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Section A.
Transmittal Certificate
Mr Simon Corbell MLA
Minister for Capital Metro
ACT Legislative Assembly
London Circuit
CANBERRA CITY ACT 2601

Dear Minister

Transmittal Certificate

I am pleased to present you the 2013-14 Annual Report of the Capital Metro Agency.

This Annual Report has been prepared under section 5(1) of the Annual Report (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 the Capital Metro Agency.

I certify that the attached Annual Report is an honest and accurate account and that all material information on the operations of the Capital Metro Agency during the period 1 July 2013 to 30 June 2014 has been included and that it complies with the Annual Report Directions.

I also certify that fraud prevention has been managed in accordance with the Public Sector Management Standards 2006, Chapter 2, Part 2.3.

Section 13 of the Annual Reports (Government Agencies) Act 2004 requires that you cause a copy of the Agency’s Annual Report to be laid before the Legislative Assembly within three months of the end of financial year.

Yours sincerely

Emma Thomas
Director-General
10 September 2014
The Australian Capital Territory (ACT) is Ngunnawal country. The Government acknowledges the Ngunnawal people as the traditional custodians of the Canberra region. The region is also an important meeting place and significant to other Aboriginal groups.

The Capital Metro Agency acknowledges and respects the Aboriginal and Torres Strait Islander people, their continuing culture and the contribution they make to the life of this city and this region.
Section B. Performance Reporting
B.1 Organisational Overview

Our Vision

The Capital Metro Agency’s (CMA) vision is to build a modern, vibrant and sustainable city by improving transport options and changing settlement patterns to encourage urban development and create new employment opportunities.

Canberra will be recognised as a truly sustainable and creative city; as a community that is socially inclusive – acknowledging and supporting those who are vulnerable and in need and enabling all to reach their full potential; as a centre of economic growth and innovation; as the proud capital of the nation and home of its pre-eminent cultural institutions; as a place of great natural beauty.

The CMA captures this purpose with the following phrase:


The Capital Metro Agency Core Values

The CMA operates accordingly to the ACT Government Code of Conduct in addition to the following values which are unique to the CMA and have been developed by the entire Capital Metro team to ensure they accurately represent the culture of Capital Metro:

**Finds a way** – I will find a way to conduct my work in a safe and professional manner.

**Open and Transparent** – I will work collaboratively with my team and be open in providing necessary and supporting information to team members.

**Advocacy** – I will work with commitment, conviction and passion, because I care about Canberra, and will leave a positive legacy. I will advocate for the needs of our customers during design, construction and operation.

**Professionalism** – I will work with professionalism and have a commitment to quality and excellence.

**Courage** – I will have courage to take calculated risks, make decisions and deliver frank and fearless advice.
Our Role

The CMA was established on 1 July 2013, with the principle objective of managing all aspects of the ongoing planning, design and delivery of Stage 1 of a light rail network for the Territory.

Capital Metro is Canberra’s light rail project and is an important part of the Government’s vision to deliver a truly sustainable and creative city as set out in *The Canberra Plan – Towards our Second Century*.

Transport is critical to our vision of a sustainable city. The *Transport for Canberra — Transport for a Sustainable City 2012-2031* Policy (Transport for Canberra) has set the foundation for transport planning over the next 20 years. It aims to create a transport system that puts people first and links new development to investment in public transport.

The City to Gungahlin corridor is an important part of Transport for Canberra, which maps out ways to deliver faster, more convenient and more sustainable transport options for Canberra.

Stage 1 of Capital Metro is a 12 kilometre route running from the City to Gungahlin, along Northbourne Avenue and Flemington Road. It will deliver high quality, reliable and frequent public transport down one of Canberra’s busiest corridors. Light rail will provide a competitive alternative to driving and help manage congestion as the corridor population continues to grow.
Functions and Services of the Agency

The CMA is a Directorate within the ACT Government, responsible to the Minister for the Environment and Sustainable Development, Mr Simon Corbell MLA.

The CMA works collaboratively with all Government Directorates to bring together the planning, design and procurement Stage 1 of Capital Metro.

The CMA is divided into seven functional groups that deliver, support or enable the delivery of the Capital Metro project. They are:

- Office of the Project Director;
- Procurement and Delivery;
- Planning and Design;
- Finance and Economics;
- Customer Experience and Operations;
- Communications and Stakeholder Engagement; and
- Governance and Operations.

Capital Metro Project Board

The Capital Metro Project Board (the Board) focuses on strategic decision making, drawing principally on recommendations tabled by the Project Director and the project team. The Board’s focus is providing high-level strategic guidance to the CMA.

For more information on the Capital Metro Project Board, please refer to section C1 - Internal Accountability.

Our Clients and Stakeholders

The CMA Stakeholder Engagement Strategy articulates the breadth of interested and engaged stakeholders to the design, construction and operation of Capital Metro.

Our primary client is the ACT community. The CMA engages with the community in relation to the development of light rail. The CMA actively seeks out, considers and acts on the views of the community to deliver appropriate and high quality land development outcomes which provide a social and financial return on the land asset.

Our engagement with our stakeholders is open and transparent and includes (in no particular order):

- the Chief Minister, Ms Katy Gallagher MLA;
- the Minister for the Environment and Sustainable Development, Mr Simon Corbell MLA;
- ACT residents, community groups, advocacy bodies, businesses and institutions;
- the Head of Service;
- our customers;
- the ACT Legislative Assembly;
- ACT, Commonwealth and other State and Territory Government agencies, directorates and councils;
- existing transport providers; and
- potential construction and operational organisations.
Capital Metro Agency Executive
Organisation Chart as at 30 June 2014
Planning Framework

During the reporting period the Senior Executive team, in consultation with CMA staff, drafted the CMA’s Corporate Plan 2014-16. The Corporate Plan guides the CMA by providing:

■ strategic direction on how the various stages of the light rail project will be delivered; and
■ key result areas and how success will be measured.

A key strategy for the CMA was to establish and mobilise a skilled, committed and enthusiastic team drawn from within the ACT Public Service and the private sector.

To support the team, the CMA has undertaken strategic engagement of key advisors. This includes technical, commercial and legal advisors with expertise across all aspects of the Capital Metro project.

The CMA continues to adopt and promote best practice project management and probity principles in its dealings, with overarching probity advice provided by the ACT Government Solicitors Office.

Agency Performance

The following table provides a brief description of the CMA’s performance against the 2013-14 priorities as listed in the 2013-14 Budget Papers.

For further information on the CMA’s performance against strategic indicators and output classes see section B2 - Performance Analysis and the Statement of Performance located at section F6.
<table>
<thead>
<tr>
<th>Priority</th>
<th>Achievement at a glance against priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing the CMA, including engaging a Chair of the Project Board, a Project Director, and recruiting a skilled workforce.</td>
<td>After an exhaustive recruitment process, the ACT Government successfully recruited Mr John Fitzgerald as the Independent Chair of the Capital Metro Project Board and Ms Emma Thomas as Capital Metro’s Project Director. Mr Fitzgerald is a Specialist Advisor to KPMG, and is also the Chair of the Sydney Convention Centre and Entertainment redevelopment. Mr Fitzgerald oversaw 20 infrastructure projects, including Eastlink in Melbourne. Ms Thomas comes to the Capital Metro project from a position as Deputy Chief Executive, Public Transport, in South Australia. She has extensive experience in helping to deliver large road and rail projects, including involvement with the Gold Coast Rapid Transit Project. Ms Thomas was also previously the South Australian Rail Commissioner, and the Deputy Chief Executive of the Department of Main Roads and Transport in Queensland. During the reporting period, the CMA was successful in recruiting a highly skilled workforce and filled the following senior executive positions: Executive Director Governance and Operations – Mr Glenn Bain; Director Planning and Design - Mr Kuga Kugathas; Director Communications and Stakeholder Engagement - Mr Benjamin Smith; Executive Director Procurement and Delivery - Mr Stephen Allday; and Executive Director Finance and Economics - Mr Duncan Edghill.</td>
</tr>
</tbody>
</table>
| Progressive refinement of the business case for Stage 1 of a light rail network. | The CMA made sound progress in the delivery of the business case for the Capital Metro project. During the reporting period the CMA prepared the Rapid Business Case and drafts of the Full Business Case for the Capital Metro project. The business case for the Capital Metro project has been prepared pursuant to The Capital Framework. It contains:  
* an outline of the project;  
* a needs and benefit analysis;  
* economic analysis, including a benefit cost analysis;  
* an analysis of delivery models; and  
* financial analysis.  
The business case also reflects ongoing design, community consultation and analytical work being undertaken by the CMA and its advisors. The Full Business Case is expected to be considered by Government before the close of the 2014 calendar year. |
### Priority

**Identifying potential financial and funding models for the delivery and operation of a light rail service.**

**Achievement at a glance against priority**

The CMA has identified delivery and operational models for the Capital Metro project. These are outlined in the Capital Metro project Full Business Case.

**Working across Government for the appropriate integration of light rail with the Territory’s existing transport systems, including; walking, cycling, public transport and private motor vehicle networks.**

**Achievement at a glance against priority**

A Network Integration Study was completed during the reporting period and provided input to the more detailed design work being undertaken by the project’s technical advisors.

During the reporting period, the CMA and its technical advisors delivered the first phase of design work (Preliminary Design) for Stage 1 of Capital Metro.

The Preliminary Design delivered the product and design details of a base case for inter-agency discussion and refinement.

The CMA held extensive discussions across agencies, including ACT Government Directorates and the National Capital Authority (NCA) to refine and progress into the scoping phase.

The CMA and its technical advisors will continue to work with our stakeholders to progress the second and third stages of the design work for Stage 1 of Capital Metro.

Integration of light rail with other forms of transport will be a key deliverable during the Capital Metro project, involving both the specific build and operation of the light rail infrastructure and improvements to other transport systems.
Other highlights achieved during the reporting period include:

**July 2013**

**Establishment of the Capital Metro Agency**

From 1 July 2013, through the *Administrative Arrangements 2013 (No 1)* the Government created the Capital Metro Agency.

At that time, Mr Glenn Bain was appointed the interim Director-General to establish the Directorate.

**September 2013**

**Appointment of the Independent Chair of the Project Board**

The Independent Chair of the Capital Metro Project Board, Mr John Fitzgerald, was appointed.

**October 2013**

**Appointment of the Project Director**

The CMA Director-General and Project Director, Ms Emma Thomas, was appointed.

**October 2013**

**Consultation on the Network Integration Study**

Consultation was undertaken on the Light Rail Network Integration Study. The study was conducted by the Snowy Mountains Engineering Company (SMEC) on behalf of the CMA.

**January 2014**

**Engagement of the Capital Metro project commercial advisors**

The CMA engaged Ernst and Young (EY) as the commercial advisors for the Capital Metro project with the initial objective of assisting in the delivery of a business case for the Capital Metro project and all necessary preliminary works.

**February 2014**

**Engagement of the technical designers**

The CMA engaged an Arup led consortium, including light rail expertise from HASSELL and Parsons Brinckerhoff alongside specialist consultants Brown Consulting, LandDATA Surveys, Phillip Chun Access, SLR Consulting, GML Heritage and dsb Landscape Architects to provide technical design advice for the Capital Metro project.

**March 2014**

**Engagement of Specialist Legal Advisors**

The CMA engaged one of Australia’s leading law firms, Clayton Utz, as specialist legal advisors to the Capital Metro project.

**June 2014**

**Community consultation**

Community consultation began for a six week feedback/comment period discussing, amongst other items, the feasibility design of the Capital Metro project. The consultation sought feedback across the entire design including the strategic approach, passenger experience, urban design and ‘nuts and bolts’.
SECTION B. Performance Reporting
**Preliminary works**
Current preliminary works being conducted by the CMA include:
- noise evaluation;
- underground and overhead utility investigations (using the hydro-excavation technique);
- topographical surveys; and
- Geotech/contamination testing.

**2014-15 Priorities**
Strategic and operational priorities to be pursued in 2014-15 include:
- identification of such preparatory capital works as is appropriate in advance of the construction of light rail facilities;
- management of non-capital expenditures associated with necessary CMA staffing and advisor requirements;
- finalisation of the procurement strategy for delivery, operation and financing of the light rail service;
- completion of such preliminary design, planning and estimation tasks as is necessary to enable progression of the adopted procurement strategy;
- generation of market interest in the light rail procurement process in a manner consistent with ACT probity and procurement requirements and principles;
- commencement of the procurement process for the light rail service, including issuance to market and evaluation of a request for expressions of interest and, if appropriate, issuance to market of a request for proposals;
- pro-actively providing support to Government in the identification and prioritisation of urban revitalisation options along the light rail corridor; and
- engagement across Government in its light rail master planning activities and in developing an appropriate strategy for the integration of light rail with other transport modes within the Territory.

CMA will engage in a range of business and corporate strategies to achieve its goals and priorities in 2014–15 that include:
- active community engagement and communications regarding the status of the Capital Metro project;
- maintaining a strong focus upon desired safety and customer service outcomes from the Capital Metro project;
- active management of the receipt of advisory services;
- identifying, monitoring and managing risks associated with the complex delivery of the light rail network;
- ongoing and close collaboration with Government and community stakeholders;
- demonstrating our commitment to the ACTPS values of respect, collaboration, innovation and integrity through effective leadership and investment in our people and fostering positive workplace culture;
- adherence to CMA governance and accountability frameworks; and
- continued focus upon desirable social and environmental outcomes from the light rail project.
To support that work, CMA will continue a program of strategic engagement of key advisors, particularly for those aspects of the project that are new to the Territory, for example the investigation of innovative and prudent operating parameters and design considerations for the light rail service, and the specialist commercial and legal experience required to prosecute the delivery strategy.

CMA will adopt and promote best practice project management and probity principles in its dealings. Specialist probity advice will also be sought, where prudent to do so, for particular elements or stages of the project from time to time.

**Outlook**

The CMA has an exciting and challenging year ahead in 2014-15 continuing to progress the Capital Metro project. 2014-15 will see the Capital Metro project progress from the Project Definition Phase (business case) into the Procurement Phase of the project.

This will involve the presentation to Government of the Full Business Case for the Capital Metro project. The Full Business Case outlines a range of financial, technical and other information which will allow the Government to make a final investment decision regarding the Capital Metro project.

The CMA will also work on the delivery of a full industry briefing. Early indicators suggest the event will attract significant attention from local, national and international parties.

2014-15 will also see Expressions of Interest (EOI) and Requests for Proposal (RFP) for the Capital Metro project issued to market. This will be a pivotal stage for the Capital Metro project, representing a substantial component of the project’s procurement process.

Subject to the procurement process the CMA expects contractual arrangements for the delivery of the Capital Metro project to be concluded in 2016.

**Complementary works**

**Canberra Light Rail Master Plan**

The *Canberra Light Rail Master Plan* is being developed by the Environment and Sustainable Development Directorate.

The *Canberra Light Rail Master Plan* will identify a future potential light rail network and guide decision making about future extensions to Capital Metro Stage 1. The *Canberra Light Rail Master Plan* will be an integrated land use and transport plan and will link residential development with areas of employment, retail and entertainment with high quality, fast and frequent light rail.

The *Canberra Light Rail Master Plan* will deliver on Government policies and will build on the Government’s work already undertaken on light rail and integrated land use and transport planning.

The *Canberra Light Rail Master Plan* is proposed to be released for public consultation at the end of 2014.

**Northbourne Avenue Corridor**

The Northbourne Avenue Corridor has been identified in *The City Plan 2014* as an area for significant growth and will involve redevelopment of Government-owned residential and non-residential properties on Northbourne Avenue.
The redevelopment will create an environment that promotes a vibrant mix of residents, businesses and retail space and an invigorated gateway to Canberra.

As part of the Economic Development Directorate, the Land Development Agency, with the support of the Community Services Directorate, commissioned the development of a Master Plan for the redevelopment of the Northbourne Housing Precinct. 

*The Northbourne Precinct Master Plan 25 June 2014* proposes to reflect the architectural designs of Ancher Mortlock and Woolley in the original 1960s Master Plan. Design controls will ensure that the urban form also respects the heritage significance of the precinct.

