

# **Legal Aid Commission (ACT)**

**Statement of Intent**

**2013-14**

## Preface

The Legal Aid Commission (ACT) (the Commission) is a Territory Authority established under the *Legal Aid Act 1977*.

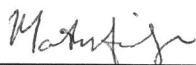
The attached 2013-14 Statement of Intent, which has been prepared in accordance with Section 61 of the *Financial Management Act 1996*, contains the following information:

- PART 1            PURPOSE**
  - PART 2            NATURE AND SCOPE OF ACTIVITIES TO BE CARRIED OUT**
  - PART 3            PERFORMANCE MEASURES AND TARGETS**
  - PART 4            EMPLOYMENT PROFILE**
  - PART 5            FINANCIAL ARRANGEMENTS**
  - PART 6            MONITORING AND REPORTING**
- ATTACHMENT 1            FINANCIAL STATEMENTS**

The responsible Minister, Mr Simon Corbell MLA, was consulted during the preparation of the Statement of Intent.

The Statement of Intent, which focuses on the 2013-14 Budget year, has been developed in the context of a four year forward planning horizon to be incorporated, as far as practicable, into the Commission's strategic and business planning processes.

The Commission's 2013-14 Statement of Intent has been agreed between:



and



Martin Hockridge  
Acting Chief Executive Officer  
Legal Aid Commission (ACT)

Andrew Barr MLA  
Treasurer

27 May 2013

31 May 2013

## PART 1 PURPOSE

The Commission's objectives and specific outcomes for 2013-14 are shown in the table below.

Objective	Outcome
Provide legal representation to people in need to enable them to assert or defend their legal rights.	Grants of assistance provided to those most in need of legal representation in accordance with priorities and guidelines under the <i>Legal Aid Act 1977</i> and the National Partnership Agreement on Legal Assistance Services.
Promote the prevention of legal problems by providing timely information about the law and legal processes and referring people to other legal or non-legal services where necessary to meet their needs.	The legal information needs of people contacting the Commission in person or by telephone are met by the Legal Aid Helpdesk in an effective and efficient manner and where necessary people are referred for legal advice or non-legal services appropriate to their needs.
Promote the early resolution of legal problems through providing legal advice, advocacy, minor legal assistance and dispute resolution services.	Quality legal advice, advocacy, minor legal assistance and dispute resolution services are provided to people in need in an effective and efficient manner.
Advise and assist people appearing unrepresented before the courts in criminal and family law cases.	Duty lawyers are available at all criminal sittings of the ACT Magistrates Court and Childrens Court and at sittings of the Family Court and Federal Magistrates Court to provide information, legal advice and other assistance to people appearing at court unrepresented.
Develop and implement legal education programs tailored to the needs of people experiencing a high incidence of adverse legal events and those working in community organisations that assist them.	Community Legal Education (CLE) programs are systematically and effectively delivered and targeted especially to the needs of disadvantaged groups identified in the Legal Australia-Wide (LAW) Survey Report.
Improve the provision of dispute resolution and other legal assistance services to the Aboriginal and Torres Strait Islander community.	The Commission's services are actively promoted to, and accessed by, members of the Aboriginal and Torres Strait Islander community.

Implement the first year of the Commission's Strategic Plan for 2013-2017.	Substantial progress is made towards attainment of goals in the Strategic Plan as outlined in the Operational Plan for 2013-14 including: <ul style="list-style-type: none"> <li>• Enhancements to eGrants and the scoping of a Legal Aid Management Information System (LAMIS) to replace Visualfiles.</li> <li>• Training needs analysis undertaken and skills training plan for 2013-14 implemented.</li> </ul>
Survey the quality and effectiveness of legal assistance services provided by the Commission.	User surveys demonstrate high levels of satisfaction with the quality and effectiveness of Commission services.

**PART 2 NATURE AND SCOPE OF ACTIVITIES TO BE CARRIED OUT**

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

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

Each service type is described below.

Information and Referral

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

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

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

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

### Legal Advice and Minor Legal Assistance

Legal advice is specific advice of a legal nature concerning a person's individual circumstances. It includes analysis of the options available to a person to resolve a legal matter.

