTS (\$'000)	\$14,766	\$15,234	3%	
Accountability Indicators				
a. Physical visits to Libraries per capita ¹	5.0	4.6	(8%)	Visits have increased approximately 3% from the previous year. Despite this increase, actual was lower than target due mainly to the temporary closure of Dickson branch for safety reasons due to substantial building works in 2018-19.
b. Items borrowed per capita ^{1,2}	7.5	5.9	(21%)	The decrease in physical loans is from users targeting their reading and the accessibility of digital information. There is an increase in digital loans, partially offset by the decrease in physical loans, resulting in a decrease in overall items borrowed per capita. It was also affected by the temporary closure of Dickson branch for safety reasons due to substantial building works in 2018.
c. Percentage of population who are registered library members ³	62%	68%	10%	The above target result is largely attributed to new members attracted by the increased range of e-resources and e-books.
d. Customer satisfaction with library services ⁴	90%	97%	8%	Libraries ACT has received a higher satisfaction rating than anticipated, demonstrating the high levels of service and value provided to the community.
e. Direct cost of public library services per capita ¹	\$35.50	\$31.74	(11%)	Expenditure on library services is consistent across the years, however the population has increased, affecting the per capita outcome.
f. Percentage of library collection purchased in previous five years	60%	50%	(17%)	This indicator includes physical items only. The below target result is due to a changing mix of physical and digital collection items. Libraries continue to respond to customer trends towards digital resources.
g. Number of ACT publications or collections added to the heritage collection	12,000	12,081	1%	

The above Statement of Performance should be read in conjunction with the explanation of accountability indicators.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output 2.2: Library Services - Continued

Explanation of Accountability Indicators

- 1 The 2018-19 target is based on an ACT population of 424,200.
- 2 Digital loans include all digital downloads, e.g. e books, e audio, music, magazines, newspapers, subscription databases, children's resources and learning resources.
- 3 The 2018-19 target is based on an ACT population of 424,200 with 68 per cent of the population representing approximately 263,004 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 Transport Canberra and City Services Directorate (the Directorate). The survey seeks customer views on the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads and community paths), waste collection, sportsgrounds, and public transport. The response was collected through a telephone survey of 1,001 randomly sampled citizens over a period of two weeks in June 2019, with quotas applied for age, gender, and location. The respondents were asked to rate services across four ratings which were "Very Satisfied", "Satisfied", "Dissatisfied" and "Very Dissatisfied". The survey includes public libraries only and does not include the Virtual and Heritage Libraries.

The above accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output Class 2: City Services

Output 2.3: Waste and Recycling

Description: Provision of domestic waste and recyclables collection services, operation of resource management and recycling centres, and implementation and evaluation of waste management programs, including household garbage and recycling.

	Original Target 2018-19	Actual Result 2018-19	Variance from Original Target (15%)	Explanation of Material Variances (\geq +/- 5%)
TOTAL COST (\$'000)	\$70,340	\$59,698		The variance is mainly due to lower than target: <ul style="list-style-type: none"> • depreciation due to extension of the useful life of a waste disposal cell at the Mugga Lane landfill based on the actual volume of waste disposed and waste compaction rate; • uptake of green bins due to lower demand; and • costs related to the disposal of demolition material associated with properties under the Loose-fill Asbestos Insulation Eradication Scheme.
CONTROLLED RECURRENT PAYMENTS (\$'000)	\$34,065	\$33,773	(1%)	
Accountability Indicators				
a. Annual tonnes of waste to landfill per head of population ¹	0.7	0.55	(21%)	The below target result is mainly associated with less than anticipated waste to landfill from the Loose-fill Asbestos Insulation-Eradication Scheme for the Mr Fluffy houses as majority of the program has been completed.
b. Annual total resource recovery tonnage per head of population ¹	1.7	2.0	18%	The higher than target result is mainly due to higher resource recovery from green waste, construction and demolition activities.
c. Percentage of material recovered from the total waste stream	75%	79%	5%	The higher than target result is mainly due to higher resource recovery from green waste, construction and demolition, as discussed above.
d. Percentage of customers satisfied with waste collection services ²	> 90%	94%	-	
e. Contract cost of landfilling waste per tonne	\$18.34	\$17.80	(3%)	
f. Annual cost of domestic kerbside waste collection services per head of population ³	\$19.85	\$20.68	4%	
g. Annual cost of domestic kerbside recycling collection services per head of population ³	\$11.30	\$11.71	4%	
h. Number of mattresses diverted from landfill	37,000	37,324	1%	
i. Container redemption rate	60%	50%	(17%)	The actual redemption rate was lower than the target. The target figure was based on the early estimates provided by the Network Operator during initial implementation.