Further information may be obtained from the Office of the Project Director by contacting (02) 6207 8676.
B.2 Performance Analysis

In 2013-14 the CMA focussed on working towards delivering key strategic objectives identified in the 2013-14 Budget Papers, building internal capability and capacity, and enhancing systems and processes to support high performance across the CMA. The strategic priorities for 2013 – 2016 include:

Strategic Objective 1

Supporting Government decision making for investment in light rail and its integration with the broader public, active and private transport systems in the Territory.

Preliminary studies and investigations into the design, procurement and delivery of a light rail service from the City to Gungahlin will play a large part in the future development of an integrated public transport system. This is important to achieve the objectives of Transport for Canberra and other sustainability policy objectives.

Strategic Indicator 1:

Timely provision of reports on studies in accordance with an agreed work program and agreed reporting requirements.

In the 2013-14 Budget, the CMA committed to presenting to Government a proposed work plan setting out the nature, number and timing of studies and research activities relating to preliminary design, a delivery strategy and preparatory works. Performance against the agreed work program will indicate progress against this indicator.

The following analysis of CMA’s performance is categorised by budget output. Information, including highlights from the year and a snapshot of accountability indicators delivered in the reporting year is also provided below.

For further information on achievements against accountability indicators please refer to Section F6 – Statement of Performance.

Output 1.1: Light Rail Network Stage 1

The CMA’s role is to deliver key Government policy and project initiatives, while also providing strategic advice to the Minister for the Environment and Sustainable Development.

In particular, the planning, procurement and delivery of a light rail service between the City and Gungahlin.

During the reporting period, the CMA worked closely with ACT Government Directorates to successfully recruit an external Chair of the Project Board, and the CMA’s Project Director.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
B.3 Community Engagement and Support


The CMA is committed to continuing engagement throughout the Capital Metro project. A community engagement and consultation program is currently being developed that will feature a range of communication avenues including:

- the Capital Metro website (www.capitalmetro.act.gov.au);
- ongoing open feedback policy that allows stakeholders and the community to submit views or ask questions at any time during the project through the ‘contact us’ tab on the Capital Metro website;
- the Capital Metro Facebook page (Capital Metro ACT) and Twitter Account (@CapitalMetroACT);
- regular updates, newsletters and fact sheets to provide information to the community;
- the opportunity for members of the community to register interest in being kept informed of project progress and activities; and
- consultation on project design and operation wherever possible.

Beginning on 30 June 2014, for a six week period, CMA staff commenced working in an information centre ‘pop-up shop’ on Mort Street in the City. This is to engage and inform the public on the design phase of the project.

All feedback will be summarised in a market report to be completed by an external party and will be fed into the final Design Definition Report.

Community Consultation/Engagement Overview 2013-14

As highlighted in section B1, during the reporting period the CMA:

- conducted community consultation on the Light Rail Network Integration Study. The Study was conducted by the Snowy Mountains Engineering Company (SMEC) on behalf of the CMA; and
- commenced a six week consultation period to discuss the feasibility design of the Capital Metro project. The consultation sought feedback across the entire design including the strategic approach, passenger experience, urban design and ‘nuts and bolts’.
Sponsorship

Capital Metro Agency Sponsorship provided in 2013–14

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Project</th>
<th>Project Purpose</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canberra Railway Museum</td>
<td>Heritage Rail Trail</td>
<td>Raise awareness of Canberra’s rail history and plans for the future through a family-focussed interactive event as part of Steam Spectacular.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Australian Institute of Architects</td>
<td>Design a light rail station</td>
<td>Engage with the broader community and industry to develop brand awareness of the CMA. Engage with the Australian Institute of Architects to broaden the range of discussion on light rail.</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

Sponsorship of the Canberra Railway Museum ‘Steam Spectacular’

As a part of the 2014 Heritage Festival, the CMA sponsored the Canberra Railway Museum’s ‘Steam Spectacular’ event. The event attracted various members of the community, including families, and had over 2,000 attendees.

The sponsorship covered advertisements on television, print media, radio and online channels.

Staff from across the CMA were on hand to answer the community’s questions about the Capital Metro project.

Sponsorship of the ‘Canberra Light Rail Design Competition’

The ‘Canberra Light Rail Station Design Competition 2013’ sought ideas for a railway station at Dickson - an architectural presentation of a transit hub which responds to Canberra’s natural landscape and integrates into the local community.

The competition was launched in December 2013 and judged in May 2014. The competition was open to architects, architecture graduates and students who were members of the Australian Institute of Architects and received a total of 21 entries.
On 14 June 2014 the winners were presented their awards by the Minister for the Environment and Sustainable Development, Mr Simon Corbell MLA.

First prize was awarded to Ms Ann Cleary and Ms Cassandra Cutler for their entry ‘Urban Line’.

Second prize was awarded to Ms Sarah Herbert and Ms Kate Shepherd for their entry ‘RE:LAYRED’.

Third prize was awarded to Mr Nugroho Utomo and Mr Gerard O’Connell for their project ‘Crossroads’.

Fourth prize was awarded to Mr Can Ercan for his project ‘Canberra Light Rail Station Ideas Competition’.

Further information may be obtained from the Communications and Stakeholder Engagement Branch by contacting (02) 6205 2863.
B.4 Ecologically Sustainable Development

An environmentally friendly Capital Metro Agency

The ACT has the most ambitious greenhouse gas emissions reduction targets of all Australian jurisdictions. The *Climate Change and Greenhouse Gas Reduction Act 2010* formalised the ACT targets of zero net emissions (carbon neutrality) by 2060 and a 40% reduction in greenhouse gas emissions from 1990 levels by 2020.

As part of its ongoing commitment to reducing ACT emissions, the Government aims to achieve carbon neutrality in its own operations by 2020. In April 2013, the Minister for the Environment and Sustainable Development released the *Carbon Neutral Government Framework*. This Framework coordinates a Whole-of-Government approach to achieving carbon neutrality in a cost effective manner.

The Government’s commitment to addressing its environmental responsibilities is outlined in the Government’s ‘Weathering the Change’ Climate Change Strategy 2007-25. The CMA is committed to working towards the principles, targets and objectives outlined in that Strategy.

The *CMA Resource Management Plan* has been prepared as a part of the Government’s Climate Change Strategy.

Since Weathering the Change, the Government has committed to visionary greenhouse gas (GHG) emission reduction targets through non-binding legislation which was passed in 2010.

The CMA was established on 1 July 2013, with the principal objective to deliver Stage 1 of light rail in the Territory. The CMA was established as a distinct Directorate of the Government, reporting to the Minister for the Environment and Sustainable Development.

During the Project Definition Phase of the Capital Metro project, the CMA’s work was primarily office-based. Activities were focussed on incorporating the development of the project business case, preliminary design of the light rail system and selection of an appropriate delivery methodology.

After initially establishing a temporary office base in Mitchell, in March 2014 the CMA moved to its permanent location of Level 1, 490 Northbourne Avenue, Dickson (Telstra House).

At 30 June 2014, the CMA team had 18 Government staff, complemented by a number of consultant personnel working in-house and on project elements. Refer to Section E5 of this report.

Infrastructure Sustainability Council of Australia (ISCA)

The CMA is developing a *Sustainability Strategy* to provide information on how sustainability considerations will be taken into account and integrated into the development of this project.

The Capital Metro project has registered for an Infrastructure Sustainability (IS) Rating for the project through the Infrastructure Sustainability Council of Australia (ISCA) and will use the IS Rating tool as a framework to guide the project’s approach.

The IS Rating scores projects across: management and governance; using resources; emissions, pollution and waste; ecology; people and place; and innovation.
The CMA is currently looking across all these areas to ensure that the project design is sustainable and delivers environmental benefits to the Territory.

Resource Management Plan

The CMA Resource Management Plan (RMP) provides a framework to consistently monitor and improve the environmental performance of the Directorate.

The RMP also provides a guide to assist with staff education to increase awareness of the environmental impact of their everyday work activities. The RMP provides the framework for:

- resource efficiency targets and actions to be established;
- identifying methods of measuring environmental performance; and
- outlining reporting on sustainability achievements.

Stationery purchases

The CMA closely monitors its stationery purchases and aims for minimal wastage.

Locked printing

In May 2014, the CMA introduced the requirement for all staff to use locked printing. Locked printing allows staff to print documents from their computer, and then enter a small password into the printer to retrieve their printing.

Along with locked printing, CMA staff are encouraged to review documents electronically through applications such as Microsoft Word, or circulate PDF’s for people to approve, rather than printing out multiple copies. This process has many environmental benefits from the reduction of unnecessary waste.

Black-and-white, and, back-to-back printing

Along with the CMA’s requirements for staff to use locked printing, CMA staff are required to set their printing preferences to black and white, and back-to-back.

Back-to-back printing immediately reduces printing by at least 50%. For large documents (where printing is unavoidable), staff are encouraged to multi-print (2 pages per page, back-to-back). This improves the efficiency of printing by 400%.

Electronic file management and document storage

The CMA uses the Information Document Management System ‘Objective’. This system reduces the CMA’s demand on paper and eliminates the need for hard file document storage.

Proximity to other offices

The CMA has three ‘MyWay’ cards for use by all staff where feasible. The CMA’s office location is also in close proximity to offices of other Directorates including the Environment and Sustainable Development Directorate, the Economic Development Directorate and the Territory and Municipal Services Directorate. This close proximity removes the need to travel by cars and even the use of public transport.
Sustainable development performance 2013-14

The CMA was established on 1 July 2013, therefore there is no comparable data from the 2012-13 reporting period.

During the 2013-14 reporting period, the CMA moved from its temporary accommodation of Level 2, Building 3, 9 Sandford Street, Mitchell to its permanent location of Level 1, 490 Northbourne Avenue, Dickson.

Separate metering was not provided to the CMA in either location. The CMA will work closely with the ACT Property Group and the building owner in 2014-15 to install separated metering.

Agency staff and area
At the end of the 2013-14 reporting period, the CMA was located in its permanent office location of Level 1, 490 Northbourne Avenue, Dickson.

The workplace floor area was 797m² for a total of 18 staff. In addition to the 18 staff the CMA team consists of consultants and advisors who utilise a significant number of the workstations provided.

Stationary energy and water usage
The following figures are provided for the CMA’s time in its temporary office accommodation of Level 2, Building 3, 9 Sandford Street, Mitchell and are based on the building’s totals and the CMA’s percentage of leased area.

Electricity use: 481,487.37 Kilowatt hours.
Natural gas use: 6,835 Megajoules.
Water use: 12,224.48 Kilolitres.

ACT Property Group purchased 7,530 Mega Watt hours of GreenPower on behalf of the ACT Government, representing 5% of the ACT Government’s energy consumption for 2013-14.

The CMA was unable to collect accurate data for its permanent office accommodation of Level 1, 490 Northbourne Avenue, Dickson due to a combination of invoicing not being available and the tenancy not being separately metered from other tenancies within the building.

Transport and fuel usage
During the 2013-14 reporting period, the CMA did not use any leased vehicles, nor did it operate a fleet vehicle.

Resource efficiency and waste
Paper
During the 2013-14 reporting period, the CMA purchased 201 reams of paper, with 95% of the water used to make the paper being recycled.

Waste
It is estimated that during the 2013-14 reporting period, inclusive of both the CMA’s temporary and permanent office accommodation, the CMA produced:

- 87,650L of waste to landfill;
- 5,570L of co-mingled recycled waste; and
- 1,200L of paper and cardboard recycling (including secured paper).

Greenhouse gas emissions
As detailed previously, the CMA was unable to collect accurate data for its permanent office accommodation of Level 1, 490 Northbourne Avenue, Dickson due to a combination of invoicing not being available and the tenancy not being separately metered from other tenancies within the building.
Based on figures from the CMA’s time at its temporary office accommodation of Level 2, Building 3, 9 Sandford Street Mitchell, noting the figures represent a leased percentage of the total building, the total emissions from stationary energy use is approximately 482,711.85 Tonnes CO$_2$.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
Section C. Governance and Accountability Reporting
C.1 Internal Accountability

The CMA was created by Administrative Arrangements 2013 (No 1) with effect from 1 July 2013.

Senior Executive

As at 30 June 2014, the CMA had the following Executive positions:

- Project Director (Director-General);
- Deputy Project Director (Executive Director Governance and Operations);
- Executive Director Finance and Economics;
- Executive Director Procurement and Delivery;
- Director Communications and Stakeholder Engagement;
- Director Planning and Design; and
- Director Customer Experience and Operations.

These positions are permanent positions. The Senior Executive Structure is described in Section B1 of this report.
Project Director and Director-General
Emma Thomas

Reporting to the Capital Metro Project Board and Minister, the Project Director is responsible for:

■ contributing, through the delivery of the Capital Metro project, to realise the Government’s vision for a sustainable transport system as outlined in Transport for a Sustainable City 2012-2031 Policy;

■ the successful mobilisation and ongoing management for a multi-disciplinary project team with the experience, skills and motivation required to plan and deliver a major project of this scale, and that all team members make valuable contributions to the project, and achieve their potential and personal satisfaction from their participation in the project;

■ to progressively refine the business case for the project that accurately captures and monetises the project’s costs and economic, social and environmental benefits;

■ achievement of the Government’s tight timeframes for this project, specifically the commencement of construction in 2016 and the planning for, and the procurement of, associated delivery contracts; and

■ the continuous improvement of the Government’s project management and procurement capability through promoting a motivated culture and through the communication of “lessons learned”, including seeking opportunities to apply innovation to procurement, contracting and construction processes.

Emma Thomas joined the CMA in October 2013. Glenn Bain performed the role of interim Director-General from May 2013 to October 2013.
Deputy Project Director, Executive Director Governance and Operations
Glenn Bain

Reporting to the CMA Project Director, the Executive Director Governance and Operations is responsible for:

- providing secretariat support to the Project Board, and effective liaison between the agency, the Project Board, the Minister and Cabinet;
- providing advice and direction on complex project and agency related governance, operational, risk management, and financial matters;
- oversight of the access to legal services and in particular advice to CMA on project and procurement related matters;
- establishing and performing project control functions for the Capital Metro project including: scheduling, cost controls, key performance indicators and reporting;
- developing, implementing and monitoring project procedures, including issues and project requirements registers, and a risk management and reporting regime;
- working co-operatively with individual agencies in the development of key policies, programs, and communications to ensure effective and sustainable implementation of the Capital Metro project and associated Government Priorities; and
- contributing to the development of a Whole-of-Government capability in delivering major infrastructure in the Territory.

Prior to Emma Thomas undertaking the role of Project Director in October 2013, Glenn Bain performed the role of interim Director-General.

Glenn performed the role of Executive Director Governance and Operations from October 2013 as well as the transitional role of Deputy Project Director to assist with the handover of the Capital Metro project to Emma Thomas.
Executive Director
Procurement and Delivery
Stephen Allday

Reporting to the CMA Project Director, the Executive Director leads the Procurement and Delivery Division and is responsible for:

- providing advice and direction on complex project related procurement, design, planning and contract management matters;
- working closely with Shared Services Procurement, and the ACT Government Solicitor’s Office, developing options for establishing and overseeing the financial and related contract arrangements by which the Capital Metro project can be procured and delivered, including the appropriate engagement with private sector partners;
- contributing to the development of a Whole-of-Government capacity in the analysis and implementation of complex procurement arrangements, including private sector partnerships, in delivering major infrastructure in the Territory;
- stewardship of the various project elements through the requisite planning and related approvals processes; and
- technical advice and support to private sector partners.

Stephen Allday joined the CMA in March 2014.
Executive Director
Finance and Economics
Duncan Edghill

Reporting to the CMA Project Director, the Executive Director leads the Finance and Economics Division and is responsible for:

- providing economic advice and direction on complex project related commercial and financial matters;
- developing options for the commercial and financial arrangements by which the project can be procured and delivered, including the appropriate engagement with private sector partners;
- oversight of risk management and control processes within the CMA;
- contributing to the development of procurement documentation and processes for the Capital Metro project; and

- contributing to the development of a Whole-of-Government capacity in the analysis and implementation of private sector partnerships in delivering major infrastructure in the Territory.

Duncan Edghill joined the CMA in April 2014.
Director Planning and Design
Kuga Kugathas

Reporting to the Executive Director Procurement and Delivery, the Director leads the Planning and Design Branch within the Procurement and Delivery Division and is responsible for:

- managing the design and planning elements of the Capital Metro Project Plan;
- providing advice and direction on complex project related design, planning and approvals matters; and
- working closely with the relevant consenting authorities, developing options for establishing and overseeing the planning and related approvals process.