Legal advice is provided free of charge in face-to-face interviews arranged through the Commission's Legal Aid Helpdesk, the Legal Aid Clinic, the Youth Law Centre and at outreach services such as the Prisoners Legal Service.

Legal advice services are usually limited to half an hour but may be extended for up to two hours at the discretion of the adviser.

Minor legal assistance is the provision of self-help assistance greater than information and legal advice but short of direct representation that is designed to enable people to progress resolution of identified legal problems. Minor legal assistance includes drafting a simple letter for a person to send to a third party, completing forms, and drafting simple applications or other court or tribunal documents.

Legal advice and minor legal assistance are provided free of charge in relation to a range of legal matters affecting the ordinary citizen, including:

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

### Advocacy

Advocacy is an early intervention service that does not require a grant of legal assistance. The service is available to people who are unable to adequately advocate their own case and involves communication with a third party on behalf of the client and may extend to representation at a court or tribunal. Advocacy services include assisting people appearing before the ACT Administrative and Civil Tribunal in mental health proceedings.

Advocacy services are provided free of charge.

### Duty Lawyer

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

- criminal cases at the ACT Magistrates Court and the ACT Childrens Court;
- domestic violence and personal protection matters at the ACT Magistrates Court; and
- family law matters at the Canberra Registry of the Family Court and Federal Magistrates Court.

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

### Grants of Legal Assistance

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

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

### Dispute Resolution

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

### Community Legal Education

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

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

Usually no charge is made for CLE services.

### Law Reform

The Commission has a statutory obligation to advise the Attorney-General of any proposals for new legislation or existing laws and procedures that may adversely impact on those groups in the community who make up its client base. Access to justice can be enhanced by focusing on the impact of legislative change on disadvantaged members of the community and legal aid programs.

### New Initiatives

#### *Expensive Cases Fund*

This initiative will provide funding of \$200,000 towards the cost of abnormally expensive Territory criminal cases in 2013-14, such as those involving serious charges or multiple accused, which cost in excess of \$40,000 per case. Costs such as these have a significant effect on the Commission's capacity to fund the required level of assistance in other Territory criminal and civil law cases deserving of assistance.

#### *Eastman Inquiry*

This initiative provides \$516,000 towards the cost in 2013-14 of representing Mr Eastman before the Board of Inquiry which is inquiring into his conviction for murder.

### Indigenous Services

The employment during 2012-13 of an Aboriginal and Torres Strait Islander Client Support Officer (CSO) and an Aboriginal and Torres Strait Islander Dispute Resolution Project Officer (DRPO) has helped to reduce barriers to members of the Aboriginal and Torres Strait Islander community accessing Commission services. The Commission increased the number of services to people identifying as Aboriginal or Torres Strait Islander by at least 40 per cent in 2012-13.

The Commission plans to continue these roles in 2013-14 to the extent its budget situation allows.

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

### Strategic Plan for 2013-2017

Financial year 2012-13 marked the final year of implementation of the Commission's Strategic Plan for 2008-2012 the theme of which was 'New Directions for Legal Aid'.

During the year the Commission developed a Strategic Plan for the period 2013 to 2017. The plan was developed in consultation with staff, commissioners and external stakeholders including the private legal profession, ACT justice agencies, community legal centres, and other community service agencies. The theme of the new plan is 'Excellence Through Innovation and Collaboration'.

### Performance Audit

The Auditor-General's performance audit report on the Commission's management of grants of legal assistance was provided to the Legislative Assembly in November 2012.

The Auditor-General found that the Commission's governance and administrative arrangements were effective overall and made ten recommendations for further improving the arrangements. The recommendations include more specific alignment of the Commission's strategic and operational plans with the National Partnership Agreement on Legal Assistance Services and other reporting requirements; improving the documentation of policies and procedures; and developing a system for costing Commission services.

The Commission accepted, with some qualification, all recommendations in the audit report and implementation of the recommendations has either been completed or is underway.

### Measurement of Service Quality and Outcomes

Using evaluative instruments developed by Dr Liz Curran as part of her research into the measurement of service outcomes in 2011-12, the Commission conducted a snapshot survey of services provided by the Client Services division (including the Legal Aid Helpdesk) in December 2012. The survey found a generally high level of satisfaction among clients and internal and external stakeholders with the services provided. The survey also identified some areas for improvement and these are being addressed.