The above Statement of Performance should be read in conjunction with the explanation of accountability indicators.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output 2.3: Waste and Recycling - Continued

Explanation of Accountability Indicators

- 1 The 2018-19 target is based on an ACT population of 424,200 and Queanbeyan population of 41,000.
- 2 Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Transport Canberra and City Services Directorate (the Directorate). The survey seeks customer views on the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads and community paths), waste collection, sportsgrounds, and public transport. The response was collected through a telephone survey of 1,001 randomly sampled citizens over a period of two weeks in June 2019, with quotas applied for age, gender, and location. The respondents were asked to rate services across four ratings which were "Very Satisfied", "Satisfied", "Dissatisfied" and "Very Dissatisfied".
- 3 The 2018-19 target is based on an ACT population of 424,200.

The above accountability indicators were examined by the ACT Audit Office in accordance with the Financial Management Act 1996. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output Class 2: City Services

Output 2.4: City Maintenance and Services

Description: 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. 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.

	Original Target 2018-19	Actual Result 2018-19	Variance from Original Target	Explanation of Material Variances (>= +/- 5%)
TOTAL COST (\$'000)	\$110,294	\$115,356	5%	Higher than target result is mainly due to higher than anticipated water costs associated with sportsgrounds management.
CONTROLLED RECURRENT PAYMENTS (\$'000)	\$74,641	\$75,413	1%	
Accountability Indicators				
a. Percentage of customers satisfied with the management of sportsgrounds ¹	85%	96%	13%	Satisfaction with the management of sportsgrounds remains high in 2019, with 96% indicating they are 'satisfied' (81%) or 'very satisfied' (15%).
b. Number of dogs processed by the Domestic Animal Shelter	1,100	1,082	(2%)	
c. Percentage of saleable stray and abandoned dogs re-homed	90%	94%	4%	
d. Remove abandoned vehicles on unleased land within nine calendar days	100%	85%	(15%)	73 vehicles were not removed within the required timeframe. 43 of the 73 abandoned vehicles were not collected by the towing contractor within the required timeframe due to a range of operational factors including the need to arrange city ranger assistance, removing the vehicle at a suitable time that limits traffic impact and safety risks and finding vehicles in difficult locations.
e. Response and collection of 'sharps' on unleased land within 4 hours	100%	98%	(2%)	The remaining 30 vehicles were not actioned by city rangers within the required timeframe due to factors including the requirement to leave the vehicles whilst ACT Policing undertake investigations, higher number of vehicles impounded, staff capacity and prioritisation of other public safety matters.
f. Annual operating cost per hectare of actively maintained park land is less than benchmarked median across Australia	<\$12,957	11,965	-	
Yarralumla Nursery				
g. Plant spoilage within industry standard ²	< 10%	4%	-	

The above Statement of Performance should be read in conjunction with the explanation of accountability indicators.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output 2.4: City Maintenance and Services - Continued

Explanation of Accountability Indicators

- 1 Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Transport Canberra and City Services Directorate (the Directorate). The survey seeks customer views on the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads and community paths), waste collection, sportsgrounds, and public transport. The response was collected through a telephone survey of 1,001 randomly sampled citizens over a period of two weeks in June 2019, with quotas applied for age, gender, and location. The respondents were asked to rate services across four ratings which were "Very Satisfied", "Satisfied", "Dissatisfied" and "Very Dissatisfied".
- 2 'Plant spoilage' refers to plants that have been disposed of due to substandard quality or have died during the growing process.