Kuga Kugathas was appointed the interim Director of Planning and Design for the CMA in February 2014.
Director Communications and Stakeholder Engagement
Benjamin Smith

Reporting to the CMA Project Director, the Director Communications and Stakeholder Engagement leads the communications, including the provision of high quality and responsible public information, for the Capital Metro project and is responsible for:

- developing, documenting and prosecuting a comprehensive and resilient communications and engagement strategy for the Capital Metro project;
- leading the day to day communications and media engagement activity of the CMA, in close consultation with the Minister’s Office and the Project Director;
- providing communications support to the Project Board, and supporting effective communication between the agency, the Board, the Minister and Cabinet;
- working co-operatively with individual agencies to ensure effective and sustainable communication of the Capital Metro project priorities; and
- contributing through the ACTPS Coordinated Communications Network to the development of a Whole-of-Government communications capacity, particularly around delivery of the Capital Metro project, and other major infrastructure in the Territory.

Benjamin Smith joined the CMA in February 2014.

Remuneration for Senior Executives

In accordance with the Remuneration Tribunal Act 1995, the Remuneration Tribunal establishes and renews the remuneration of senior executive offer positions and part-time statutory authority positions.
Capital Metro Project Board

The Capital Metro Project Board (Project Board) meets once a month and is provided Secretariat services by staff within the CMA’s Governance and Operations Branch.

The Project Board is governed by the Capital Metro Project Board Charter.

The Project Board focuses on strategic decision making, drawing principally on recommendations tabled by the Project Director from the project team. The Project Board’s focus is high-level strategic decisions. Project Board membership is composed of decision makers only.

The following table identifies the current Project Board members (as at 30 June 2014):

<table>
<thead>
<tr>
<th>Individual</th>
<th>Project Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chair</strong></td>
<td><strong>Success</strong></td>
</tr>
<tr>
<td>John Fitzgerald, Independent Chair</td>
<td>'Success' for the Project Owner is the delivery of a transport asset that meets the service delivery requirements (defined in the Full Business Case).</td>
</tr>
<tr>
<td>Deputy Chair, Project Owner</td>
<td>The Under Treasurer represents the ACT Government as the Project Owner and provides financial and economic direction on behalf of the ACT Government.</td>
</tr>
<tr>
<td>Under Treasurer – Mr David Nicol</td>
<td><strong>Senior User</strong></td>
</tr>
<tr>
<td>Senior Supplier</td>
<td>The two Senior Users for the Capital Metro project are currently the Director-General for the Territory and Municipal Services Directorate and the Director-General for the Environment and Sustainable Development Directorate.</td>
</tr>
<tr>
<td>Director-General Economic Development Directorate – Mr David Dawes</td>
<td>Senior Users represent those who will use the final product. This usage may comprise direct usage (i.e. passengers) or indirect usage such as network operations where the asset forms part of a network.</td>
</tr>
<tr>
<td>Senior Supplier</td>
<td><strong>Senior Supplier</strong></td>
</tr>
<tr>
<td>Director-General Environment and Sustainable Development Directorate – Ms Dorte Ekelund</td>
<td>The two Senior Suppliers for the Capital Metro project are currently the Director-General of the Economic Development Directorate and the Director-General of the Community Services Directorate.</td>
</tr>
<tr>
<td>Senior User</td>
<td>The Senior Suppliers help to balance the Capital Metro Project Board by representing those who supply services or assets to build the infrastructure itself: project developers, designers, suppliers of land, builders and procurers. Their role is to ensure the assets or products the project delivers meet the needs of the Project Owner and the Senior User; i.e. the user requirements.</td>
</tr>
<tr>
<td>Director-General Community Services Directorate – Ms Natalie Howson</td>
<td></td>
</tr>
</tbody>
</table>
### Significant CMA Committees

<table>
<thead>
<tr>
<th>Name of Committee</th>
<th>Role of Committee</th>
<th>Membership</th>
</tr>
</thead>
</table>
| Capital Metro Sub-Committee of Cabinet | To make the investment decisions on the Capital Metro project by approving major key decisions including the Capital Metro projects Final Full Business Case.  
The Capital Metro Sub-Committee of Cabinet:  
- settles major policy and service issues associated with the Capital Metro project;  
- approves the ‘Project Plan’ for the timing and sequencing of work and receive regular progress updates;  
- approves and receives regular updates on the assurance arrangements for the Capital Metro project, including:  
  - risk management and mitigation;  
    - evaluation;  
    - auditing;  
    - quality control; and  
    - value for money.  
- approves major procurement and contractual arrangements;  
- will approve the financial structure and fiscal strategy for the delivery of the Capital Metro project; and  
- continue to provide direction to the CMA. | Katy Gallagher MLA;  
Simon Corbell MLA;  
Andrew Barr MLA;  
Joy Burch MLA; and  
Shane Rattenbury MLA. |
| Senior Executive Committee | Provide advice on emerging priorities and on CMA’s reporting responsibilities and activities, and to jointly manage the Agency’s staff.  
Ensure coordination between the various areas of CMA, including in relation to identifying forthcoming issues, managing CMA’s staff, implementing Government policies, feedback from Strategic Board and the CMA’s Project Board and other matters. | Project Director;  
All Executive Directors and Directors; and  
Other key staff or external personnel as relevant. |

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
C.2 Risk Management and Internal Audit

Risk Management

There is a broad range of risk management procedures used within the CMA which guides various management practices. These include Government-wide processes, such as those relating to financial reporting, and CMA-specific processes.

CMA’s governance structure includes a Project Board with an independent Chair which oversees the Capital Metro project and advises the Capital Metro Sub-Committee of Cabinet. The Project Board undertakes an important role in ultimately overseeing risk management responsibilities.

As a new Directorate, CMA’s risk management processes shall continue to be developed and implemented fully in the first half of the 2014-15 financial year. CMA’s evolving risk management procedures and risk register shall have regard to both directorate-level and Capital Metro project-level risks.

During the reporting period the following key policies and procedures have been implemented to enhance CMA’s governance and risk management:

■ Director-General Financial Instructions and Delegations;
■ Fraud and Corruption Prevention Plan;
■ Event Attendance Policy;
■ Gifts, Benefits and Hospitality Policy and Register; and
■ WHOG Alcohol and other drugs policy.

Key risks identified by CMA during the 2013-14 financial year were associated with the:

■ management of designer, constructor, operator, maintainer, light rail vehicle supplier and other supplier interface risks in the delivery of the Capital Metro project; and
■ management of preparatory works associated with the Capital Metro project.

Internal Audit

The CMA made sound progress in 2013-14 to developing its own CMA Audit Committee.

The first meeting of the CMA Audit Committee is expected to take place in July 2014.

Initial discussions for the CMA Audit Committee will include:

■ the CMA Audit Committee Charter,
■ an Annual Audit Plan, including a Risk Management and Audit Plan; and
■ an Internal Audit Charter, including an Internal Audit Plan.

Senior Executive Responsible for Business Integrity Risk (SERBIR)

The Executive Director, Governance and Operations is the Senior Executive Responsible for Business Integrity Risk for the CMA.

Further information may be obtained from the Finance and Economics Division by contacting (02) 6205 3643.
C.3 Fraud Prevention

Capital Metro Agency Fraud and Corruption Prevention

The Senior Executive Responsible for Business Integrity Risk (SERBIR) manages the integrity and fraud control arrangements for the CMA. The CMA SERBIR is the Executive Director, Governance and Operations.

The SERBIR currently reports directly to the Project Director (Director-General) on matters of fraud and integrity and from the 2014-15 reporting period will provide formal reports to the CMA Audit Committee twice a year.

As required under the ACT Integrity Policy, the CMA has developed a Fraud and Corruption Prevention Plan.

The CMA Fraud and Corruption Prevention Plan 2014-16 (the Plan) represents the CMA’s commitment to integrity and effective fraud management and control. The Plan was approved by the CMA Director-General in June 2014.

The Plan provides a framework to prevent incidents of fraud and corruption in the CMA. It describes the CMA’s fraud control principles and strategies, responsibilities, reporting and case handling obligations.

Risks identified in the Plan will be addressed through the annual Risk Management and Audit Plan.

The draft Internal Audit Plan 2014-16, to be considered by the CMA Audit Committee, will include audits of integrity risks designed to ensure that identified controls are working effectively.

The CMA has a process to ensure all allegations and incidences of fraud are captured and recorded in accordance with the ACT Integrity Policy. The information is monitored and reviewed as part of the annual risk assessment process to assist in targeting areas of concern. There have been no cases of potential fraud in the reporting period.

Once the Plan is endorsed by the CMA Audit Committee the SERBIR will facilitate fraud and corruption awareness training for all CMA staff.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
C.4 Legislative Assembly Inquiries and Reports

The CMA reviewed the following Committee report during the reporting period. The government responses and the CMA's implementation is summarised below:


At 30 June 2014, government responses were yet to be finalised on the following report:


On 28 February 2013, the Legislative Assembly resolved that the Appropriation Bill 2013-2014 and the Appropriation (Office of the Legislative Assembly) Bill 2013-2014 be referred to the Select Committee on Estimates to examine the expenditure and any revenue estimates proposed by the Government in the 2013-2014 Budget and prepare a report to Parliament.

The CMA is responsible for the following recommendations from the Inquiry into the 2013-14 Budget which were agreed by the Government.

<table>
<thead>
<tr>
<th>Committee</th>
<th>Report Title</th>
<th>Date Tabled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation</td>
<td>Government Response</td>
<td>Directorate Implementation</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td><strong>Recommendation 98</strong>&lt;br&gt;The Committee recommends that the Capital Metro Agency publish a detailed timeline of the light rail project on an ACT Government website.</td>
<td><strong>Agreed</strong>&lt;br&gt;Project Update 3, published on the ACT Government website in September 2012 included an indicative timeline for the project. As further detail is developed around the timing for major milestones in the Project Plan, that information will be published through future Project Updates.</td>
<td></td>
</tr>
<tr>
<td><strong>Recommendation 101</strong>&lt;br&gt;The Committee recommends that the ACT Government detail how the Capital Metro project will be funded.</td>
<td><strong>Agreed in principle</strong>&lt;br&gt;The ACT Government has identified a range of options to fund the project. The analysis required to inform the detail of funding options available to Government is currently being undertaken.&lt;br&gt;The Government will also continue to seek to secure contributions to costs associated with the design and planning, and possibly the procurement and delivery of the infrastructure from the Commonwealth.</td>
<td></td>
</tr>
<tr>
<td><strong>Recommendation 104</strong>&lt;br&gt;The Committee recommends that the ACT Government make publically available maps detailing the areas of expected greater density along the route of the Capital Metro.</td>
<td><strong>Agreed</strong>&lt;br&gt;The Territory Plan identifies current land use zoning for land along the corridor. These existing policies identify provisions for increasing density of development. &lt;br&gt;As more detail becomes available throughout the development of land use considerations along the corridor, community engagement activity will include relevant maps and development intensity information. &lt;br&gt;Any changes to existing land use controls would require a formal Variation to the Territory Plan.</td>
<td></td>
</tr>
<tr>
<td><strong>Recommendation 105</strong>&lt;br&gt;The Committee recommends that the Government detail what impact Capital Metro will have on ACTION.</td>
<td><strong>Agreed</strong>&lt;br&gt;The Light Rail Integration Study provided base information as to the interaction with ACTION, along with other transport systems along the corridor. Detailed network planning is still to be undertaken and changes to the ACTION network will be made known as the project progresses.</td>
<td></td>
</tr>
</tbody>
</table>
Recommendation 106
The Committee recommends that the ACT Government detail the projected patronage of Capital Metro.

Agreed in principle

COMPLETED
Preliminary estimates have been published in material available through the ACT Government website. Those estimates will be revised as the project is progressed. The revised patronage forecasts will inform a number of decisions including estimated station, stop and rolling stock needs and configuration as well as headway requirements, and as such may be commercially sensitive until the conclusion of any negotiations with the private sector around the delivery of those services. It is also possible that those forecasts would form part of any operating arrangements, and so the commercial sensitivity of them may extend for some time after financial close of the project. Nonetheless, once there is no commercial risk in disclosing those forecasts, the Government would consider releasing them to the public.

Recommendation 107
The Committee recommends that the governance arrangements for Capital Metro, including names of planning and steering committee Members, be published on an ACT Government website.

Agreed in part

Project Update 4, published on the ACT Government website in June 2013 sets out the governance arrangements for the Capital Metro project. That information includes the membership of the Capital Metro Sub-Committee of Cabinet, the responsible Minister, and the members of the Project Board. The name of the Project Director appointed as an interim measure pending recruitment to that position appears in the ‘Structure of Government’ diagram in 2013-14 Budget Paper 2.

Following the appointment of the Chair of the Project Board and the Project Director of the Capital Metro project, an update was provided on the Capital Metro website identifying all members of the Project Board. All references to Project Board membership will be updated once an independent member is appointed. Other updates will be made as required.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
Section D. Legislation Based Reporting
D.1 Public Interest Disclosure

The CMA recognises the inherent value in establishing effective feedback mechanisms to find out what areas of the agency are working as well as highlighting areas for improvement.

These mechanisms are also an important means to support transparency and accountability in the public sector creating a channel for the reporting of wrongdoing in the delivery of Government services.

The Public Interest Disclosure Act 2012 (PID Act) requires ACT Government Directorates to publish specific procedures detailing how public interest disclosures will be managed.

In 2013-14, the CMA commenced the development of its own PID guidelines. Whilst the CMA PID guidelines are being finalised, the CMA has adopted the Economic Development Directorate’s PID guidelines for use by CMA staff.

When finalised, approval will be sought from the Commissioner for Public Administration as required under the PID Act.

The PID guidelines will provide clear direction on how the CMA can meet its obligations in protecting disclosers. They will also outline how matters will be managed including risk management focused on minimising detrimental action against people because of making or being the subject of a disclosure.

The CMA did not receive any Public Interest Disclosures during the reporting period.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.

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1 As a result of the Capital Metro Agency’s establishment, during 2013-14 non executive staff were held against positions in the Economic Development Directorate (EDD) to ensure CMA staff had appropriate access to conditions of service under the ACTPS Economic Development Portfolio Enterprise Agreement 2011-13. EDD human resource and governance policies, procedures and guidelines were adopted to reflect this arrangement.
D.2 Freedom Of Information

The Freedom of Information Act 1989 (the FOI Act) provides a legally enforceable right of access by citizens to all documents in the possession of the Government, subject only to exemptions to protect the legitimate interests of the Government, and of the third parties who deal with the Government.

The FOI Act requires certain reports to be compiled and included in the Directorate’s Annual Report. This report comprises three sections, a section 7 Statement, a section 8 Statement and a section 79 Statement.

Section 7 Statement

In accordance with the requirements of section 7 of the FOI Act, the following statement is correct to 30 June 2014.

It reports on the particular functions and powers of the CMA, as well as certain categories of documents held by the CMA, and the arrangements for public participation in the formation of policy and operations.

Organisation function and powers

The organisation functions and powers of the CMA are described in Section B1 of this report. The CMA does not currently administer any legislation.

Public participation in decision-making

Arrangements for public participation in decision-making include:

- public submissions to inquiries;
- discussion at public meetings;
- consultative committees for specific purposes;
- access to records through Freedom of Information (FOI) requests;
- comments on draft documents; and
- contact with the Chief Minister and Minister.

Categories of documents

The CMA holds the following categories of documents:

- those that are freely available on request or via the website and without charge;
- those that are exempt under the FOI Act; and
- all other kinds of documents that may be available under the FOI Act.

Documents available on request and without charge

Documents within this category include publications produced by the CMA on various aspects of its activities. These documents are usually distributed at events, from the office of the CMA, and are available on the CMA website.

Other documents include discussion papers, information pamphlets, research data and studies and this annual report.

Documents available under the Freedom of Information Act 1989 (FOI Act)

Documents of other kinds that may be available under the FOI Act include:

- general records, including internal, inter-agency and public documents such as minutes of meetings, agendas and
Section D. Legislation Based Reporting

Background papers, policy statements, correspondence and administrative records; personnel records; records held on film, computer or paper in connection with the CMA’s functions; financial records; details of contracts and tenders; and records of Government including the machinery of Government.