Further surveys will be conducted in 2013-14.

### Legal Aid Management Information System

The Legal Aid Management Information System (LAMIS) will be an integrated management system designed to provide positive financial and efficiency benefits for the Commission by electronically managing documents and records in a consistent way and streamlining processes and work flows. The goals of LAMIS are to:

- provide a legal case management system that meets the needs of the in-house legal practices;
- provide a client case management system that meets the needs of the Client Services division;
- provide a standard set of management reports for the Legal Practice, Client Services and the Executive;
- provide a fully compliant records and document management system that includes all existing Commission documents and captures all new documents created;
- provide the capability to efficiently record and report the cost of legal services, and
- deliver the net financial benefits identified in the LAMIS business case.

A business case to implement LAMIS over the two years ending 30 June 2014 was approved in June 2012. Work during 2012-13 has focussed on detailed analysis of user requirements, design and specification of the necessary software solutions and ensuring a robust process is in place for ensuring benefits are fully realised from the project. Specific coding has been implemented to enhance grant processing in the Client Services division and case management in the Legal Practice. Implementation is planned to continue in 2013-14



including the implementation of a number of modules including a case management system and an integrated email system, and integrating the existing grants management system (eGrants). It is anticipated that the system will be rolled out in stages so that the Commission will derive benefits from each module at the earliest possible time.

### Special Panels

Following amendments to the *Legal Aid Act 1977* which came into effect on 4 April 2013 the Commission has established two panels of specialist practitioners to act as Independent Children's Lawyers (ICLs) and Dispute Resolution Practitioners. Practitioners appointed to these panels need to satisfy criteria such as relevant training or accreditation; provide independent professional references; and in the case of the ICL panel, be recommended for appointment by an expert advisory committee.

### ACT Emergency Legal Help (ACTELH)

ACT Emergency Legal Help (ACTELH) is an emergency legal assistance response plan integrated with the ACT Government's Community Recovery Plan. The plan was developed in collaboration with the ACT Legal Assistance Forum (ACTLAF) and was launched by the ACT Attorney-General in September 2012.

In the event of a major disaster in the Territory such as bushfire or flood, ACTELH will coordinate the provision of advice and other legal assistance to meet the immediate legal needs of people affected by the emergency.

The ACTLAF has obtained a Disaster Resilience Fund grant to develop an ACTELH website which is scheduled to be completed by early 2013-14.

### Challenges

The principal challenge facing the Commission continues to be to satisfy the need for legal assistance services whilst maintaining downward pressure on expenditure to ensure sustainable operating results. Wherever possible savings are being achieved through productivity and efficiency improvements but it may also be necessary to reduce expenditure in areas that will adversely impact on service delivery, especially grants of legal assistance. In 2013-14 the Commission has budgeted cost savings of \$0.156 million.

### Risks

The Commission's primary risk remains the cost of legally assisted cases, and particularly Territory criminal cases costing in excess of \$0.040 million (expensive criminal cases). In 2012-13, the cost of expensive criminal cases is projected to be \$0.530 million, which was partially offset by additional funding of \$0.200 million provided in the Territory budget.

There is a potential risk that growth in expensive cases may exceed the Commission's ability to meet these service demands.

**PART 3 PERFORMANCE MEASURES AND TARGETS**

During 2013-14 the Commission will pursue a number of strategic and operational objectives in accordance within the framework of its Strategic Plan for 2013-17. These objectives and their corresponding indicators are as follows.

**Part 3A 2013-14 to 2016-17 Key Performance Indicators**

	2012-13 Budget	2012-13 Estimated Outcome	2013-14 Budget	2014-15 Projected	2015-16 Projected	2016-17 Projected
<b>Legal Aid Services Provided by Private Practitioners</b>						
Number of legal advice services <sup>1</sup> provided in person	300	1180	1200	1200	1200	1200
Number of duty lawyer services provided <sup>2</sup>	800	75	80	80	80	80
Number of legally assisted cases assigned to private practitioners	1,200	1,160 <sup>3</sup>	1,010	960	920	870
<b>Legal Aid Services Provided by Commission Staff</b>						
Number of information and referral services provided <sup>4</sup>	60,000	59,000	60,000	60,000	60,000	60,000
Number of legal advice and minor legal assistance services provided in person	4,000	3,000 <sup>5</sup>	3,500	3,500	3,500	3,500
Number of advocacy services provided <sup>6</sup>	400	630	650	650	650	650
Number of calls handled by the Legal Aid Helpline	7,500	9,400 <sup>7</sup>	9,000	9,000	9,000	9,000
Number of duty lawyer services provided <sup>8</sup>	2,500	2,400	2,500	2,500	2,500	2,500