The above accountability indicators were examined by the ACT Audit Office in accordance with the Financial Management Act 1996. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Transport Canberra and City Services Directorate
Statement of Performance
For the Year Ended 30 June 2019

Output Class 2: City Services
Output 2.5: Capital Linen Service

Description: 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.

	Original Target 2018-19 \$14,397	Actual Result 2018-19 \$15,433	Variance from Original Target 7%	Explanation of Material Variances (>= +/- 5%)
TOTAL COST (\$'000)				The higher than target result is mainly due to higher costs associated with new customers and higher volumes in the health and commercial sectors.
Accountability Indicators				
a. Total tonnes of laundry delivered	6,242	6,860	10%	The higher than target result is mainly due to new customers in the health and commercial sectors. Capital Linen Service expanded the business into regional New South Wales. The health sector also had a higher demand with the opening of the new University of Canberra Hospital.
b. Retain certification of Quality Management System Standard AS/NZS ISO 9001:2008	100%	100%	0%	

The above Statement of Performance should be read in conjunction with the explanation of accountability indicators.

The above accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

INDEPENDENT LIMITED ASSURANCE REPORT

To the Members of the ACT Legislative Assembly

Conclusion

I have undertaken a limited assurance engagement on the statement of performance of ACTION for the year ended 30 June 2019.

Based on the procedures performed and evidence obtained, nothing has come to my attention to indicate the results of the accountability indicators reported in the statement of performance for the year ended 30 June 2019 are not in agreement with ACTION's records or do not fairly reflect, in all material respects, the performance of ACTION, in accordance with the *Financial Management Act 1996*.

Basis for conclusion

I have conducted the engagement in accordance with the Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. My responsibilities under the standard and legislation are described in the 'Auditor-General's responsibilities' section of this report.

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and the ACT Audit Office applies Australian Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements*.

I believe that sufficient and appropriate evidence was obtained to provide a basis for my conclusion.

ACTION'S responsibilities for the statement of performance

The Director-General of the Transport Canberra and City Services Directorate is responsible for:

- preparing and fairly presenting the statement of performance in accordance with the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*; and
- determining the internal controls necessary for the preparation and fair presentation of the statement of performance so that the results of accountability indicators and accompanying information are free from material misstatements, whether due to error or fraud.

Auditor-General's responsibilities

Under the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*, the Auditor-General is responsible for issuing a limited assurance report on the statement of performance of ACTION.

My objective is to provide limited assurance on whether anything has come to my attention that indicates the results of the accountability indicators reported in the statement of performance are not in agreement with ACTION's records or do not fairly reflect, in all material respects, the performance of ACTION, in accordance with the *Financial Management Act 1996*.

In a limited assurance engagement, I perform procedures such as making inquiries with representatives of ACTION, performing analytical review procedures and examining selected evidence supporting the results of accountability indicators. The procedures used depend on my judgement, including the assessment of the risks of material misstatement of the results reported for the accountability indicators.

Limitations on the scope

The procedures performed in a limited assurance engagement are less in extent than those required in a reasonable assurance engagement and consequently the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, I do not express a reasonable assurance opinion on the statement of performance.

This limited assurance engagement does not provide assurance on the:

- relevance or appropriateness of the accountability indicators reported in the statement of performance or the related performance targets;
- accuracy of explanations provided for variations between actual and targeted performance due to the often subjective nature of such explanations; or
- adequacy of controls implemented by ACTION.



Michael Harris
Auditor-General
16 September 2019

ACTION
Statement of Performance
For the Year Ended 30 June 2019

Statement of Responsibility

In my opinion, the Statement of Performance is in agreement with ACTION's records and fairly reflects the service performance of ACTION for the financial year ended 30 June 2019 and also fairly reflects the judgements exercised in preparing it.