Facilities for access

People seeking information are encouraged to first contact the CMA before using the more formal FOI process.

The CMA’s contact for FOI is:
The FOI Coordinator
Capital Metro Agency
GPO Box 158
CANBERRA ACT 2601
The physical location of the FOI Coordinator is:
Level 1, Telstra House
490 Northbourne Avenue
DICKSON ACT 2601
Telephone: (02) 6207 5424

Several bus stops are close to Telstra House and short term parking is located off Challis Street, Dickson. Disabled car park spaces are available at the front of Telstra House from the Northbourne Avenue entrance. The building has wheelchair and elevator access.

Section 8 Statement

Section 8 of the FOI Act requires the principal officer to prepare and make available a statement listing all publicly accessible documents that are used by the CMA in making decisions under a legislative scheme. A copy of the section 8 statement is not published in this report but is available on request from the CMA’s Freedom of Information Coordinator.

Section 79 Statement

In accordance with section 79(2) of the FOI Act, the following is a report on decision-making in relation to FOI requests received by the CMA during the year.

Access decisions in relation to FOI requests are categorised in terms of full release; partial release; fully exempt; technical refusal (no documents found); still being processed; transferred; and withdrawn.

Requests for access

In 2013-14 the CMA received a total of five requests for access to documents. The table on the following page outlines the access decisions made for these requests.
### Outcome of FOI requests in 2013-14

<table>
<thead>
<tr>
<th>Decision</th>
<th>Number of requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full release</td>
<td>0</td>
</tr>
<tr>
<td>Fully exempt</td>
<td>1</td>
</tr>
<tr>
<td>Partial Release</td>
<td>3*</td>
</tr>
<tr>
<td>Technical Refusal</td>
<td>0</td>
</tr>
<tr>
<td>Withdrawn by applicant</td>
<td>0</td>
</tr>
<tr>
<td>Transferred to another agency</td>
<td>1*</td>
</tr>
<tr>
<td>Decision pending</td>
<td>1**</td>
</tr>
</tbody>
</table>

* One request was partially transferred to the Economic Development Directorate.
** One of the FOI’s received was subject to a decision where a majority of documents were partially released to the applicant, while the remaining few were subject to third party consultation. Third party consultation had not been completed at the time of preparing this report.

### Completed FOI application response time in 2013-14

<table>
<thead>
<tr>
<th>Response Time</th>
<th>Number completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-30 days</td>
<td>3</td>
</tr>
<tr>
<td>31-45 days</td>
<td>1*</td>
</tr>
<tr>
<td>Decision pending</td>
<td>1**</td>
</tr>
</tbody>
</table>

* One request was subject to third party consultation and the decision was made during the 2013-14 reporting period.
** One of the FOI’s received was subject to a decision where a majority of documents were partially released to the applicant, while the remaining few were subject to third party consultation. Third party consultation had not been completed at the time of preparing this report.

### Review of decisions in 2013-14

<table>
<thead>
<tr>
<th>Requests for internal review</th>
<th>Original Decision affirmed</th>
<th>Original Decision varied - partial release</th>
<th>Original Decision overturned</th>
<th>Decision Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

There were no applications to review decisions made to the ACT Civil and Administrative Tribunal in 2013-14.

### Fees and charges

The CMA collected no fees or charges for processing FOI requests in 2013-14.

### Amendment of personal records (section 48)

No applications were received to amend personal records in 2013-14.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6207 5424.
D.3 Human Rights Act

The *Human Rights Act 2004* (the HR Act) commenced on 1 July 2004. Under the HR Act all public officials are required to interpret legislation under which they operate consistently with human rights, unless the Territory law clearly authorises otherwise.

The CMA complies with section 40B of the HR Act, which requires public authorities to act consistently with human rights.

Dissemination of information

The CMA is committed to ensuring its staff, inclusive of consultants and contractors, comply with the HR Act.

Education and training for Human Rights awareness will be provided to staff during the 2014-15 financial year and beyond.

Staff members are, and will continue to be, encouraged to attend training courses offered by the Human Rights Commission.

Legislation

The CMA did not administer legislation during the reporting period.

At this stage of the project it is envisaged that there will be a suite of legislation as the Capital Metro project progresses. This legislation would predominantly focus on regulating rail services within the ACT.

The CMA will work to ensure legislative compliance with the *Human Rights Act 2004*.

Litigation

The CMA was not subject to any litigation process involving Human Rights during the reporting period.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
D.4 Territory Records Act

The ACT Government plays an important role in ensuring records documenting Government decisions and/or the heritages of the ACT are available to Canberra residents and government officials when required. Records provide evidence and proof of a particular action and provide support and transparency around the business conducted by the Territory.

Records management emphasises the value of knowledge and information as a resource. Ensuring that records are created, stored and retained in a structured manner enables information to be retrieved and accessed quickly as needed. This allows staff to fully dedicate their energies to their work tasks knowing that their information can be easily retrieved. The record life cycle extends from the time records are received or created, through processing and use, to placement in storage and retrieval systems until eventual destruction or permanent archival retention.

Records management policy and procedures

The CMA commenced the development of a Records Management Policy, Program and associated procedures.

The CMA’s document management system (Objective) integrates the management of electronic and paper records and complies with the Territory Records Act 2002 (the Records Act). The system helps the CMA to comply with recordkeeping requirements and centralises control over classifying, managing and disposal procedures through an integrated thesaurus, system procedures and disposal schedules.

It provides a consistent approach to managing the CMA’s records, regardless of the many formats those records can take, including:

- electronic records such as documents, emails and web pages;
- paper files and documents such as contracts;
- correspondence received and sent;
- facsimiles and emails;
- physical artefacts; and
- financial information.

The CMA is committed to ensuring records containing sensitive information, including those containing personal information and those enabling people to establish links with their Aboriginal and Torres Strait Islander heritage, are appropriately management and preserved.

The CMA has developed complementary internal document control policies which assist the CMA in meeting its obligations under the Records Act.

The CMA is continuing to work with the Territory Records Office in to finalise the Records Management Program in 2014-15 as required by Section 16 of the Records Act.

Once finalised the CMA Records Management Program will be made publicly available upon request.

The CMA has conducted records management training as a part of its all staff induction package. The CMA has, and will continue to, promote Whole-of-Government training opportunities in this area.
Records disposal schedules

As a result of adopting the document management system, Objective, used by the Environment and Sustainable Development Directorate the CMA adopted the use of the same Disposal Schedule.

The CMA will expand on the disposal schedules used by the CMA as a part of developing its own Records Management Program.

The CMA did not receive any applications for access to CMA documents via Archives ACT. Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.

Records Disposal Schedule

<table>
<thead>
<tr>
<th>Records Disposal Schedule Name</th>
<th>Effective</th>
<th>Year and No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land, Planning and Building Records</td>
<td>16 April 2004</td>
<td>2004 Notifiable Instrument NI2004-91</td>
</tr>
</tbody>
</table>
D.5 Legal Services Directions

Legal Services Directions

The CMA has the following procedures in place to ensure that the CMA is aware of, and complies with, the Law Officers (General) Legal Services Directions 2012 (the Directions).

- All staff are required to complete the CMA’s standard operating protocol for engaging with the Government Solicitor’s Office (ACTGS) for the provision of legal advice. This protocol was developed in consultation with the ACTGS and is designed to ensure compliance with the Directions.

- The ACTGS (through an out posted ACTGS officer embedded with the CMA) reviews requests for advice to ensure that they are consistent with the approved protocol.

- Staff seeking legal advice are informed of the necessity to obtain all legal advice from the ACTGS and no other source except in discussion with and with the prior approval of the Government Solicitor – as required by the Directions.

No issues came to the CMA’s attention during 2013-2014 that are, or could be considered to be, in breach of the Directions.

Model Litigant Guidelines

The CMA has the following procedures in place to ensure that the CMA is aware of and complying with the Law Officer (Model Litigant) Guidelines 2010 (No 1) (the Guidelines).

- All instructions in relation to disputes are passed through a central point within the Executive of the CMA with regular reporting obligations to the Project Director in relation to the progress of matters.

- The CMA’s legal services with respect to claims (including potential claims) are provided by the ACTGS. The ACTGS reviews the CMA’s instructions to ensure compliance with the Guidelines. The CMA is able to rely on the ACTGS to identify issues of compliance with the Guidelines and to address the issues or elevate the matter if appropriate.

- Staff involved in claims procedures or decisions that may at some point become the subject of litigation are informed of the Guidelines and instructed to comply with them.

- Any queries regarding compliance with the Guidelines are referred to the ACTGS.

No issues came to the CMA’s attention during 2013-14 that are or could be considered to be in breach of the Guidelines.

Further information may be obtained from the Legal Services unit by contacting (02) 6205 3756.
Section E.
Human Resources
Management
Reporting
E.1 Human Resources Management

The CMA has undertaken the task of establishing its own governance and corporate frameworks in close liaison with both the Economic Development Directorate and the Territory and Municipal Services Directorate.

Delivering for the future

As a small Directorate the importance of attracting and retaining high performing employees is magnified. Over the course of the reporting period, recruitment was undertaken for the positions of Project Director and the Executive group.

The CMA supports new employees by providing access to both the Whole-of-Government e-induction package and a CMA developed welcome/induction package.

An organisational overview is detailed in Section B1 of this report.

Sustaining Community Confidence

The CMA has led the community in the debate of having light rail in the ACT. This has included a large variety of community engagement activities detailed in Section B3 of this report; reviews, workshops and deliberative forums’ involving the Chief Minister, Ministers and senior officials.

Working Collaboratively

The CMA has established mechanisms for internal collaboration including focusing on direction from CMA Senior Executives, the Capital Metro Project Board and the Capital Metro Sub-Committee of Cabinet.

The CMA facilitates weekly all staff safety sessions, which address work health and safety topics including Respect, Equity and Diversity, personal wellbeing and resilience.

---

2 As a result of the Capital Metro Agency’s establishment, during 2013-14, non executive staff were held against positions in the Economic Development Directorate (EDD) to ensure CMA staff had appropriate access to conditions of service under the ACTPS Economic Development Portfolio Enterprise Agreement 2011-13. EDD human resource and governance policies, procedures and guidelines were adopted to reflect this arrangement.
Our Values

In March 2014, the CMA undertook an all staff exercise to develop the CMA values. This exercise involved group discussions and team exercises covering the rail industry, the Government, workplace safety and culture.

Through these collaborative discussions, the CMA was able to develop the following unique values:

**Finds a way** – I will find a way to conduct my work in a safe and professional manner.

**Open and Transparent** – I will work collaboratively with my team and be open in providing necessary and supporting information to team members.

**Advocacy** – I will work with commitment, conviction and passion, because I care about Canberra, and will leave a positive legacy. I will advocate for the needs of our customers during design, construction and operation.

**Professionalism** – I will work with professionalism and have a commitment to quality and excellence.

**Courage** – I will have courage to take calculated risks, make decisions and deliver frank and fearless advice.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
E.2 Learning and Development

Key Learning and Development Programs 2013-14

Capital Metro Agency Induction Program
The CMA Induction Program is coordinated by the Governance and Operations Branch and was made available to all CMA staff including contractors and consultants.

The CMA Induction Program introduces new staff to important policies and practices observed by the CMA. It helps to clarify the responsibilities of new employees and explains the role of the Capital Metro project within the broader ACT Public Service.

The Induction Program includes an orientation of the CMA office and its surroundings.

‘Paper Bag’ information sessions
The CMA facilitates ‘Paper Bag’ information sessions which are conducted by team members. Paper Bag sessions involve staff bringing their lunch to an information session led by a team member, generally focussing on the team member’s field of expertise.

These sessions provide all CMA staff with information which broadens their understanding of the Capital Metro project and the work done by other teams within the CMA.

Topics covered in 2013-14 Paper Bag sessions included safety, rail safety organisations, feasibility designs, market research and international light rail solutions.

Respect, Equity and Diversity Framework Training
Officers from the CMA attended ACTPS Respect, Equity and Diversity (RED) Framework training conducted by the Territory and Municipal Services Directorate. The program focuses on managing workplace issues appropriately and incorporates principles of the ACTPS Code of Conduct.

Capital Metro Agency Safety Talks
In early 2014, the CMA commenced weekly ‘Safety Talks’ which involved teams and individuals from across the project presenting information on work health and safety. Safety Talks are compulsory for the entire CMA team (when on the premises).

Participation in Transport and Rail Industry events
Officers from the CMA attended several transport and rail industry events which both broadened the awareness of the Capital Metro project and provided valuable insight to CMA staff on rail projects. The CMA is a member of the Australasian Rail Association (ARA) and participates on the Light Rail Group.

Engineers Australia Presentation
Participation in an Engineers Australia Presentation on how to deliver a successful light rail project, this presentation covered lessons learned from both national and international light rail projects.
Infrastructure Sustainability Foundation Training Course

Participation in the Infrastructure Sustainability Foundation Training Course, which resulted in CMA staff achieving an Infrastructure Sustainability Accredited Professional certification.

Environmental Institute of Australia and New Zealand (EIANZ) Light Rail Forum

Participation in the EIANZ Light Rail Forum which encouraged professionals to share their knowledge about the environment impact of light rail and to become more aware about how environmental impacts are being avoided, mitigated and offset by infrastructure development.

Australasian Rail Association - Understanding Rail Course

Participation in an Understanding Rail course designed to assist CMA staff in gaining an up-to-date, high level overview of all aspects of the Rail Industry including the operational, technical, legislative and business environment, as well as providing valuable networking opportunities.

Whole-of-Government Training Calendar

During 2013-14, CMA employees completed a range of training made available through the ACTPS Training Calendar at a total cost of $1,591.05. This included first aid training, RED training, writing for Government and Microsoft Excel Essentials.

In 2013-14, the CMA had one participant in the ACTPS Graduate Program.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
E.3 Work Health and Safety

Safety is at the Foundation of everything we do

The CMA is committed to a safe and healthy workplace for all staff members and visitors.

In May 2014, the CMA finalised the Safety Policy for the Project Definition Phase of the Capital Metro project. This policy is fundamental to the safe work culture at the CMA.

At this early phase of the project the CMA took the opportunity to embed safety into our core values, processes and decision-making so that we can provide light rail that operates safely, for our customers, our workforce and the public.

So how will we make sure that safety is at the centre of everything we do?

**Our safety culture** – We will adopt safety as a Capital Metro core value and behaviour and also as a key contributor to the success of Capital Metro through consultation with staff, consultants and stakeholders.

**Our safety management system** – We will develop and implement a safety management system to manage all our safety related processes. We will update and improve this system to be relevant throughout the project.

**Meeting statutory requirements** – We will ensure that all requirements of WHS and Rail Safety legislation are met. We will adopt industry practice Standards and codes of practice.

**Our organisation and people** – We will establish an organisation structure with clear safety responsibilities and provide relevant competencies and training where needed. We are committed to the “well-being” of all employees.

**Zero Tolerance** - We will transition to a Zero Tolerance drug and alcohol policy.

**Learning from others** – We will be open-minded and willing to learn from other public and private transport operators, consultants, contractors and each other. Sharing experiences and the exchange of best practice means we will learn, get better at what we do and see how we can make improvements.

**Implementing safety assurance** – We will implement a design engineering assurance process that identifies hazards and manages and controls risks by eliminating or minimising them. This structured process will enable us to make effective risk-based safety in design decisions during project definition.

**Setting safety targets** – We will set challenging safety performance targets, both during construction and operational phases of the Light Rail project.

**Safety in delivery and operation** – We will test the market safety accreditation and competency as part of our market sounding and depending on the delivery model chosen will determine the most appropriate accreditation path. We will develop commercial principles that incorporate appropriate safety incentives and Key Performance Indicators.

**Be Sustainable** - we will adhere to safe work methods encompassing sustainability and minimising risk to the environment.

**Be vigilant** - We will stay vigilant to safety in practice not just on paper – we will put ourselves in the shoes of our construction colleagues and ultimately our customers through always considering their risks, considerations and concerns in a live environment.
Embracing safety - We will embrace safety in all our activities. It can be easy for people to see safety as “getting in the way” or “slowing us down”. But a team that is organised, fit and plans ahead, invariably does well and has fewer accidents. Short cuts are often when accidents happen, so we won’t take them.