Number of legally assisted cases assigned to Commission staff	1,000	950 <sup>9</sup>	930	920	910	900
Number of dispute resolution conferences held	160	171	180	180	180	180
Number of people attending community legal education sessions	2,500	1,500 <sup>10</sup>	4,000	4,000	4,000	4,000
Number of services provided to Aboriginal and Torres Strait Islander people	500	804 <sup>11</sup>	850	850	850	850

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**Notes:**

1. Due to a systems error legal advice services provided by private practitioners have been incorrectly classified as duty lawyer services. The systems error, which has now been rectified, means that the budget figure for legal advice services was under-estimated and the budget figure for duty lawyer services was over-estimated. The target figures for the out years have been adjusted accordingly.
2. See note 1.
3. The unfavourable variance in grants is due to budget pressure caused by increases in the cost of grants. The decline in the out years also reflects the fact that at current revenue projections the Commission will need to further reduce expenditure to contain budget deficits at a manageable level and this is expected to impact on the number of legally assisted cases.
4. The figure includes website usage data in accordance with reporting requirements under the National Partnership Agreement.
5. Legal advice is specific advice of a legal nature concerning a person's individual circumstances. Minor legal assistance is provided in cases where advice given includes recommended action that the person may have difficulty taking on their own behalf. The unfavourable variance is likely to be due to under-recording of some minor assistance services.
6. Advocacy without a grant of assistance is a new service classification introduced by the National Partnership Agreement on Legal Assistance Services. It is provided in cases where people are unable to adequately advocate their own case to a third party and may extend to representation at a court or tribunal.
7. The favourable variance in Helpline calls is likely to be attributable to increased community awareness of this service following the establishment of the Legal Aid Helpdesk in July 2012.
8. Duty lawyer services are legal services provided by a legal practitioner at a court or tribunal to people who would otherwise be unrepresented. Duty lawyer services consist of advising the person, and in appropriate circumstances appearing on their behalf, in relation to the proceeding or event. Variances in the number of duty lawyer services reflect fluctuations in demand.
9. Grants of legal assistance is financial assistance to enable people (who would not otherwise be able to afford legal services) to obtain legal representation in legal proceedings, or in other legal matters of a substantial nature. Grants of legal assistance are provided in criminal, family and civil law matters. The unfavourable variance in legally-assisted cases assigned to Commission staff is attributable to the 7 per cent fall in the number of grants of assistance in 2012-13 as a result of the budget pressures caused by increases in the cost of grants.
10. The unfavourable variance was due to the Commission's only dedicated community legal education position being unfilled for four months of the year.
11. The favourable variance is due to efforts to reduce barriers to accessing Commission services.

## **Part 3B          Review of Performance Against 2012-13 Objectives**

### *Operational Objectives for 2012-13*

#### *Legal Assistance Services Provided by Private Practitioners*

The increase in legal advice services and decrease in duty lawyer services provided by private practitioners was due to advice services being incorrectly classified as duty lawyer services in past years as the result of a systems error. The error meant that the budget figure for legal advice services was an under-estimate and the budget figure for duty lawyer services was an over-estimate. The error has been rectified and the target figures for the out years adjusted accordingly.

The decrease in legally assisted cases assigned to private practitioners resulted from an overall reduction in grants of legal assistance due to budget constraints and the need to minimise the budgetary impact by assigning as many cases as possible to Commission staff. The number of cases assigned to private legal practitioners in the out years will continue to decline as a result of budget pressures.

#### *Legal Assistance Services Provided by Commission Staff*

The increase in information and referral services is due to the inclusion of the number of visits to information pages on the Commission's website. Website usage data is now included in the count of preventative services under the National Partnership Agreement.