Alison Playford
Director-General
Transport Canberra and City Services Directorate
12 September 2019

ACTION
Statement of Performance
For the Year Ended 30 June 2019

Output Class 1: Bus Operations		Original Target	Actual Result	% Variance from	Explanation of Material Variances
Output 1.1: Bus Operations		2018-19	2018-19	Original Target	(>= +/- 5%)
Description: Provision of a public bus network and school bus services, including a range of express and regular route services within Canberra suburbs. ACTION also provides special needs transport, flexible bus services and a bus charter service.		\$163,035	\$166,105	2%	
TOTAL COST (\$'000)		\$111,182	\$111,182	0%	
CONTROLLED RECURRENT PAYMENTS (\$'000)					
Accountability Indicators					
Bus Operations		85%	68%	(20%)	The TCCS Community Survey was conducted shortly after a new public transport network was introduced. While more Camberrans are using public transport as a result of the changes, a number of services that had been provided for many years were changed. This may have resulted in customers reporting lower satisfaction with services, despite more customers using public transport.
a. Customer satisfaction with ACTION services as assessed by passenger survey ¹					Some customers have been affected by ongoing issues with service reliability on weekends. This has had a very large impact on customer satisfaction. However, substantial increases in weekend patronage following the introduction of the new network have been realised.
b. Percentage of in service fleet fully compliant with standards under the <i>Disability Discrimination Act 1992</i> ²		81%	83%	2%	
c. Percent of in service fleet Euro 5 or better emission standard compliant ³		62%	64%	3%	
d. Service reliability – percentage of all scheduled services which operated to completion		99.5%	97.5%	(2%)	
e. Percentage of services operating on scheduled time ⁴		75%	73%	(3%)	
f. Total network operating cost per network kilometre ⁵		\$5.35	\$5.67	6%	The result was higher than target due to additional driver training conducted during the period to support the expanded network, and new network launch costs.
g. Total network operating cost per passenger boarding ^{5,6}		\$7.92	\$7.80	(2%)	
h. Fare box recovery as a percentage of total network operating costs		16.4%	14.1%	(14%)	The result was lower than target mainly due to the free travel initiatives provided for the launch of light rail and new bus network.
i. Undertake a trial of electric buses		1	1	0%	
j. Public transport passenger boardings ⁶		18,700,000	20,137,824	8%	The result was above target mainly due to the introduction of light rail, provision of free travel for 1 month and the introduction of the new bus network from April 2019.
The above accountability indicators should be read in conjunction with the explanation of accountability indicators.					

The above accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

ACTION
Statement of Performance
For the Year Ended 30 June 2019

Output 1.1: Bus Operations - Continued

Explanation of Accountability Indicators

- 1 Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Transport Canberra and City Services Directorate (the Directorate). The survey seeks customer views on the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads and community paths), waste collection, sportsgrounds, and public transport. The response was collected through a telephone survey of 1,001 randomly sampled citizens over a period of two weeks in June 2019, with quotas applied for age, gender, and location. The respondents were asked to rate services across four ratings which were "Very Satisfied", "Satisfied", "Dissatisfied" and "Very Dissatisfied".
- 2 The *Disability Discrimination Act 1992* (the Act) details the accessibility specifications of a bus required to achieve compliance. The Act requires 100% of Public Transport vehicles to be compliant by 31 December 2022.
- 3 Euro emission standards define the acceptable limits for exhaust emissions of vehicles.
- 4 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 completed scheduled services are measured.
- 5 Network operating costs measure the cost and kilometres directly attributable to the operation of ACTION's network route and school services. It excludes costs associated with the operation of special needs transport, flexible bus services and bus charter services. Network kilometres relates to the kilometres travelled by the fleet in servicing the express, school and regular route services, it excludes the cost and kilometres associated with the operation of special needs transport, community buses and bus charter services.
- 6 Passenger boardings are recorded when a passenger boards a bus and swipes their MyWay card on the MyWay console, purchases a paper ticket on board the bus or when the driver records a boarding through the MyWay console upon the passenger showing a valid paper ticket to transfer between buses.



Part 5

Reporting
by Exception

PART 3 DANGEROUS SUBSTANCES

Nil to report under Part 3.

PART 3 MEDICINES, POISONS AND THERAPEUTIC GOODS

Nil to report under Part 3.



