



Annual Report 2019 - 20

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For more information about Game Management Authority go to
www.gma.vic.gov.au

29 October 2020

The Hon. Jaclyn Symes MP
Minister for Agriculture
Level 36, 121 Exhibition Street
Melbourne VIC 3000

Dear Minister

In accordance with the *Financial Management Act 1994* and section 20 of the *Game Management Authority Act 2014*, I am pleased to present the Game Management Authority's Annual Report for the year ending 30 June 2020.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Brian Hine', with a long horizontal flourish extending to the right.

Brian Hine
Chairperson

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Foreword

We continue to support and invest in our people and we are working to strengthen our reputation as an effective and modern regulator of sustainable and responsible game hunting in Victoria.

I would like to thank the Minister for Agriculture, Jaclyn Symes MP, for reappointing me as Game Management Authority (GMA) Chairperson. I would also like to thank the Minister for the appointment of three new directors, Corrie Goodwin, Owen Cavanough and Bronwyn Orr and for the reappointment of Ian Maxfield. Our last two inaugural directors Margaret Donnan, Deputy Chairperson, and Mark Little completed their terms on the GMA board on 30 June 2020. Both Margaret and Mark made significant contributions to building GMA as a modern and progressive regulator throughout the last six years. I thank them both sincerely.

The GMA board now has gender equity and the directors collectively have the skills, knowledge and expertise across all eleven specified areas required under the *Game Management Authority Act 2014*. I am delighted to be chairing such a diverse set of directors over the next three years. I look forward to consolidating the important initiatives already underway and ensuring that the Victorian community can have confidence in the GMA as an effective regulator of sustainable and responsible game hunting in Victoria.

The 2019-20 financial year has been a challenging year. As a natural resources regulator, critical time in the field has required careful preparation and planning under recent health directions. I am very proud of how well our staff have worked together and in partnership with our key partner agencies to continue to deliver effective game hunting regulation across our vast, diverse state.

The significant increased funding provided by the Victorian Government that was reported in the 2018-19 Annual Report is delivering great benefits. We now have 36 full time positions located across six geographical areas (five regional and one Melbourne). This is significant growth on the 18 primarily Melbourne-based staff that comprised the GMA when it was established in 2014. We continue to improve and extend hunter information and education products.

The new Hunter Education Strategy 2020-25 was endorsed by the board in February 2020. Our communications capacity has grown considerably. We now have 12,310 Facebook followers; we issued 14 educational videos on YouTube and completed a GMA website refresh to make the website more accessible to hunters and the broader Victorian community. The new game licencing system which has been a major priority for the board since inception, is on track for delivery in 2021.

During 2019-20, the board endorsed the GMA Compliance Strategy 2020-25. The GMA Compliance and Intelligence Division continues to build a strong reputation among other regulators, partner agencies and key stakeholders. Enforcement outputs have increased by more than 70 per cent in the past 12 months alone (please see Our Activities section). Further, the new GMA Strategy and Research Division is delivering important data and research to ensure that we continue to improve our evidence-based decision-making capability.

Our 2019-20 Business Plan is based on five goals aligned to our purpose as a regulator and achieving responsible and sustainable game hunting through education, research and enforcement. Our goals include delivering evidence-based education, understanding the ecology and biology of game species, conducting risk-based compliance activities and increasing our capability as an effective regulator. This report outlines our achievements against these goals. We also provided input and advice into the development of a draft Traditional Owner Game Hunting Strategy. We are now in conversations about effective engagement with Traditional Owners and we have commenced a project in partnership with the Department of Jobs, Precincts and Region's (DJPR) Aboriginal Economic Development Division, to grow and develop our relationships with Traditional Owners.

This year, the board issued a three-year progress update on the implementation of the recommendations supported in the 2017 Pegasus Report, the assessment of GMA's compliance and enforcement functions. Much has changed in the three years since the opening of the 2017 duck season at Koorangie State Game Reserve, that led to this independent review. New regulations were introduced for the 2018 duck season, including later opening times, an increased pass rate for Waterfowl Identification Tests, a requirement to immediately dispatch wounded ducks, and to collect and harvest at least the breast meat of all downed ducks.

Nineteen of the 21 supported Pegasus Report recommendations directed at the GMA are now fully implemented. We are working to complete the two actions that remain in progress.

I am very proud of the results achieved by our board, the Chief Executive Officer, senior management team and our employees. Our progress and success can be attributed to establishing a clear purpose and vision, working effectively with our partner agencies, recruiting experienced, dedicated and highly skilled employees, and making smart investments in new technology to improve performance and engagement. Importantly, I would like to acknowledge the commitment and hard work of all of our employees, who have each made valuable contributions to the GMA as we deliver on the expectations of the Minister and the Victorian community, while adapting to changed working conditions and taking on new challenges.