The decrease in advice and minor legal assistance is partly due to the introduction of the new advocacy service classification under the National Partnership Agreement and partly the under-recording of subsequent minor assistance services provided to the same clients. The number of advice services increased during the year.

The increase in the number of advocacy services is partly attributable to changes in the classification of some minor assistance services as advocacy services.

The decrease in the number of legally assisted cases assigned to Commission staff results from a 7 per cent reduction in grants of legal assistance during the year due to budget constraints. The number of cases assigned to Commission staff in the out years will continue to decline as a result of budget pressures.

The increase in the number of calls to the Legal Aid Helpline reflects increased demand for this service during the year.

The decrease in the number of people attending community legal education sessions was due to the Commission's only dedicated community legal education position being unfilled for four months of the year.

The increase in Aboriginal and Torres Strait Islander people using Commission services is due to efforts to reduce barriers to accessing Commission services.

## Strategic objectives for 2012-13

Strategic Objective	Outcome
Provide legal representation to people in need to enable them to assert or defend their legal rights.	Grants of assistance were provided to those most in need of legal representation in accordance with priorities and guidelines under the <i>Legal Aid Act 1977</i> and National Partnership Agreement on Legal Assistance Services.
Promote the prevention of legal problems by providing timely information about the law and legal processes and referring people to other legal or non-legal services where necessary to meet their needs.	Achieved.
Promote the early resolution of legal problems through providing legal advice, advocacy, minor legal assistance and dispute resolution services.	Achieved, although the total number of early intervention services declined due to reduced demand and resourcing issues.
Advise and assist people appearing unrepresented before the courts in criminal and family law cases.	Achieved.
Develop and implement a legal education program tailored to the needs of members of the community who experience a high incidence of adverse legal events.	Due to the community legal education position being unfilled for four months of the year this objective was not fully achieved.
Improve the provision of dispute resolution and other legal assistance services to the Aboriginal and Torres Strait Islander community.	Achieved.
Develop a strategic plan for the Commission for the period 2013-2017.	Achieved.
Implement accepted recommendations of the Auditor-General's performance audit report.	Implementation of all recommendations completed or ongoing.
Implement recommendations in the Curran Report on measuring the quality and outcome of legal assistance services.	Six monthly surveys of service quality and outcomes conducted and all other accepted recommendations implemented.
Complete the establishment of the Legal Aid Helpdesk function.	Achieved.
Commence development of an integrated information management system to meet the needs of the Commission for the next five years	First stage of the Legal Aid Management Information Systems project completed.

Enhance the quality of services requiring special skills by establishing panels of specialist practitioners	Specialist Independent Children's Lawyers and Dispute Resolution Practitioners panels established.
Establish 'ACT Emergency Legal Help', an emergency legal assistance response capability integrated with the ACT Community Recovery Plan.	Achieved.

#### PART 4 EMPLOYMENT PROFILE

The Board of the Commission comprises a President and six other part-time Commissioners who bring to the Commission a wide range of expertise and experience in management, legal, community services and finances. The Chief Executive Officer is the seventh member of the Board *ex-officio*.

Staffing details for the year ended 30 June 2012, projected staffing at the end of the current financial year, and the budget for the year ending 30 June 2014 are as follows:

Occupational Group	Actual FTE			Estimated FTE			Budget FTE		
	As at 30 June 2012			As at 30 June 2013			As at 30 June 2014		
	M	F	Total	M	F	Total	M	F	Total
SES (Two Statutory Appointments)	2	0	2	2	0	2	2	0	2
ASO Equivalent	7	21	28	8	20	28	6	20	26
Professional (including Senior Officers and Legal)	15	12	28	14	15	29	14	14	28
<b>Totals</b>	<b>24</b>	<b>33</b>	<b>58</b>	<b>24</b>	<b>35</b>	<b>59<sup>1</sup></b>	<b>22</b>	<b>34</b>	<b>56<sup>2</sup></b>

**Notes:**

1. The 30 June 2013 estimated outcome includes 2 additional staff for the Eastman Inquiry.
2. The 30 June 2014 budget represents a net decrease of 3 FTE due to a reduction of 2 FTE as a result of the anticipated completion of the Eastman Inquiry and a reduction of 1 FTE to meet budget savings.