ROAD PATROL

Annual Report
requirements for
specific reporting
entities



PART 4 PUBLIC LAND MANAGEMENT PLANS

TCCS is responsible for the following land management plans which are prepared under the *Planning and Development ACT 2007*:

TABLE 27: TCCS PUBLIC MANAGEMENT PLANS AS AT 30 JUNE 2019⁴

Land Management Plan	Status	Year of Approval	Access
Woden and Weston Creek's Urban Parks and Sportsgrounds	Approved final	1998	https://www.legislation.act.gov.au/di/1998-242/default.asp
Belconnen's Urban Parks, Sportsgrounds and Lake Ginninderra	Approved final	1998	As above
Inner Canberra's Urban Parks and Sportsgrounds	Approved final	2000	https://www.legislation.act.gov.au/di/2000-143/default.asp
Tuggeranong's Urban Parks and Sportsgrounds	Approved final	2000	As above
Canberra's Urban Lakes and Ponds*	Approved final	2001	https://www.legislation.act.gov.au/di/2001-173/default.asp
Urban Open Space and Public Access Sportsgrounds in the Gungahlin Region	Approved final	2007 (note: commenced in 2008)	https://www.legislation.act.gov.au/di/2007-298/default.asp

⁴ A review and update of the Canberra Urban Lakes and Ponds Plan of Management is currently underway. The review is being undertaken by EPSDD Environment Protection Policy unit in collaboration with TCCS. The draft version has been circulated to ACT Government stakeholders and further editing will be undertaken to address comments received as part of this process prior to release for public consultation in 2019-20.



PDR

Public Interest
Disclosure

PART 6 PUBLIC INTEREST DISCLOSURE

Transport Canberra and City Services has adopted the *Public Interest Disclosure Guidelines 2014* (Commissioner's Guidelines) (Notifiable Instrument 014-357) as its procedures when dealing with public interest disclosures (PID). TCCS provides staff with PID information including what constitutes a disclosure, what action the directorate must take on receipt of a PID and the nominated designated disclosure officers via a factsheet which is accessible via the TCCS intranet.

In line with requirements of the *ACT Public Interest Disclosure Act 2012*, TCCS has appointed the Executive Branch Manager, Governance and Ministerial Services as the nominated Senior Executive Responsible for Business Integrity Risk (SERBIR) to receive and manage Public Interest Disclosures for the directorate. TCCS also has a number of positions appointed as Designated Disclosure Officers:

- > Chief Operating Officer;
- > Executive Branch Manager, People and Capability;
- > Executive Branch Manager, Legal and Contracts; and
- > Senior Director, Employee Relations.

TCCS received one Public Interest Disclosure for the 2018-19 financial year. An initial investigation into the matter assessed the validity of claim which was determined not to constitute a Public Interest Disclosure. The matter was subsequently closed.

APPENDIX

APPENDIX 1 – SUBSUMED REPORTS

ACT Veterinary Practitioners Board

The ACT Veterinary Practitioners Board (the Board) is a statutory board established under the *Veterinary Practice Act 2018* (the Act). The new Act and subordinate legislation came into effect on 21 December 2018. The Act reflects the outcomes of the review of the ACT veterinary legislation and alternate models in 2016, as well as the outcomes of a number of engagement and consultation activities in 2017 and 2018 with key stakeholders, the veterinary profession and the community.

The Act is modelled on the New South Wales (NSW) veterinary legislation. The NSW legislation was a similar legislative model to the ACT's previous veterinary legislation, including the function of a board, but is significantly more comprehensive and intelligible. Harmonising the ACT's veterinary legislation with NSW will also help reduce barriers to movement of veterinary practitioners between the jurisdictions, improving the productivity of the profession in the ACT. The adoption of the Act has resulted in minimal changes for the ACT veterinary profession but provides a strengthened and streamlined complaints process, as well as greater public reporting and accountability provisions for the regulatory board.