The CMA also drafted the CMA Safety Management System which is expected to be approved in the first half of the 2014-15 financial year.

Injury Prevention

The CMA has a group of people who have volunteered to act as the Directorate’s fire wardens and first aid officers. These staff members have been trained in their roles and the CMA will ensure that refresher training is made available in the latter half of 2014-15.

Two members of the CMA team volunteered to be Chief and Deputy Chief fire wardens for Telstra House (490 Northbourne Avenue, Dickson, ACT).

Staff from the CMA also attended workshops on the ACTPS Respect, Equity and Diversity (RED) Framework with several staff members volunteering to be RED contact officers.

The CMA will continue to train and develop staff to undertake these, and other, roles as the Directorate expands in 2014-15.

As part of the CMA’s commitment to a positive workplace culture and supporting all employees’ health and well-being, the CMA has engaged with an Employee Assistance Program (EAP) Provider PPC Worldwide. Along with brochures and posters, information on the role of the EAP is provided in the CMA staff induction manual.

Work station assessments have been made available to staff. Work station assessments will continue to be made available to staff as and if required.

The CMA has acted on monthly leave reports (provided by Shared Services) by encouraging staff to use accrued leave, especially staff members who were identified as having excess leave, to maintain a healthy work/life balance.

CMA staff are also provided opportunities to adjust their working conditions, such as working from home, when suitable.

Injury Management

Health and Safety Representatives from the Chief Minister and Treasury Directorate, on behalf of the CMA, performed their duties in accordance with the Work Health and Safety Act 2011 (WHS Act).

These officers were available to conduct inspections of workplaces, and provided advice to the CMA on staff member’s immediate workspaces, including desk and chair heights, corridors and other work spaces.

Staff members from the Governance and Operations Branch undertake routine inspections of the premises ensuring walk ways are clear of trip hazards, ICT equipment is operating safely, and the premise is clean and hygienic. Posters and flyers have been placed around the workplace reminding staff of proper work health and safety practices.

There were no incidents in the reporting year which have required notification under the WHS Act. The CMA was not subject to any improvement, prohibition or non-disturbance notices during the reporting period.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
E.4 Workplace Relations

Special Employment Arrangements

As at 30 June 2014, there was one CMA employee on an individual Special Employment Arrangement (SEA).

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>No. of Individual SEAs</th>
<th>No. of Group SEAs*</th>
<th>Total employees covered by Group SEAs*</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEAs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of SEAs at 30 June 2014</td>
<td>1</td>
<td>-</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Number of SEAs entered into during period</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Number of SEAs terminated during period</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>The number of SEAs providing for privately plated vehicles as at 30 June 2014</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>Number of SEAs for employees who have transferred from AWAs during period</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>AWAs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of AWAs at 30 June 2014</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Number of AWAs terminated/lapsed during period (including formal termination and those that have lapsed due to staff departures)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Classification Range</th>
<th>Remuneration as at 30 June 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual and Group SEAs</td>
<td>SOGB $121,815.00</td>
</tr>
<tr>
<td>AWAs (includes AWAs ceased during reporting period)</td>
<td>NIL N/A</td>
</tr>
</tbody>
</table>

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
E.5 Staffing Profile

At the end of the reporting period, the CMA comprised a workforce of 18 ACTPS employees. All employees were employed on a full-time basis with six (6) employees temporarily employed. The following tables outline the breakdown of staff by classification, employment category, and average length of service and age profile as at 30 June 2014.

FTE and headcount by gender

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Equivalent</td>
<td>10.0</td>
<td>8.0</td>
<td>18.0</td>
</tr>
<tr>
<td>Headcount</td>
<td>10</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Percentage of workforce</td>
<td>55.6%</td>
<td>44.4%</td>
<td>100.0%</td>
</tr>
<tr>
<td>(based on headcount)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Headcount by classification and gender

<table>
<thead>
<tr>
<th>Classification groups</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Officers</td>
<td>7</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Senior Officers</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Executive Officers</td>
<td>1</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>10</strong></td>
<td><strong>8</strong></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>
### Headcount by employment category and gender

<table>
<thead>
<tr>
<th>Employment category</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casual</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Permanent Full-time</td>
<td>8</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Permanent Part-time</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Temporary Full-time</td>
<td>2</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Temporary Part-time</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>10</strong></td>
<td><strong>8</strong></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>

### FTE and headcount by division/branch

<table>
<thead>
<tr>
<th>Division/branch</th>
<th>FTE</th>
<th>Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Metro Agency</td>
<td>18.0</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18.0</strong></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>

### Headcount by division/branch and employment type

<table>
<thead>
<tr>
<th>Division/branch</th>
<th>Permanent</th>
<th>Temporary</th>
<th>Casual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Metro Agency</td>
<td>12</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12</strong></td>
<td><strong>6</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

### Headcount by age group and gender

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>25–34</td>
<td>3</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>35–44</td>
<td>4</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>45–54</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>55 and over</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td><strong>8</strong></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>
Headcount by length of service, generation and gender

<table>
<thead>
<tr>
<th>Length of service (years)</th>
<th>Pre-Baby Boomers</th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Generation Y</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F M</td>
<td>F M</td>
<td>F M</td>
<td>F M</td>
<td>F M</td>
</tr>
<tr>
<td>0-2</td>
<td>0 0</td>
<td>1</td>
<td>3 2</td>
<td>3 0</td>
<td>6 3</td>
</tr>
<tr>
<td>2-4</td>
<td>0 0</td>
<td>1</td>
<td>1 0</td>
<td>2 0</td>
<td>3 1</td>
</tr>
<tr>
<td>4-6</td>
<td>0 0</td>
<td>0</td>
<td>0 0</td>
<td>1 0</td>
<td>1</td>
</tr>
<tr>
<td>6-8</td>
<td>0 0</td>
<td>0</td>
<td>0 0</td>
<td>0 0</td>
<td>0</td>
</tr>
<tr>
<td>8-10</td>
<td>0 0</td>
<td>0</td>
<td>0 0</td>
<td>0 0</td>
<td>0</td>
</tr>
<tr>
<td>10-12</td>
<td>0 0</td>
<td>0</td>
<td>0 0</td>
<td>0 0</td>
<td>0</td>
</tr>
<tr>
<td>12-14</td>
<td>0 0</td>
<td>1</td>
<td>0 0</td>
<td>1 0</td>
<td>2</td>
</tr>
<tr>
<td>14 plus</td>
<td>0 0</td>
<td>1</td>
<td>1 0</td>
<td>0 0</td>
<td>1 1</td>
</tr>
<tr>
<td>Total</td>
<td>0 0</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>10 8</td>
</tr>
</tbody>
</table>

Note: the following information can be presented as notes to the foregoing table

<table>
<thead>
<tr>
<th>Generation</th>
<th>Birth years covered</th>
<th>Generation</th>
<th>Birth years covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Baby Boomers</td>
<td>prior to 1946</td>
<td>Generation X</td>
<td>1965 to 1979 inclusive</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>1946 to 1964 inclusive</td>
<td>Generation Y</td>
<td>from 1980 and onwards</td>
</tr>
</tbody>
</table>

Average length of service by gender (headcount)

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average years of service</td>
<td>3.2</td>
<td>6.9</td>
<td>4.8</td>
</tr>
</tbody>
</table>
### Headcount by diversity group

<table>
<thead>
<tr>
<th>Diversity Group</th>
<th>Headcount</th>
<th>Percentage of agency workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aboriginal and Torres Strait Islander</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Culturally and Linguistically Diverse</td>
<td>2</td>
<td>11.1%</td>
</tr>
<tr>
<td>People with disability</td>
<td>0</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6205 3643.
F.1 Management Discussion and Analysis
Capital Metro Agency

For the financial year ended 30 June 2014

General overview

Objectives

The principal objective of the CMA is to manage all aspects of the ongoing planning, design and delivery of the first stage of a light rail network in the Territory.

CMA is to achieve its principal objective in a manner which ensures comprehensive coordination and integration of transport, land use and development, social, economic and environmental outcomes.

Risk Management

Broadly, CMA directorate-level risks consist of Capital Metro project risks and other risks associated with the operations of the Directorate. As the principal objective of CMA is to manage all aspects of the Capital Metro project, project-specific risks comprise a large portion of the CMA's overall risk profile.

As with other Government Directorates, responsibility for risk management within CMA ultimately rests with the CMA Director-General. The Director-General is supported in this responsibility through:

- CMA's executive and staffing team. All CMA staff, to varying degrees, fulfil risk management tasks. During the 2013-14 financial year, risk management controls were overseen by CMA's Deputy Project Director (Executive Director Governance and Operations and the Governance and Operations Branch within CMA);
- CMA's advisors. During the 2013-14 financial year, CMA received risk management advice from risk management and other advisors;
- CMA's governance structure. This governance structure includes a Project Board with an independent Chair which oversees the Capital Metro project and advises the Capital Metro Sub-Committee of Cabinet. The Project Board undertakes a substantial role in ultimately overseeing risk management responsibilities;
- It is also noted that during the reporting period, CMA undertook steps towards the establishment of an Audit Committee. That Audit Committee, which will form part of CMA's broader approach to risk management, is expected to be formally established in the near future; and
- Other risk management resources applied throughout Government. For example, under the Government's risk management policy, the ACT Insurance Authority (ACTIA) assists CMA on insurance implementation matters.

Guiding risk management practices within CMA are a range of risk management procedures. These include Government-wide processes, such as those relating to financial reporting, and CMA-specific processes. As a new Directorate, CMA's risk management processes shall continue to develop over time. CMA's evolving risk management procedures and risk register shall have regard to both directorate-level and Capital Metro project-level risks.
The following key policies and procedures have been implemented to enhance governance and risk management:

- Director-General Financial Instructions and Delegations;
- Fraud and Corruption Prevention Plan;
- Event Attendance Policy;
- Gifts, Benefits and Hospitality Policy and Register; and
- WHOG Alcohol and other drugs policy.

Key risks identified by CMA during the 2013-14 financial year were associated with the:

- Management of designer, constructor, operator, maintainer, light rail vehicle supplier and other supplier interface risks in the delivery of the Capital Metro project; and
- Management of preparatory works associated with the Capital Metro project.

### Directorate financial performance

CMA was established on 1 July 2013 and no prior year comparative figures are therefore shown in the financial statements and this management discussion and analysis.

The following financial information is based on audited financial statements for the 2013-14 financial year and the forward estimates contained in the 2014-15 Budget Papers.

The analysis provided below outlines the main trends and factors affecting the Directorate’s financial performance and position for the year ended 30 June 2014 and forward years.

### Table 1 Financial Results

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$m</td>
<td>$m</td>
<td>$m</td>
<td>$m</td>
</tr>
<tr>
<td>Total revenue</td>
<td>3.000</td>
<td>8.637</td>
<td>23.535</td>
<td>3.181</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>3.000</td>
<td>8.551</td>
<td>23.535</td>
<td>3.277</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>0</td>
<td>0.086</td>
<td>0</td>
<td>(0.096)</td>
</tr>
</tbody>
</table>
Total revenue

Components of revenue
Figure 2 shows a breakdown of the revenue components in the 2013-14 financial year. Of the Directorate’s total revenue, Government payment for outputs (GPO) account for 98% and resources received free of charge account for 2%.

Figure 2 Components of revenue for 2013-14

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Payment for Outputs</td>
<td>98%</td>
</tr>
<tr>
<td>Resources Free of Charge</td>
<td>2%</td>
</tr>
</tbody>
</table>

Total 2013-14 revenue compared to the original budget
The original budget included $3.0 million GPO and $5.0 million capital injection for a total appropriation of $8.0 million. However it was recognised in late 2013 that all the expenditure for 2013-14 would be recurrent in nature rather than split between recurrent and capital. In addition, appropriations totalling $0.4 million were transferred to CMA from another Directorate.

These changes were then recognised in Appropriation Act 2013-2014 (No 2) of May 2014 which reallocated the $5 million capital injection to GPO together with a further appropriation of $0.5 million covering the works transferred from another Directorate and increased wage parameters.

The total revenue for the year of $8.6 million consists of adjusted GPO of $8.5 million and Resources received free of charge totalling $0.1 million consisting of services provided by the Government Solicitors Office and Territory and Municipal Services Directorate were not included in the original budget.

Total expenditure

Components of expenditure
Figure 3 shows a breakdown of the expenditure components in the 2013-14 financial year. Of the Directorate’s total expenditure, supplies and services account for 75%, employee costs 22% and superannuation 3%.

Supplies and services payments of $6.5 million includes payments for professional services (contractors and consultancies) of $5.3 million, legal costs of $0.3 million, staff development and recruitment costs of $0.2 million, community engagement costs of $0.2 million and office accommodation $0.2 million. The level of professional services required is a result of the need to draw on external advisory expertise in light rail operations not available within Territory Government resources.
Figure 3 Components of expenditure for 2013-14

- Employee costs 22%
- Superannuation 3%
- Supplies and Services 75%

Comparison to 2012-13 actual expenditure

CMA was established on 1 July 2013 and there are therefore no prior year comparative figures.

Future trends

Total Expenses budgeted for 2014-15 have increased by $14.9 million, from the 2013-14 actual of $8.6 million to $23.5 million in recognition of the costs of delivery of the 2014-15 Priorities and Strategic Objectives including finalisation of the procurement strategy for delivery and operation of the light rail service.

GPO and Total Expenses in the forward years revert to the originally budgeted figures contained in the 2013-14 Budget Statements, as adjusted for revised wage parameters, pending achievement of the Priorities and Strategic Objectives in 2014-15.

Total 2013-14 expenditure compared to the original budget

As previously noted, the expenditure incurred in 2013-14 was fully recognised as recurrent in nature and as a result the total expenditure of $8.6 million was $5.6 million, or 186 percent higher than the 2013-14 original budgeted cost. This was mainly due to:

- Professional services of $5.3 million and legal costs of $0.3 million recognised as recurrent expenditure rather than capital expenditure as expected in the original budget.
- A reduction in employee expenses and superannuation expenses of $0.2 million due to hiring delays.
Directorate financial position

Total assets

Components of total assets
Total assets are $2.4 million. Figure 4 indicates that the major categories of the Directorate’s assets are cash (90%), receivables (9%) and other assets (1%).

Comparison to budget
The total asset position as at 30 June 2014 is $2.4 million consisting of cash, receivables and other current assets. As previously noted, no costs were capitalised in the year. This compares with the original budget of $5.0 million which envisaged capitalisation of $5.0 million in professional services costs and no current assets were included.

Comparison to 2012-13 actual
CMA was established on 1 July 2013 and there are therefore no prior year comparative figures.

Total liabilities

Components of total liabilities
Total liabilities are $2.5 million. Figure 5 indicates that the major categories of the Directorate’s liabilities are payables (74%), employee benefits (24%) and other liabilities (2%).

Comparison to budget
The Directorate’s liabilities for the year ended 30 June 2014 of $2.5 million are $2.5 million higher than the 2013-14 original budgeted amounts. The original budget only recognised the expected capitalised costs of $5.0 million and no current liabilities were included.

Comparison to 2012–13 actual
CMA was established on 1 July 2013 and there are therefore no prior year comparative figures.
F.2 Financial Statements For the Year Ended 30 June 2014
Capital Metro Agency
INDEPENDENT AUDIT REPORT
CAPITAL METRO AGENCY

To the Members of the ACT Legislative Assembly

Report on the financial statements

The financial statements of the Capital Metro Agency for the year ended 30 June 2014 have been audited. These comprise the operating statement, balance sheet, statement of changes in equity, cash flow statement, statement of appropriation and accompanying notes.

Responsibility for the financial statements

The Director-General is responsible for the preparation and fair presentation of the financial statements in accordance with the Financial Management Act 1996. This includes responsibility for maintaining adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and the accounting policies and estimates used in the preparation of the financial statements.

The auditor’s responsibility


The audit was conducted in accordance with Australian Auditing Standards to provide reasonable assurance that the financial statements are free of material misstatement.

I formed the audit opinion following the use of audit procedures to obtain evidence about the amounts and disclosures in the financial statements. As these procedures are influenced by the use of professional judgement, selective testing of evidence supporting the amounts and other disclosures in the financial statements, inherent limitations of internal control and the availability of persuasive rather than conclusive evidence, an audit cannot guarantee that all material misstatements have been detected.