#### PART 5 FINANCIAL ARRANGEMENTS

The Legal Aid Commission has an estimated operating deficit for 2012-13 of \$0.506 million and a 2013-14 budgeted operating deficit of \$0.335 million. The reduction in the budgeted operating deficit from 2012-13 to 2013-14 is due to targeted savings in supplies and services and employment expenses.

The forward estimates for 2014-15 through to 2016-17 reflect further agreed increases in Commonwealth and Territory funding as well as continuing cost constraints to maintain operating deficits at manageable levels given the net asset and cash position of the Commission.

### *Budgeted Financial Statements*

Budgeted financial statements for the 2013-14 Budget year, as well as forward estimates for the three financial years commencing 2014-15 are at Attachment 1 to the Statement of Intent. These general purpose financial statements have been prepared in accordance with the ACT's Model Financial Statements and include:

- Operating Statement;
- Balance Sheet;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the Financial Statements as appropriate, including variations in the 2013-14 Budget from both the estimated 2012-13 outcome and published 2013-14 Statement of Financial Performance forward estimate, in excess of \$250,000.

## **PART 6 MONITORING AND REPORTING**

The Commission shall satisfy the requirements of the Chief Minister's Annual Reports Directions. The Commission's Annual Report will, in effect, among other things, report against the requirements of the Statement of Intent.

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

### *Annual Reporting*

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

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

Any changes arising between draft and final audit documents will be advised to the Chief Minister and Treasury Directorate as they occur/are identified.

## ATTACHMENT 1 FINANCIAL STATEMENTS

### Legal Aid Commission (ACT) Operating Statement

2012-13 Budget \$'000		2012-13 Est. Outcome \$'000	2013-14 Budget \$'000	Var %	2014-15 Estimate \$'000	2015-16 Estimate \$'000	2016-17 Estimate \$'000
<b>Income</b>							
<b>Revenue</b>							
9,680	Government Payment for Outputs	10,532	10,246	-3	9,613	9,693	9,868
457	User Charges - Non ACT Government	435	406	-7	413	419	426
234	Interest	187	192	3	196	201	207
1,400	Other Revenue	1,411	1,328	-6	1,362	1,396	1,431
<b>11,771</b>	<b>Total Revenue</b>	<b>12,565</b>	<b>12,172</b>	<b>-3</b>	<b>11,584</b>	<b>11,709</b>	<b>11,932</b>
<b>11,771</b>	<b>Total Income</b>	<b>12,565</b>	<b>12,172</b>	<b>-3</b>	<b>11,584</b>	<b>11,709</b>	<b>11,932</b>
<b>Expenses</b>							
5,049	Employee Expenses	5,152	5,197	1	5,117	5,182	5,249
860	Superannuation Expenses	860	872	1	867	864	861
5,665	Supplies and Services	6,517	5,842	-10	5,236	5,257	5,354
501	Depreciation and Amortisation	507	570	12	671	639	657
32	Other Expenses	35	26	-26	27	28	28
<b>12,107</b>	<b>Total Ordinary Expenses</b>	<b>13,071</b>	<b>12,507</b>	<b>-4</b>	<b>11,918</b>	<b>11,970</b>	<b>12,149</b>
<b>-336</b>	<b>Operating Result</b>	<b>-506</b>	<b>-335</b>	<b>34</b>	<b>-334</b>	<b>-261</b>	<b>-217</b>
<b>-336</b>	<b>Total Comprehensive Income</b>	<b>-506</b>	<b>-335</b>	<b>34</b>	<b>-334</b>	<b>-261</b>	<b>-217</b>