The Board has a broad range of responsibilities that are established in Section 91 of the Act. These include:

- > registering veterinary practitioners and veterinary premises;
- > investigating complaints against veterinary practitioners;
- > conducting, on the Board's own initiative, investigations of veterinary practitioners;
- > taking disciplinary action against veterinary practitioners;
- > enforcing this Act, including taking proceedings for offences against this Act;
- > developing codes of professional conduct for veterinary practitioners;
- > setting standards for premises;
- > cooperating with other jurisdictions in Australia and New Zealand to further a common and harmonious approach to the administration of legislation relating to veterinary practitioners;
- > giving information to the veterinary profession relating to continuing education issues, developments in the field of veterinary science and disciplinary matters;
- > giving general advice to consumers of veterinary services in relation to the ethics and standards of professional competence generally expected of veterinary practitioners;
- > giving advice to the Minister in relation to any other matter related to the administration of this Act;
- > ensuring the professional development of veterinary practitioners, including by implementing requirements for continuing professional development of veterinary practitioners;
- > approving educational and training courses related to professional qualifications for veterinary practitioners; and
- > liaising with, and if the Board considers it appropriate, becoming a member of, professional organisations concerned with veterinary science.

The Board may exercise any other function given to the Board under this Act or any other territory law.

The Board comprises seven members with all appointed by the Minister for Transport and City Services. With the exception of the Community Representative and the non-veterinary practitioner, all members are registered veterinary practitioners in the ACT with a minimum of three years registration. Board membership during the reporting period is shown in the table below.

TABLE 28: MINISTERIAL APPOINTMENTS

NAME	POSITION ON BOARD	DATE APPOINTED	APPOINTMENT EXPIRY
Dr Steven Roberts	President	20 October 2017	19 October 2019
Dr Eloise Koelmeyer	Deputy President and Registered Veterinary Practitioner	19 October 2017	18 October 2021
Dr Peter Gibbs	Registered Veterinary Practitioner	19 October 2017	18 October 2021
Dr Amanda-Lee Charman	Registered Veterinary Practitioner	17 March 2019	14 March 2022
Dr Melanie Latter	Registered Veterinary Practitioner	17 May 2019	30 May 2022
	Acting Registered Veterinary Practitioner	31 July 2019	30 September 2019
Mr Christopher Headon	Non-Veterinary Practitioner	15 March 2019	14 March 2022
Ms Eileen Jerga, AM	Community Representative	2 June 2015	29 April 2019

Dr Allen Bryce resigned from the Board after relocating. Dr Bryce’s appointment ended on 17 May 2019. The Board operated at times during 2018-19 with reduced Board members due to the implementation of the Act. A recruitment process is currently underway to appoint the new Community Member.

The Board usually meets on the last Friday of each month with the exception of December, or as noted below. In 2018-19, the Board met on 11 occasions with attendance outlined in Table 29. The Board moved the November meeting to early December to assist with the implementation of the legislation.

TABLE 29: BOARD MEMBER ATTENDANCE

Member	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June
Dr Steven Roberts	Y	Y	Y	Y	N/A	Y	Y	Y	Y	Y	Y	Y
Dr Eloise Koelmeyer	Y	Y	Y	Y	N/A	Y	N	Y	Y	Y	Y	Y
Dr Peter Gibbs	Y	N	Y	Y	N/A	Y	Y	Y	Y	Y	Y	Y
Dr Amanda-Lee Charman	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y
Dr Melanie Latter	Y	Y	Y	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Y	Y
Mr Christopher Headon	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	N
Ms Eileen Jerga, AM	Y	Y	Y	Y	N/A	Y	Y	Y	Y	Y	Y	Y
Dr Allen Bryce	y	y	y	y	N/A	y	Y	Y	Y	N	N/A	N/A

Veterinary Practitioner Registrations

At 30 June 2019, there were 402 registered veterinary practitioners, including specialists, registered in the ACT.

TABLE 30: REGISTRANTS BY YEAR

2016-17	2017-18	2018-19
381	370	402

Under Section 9 of the Act the Board must, within 7 days after the day it makes a decision on an application for registration, advise the applicant of their decision and if approved enter the persons details into the register. The table provided below shows the number of times the Board met this requirement.

TABLE 31: REGISTRANTS ADVISED WITHIN 7 DAYS (FROM COMMENCEMENT OF THE ACT ON 21 DECEMBER 2018).