Although the effectiveness of internal controls is considered when determining the nature and extent of audit procedures, the audit was not designed to provide assurance on internal controls.

The audit is not designed to provide assurance on the appropriateness of budget information included in the financial statements or to evaluate the prudence of decisions made by the Capital Metro Agency.
Electronic presentation of the audited financial statements

Those viewing an electronic presentation of the financial statements should note that the audit does not provide assurance on the integrity of information presented electronically, and does not provide an opinion on any other information which may have been hyperlinked to or from this report. If users of the report are concerned with the inherent risks arising from the electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.

Independence

Applicable independence requirements of Australian professional ethical pronouncements were followed in conducting the audit.

Audit opinion

In my opinion, the financial statements of the Capital Metro Agency for the year ended 30 June 2014:

(i) are presented in accordance with the Financial Management Act 1996, Australian Accounting Standards and other mandatory financial reporting requirements in Australia; and

(ii) present fairly the financial position of the Capital Metro Agency as at 30 June 2014 and the results of its operations and cash flows for the year then ended.

This audit opinion should be read in conjunction with other information disclosed in this report.

[Signature]
Maxine Cooper
Audit Officer
8 August 2014
REPORT OF FACTUAL FINDINGS

CAPITAL METRO AGENCY

To the Members of the ACT Legislative Assembly

Report on the statement of performance

The statement of performance of the Capital Metro Agency for the year ended 30 June 2014 has been reviewed.

Responsibility for the statement of performance

The Director-General of the Capital Metro Agency is responsible for the preparation and fair presentation of the statement of performance in accordance with the Financial Management Act 1996. This includes responsibility for maintaining adequate records and internal controls that are designed to prevent and detect fraud and error, and the systems and procedures used to measure the results of accountability indicators reported in the statement of performance.

The auditor’s responsibility


The review was conducted in accordance with Australian Auditing Standards applicable to review engagements, to provide assurance that the results of the accountability indicators reported in statement of performance have been fairly presented in accordance with the Financial Management Act 1996.

A review is primarily limited to making inquiries with representatives of the Capital Metro Agency, performing analytical and other review procedures and examining other available evidence. These review procedures do not provide all of the evidence that would be required in an audit, therefore, the level of assurance provided is less than that given in an audit. An audit has not been performed and no audit opinion is being expressed on the statement of performance.

The review did not include an assessment of the relevance or appropriateness of the accountability indicators reported in the statement of performance or the related performance targets.
No opinion is expressed on the accuracy of explanations provided for variations between actual and targeted performance due to the often subjective nature of such explanations.

Electronic presentation of the statement of performance

Those viewing an electronic presentation of this statement of performance should note that the review does not provide assurance on the integrity of information presented electronically, and does not provide an opinion on any other information which may have been hyperlinked to or from the statement of performance. If users of the statement of performance are concerned with the inherent risks arising from the electronic presentation of information, they are advised to refer to the printed copy of the reviewed statement of performance to confirm the accuracy of this electronically presented information.

Independence

Applicable independence requirements of Australian professional ethical pronouncements were followed in conducting the review.

Review opinion

Based on the review procedures, no matters have come to my attention which indicate that the results of the accountability indicators, reported in the statement of performance of the Capital Metro Agency for the year ended 30 June 2014, are not fairly presented in accordance with the Financial Management Act 1995.

This review opinion should be read in conjunction with the other information disclosed in this report.

[Signature]

Dr Maxine Cooper
Auditor-General
September 2014
Capital Metro Agency
Financial Statements
For the Year Ended 30 June 2014

Statement of Responsibility

In my opinion, the financial statements are in agreement with the Capital Metro Agency's accounts and records and fairly reflect the financial operations of the Agency for the year ended 30 June 2014 and the financial position of the Agency on that date.

Emma Thomas
Director-General
Capital Metro Agency
13 August 2014
Capital Metro Agency
Financial Statements
For the Year Ended 30 June 2014

Statement by the Chief Finance Officer

In my opinion, the financial statements have been prepared in accordance with generally accepted accounting principles, and are in agreement with the Capital Metro Agency's accounts and records and faithfully reflect the financial operations of the Agency for the year ended 30 June 2014 and the financial position of the Agency on that date.

[Signature]
Andrew Fleming
Chief Financial Officer
Capital Metro Agency
12 August 2014
CAPITAL METRO AGENCY

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2014
## Capital Metro Agency
### Operating Statement
For the Year Ended 30 June 2014

<table>
<thead>
<tr>
<th>Source of Income</th>
<th>Actual 2014</th>
<th>Budget 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Payment for Outputs</td>
<td>8,468</td>
<td>3,700</td>
</tr>
<tr>
<td>Resources Received Free of Charge</td>
<td>169</td>
<td>-</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>8,637</td>
<td>3,700</td>
</tr>
<tr>
<td>Total Income</td>
<td>8,637</td>
<td>3,700</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Source of Expenses</th>
<th>Actual 2014</th>
<th>Budget 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Expenses</td>
<td>1,891</td>
<td>2,109</td>
</tr>
<tr>
<td>Superannuation Expenditure</td>
<td>213</td>
<td>199</td>
</tr>
<tr>
<td>Supplies and Services</td>
<td>6,447</td>
<td>901</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>8,541</td>
<td>8,209</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Surplus</th>
<th>Actual 2014</th>
<th>Budget 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>85</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Comprehensive Income</th>
<th>Actual 2014</th>
<th>Budget 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>85</td>
<td>-</td>
</tr>
</tbody>
</table>

The above Operating Statement should be read in conjunction with the accompanying notes.
## Capital Metro Agency
### Balance Sheet
#### As at 30 June 2014

<table>
<thead>
<tr>
<th>Note</th>
<th>Actual 2014</th>
<th>2015 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>11</td>
<td>2,192</td>
</tr>
<tr>
<td>Receivables</td>
<td>12</td>
<td>220</td>
</tr>
<tr>
<td>Other Assets</td>
<td>13</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td></td>
<td>2,448</td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Works in Progress</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td></td>
<td>2,448</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>14</td>
<td>3,530</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>15</td>
<td>372</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>16</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td></td>
<td>3,914</td>
</tr>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>15</td>
<td>60</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>15</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total Non-Current Liabilities</strong></td>
<td></td>
<td>120</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td></td>
<td>3,934</td>
</tr>
<tr>
<td><strong>Net (Liabilities)/Assets</strong></td>
<td></td>
<td>(196)</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated (Deficit)/Funds</td>
<td>(129)</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td></td>
<td>(129)</td>
</tr>
</tbody>
</table>

The above Balance Sheet should be read in conjunction with the accompanying notes.
## Capital Metro Agency

### Statement of Changes in Equity

For the Year Ended 30 June 2014

<table>
<thead>
<tr>
<th>Part</th>
<th>Funds</th>
<th>Total</th>
<th>Original</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
<td>Budget</td>
</tr>
<tr>
<td>Note</td>
<td>2014</td>
<td>2016</td>
<td>2016</td>
</tr>
<tr>
<td>Ri</td>
<td>$1000</td>
<td>$000</td>
<td>$000</td>
</tr>
</tbody>
</table>

---

### Balance at 1 July 2013

---

### Comprehensive Income

**Operating Surplus**

---

### Total Comprehensive Income

---

### Transactions Involving Owners Affecting Accumulated Funds

**Capital injections**

---

Net liabilities transferred in as part of administrative restructure

---

**Total Transactions Involving Owners Affecting Accumulated Funds**

---

### Balance at the 30 June 2014

---

---

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.
### Capital Metro Agency
### Cash Flow Statement
### For the Year Ended 30 June 2014

<table>
<thead>
<tr>
<th>Cash Flows from Operating Activities</th>
<th>Actual 2014</th>
<th>Budget 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Payments for Outputs</td>
<td>8,468</td>
<td>3,000</td>
</tr>
<tr>
<td>Goods and Services, Tax, and Tax Credits from Australian Taxation Office</td>
<td>1,382</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Receipts from Operating Activities</strong></td>
<td>8,750</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Payments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee</td>
<td>2,100</td>
<td>2,100</td>
</tr>
<tr>
<td>Superannuation</td>
<td>204</td>
<td>150</td>
</tr>
<tr>
<td>Supplies and Services</td>
<td>701</td>
<td>701</td>
</tr>
<tr>
<td>Goods, Services, Taxes Paid to Suppliers</td>
<td>166</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Payments from Operating Activities</strong></td>
<td>3,071</td>
<td>4,051</td>
</tr>
<tr>
<td><strong>Net Cash Inflows from Operating Activities</strong></td>
<td>2,679</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Investing Activities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Payments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments for Property, Plant and Equipment and Capital Works</td>
<td>-</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total Payments from Investing Activities</strong></td>
<td>-</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Net Cash (Outflows) from Investing Activities</strong></td>
<td>-</td>
<td>15,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Financing Activities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Injections</td>
<td>-</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total Receipts from Financing Activities</strong></td>
<td>-</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Net Cash Inflows from Financing Activities</strong></td>
<td>-</td>
<td>5,000</td>
</tr>
</tbody>
</table>

| Net Increase in Cash and Cash Equivalents | 2,152 |
| Cash and Cash Equivalents at the beginning of the Reporting Period | - |
| Cash and Cash Equivalents at the end of the Reporting Period | 2,752 |

The above Cash Flow Statement should be read in conjunction with the accompanying notes.
## Capital Metro Agency
### Statement of Appropriation
#### For the Year Ended 30 June 2014

<table>
<thead>
<tr>
<th></th>
<th>Original Budget</th>
<th>Total Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2014</td>
</tr>
<tr>
<td>Government Payment for Outputs</td>
<td>$0,000</td>
<td>$0,000</td>
</tr>
<tr>
<td>Capital Injections</td>
<td>$0,000</td>
<td>$5,413</td>
</tr>
<tr>
<td>Total Appropriation</td>
<td>$0,000</td>
<td>$5,413</td>
</tr>
</tbody>
</table>

The above 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 2013-14 Budget Report. This amount 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 Capital Metro Agency (CMA) during the year. This amount also appears in the Cash Flow Statement.

<table>
<thead>
<tr>
<th></th>
<th>Government Payment for Outputs</th>
<th>Capital Injection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variances between 'Original Budget' and 'Total Appropriated'</td>
<td>2013</td>
<td>2014</td>
</tr>
<tr>
<td>Original budget</td>
<td>$0,000</td>
<td>$0,000</td>
</tr>
<tr>
<td>Appropriation transferred from other enterprise</td>
<td>-</td>
<td>433</td>
</tr>
<tr>
<td>Appropriation Bill No. 2 - transfer of Capital Injection</td>
<td>5,413</td>
<td>-</td>
</tr>
<tr>
<td>Appropriation Bill No. 3 - revised wage parameters</td>
<td>35</td>
<td>-</td>
</tr>
<tr>
<td>Treasurer’s Advance to meet short-term cash requirements</td>
<td>1,200</td>
<td>-</td>
</tr>
<tr>
<td>Total Appropriated</td>
<td>9,868</td>
<td>5,413</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Variances between 'Total Appropriated' and 'Appropriation Drawn'</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Appropriated</td>
</tr>
<tr>
<td>Treasurer’s Advance withheld from Appropriation Bill No. 2</td>
</tr>
<tr>
<td>Transfer of Capital Injection</td>
</tr>
<tr>
<td>Appropriation Drawn</td>
</tr>
</tbody>
</table>
Capital Metro Agency

NOTE INDEX

Note 1. Objectives of the Capital Metro Agency
Note 2. Summary of Significant Accounting Policies

Income Notes
Note 8. Government Payments for Oustside
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NOTE 1. OBJECTIVE OF CAPITAL METRO AGENCY

The principal objective of the Capital Metro Agency (CMA), which was established on 1 July 2012, is to deliver the first stage (Gungahlin to the City) of a light rail network in the Territory. This service will contribute to the achievement of the Government’s Transact for Canberra policy objectives through the provision of scheduled transport services, initially between the City and Gungahlin.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

CMA is prescribed as a Directorate under the Financial Management Act 1989 (FMA).

The FMA requires the preparation of annual financial statements for ACT Government Directorates.

The FMA and the Financial Management Guidelines issued under the Act, requires CMA’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) a summary of the significant accounting policies adopted for the year; and
(vii) such other statements as are necessary to fairly reflect the financial operations of the Capital Metro Agency during the year and its financial position at the end of the year.

These general-purpose financial statements have been prepared to comply with “Generally Accepted Accounting Principles” (GAAP) as required by the FMA. The financial statements have been prepared in accordance with:

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

The financial statements have been prepared using the accrual basis of accounting, which recognizes the effects of transactions and events when they occur. The financial statements have also been prepared according to the historical cost convention, except for assets such as those included in financial instruments which were valued at fair value in accordance with the valuation policies applicable to CMA during the reporting period.

As at 30 June 2014, CMA’s current liabilities ($2,451m) exceed its current assets ($2,405m) by $46,206. However, this is not considered a liquidity risk as its cash needs are funded through appropriation from 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.
NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

(a) Basis of Accounting - continued

These financial statements are presented in Australian dollars, which is CMA's functional currency.

CMA is an individual financial reporting entity.

(b) The Reporting Period

These financial statements include the financial performance, changes in equity and cash flows of CMA for the year ending 30 June 2014 together with the financial position of CMA as at 30 June 2014.

(c) Comparative Figures

Budget Figures

To facilitate a comparison with Budget Papers, as required by the FMA, budget information for 2013-14 has been presented in the financial statements. Budget numbers in the financial statements are the original budget numbers that appear in the Budget Papers.

Prior Year Comparatives

There are no prior year comparatives as CMA was established on 1 July 2013.

(d) Rounding

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

(e) Revenue Recognition

Revenue is recognized at the fair value of the consideration received or receivable in the Operating Statement. All revenue is recognized to the extent that it is probable that the economic benefits will flow to CMA and the revenue can be reliably measured. In addition, the following specific recognition criteria must also be met before revenue is recognized:

Government Payments for Outputs

Government Payments for Outputs are recognized as revenue when CMA gains control over the funding. Control over appropriated funds is normally obtained upon the receipt of cash.

(f) Resources Received and Provided Free of Charge

Resources received free of charge are recorded as a revenue and expense in the Operating Statement at fair value. The revenue is separately disclosed under resources received free of charge, with the expense being reported in the line item to which it relates. Goods and services received free of charge from ACT Government agencies are recorded as resources received free of charge, whereas goods and services received free of charge from entities external to the ACT Government are recorded as donations.

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 CMA free of charge.
NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

(g) Current and Non-Current Items

Assets and liabilities are classified as current or non-current in the Balance Sheet and in the relevant notes. Assets are classified as current where they are expected to be realised within 12 months after the reporting date. Liabilities are classified as current when they are due to be settled within 12 months after the reporting date or CMA does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Assets or liabilities which do not fall within the current classification are classified as non-current.

(h) Cash and Cash Equivalents

For the purposes of the Cash Flow Statement and the Balance Sheet, cash includes cash at bank and cash on hand. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(i) Receivables

Accounts receivable (including other trade receivables) are initially recognised at fair value and are subsequently measured at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement.

Other trade receivables arise outside the normal course of selling goods and services to other agencies and to the public. Other trade receivables are payable within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

The allowance for impairment losses represents the amount of other trade receivables CMA estimates will not be received. The allowance for impairment losses is based on objective evidence and a review of overdue balances. CMA considers the following as objective evidence of impairment:

a) becoming aware of financial difficulties of debtors;

b) default payments;

c) debtors more than 30 days overdue.

The amount of the allowance is the difference between the receivables carrying amount and the present value of the estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial. The amount of the allowance is recognised in the Operating Statement.

Receivables that have been renegotiated because they are past due or impaired are accounted for based on the renegotiated terms.

(j) Payables

Payables are a financial liability and are initially recognised at fair value based on the transaction cost and subsequently measured 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.
NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES—CONTINUED

(1) Payables—continued

Payables include Trade Payables and Accrued Expenses.

Trade Payables represent the amounts owing for goods and services received prior to the end of the reporting period and unpaid at the end of the reporting period which relate to the normal operations of CMA.