## Legal Aid Commission (ACT) Balance Sheet

Budget as at 30/6/13 \$'000		Est. Outcome as at 30/6/13 \$'000	Budget as at 30/6/14 \$'000	Var %	Estimate as at 30/6/15 \$'000	Estimate as at 30/6/16 \$'000	Estimate as at 30/6/17 \$'000
<b>Current Assets</b>							
3,782	Cash and Cash Equivalents	3,436	3,116	-9	3,391	3,672	4,015
194	Receivables	269	280	4	291	301	312
169	Other Current Assets	95	94	-1	95	94	93
<b>4,145</b>	<b>Total Current Assets</b>	<b>3,800</b>	<b>3,490</b>	<b>-8</b>	<b>3,777</b>	<b>4,067</b>	<b>4,420</b>
<b>Non Current Assets</b>							
2,720	Property, Plant and Equipment	2,839	2,564	-10	2,194	1,931	1,550
459	Intangibles	447	481	8	778	504	330
200	Capital Works in Progress	200	500	150	0	0	0
<b>3,379</b>	<b>Total Non Current Assets</b>	<b>3,486</b>	<b>3,545</b>	<b>2</b>	<b>2,972</b>	<b>2,435</b>	<b>1,880</b>
<b>7,524</b>	<b>TOTAL ASSETS</b>	<b>7,286</b>	<b>7,035</b>	<b>-3</b>	<b>6,749</b>	<b>6,502</b>	<b>6,300</b>
<b>Current Liabilities</b>							
456	Payables	301	301	-	301	301	301
77	Finance Leases	70	70	-	70	70	70
1,164	Employee Benefits	1,350	1,403	4	1,455	1,506	1,558
561	Other Provisions	503	503	-	502	503	504
85	Other Liabilities	115	115	-	115	115	115
<b>2,343</b>	<b>Total Current Liabilities</b>	<b>2,339</b>	<b>2,392</b>	<b>2</b>	<b>2,443</b>	<b>2,495</b>	<b>2,548</b>
<b>Non Current Liabilities</b>							
70	Finance Leases	50	50	-	50	50	50
180	Employee Benefits	195	195	-	195	195	195
1,697	Other Non-Current Provisions	1,697	1,728	2	1,725	1,687	1,649
<b>1,947</b>	<b>Total Non Current Liabilities</b>	<b>1,942</b>	<b>1,973</b>	<b>2</b>	<b>1,970</b>	<b>1,932</b>	<b>1,894</b>
<b>4,290</b>	<b>TOTAL LIABILITIES</b>	<b>4,281</b>	<b>4,365</b>	<b>2</b>	<b>4,413</b>	<b>4,427</b>	<b>4,442</b>
<b>3,234</b>	<b>NET ASSETS</b>	<b>3,005</b>	<b>2,670</b>	<b>-11</b>	<b>2,336</b>	<b>2,075</b>	<b>1,858</b>
<b>REPRESENTED BY FUNDS EMPLOYED</b>							
3,234	Accumulated Funds	3,005	2,670	-11	2,336	2,075	1,858
<b>3,234</b>	<b>TOTAL FUNDS EMPLOYED</b>	<b>3,005</b>	<b>2,670</b>	<b>-11</b>	<b>2,336</b>	<b>2,075</b>	<b>1,858</b>

**Legal Aid Commission (ACT)  
Statement of Changes in Equity**

Budget as at 30/6/13 \$'000		Est. Outcome as at 30/6/13 \$'000	Budget as at 30/6/14 \$'000	Var %	Estimate as at 30/6/15 \$'000	Estimate as at 30/6/16 \$'000	Estimate as at 30/6/17 \$'000
<b>Opening Equity</b>							
3,570	Opening Accumulated Funds	3,511	3,005	-14	2,670	2,336	2,075
<b>3,570</b>	<b>Balance at the Start of the Reporting Period</b>	<b>3,511</b>	<b>3,005</b>	<b>-14</b>	<b>2,670</b>	<b>2,336</b>	<b>2,075</b>
<b>Comprehensive Income</b>							
-336	Operating Result for the Period	-506	-335	34	-334	-261	-217
<b>-336</b>	<b>Total Comprehensive Income</b>	<b>-506</b>	<b>-335</b>	<b>34</b>	<b>-334</b>	<b>-261</b>	<b>-217</b>
<b>0</b>	<b>Total Movement in Reserves</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Closing Equity</b>							
3,234	Closing Accumulated Funds	3,005	2,670	-11	2,336	2,075	1,858
<b>3,234</b>	<b>Balance at the End of the Reporting Period</b>	<b>3,005</b>	<b>2,670</b>	<b>-11</b>	<b>2,336</b>	<b>2,075</b>	<b>1,858</b>