2018-19	
%	100

Veterinary Premises Registrations

As at 30 June 2019, there were 38 veterinary premises registered in the ACT. Under Section 75 of the Act the Board must, within 7 days after the day it makes a decision on an application for registration for a premises, advise the applicant of their decision and if approved enter the premises details into the register. The table provided below shows the number of times the Board met this requirement.

TABLE 32: REGISTRANTS ADVISED WITHIN 7 DAYS (FROM COMMENCEMENT OF THE ACT ON

2018-19	
%	100

Complaints against Veterinary Practitioners

The new veterinary legislation provides significant efficiencies through a clearer regulatory framework for the investigation of complaints. The Board is now empowered to impose disciplinary measures on a veterinary practitioner's registration without first referring complaints to a complaints panel for review.

The Board is now also able to impose a fine of up to \$1,000, impose conditions, require payment of specified costs relating to any hearings, and if justified suspend a registration for an interim period prior to taking the veterinary practitioner to the ACT Civil and Administrative Tribunal (ACAT) for an occupational discipline hearing. Matters of occupational discipline, which may result in the suspension or cancellation of registration for practitioners or premises, continue under the legislation to be subject to an application to ACAT. This process ensures the ACAT, as an independent arbiter, determines whether a veterinary practitioner's registration should be suspended or cancelled. The new legislation will allow the Board to more efficiently address malpractice in the sector, and to take appropriate action regarding the severity and effect of non-compliance.

The Board expects high standards of professional behaviour from veterinary practitioners in the ACT. This includes maintaining professional standards of practice, professional indemnity insurance and continuing professional development. Continuing professional development is compulsory for registered veterinary practitioners in the ACT and helps to maintain public confidence in the profession as well as assisting veterinary practitioners meet the required standards of practice for ongoing and relevant professional development, consistent with the nature of practice in which they are involved.

The new complaints process under the Act retains provisions for joint consideration of complaints with the Health Services Commissioner within the Human Rights Commission (HRC). It is mandatory for the Board and the HRC to notify each other of complaints received regarding veterinary practitioners. The HRC through the complaints process can provide a conciliatory service between the complainant and the veterinary practitioner. This process allows reciprocal management of veterinary complaints that ensures support is available to both complainants and veterinary practitioners going through the process. The Board is also available to meet with complainants on request.

During the 2018-19 financial year the Board received 10 new complaints. Over the year, seven were resolved and three remain under active management.

Under Section 63 of the Act the Board is required to keep complainants informed on the progress of their complaint. The Board has met this requirement for all complaints.

Veterinary Practitioner Board Finances

The Board is not a Territory Authority for the purposes of the *Financial Management Act 1996*. The Board is self-funded and contributes 50 per cent to TCCS for costs incurred in the provision of the secretariat function. The Board's finances are also managed by TCCS on the Board's behalf and are subject to audit by the ACT Audit Office.

TABLE 33: CASH AT BANK AS AT 30 JUNE 2019

Cash at Bank Balance 1 July 2018 (as per the reported closing cash at bank balance in the 2017-18 Annual Report)	\$366,135
Less cash deposits received but not transferred to the Veterinary Practitioners Board bank account at the 30 June 2019 balance date	\$11,801
Cash Inflows 2018-19	\$142,345
Cash Outflows 2018-19	\$98,977
Cash at Bank Balance 30 June 2019	\$409,503

Australasian Veterinary Boards Council (AVBC)

The Board continues to maintain its membership of the Australasian Veterinary Boards Council (AVBC) and is an active contributor in the discussion and development of the veterinary profession within Australia and New Zealand. Dr Peter Gibbs and Dr Allen Bryce were the ACT representatives on the AVBC in 2018-19 until Dr Bryce's move to New Zealand and subsequent resignation from the Board. Dr Peter Gibbs is now the representative, with the Board President as alternate.

The AVBC meets regularly via teleconference throughout the year with the face to face Annual General Meeting (AGM) held this year in Canberra. The AGM is attended by State, Territory and New Zealand Board representatives to discuss issues of national interest to the veterinary profession. The ACT Registrar, Nikki Pulford attended the AVBC AGM and the Registrars' meeting.