Accrued Expenses represent goods and services provided by other parties during the period that are unpaid at the end of the reporting period and where an invoice has not been received by period end.

(1) Leases

CMA has entered into operating leases.

Operating Leases

Operating leases do not effectively transfer to CMA substantially all the risks and rewards incident to ownership of the asset under an operating lease. Operating lease payments are recorded as an expense in the Operating Statement on a straight-line basis over the term of the lease.

(10) Employee Benefits

Employee benefits include:

(a) short-term employee benefits such as the following: wages and salaries, annual leave loading and applicable on-costs, if expected to be settled wholly before twelve months after the end of the annual reporting period in which the employee renders the related services;

(b) other long-term benefits such as long service leave and annual leave; and

(c) termination benefits.

On-costs also include annual leave, long service leave, superannuation and other costs that are incurred when employees take annual and long service leave.

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 twelve 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 future wage and salary levels, experience of employee departments and periods of service. At the end of each reporting period end, 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.
NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

(m) Employee Benefits - continued

Annual leave liabilities have been estimated on the assumption that they will be wholly settled within three years. In 2013-14 the rate used to estimate the present value of future payments is 2.2335%.

In 2013-14, the rate used to estimate the present value of future payment for long service leave is 3.35%.

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 7 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 judgments and assumptions included in the estimation of annual and long service leave liabilities are determined by an actuary. The Australian Government Actuary performed this assessment in May 2014. The assessment by an actuary is performed every 5 years. However it may be performed more frequently if there is a significant contextual change in the parameters underlying the 2014 report. The next actuarial review is expected to be undertaken by May 2019. Further information about this estimate is provided in Note(s) significant Accounting judgments and estimates.

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 CMA has an unconditional right to defer the settlement of the liability until the employee has completed the required years of service.

(n) Superannuation

CMA receives funding for superannuation payments as part of the Government payment for Outputs. CMA then makes payments on a fortnightly basis to the Territory Banking Account to cover CMA’s superannuation liability for the Commonwealth Superannuation Scheme (CSS) and the Public Sector Superannuation Scheme (PSS). This payment covers the CSS/PSS employer contribution, but does not include the productivity component. The productivity component is paid directly to ConSuper by CMA. The CSS and PSS are defined benefits superannuation plans meaning that the defined benefits received by employees are based on the employee’s years of service and average final salary.

Superannuation payments have also been made directly to superannuation funds for those members of the Public Sector who are part of superannuation accumulation schemes, which includes the schemes of employee choice.
NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

(n) Superannuation - continued
Superannuation employer contribution payments, for the CSS and PSS, are calculated by taking the salary level at an employee’s anniversary date and multiplying it by the actuarially assessed nominal CSS or PSS employer contribution rate for each employee. The productivity component payments are calculated by taking the salary level, at an employee’s anniversary date, and multiplying it by the employer contribution rate (approximately 3%) for each employee. Superannuation payments for fund of choice arrangements are calculated by taking an employee’s salary each pay and multiplying it by the appropriate employer contribution rate.

The Superannuation Provision Account recognises the total Territory superannuation liability for the CSS and PSS, and the essential schemes recognise the superannuation liability for the schemes of employee choice.

The ACT Government is liable for the reimbursement of the emerging costs of benefits paid each year to members of the CSS and PSS in respect of the ACT Government service provided after 1 July 1989. These reimbursement payments are made from the Superannuation Provision Account.

(e) Equity Contributed by the ACT Government
Increases or decreases in net assets as a result of administrative restructures are recognised in equity.

(a) Insurance
Major risks are insured through the ACT Insurance Authority. The excess payable, under this arrangement, varies depending on each class of insurance held.

(g) Significant Accounting Judgements and Estimates
In the process of applying the accounting policies listed in this note, the Capital Metro Agency has made the following judgements and estimates that have the most significant impact on the amounts recorded in the financial statements:

1. Employee benefits: 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 wages and salary levels, experience of employee departures, probability that leave will be taken in service and periods of service. 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. Further information on this estimate is provided in Note 2 (m) Employee Benefits.

(c) Impact of Accounting Standards issued but yet to be applied
The following new and revised accounting standards and interpretations have been issued by the Australian Accounting Standards Board but do not apply to the current reporting period. These standards and interpretations are applicable to future reporting periods. CMA does not intend to adopt these standards and interpretations early. Where applicable, these Australian Accounting Standards will be adopted from their application date. It is estimated that the effect of adopting the below pronouncements, when applicable, will have no material financial impact on CMA in future reporting periods.
NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(r) Impact of Accounting Standards issued but yet to be applied - continued

• AASB 9 Financial Instruments (application date 1 January 2017);
• AASB 1055 Prudential Reporting (application date 1 July 2014);
• AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 109, 112, 120, 171, 179, 128, 191, 192, 184, 127, 189, 1025 and Interpretations 2, 5, 10, 12, 19 and 127] (application date 1 January 2012);
• AASB 2012-3 Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132] (application date 1 January 2014);
• AASB 2012-3 Amendments to AASB 106 Recoverable Amount Disclosures for Non-Financial Assets (application date 1 January 2014);
• AASB 2012-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities [AASB 10, AASB 12 & AASB 1049] (application date 1 January 2014); and
• AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments Part B: Materiality (application date 1 January 2014) Part C Financial Instruments (application date 1 January 2015)
NOTE 3. GOVERNMENT PAYMENT FOR OUTPUTS

Government Payment for Outputs (GPO) is revenue received from the ACT Government to fund the costs of delivering outputs. The ACT Government pays GPO appropriation on a fortnightly basis.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$4,490</td>
</tr>
</tbody>
</table>

Government Payment for Outputs
Government Payment for Outputs
Total Government Payments for Outputs

$4,490

NOTE 4. RESOURCES RECEIVED FREE OF CHARGE

Resources received free of charge relate to services being provided free of charge from other agencies within the ACT Government.

Revenue from ACT Government Entities
- Financial Management Support Services provided by the Tenders and Tendering Services Directorate: $23
- Legal Services provided by the Justice and Community Safety Directorate: $146
Total Resources Received Free of Charge: $159

NOTE 5. EMPLOYEE EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>$1,545</td>
</tr>
<tr>
<td>Annual Leave Expense</td>
<td>$101</td>
</tr>
<tr>
<td>Long Service Leave Expense</td>
<td>$147</td>
</tr>
<tr>
<td>Other Employee Benefits and On-Costs</td>
<td>$1</td>
</tr>
<tr>
<td>Total Employee Expenses</td>
<td>$1,801</td>
</tr>
</tbody>
</table>
NOTE 6. SUPERANNUATION EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superannuation Contributions to the Territory Funded Account</td>
<td>120</td>
</tr>
<tr>
<td>Productivity Benefits</td>
<td>15</td>
</tr>
<tr>
<td>Superannuation to External Providers</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total Superannuation Expense</strong></td>
<td>139</td>
</tr>
</tbody>
</table>

NOTE 7. SUPPLIES AND SERVICES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractors and Consultants</td>
<td>$202</td>
</tr>
<tr>
<td>Legal Costs</td>
<td>932</td>
</tr>
<tr>
<td>Community Engagement Costs</td>
<td>134</td>
</tr>
<tr>
<td>Skill Development and Recruitment</td>
<td>203</td>
</tr>
<tr>
<td>Rent and Utility Charges</td>
<td>385</td>
</tr>
<tr>
<td>IT Services and Telecommunications</td>
<td>71</td>
</tr>
<tr>
<td>Other Supplies and Services</td>
<td>570</td>
</tr>
<tr>
<td><strong>Total Supplies and Services</strong></td>
<td>6,442</td>
</tr>
</tbody>
</table>

* Contractors and Consultants include the costs of firms providing technical, commercial, project management and risk management services relating to the design, procurement and delivery of light rail infrastructure.

* Community Engagement costs comprise market research; design and creation of display boards; digital imagery and supporting collateral; community stakeholder workshops and events; and general advertising.
NOTE 8. WAIVERS, IMPAIRMENT LOSSES AND WRITE-OFFS

Under Section 153 of the Financial Management Act 1990 the Treasurer may, in writing, waive the right to payment of an amount payable to the Territory.

A waiver is the re-impounding of a legal claim to a debt. The write-off of a debt is the accounting action taken to remove a debt from the books that does not relinquish the legal right to the Agency to recover the amount. The write-off of debts may occur for reasons other than waivers.

There were no waivers, impairment losses and write-offs for CMA during the reporting period.

NOTE 9. ACT OF GRACE PAYMENTS

Under Section 130 of the Financial Management Act 1990 the Treasurer may, in writing, authorize Act of Grace Payments to be made by a Director. Act of Grace payments are a method of providing equitable remedies to entities or individuals that may have been unfairly disadvantaged by the Government but have no legal claim to the payment.

There were no Act of Grace payments made during the reporting period pursuant to Section 130 of the Financial Management Act 1990.

NOTE 10. AUDITOR'S REMUNERATION

The Auditor's remuneration consists of financial audit services provided to CMA by the ACT Auditor-General's Office. No other services were provided by the ACT Auditor-General's Office.

2022
$500

Audit Services
Audit Fees Paid or Payable to the ACT Auditor-General's Office

$5

Total Audit Fees

$5
### NOTE 11. CASH AND CASH EQUIVALENTS

CMA holds one bank account with the Westpac Banking Corporation as part of the whole-of-government banking arrangements. As part of these banking arrangements CMA does not receive any interest on this account.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at bank</td>
<td>2,119</td>
<td>3,333</td>
</tr>
<tr>
<td>Cash on hand</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total Cash and Cash Equivalents</td>
<td>2,122</td>
<td>3,336</td>
</tr>
</tbody>
</table>

### NOTE 12. RECEIVABLES

<table>
<thead>
<tr>
<th>Current Receivables</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Trade Receivables</td>
<td>44</td>
</tr>
<tr>
<td>Not Social and Services Tax Receivable</td>
<td>176</td>
</tr>
<tr>
<td>Total Current Receivables</td>
<td>220</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Receivables</th>
<th>220</th>
</tr>
</thead>
</table>
SECTION F. Financial Management Analysis

NOTE 12. RECEIVABLES - CONTINUED

<table>
<thead>
<tr>
<th>Ageing of Receivables</th>
<th>Not Overdue</th>
<th>Past Due</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less than 30 Days</td>
<td>60 Days</td>
<td>Greater than 60 Days</td>
</tr>
<tr>
<td>2014</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Not Impaired(a)</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
</tbody>
</table>

\(\text{\(a\): Not Impaired refers to Net Receivables (that is Gross Receivables less Impaired Receivables).}\)

<table>
<thead>
<tr>
<th>Certification of ACT Government/Non ACT Government Receivables</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivables with ACT Government Entities</td>
<td>$000</td>
</tr>
<tr>
<td>Other Trade Receivables</td>
<td>$000</td>
</tr>
<tr>
<td>Total Receivables with ACT Government Entities</td>
<td>$000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Receivables with Non-ACT Government Entities</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Goods Services Tax Receivable</td>
<td>$000</td>
</tr>
<tr>
<td>Total Receivables with Non-ACT Government Entities</td>
<td>$000</td>
</tr>
<tr>
<td>Total Receivables</td>
<td>$000</td>
</tr>
</tbody>
</table>

NOTE 13. OTHER ASSETS

<table>
<thead>
<tr>
<th>Current Other Assets</th>
<th>Prepayments</th>
<th>Total Other Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
</tr>
</tbody>
</table>

SECTION F. Financial Management Analysis 95
# Capital Metro Agency

## Notes to and Forming Part of the Financial Statements

For the Year Ended 30 June 2014

## NOTE 14. PAYABLES

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>$’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Payables</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>1,586</td>
<td></td>
</tr>
<tr>
<td>Trade Payables</td>
<td>764</td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Payables</strong></td>
<td>2,350</td>
<td></td>
</tr>
<tr>
<td><strong>Total Payables</strong></td>
<td>1,870</td>
<td></td>
</tr>
</tbody>
</table>

Payables are aged as follows:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Overdue</strong></td>
<td>1,870</td>
</tr>
<tr>
<td><strong>Total Payables</strong></td>
<td>1,870</td>
</tr>
</tbody>
</table>

Classification of ACT Government/Non-ACT Government Payables

<table>
<thead>
<tr>
<th>Payables with ACT Government Entities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued Expenses</td>
<td>126</td>
</tr>
<tr>
<td>Trade Payables</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total Payables with ACT Government Entities</strong></td>
<td>140</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Payables with Non-ACT Government Entities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued Expenses</td>
<td>1,410</td>
</tr>
<tr>
<td>Trade Payables</td>
<td>170</td>
</tr>
<tr>
<td><strong>Total Payables with Non-ACT Government Entities</strong></td>
<td>1,580</td>
</tr>
</tbody>
</table>

**Total Payables**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Payables</strong></td>
<td>1,870</td>
</tr>
</tbody>
</table>
### Capital Metro Agency
**Notes to and Forming Part of the Financial Statements**
**For the Year Ended 30 June 2014**

#### NOTE 15. EMPLOYEE BENEFITS

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Employee Benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Leave</td>
<td>224</td>
<td>229</td>
</tr>
<tr>
<td>Long Service Leave</td>
<td>224</td>
<td>229</td>
</tr>
<tr>
<td>Accrued Salaries and Wages</td>
<td>81</td>
<td>81</td>
</tr>
<tr>
<td>Other Benefits</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td><strong>Total Current Employee Benefits</strong></td>
<td>522</td>
<td>537</td>
</tr>
<tr>
<td>Non-Current Employee Benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Service Leave</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td><strong>Total Non-Current Employee Benefits</strong></td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td><strong>Total Employee Benefits</strong></td>
<td>572</td>
<td>590</td>
</tr>
</tbody>
</table>

**Estimate of when benefits are payable**

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Amount Payable within 12 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Leave</td>
<td>57</td>
<td></td>
</tr>
<tr>
<td>Accrued Salaries and Wages</td>
<td>81</td>
<td></td>
</tr>
<tr>
<td>Other Benefits</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td><strong>Total Employee Benefits Payable within 12 months</strong></td>
<td>564</td>
<td>567</td>
</tr>
</tbody>
</table>

**Estimated Amount Payable after 12 months**

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Leave</td>
<td>167</td>
<td>167</td>
</tr>
<tr>
<td>Long Service Leave</td>
<td>278</td>
<td>278</td>
</tr>
<tr>
<td><strong>Total Employee Benefits Payable after 12 months</strong></td>
<td>445</td>
<td>445</td>
</tr>
<tr>
<td><strong>Total Employee Benefits</strong></td>
<td>619</td>
<td>619</td>
</tr>
</tbody>
</table>

As at 30 June 2014, CMA employed 19 full-time equivalent (FTE) staff.
NOTE 16. OTHER LIABILITIES

CMMA has entered into an operating lease for office accommodation in Greville ACT. The lease is for 4 years commencing 24 March 2013 and the lease expires on 30 September 2016.
The lease incentive liability is spread over the life of the lease. Each month the lease rental payment is allocated to the rent expense and deflection of the lease incentive liability.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Other Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease Incentives</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Non-Current Other Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease Incentives</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Total Non-Current Other Liabilities</td>
<td>40</td>
<td></td>
</tr>
</tbody>
</table>

NOTE 17. RESTRUCTURE OF ADMINISTRATIVE ARRANGEMENTS

Restructure of Administrative Arrangements 2013-14

On 1 July 2013, a restructuring of administrative arrangements occurred involving the transfer of 5 full-time equivalent (FTE) staff from the Economic Development (EDD), Chief Minister and Treasury (CMTD) and Commerce and Works Directorate (CWD) to CMMA.

Assets and Liabilities

The liabilities transferred from EDD, CMTD and CWD as part of the Administrative Arrangements (Arts) of 1 July, 2013 are detailed in the below.