**Legal Aid Commission (ACT)  
Cash Flow Statement**

2012-13 Budget \$'000		2012-13 Est. Outcome \$'000	2013-14 Budget \$'000	Var %	2014-15 Estimate \$'000	2015-16 Estimate \$'000	2016-17 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
9,680	Cash from Government for Outputs	10,532	10,246	-3	9,613	9,693	9,868
334	User Charges	312	282	-10	288	292	299
231	Interest Received	184	190	3	194	198	204
1,401	Other Receipts	1,412	1,328	-6	1,362	1,396	1,431
<b>11,646</b>	<b>Operating Receipts</b>	<b>12,440</b>	<b>12,046</b>	<b>-3</b>	<b>11,457</b>	<b>11,579</b>	<b>11,802</b>
<b>Payments</b>							
4,998	Related to Employees	5,042	5,145	2	5,066	5,133	5,198
860	Related to Superannuation	860	872	1	866	863	860
5,511	Related to Supplies and Services	6,363	5,721	-10	5,150	5,202	5,301
<b>11,369</b>	<b>Operating Payments</b>	<b>12,265</b>	<b>11,738</b>	<b>-4</b>	<b>11,082</b>	<b>11,198</b>	<b>11,359</b>
<b>277</b>	<b>NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>175</b>	<b>308</b>	<b>76</b>	<b>375</b>	<b>381</b>	<b>443</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>							
<b>Payments</b>							
350	Purchase of Property, Plant and Equipment and Capital Works	427	628	47	100	100	100
<b>350</b>	<b>Investing Payments</b>	<b>427</b>	<b>628</b>	<b>47</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>-350</b>	<b>NET CASH INFLOW/ (OUTFLOW) FROM INVESTING ACTIVITIES</b>	<b>-427</b>	<b>-628</b>	<b>-47</b>	<b>-100</b>	<b>-100</b>	<b>-100</b>
<b>-73</b>	<b>NET INCREASE / (DECREASE) IN CASH HELD</b>	<b>-252</b>	<b>-320</b>	<b>-27</b>	<b>275</b>	<b>281</b>	<b>343</b>
<b>3,855</b>	<b>CASH AT THE BEGINNING OF REPORTING PERIOD</b>	<b>3,688</b>	<b>3,436</b>	<b>-7</b>	<b>3,116</b>	<b>3,391</b>	<b>3,672</b>
<b>3,782</b>	<b>CASH AT THE END OF REPORTING PERIOD</b>	<b>3,436</b>	<b>3,116</b>	<b>-9</b>	<b>3,391</b>	<b>3,672</b>	<b>4,015</b>

## Notes to the Budget Statements

Significant variations are as follows:

### *Operating Statement*

- government payment for outputs:
  - the increase of \$0.852 million in the 2012-13 estimated outcome from the original budget is due to Treasurer's Advance received for the Eastman Inquiry; and
  - the decrease of \$0.286 million in the 2013-14 Budget from the 2012-13 estimated outcome is mainly due to a reduction in funding for the Eastman Inquiry due to its expected completion in the first half of the financial year.
- supplies and services:
  - the increase of \$0.852 million in the 2012-13 estimated outcome from the original budget is due to the legal costs of the Eastman Inquiry; and
  - the decrease of \$0.675 million in the 2013-14 Budget from the 2012-13 estimated outcome is due to a reduction in the legal expenses of the Eastman Inquiry and other reductions in legal and administrative costs.

### *Balance Sheet*

- cash and cash equivalents:
  - the decrease of \$0.346 million in the 2012-13 estimated outcome from the original budget reflects the cash impact of operating activities in 2011-12 and 2012-13, as well as capital purchases; and
  - the decrease of \$0.320 million in the 2013-14 Budget from the 2012-13 estimated outcome is due to capital purchases.
- property, plant and equipment: the decrease of \$0.275 million in the 2013-14 Budget from the 2012-13 estimated outcome is due to annual depreciation in excess of new purchases of plant and equipment that are placed into operation.
- capital works in progress: the increase of \$0.3 million in the 2013-14 Budget from the 2012-13 estimated outcome is due to the cost of Stage 2 of Legal Aid Management Information System (LAMIS) (\$0.5 million) less the transfer of the Stage 1 cost (\$0.2 million) to intangible assets.

### *Statement of Changes in Equity*

Variations in the statement are explained in the notes above.

### *Cash Flow Statement*

Variations in the statement are explained in the notes above.