Annual General Meeting

Under Section 92 of the Act, the Board must hold an Annual General meeting of the veterinary profession. Under the *Veterinary Practice Regulation 2018* (the Regulation) the meeting is to be scheduled within 4 months after the end of the financial year.

The Board is organising the Annual General meeting for the year 2018-19. All veterinary practitioners will be invited to attend the meeting once details have been confirmed. All veterinary practitioners will be provided at the meeting with the following documents:

- > The agenda for the meeting;
- > a copy of a report of the activities of the Board for the financial year prepared by the President;
- > a copy of a report for the financial year prepared by the president on the following:
 - the fees payable by veterinary practitioners under the Act;
 - any increases in fees that have been proposed by the Board; and
 - any remuneration paid or payable to members of the Board.

Animal Welfare Authority

In 2018-19, TCCS was the ACT Government's lead agency for animal welfare and administered the *Animal Welfare Act 1992* (AW Act), which regulates offences such as animal cruelty.

The AW Act has a range of enforcement powers to promote and monitor acceptable standards of care, and protect animals from cruelty or welfare offences.

The Executive Group Manager, City Operations within TCCS was the appointed Animal Welfare Authority for the ACT.

The government continued its service funding agreement with RSPCA ACT to provide animal welfare services including the provision of authorised inspectors under the AW Act.

As at 30 June 2019, 44 employees of the ACT Government, four inspectors from RSPCA, and all sworn ACT Police officers were appointed as inspectors under the AW Act.

The Animal Welfare Advisory Committee (AWAC) is a statutory committee established under section 109 of the AW Act. The AWAC met on 9 occasions in 2018-19 and undertook the following activities:

- > advised the Minister for Transport and City Services on animal welfare matters;
- > collaborated with TCCS in progressing actions under the Animal Welfare & Management Strategy 2017-2022, including conducting a review of animal welfare and management laws in the ACT; and
- > progressed the following Codes of Practice:
 - Welfare of Native Wildlife (Rescue, Rehabilitation and Release);
 - Private Keeping of Native Reptiles;
 - Care and Welfare of Cats;
 - Keeping and Breeding of Racing Greyhounds;
 - Land Transport of Livestock;
 - Care and Welfare of Small Mammals as Pets;
 - Welfare of Horses;
 - Cattle;
 - Small mammal code; and
 - Sheep.

Permits, investigations and prosecutions

In 2018-19, the Animal Welfare Authority issued:

- > two circus permits;
- > six licences for the use or breeding of animals for the purpose of research or teaching; and
- > two commercial trapping permits.

During 2018-19, the RSPCA received 1,053 cases complaints/referrals in relation to animal welfare. Inspectors investigated 1024 of these matters, which resulted in prosecution of 7 individuals. One case was finalised this financial year with the offender receiving an 18 month Good Conduct Order, an 18 month animal ban and a \$50 fine.

As at 1 July 2019, there were three cases before the courts.

GLOSSARY

Terms, Acronyms and Abbreviations

ACTIA	ACT Insurance Authority
ACTPS	ACT Public Sector
ARins	Attraction and Retention Incentives
ASBA	Australian School-Based Apprenticeships
AVBC	Australasian Veterinary Boards Council
AWAs	Australian Workplace Agreements
BA	Building Applications
CDS	Container Deposit Scheme
CMTEDD	Chief Ministers, Treasury and Economic Development Directorate
DA	Development Applications
EBAs	Enterprise Bargaining Agreements
EPSDD	Environment, Planning and Sustainable Development Directorate
FOGO	Food organics, garden organics
GNSS	Global Navigation Satellite Systems
HRC	Human Rights Commission
HSR	Health and Safety Representatives
JACS	Justice and Community Safety Directorate
LANN	Land Access and Activity Notices
LTIFRs	Lost-time injury frequency rates
RAP	Reconciliation Action Plan
RED	Respect, Equity and Diversity Framework
SAMP	Strategic Asset Management Plan
SERBIR	Senior Executive Responsible for Business Integrity Risk
TCCS	Transport Canberra and City Services Directorate
WHO HEAT	World Health Organisation Health Economic Assessment Tool
WHS	Work Health and Safety

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