<table>
<thead>
<tr>
<th></th>
<th>Amounts Transferred from EDD</th>
<th>Amounts Transferred from CMTD</th>
<th>Amounts Transferred from CWD</th>
<th>Total Amounts Transferred</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013-14</td>
<td>2013-14</td>
<td>2013-14</td>
<td>2013-14</td>
</tr>
<tr>
<td>Liabilities</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>151</td>
<td>86</td>
<td>26</td>
<td>213</td>
</tr>
<tr>
<td>Total Liabilities transferred</td>
<td>151</td>
<td>86</td>
<td>26</td>
<td>213</td>
</tr>
<tr>
<td>Net (liabilities) transferred</td>
<td>($151)</td>
<td>($86)</td>
<td>($26)</td>
<td>($213)</td>
</tr>
</tbody>
</table>
NOTE 18. FINANCIAL INSTRUMENTS

Details of the significant policies and methods adopted, including the criteria for recognition, the basis of measurement, and the tests on which income and expenses are recognised, with respect to each class of financial assets and financial liabilities disclosed in note 2, "Summary of significant accounting policies".

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 interest rates.

CMA is considered to have insignificant exposure to interest rate risk, as it holds only cash and cash equivalents with the Westpac Bank that generate minimal interest income and liabilities are non-interest bearing.

Sensitivity Analysis

A sensitivity analysis has not been undertaken as CMA has insignificant exposure to interest rate risk.

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. CMA's credit risk is limited to the amount of the financial assets it holds net of any allowance for impairment loss. CMA expects to collect all financial assets that are not past due or impaired.

Cash and cash equivalents are held with a high credit quality financial institution (Westpac Banking Corporation), in accordance with the rules of the ACT Government banking arrangements.

Most receivables are represented by net goods and Services Tax receivable from the Australian Taxation Office.

Credit risk is therefore considered to be low.

Liquidity Risk

Liquidity risk is the risk that CMA will be unable to meet its financial obligations associated with financial liabilities that are settled by delivering cash or another financial instrument. CMA's main financial obligations arise in the purchase of supplies and services. Payments of supplies and services were paid within 30 days of receiving the goods or services.

The main source of cash to pay these obligations is appropriation from the ACT Government which is paid on a fortnightly basis during the year. CMA manages its liquidity risk through forecasting appropriation drawdown requirements to enable payment of anticipated obligations. CMA has the ability to draw additional appropriations from the ACT Government if required.

Price Risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether these changes are caused by factors specific to the individual financial instrument or its issuer, or by factors affecting all similar financial instruments traded in the market.

CMA has no financial instruments that are subject to price risk. Accordingly, a sensitivity analysis has not been undertaken.
NOTE 18. FINANCIAL INSTRUMENTS – CONTINUED

Fair Value of Financial Assets and Liabilities

The carrying amounts and fair values of financial assets and liabilities at the end of the reporting period are:

<table>
<thead>
<tr>
<th>Financial Assets</th>
<th>Carrying Amount 2014</th>
<th>Fair Value 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Financial Assets</td>
<td>$1,972</td>
<td>$2,922</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Liabilities</th>
<th>Carrying Amount 2014</th>
<th>Fair Value 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Financial Liabilities</td>
<td>$1,870</td>
<td>$1,870</td>
</tr>
</tbody>
</table>

Fair Value Hierarchy

CMAS's financial assets and liabilities are measured at fair value in accordance with the fair value hierarchy. The fair value hierarchy imposes a priority on the inputs used in the valuation of financial assets and liabilities and distinguishes between three levels of inputs. The fair value of the financial assets and liabilities is determined using observable inputs, which are quoted in active markets for identical assets or liabilities. The fair value hierarchy is as follows:

Level 1: Valuation inputs that are quoted in active markets for identical assets or liabilities.

Level 2: Valuation inputs other than Level 1 that are observable, either directly (i.e., as quoted prices) or indirectly (i.e., derived from or correlated with observable price inputs).

Level 3: Valuation inputs that are not observable in the market and require the assumptions of the reporting entity.
NOTE 18. FINANCIAL INSTRUMENTS — CONTINUED

The following tables set out the CMA’s maturity analysis for financial assets and liabilities as well as the weighted average interest rates, including the weighted average interest rates by maturity period as at 30 June 2014. All financial assets and liabilities which are not interest bearing will mature in 2 years or less. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

<table>
<thead>
<tr>
<th>2014</th>
<th>Weighted Average Interest Rate</th>
<th>Floating Interest Rate</th>
<th>1 Year or Less</th>
<th>1 Year to Less than 5 Years</th>
<th>5 Years or More</th>
<th>More than 5 Years or Bearing Interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Note No.</td>
<td>Rate</td>
<td>Rate</td>
<td>Rate</td>
<td>Rate</td>
<td>Rate</td>
<td>Rate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Fixed Interest Maturing in:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Instruments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>11</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,152</td>
<td>2,152</td>
</tr>
<tr>
<td>Receivables</td>
<td>12</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>220</td>
<td>220</td>
</tr>
<tr>
<td>Financial Liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term Liabilities</td>
<td>14</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,870</td>
<td>5,870</td>
</tr>
<tr>
<td>Total Financial Liabilities</td>
<td></td>
<td></td>
<td></td>
<td>5,870</td>
<td>5,870</td>
<td>5,870</td>
<td>5,870</td>
</tr>
<tr>
<td>Total Financial Assets</td>
<td></td>
<td></td>
<td></td>
<td>5,870</td>
<td>5,870</td>
<td>5,870</td>
<td>5,870</td>
</tr>
</tbody>
</table>

SECTION E: Financial Management Analysis
Capital Metro Agency
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2014

NOTE 18. FINANCIAL INSTRUMENTS - CONTINUED

Carrying Amount of each Category of Financial Asset and Financial Liability

<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans and Receivables Measured at Amortized Cost</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>Financial Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Liabilities Measured at Amortized Cost</td>
<td>1,200</td>
<td></td>
</tr>
</tbody>
</table>

CMX does not have any financial assets in the 'Auxiliary or Scd' category, the 'Financial Assets at Fair Value through Profit and Loss' category in the 'No Ho Maturity' category and, as such, these categories are not included above. Also, CMX does not have any financial liabilities in the 'Financial Liabilities at Fair Value through Profit and Loss' category and as such this category is not included above.

NOTE 19. COMMITMENTS

Other Commitments
Other commitments contracted at reporting date that mainly relate to consultants providing services in relation to the design, procurement and delivery of light rail infrastructure that have not been recognised as liabilities, are payable as follows:

<table>
<thead>
<tr>
<th>Within One Year</th>
<th>Total Other Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Operating Lease Commitments |
CMX has one non-cancelable operating lease for a building which is used for office accommodation. The operating lease agreement gives CMX the right to renew the lease. Negotiations of the lease terms occur on renewal of the lease.

Contingent rental payments have not been included in the commitments below. Total non-cancelable operating lease commitments that are also included relate to Shared Services ICT.

Non-Cancelable Operating Lease Commitments are Payable as follows:

<table>
<thead>
<tr>
<th>Within One Year</th>
<th>Later than one year but not later than five years</th>
<th>Total Operating Lease Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Amounts shown in the commitment table are inclusive of GST. |
Capital Metro Agency
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2014

NOTE 20. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Contingent Assets
There were no contingent assets as at 30 June 2014.

Contingent Liabilities
There were no contingent liabilities as at 30 June 2014.

NOTE 21. CASH FLOW RECONCILIATION

(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

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Cash and Cash Equivalents Recorded in the Balance Sheet</td>
<td>2.152</td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Cash Flow Statement</td>
<td>2.152</td>
<td></td>
</tr>
</tbody>
</table>

(b) Reconciliation of Net Cash Inflows from Operating Activities to the Operating Surplus

Operating Surplus | 65

Add/(Less) Non-Cash Items

Net Increase in Liabilities due to Administrative Restructure | (215)

Cash Before Changes in Operating Assets and Liabilities | (120)

Changes in Operating Assets and Liabilities

Increase in Receivables | (270)

Increase in Other Assets | (270)

Increase in Payables | 1,450

Increase in Employee Benefits | 612

Increase in Other Liabilities | 52

Net Changes in Operating Assets and Liabilities | 2,281

Net Cash Inflows from Operating Activities | 7,132

NOTE 22. EVENTS OCCURRING AFTER BALANCE DATE

There were no events occurring after balance date that would have a material impact on amounts included in the 2013-14 financial statements.
F.4 Asset Management

Assets Managed and Office Accommodation

The CMA managed no assets at 30 June 2014. The CMA leases office accommodation at Level 1, Telstra House, 490 Northbourne Avenue, Dickson, ACT 2602 and virtually all office furniture in the premises remains the property of the lessor.

All information, communications and technology equipment is leased.

The total space occupied is approximately 797m² including meeting rooms, staff facilities, circulation areas and work stations for the Capital Metro project team. As at 30 June 2014, the CMA employed 18 employees and the average space per employee is 44.27m².
F.5 Government Contracting

The CMA has engaged consultants and contractors in 2013-14 to assist in the establishment of the Directorate and provide technical, commercial and legal services not available within Territory government resources.


The following table details the list of consultants the CMA engaged with during the 2013-14 reporting period.

<table>
<thead>
<tr>
<th>Name of Contractor</th>
<th>Description and reason for contract</th>
<th>Total Expenditure 2013-14 (ex GST)</th>
<th>Procurement Type</th>
<th>Date Contract Let</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arup</td>
<td>Technical Advisor</td>
<td>$1,579,792</td>
<td>Open Tender</td>
<td>2/17/2014</td>
</tr>
<tr>
<td>Clayton Utz</td>
<td>Legal Services</td>
<td>$40,000</td>
<td>Public Tender</td>
<td>3/17/2014</td>
</tr>
<tr>
<td>Content Group</td>
<td>Campaign Services, Social Media Strategy</td>
<td>$55,482</td>
<td>Three Written Quotes</td>
<td>3/12/2014</td>
</tr>
<tr>
<td>Ernst &amp; Young</td>
<td>Commercial Advisors, Rapid Business Case</td>
<td>$152,888</td>
<td>Panel</td>
<td>12/1/2013</td>
</tr>
<tr>
<td>Fleming and Partners</td>
<td>Chief Financial Advisor</td>
<td>$49,098</td>
<td>Single Select</td>
<td>3/12/2014</td>
</tr>
<tr>
<td>Geonosis</td>
<td>Operational Planning</td>
<td>$109,302</td>
<td>Single Select</td>
<td>2/12/2014</td>
</tr>
<tr>
<td>GTA Consultants</td>
<td>Hibberson Street Study</td>
<td>$56,400</td>
<td>Panel</td>
<td>9/23/2012</td>
</tr>
<tr>
<td>Hudson Global Resource</td>
<td>Recruitment Services</td>
<td>$137,941</td>
<td>Single Select</td>
<td>10/21/2013</td>
</tr>
</tbody>
</table>
## GOVERNMENT CONTRACTING

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Services</th>
<th>Amount</th>
<th>Type</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrasol Group</td>
<td>Project Advisory Services</td>
<td>$31,388</td>
<td>Single Select</td>
<td>2/17/2014</td>
</tr>
<tr>
<td>KPMG &amp; AECOM</td>
<td>Discussion of Wider Economic Benefits of Light Rail</td>
<td>$176,848</td>
<td>Select Tender</td>
<td>9/3/2013</td>
</tr>
<tr>
<td>KPMG</td>
<td>Labour Secondment</td>
<td>$99,782</td>
<td>Single Select</td>
<td>2/10/2014</td>
</tr>
<tr>
<td>Mark Lamond</td>
<td>Light Rail Cost Advisor</td>
<td>$82,473</td>
<td>Single Select</td>
<td>11/8/2013</td>
</tr>
<tr>
<td>Piazza Research</td>
<td>Focus Group Analysis, Survey &amp; Successive Tracking</td>
<td>$35,356</td>
<td>Three Written Quotes</td>
<td>4/2/2014</td>
</tr>
<tr>
<td>Randall Barry</td>
<td>Operations Advisor</td>
<td>$81,828</td>
<td>Single Select</td>
<td>1/23/2014</td>
</tr>
<tr>
<td>Rider Levett Bucknell</td>
<td>Quantity Surveying &amp; Capital Cost Consultancy</td>
<td>$239,893</td>
<td>Three Written Quotes</td>
<td>11/21/2013</td>
</tr>
<tr>
<td>Rigby Downs Consulting</td>
<td>Light Rail Strategic Advisor</td>
<td>$148,400</td>
<td>Single Select</td>
<td>9/10/2013</td>
</tr>
<tr>
<td>RPS Manidis Roberts</td>
<td>Governance Arrangements for the Capital Metro Project</td>
<td>$536,713</td>
<td>Single Select</td>
<td>7/31/2013</td>
</tr>
<tr>
<td>Veitch Lister Consulting</td>
<td>Light Rail Demand Forecasting Services</td>
<td>$160,925</td>
<td>Single Select</td>
<td>10/21/2013</td>
</tr>
</tbody>
</table>
F.6 Statement of Performance

Capital Metro
Statement of Performance
For the Year Ended 30 June 2012

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 2012 and also fairly reflects the judgements exercised in preparing them.

[Signature]

Emma Thomas
Director-General
Capital Metro Agency
15 August 2014
# CAPITAL METRO AGENCY
## Statement of Performance
### For the Year Ended 30 June 2014

Output Class 1 – Light Rail Network Stage 1

*Description: Planning, procurement and delivery of a light rail service between the City and Gungahlin.*

<table>
<thead>
<tr>
<th>Accountability Indicators</th>
<th>Original Target 2013-14</th>
<th>Amended Target 2013-14</th>
<th>Actual Result 2013-14</th>
<th>% Variance from Original Target</th>
<th>Explanation of Material Variances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment activity commenced for an external Chair of the Project Board*</td>
<td>1</td>
<td>1</td>
<td>0%</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Recruitment activity commenced for a Project Director*</td>
<td>1</td>
<td>1</td>
<td>0%</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>&quot;Rapid&quot; Business Case developed to inform Government consideration of reference design parameters*</td>
<td>N/A</td>
<td>1</td>
<td>1</td>
<td>0%</td>
<td>1</td>
</tr>
<tr>
<td>Revised Business Case developed for provision to Infrastructure Australia</td>
<td>1</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Completion of Network Integration Study</td>
<td>1</td>
<td>8,551</td>
<td>8,468</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>TOTAL COST ($'000)</td>
<td>3,000</td>
<td>3,000</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GOVERNMENT PAYMENT FOR OUTPUTS ($'000)</td>
<td>8,551</td>
<td>8,468</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Explanation of Accountability Indicators

a. The appointment of the external Chair of the Project Board was made on 1 October 2013.
b. The appointment of the Project Director was made on 30 September 2013.
c. The original accountability indicator was amended following changes in the nature and focus of Infrastructure Australia (IA) which cast doubt on the value of providing submissions to IA at this stage of the project. The amendment was confirmed by Notifiable Instrument NI2014-221 on 11 April 2014.
d. The consultation report, as part of the 'light rail integration study' is available online at www.capitalmetro.act.gov.au

### Explanation of Variances

1. All Accountability Indicators were satisfactorily achieved.
2. The increase in costs mainly represents professional services and legal costs which were expected to be capitalised when the original budget was prepared.
3. The increase in GPO mainly reflects the change in the accounting treatment of costs. The original budget included GPO of $3.0 million and Capital Injection of $5.0 million however it was recognised in late 2013 that all the expenditure for the year would be recurrent in nature rather than split between recurrent and capital. Appropriation Act 2013-14 (No.2) then transferred the Capital Injection to GPO and also recognised appropriations totalling $433,000 transferred from another Directorate and $35,000 in respect of revised wage parameters.
## Omissions Table

### C.5 Auditor-General and Ombudsman Report

The CMA was not subject to any Auditor-General or Ombudsman inquiries during 2013-14.

### D.6 Notices of Non Compliance

The CMA was not subject to any notices of non-compliance during the reporting period.

### D.7 Bushfire Risk Management

On the whole, responsibility for bushfire management in the Territory sits with the ACT Emergency Services Agency (ESA) adhering to the Bushfire Operational Plan prepared by the Territory and Municipal Services (TAMS) Directorate.

The CMA is neither the manager of unleased Territory land nor the owner of Territory Land. The CMA did not receive any directions under the Bushfire Operational Plan.

### D.8 Commissioner for the Environment

The CMA did not receive any requests from the Commissioner for the Environment to participate in the State of the Environment Report during the reporting period.

The Commissioner for the Environment did not conduct any investigation activities for the CMA during the reporting period.

### F.3 Capital Works

The CMA did not conduct capital works in the reporting period.

Further information may be obtained from the Governance and Operations Branch by contacting (02) 6207 5424.
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