We are paying close attention to the impact of a changing climate on the sustainability of game species and we are listening to the views and perspectives of hunter, Traditional Owner, environmental and animal welfare groups. All of this is critical to ensuring that we can achieve our vision – that game hunting in Victoria meets community expectations as a sustainable and well-regulated activity, based on science and conducted in a responsible manner.

A handwritten signature in black ink, appearing to read 'Brian Hine', with a large, sweeping flourish extending to the left.

Brian Hine
Chairperson

CEO Report

During the 2019-20 financial year, we have continued at a fast pace towards improving our operational capacity, developing a clear vision for success and a strategic roadmap towards conducting research, developing hunter education programs and achieving compliance.

The GMA team continues to grow. This year, we welcomed 15 new employees. Our growing team contributes greatly to the substance of the GMA by providing diverse and highly skilled experience in areas of research, compliance, intelligence, enforcement and communications. We are taking a whole-of-organisation, focussed approach to regulating game hunting. We have also established new GMA offices throughout Victoria. In addition to our offices in Ballarat, Bendigo, Traralgon and Melbourne, we now have offices in Lakes Entrance and Benalla. These offices give us closer exposure to the communities where game hunting occurs and expand our coverage across the state.

We have equipped our Game Officers with state-of-the-art technology, including body-worn cameras, thermal imaging and night vision scopes and we are now using a new evidence case management system. Our growing team and new technologies mean that we have greater capacity to generate information reports and to collect evidence and data that support compliance operations and the development of education materials for hunters. Throughout the year, the GMA conducted a range of targeted compliance and enforcement activities. Compliance operations and activities resulted in nine court proceedings, 97 infringement notices, and 25 warnings.

The Minister's Statement of Expectations (SOE) outlined our priorities for the 2018 – 2020 period, including improving our administration and enforcement functions and our effectiveness, regulatory governance and our approach to regulation. As part of its reform, the GMA restructured its operations and established a specific division to focus on strategy and research.

We have now fully implemented the changes to our operating model, including establishing the new Strategy and Research Division to focus on the abundance and distribution of game species, drivers of hunter behaviour and the impact of hunting on game species. As part of our 2019-20 Business Plan, we committed to making evidence-based education the cornerstone of our work and developing a stronger understanding of the ecology and biology of game species and the impact of hunting to achieve sustainability.

We continue to monitor game harvest levels, hunter success and hunter activity, and further research is being conducted into reducing wounding in gamebirds and the characteristics of hound hunting for Sambar Deer in Victoria. We have also engaged the Arthur Rylah Institute for Environmental Research to develop a waterfowl monitoring program, which will support adaptive harvest management for game duck hunting in Victoria. The GMA is working to address welfare concerns associated with the dispatch of downed gamebirds, and published guidelines for the humane dispatch of downed ducks. The guidelines were published on the GMA website and mailed to every licensed gamebird hunter in Victoria.

With the new structure now in place, the GMA is well positioned to deliver on its business goals and to conduct critical research into the sustainability of game species and responsibility in game hunting, improving compliance outcomes, increasing engagement with stakeholders, and providing quality and informative educational materials to hunters.

The GMA staff attended four expos throughout the year, held three targeted in-field education events and attended a further two industry events. We also published our first Education Strategy 2020 - 2025, to ensure our education programs are evidence-based and effectively promote voluntary compliance with game hunting laws. We are also in the final stages of development of the GMA's new online game licensing system, which will make it easier for Game Licence holders to manage their personal details, licence endorsements and their required licence testing components. The new online game licensing system is set to go live in early 2021.

Many of these improvements were made possible by the Victorian Government's \$6 million funding boost over four years, to help strengthen the GMA's regulatory capacity and capability. This included recruiting more staff and an organisational restructure to better focus the GMA's priorities and regulatory effort. As at 30 June 2020, the GMA has 36 full time positions and a budget of approximately \$7.5 million. This is a substantial increase from the 18 staff and \$4.8 million budget in 2017.

Finally, in accordance with the Victorian Government's and the Chief Health Officer's directions to help slow the spread of coronavirus (COVID-19), throughout the year we prioritised protecting the health and wellbeing of our employees and sharing information with the hunting community. This included the Victorian Government's announcement of a 12-month extension of all Game Licences that were valid at 30 June 2020. The GMA will manage an automated process to administer the 12-month licence extensions during the annual November licence renewal period. The GMA also provided all employees with Personal Protective Equipment (PPE), restricted face-to-face contact within the GMA and with our external stakeholders, and we took steps to ensure decision making, core business and other high priority projects could be delivered effectively.

The GMA continued to deliver programs to improve and promote responsibility and sustainability in game hunting in Victoria, including issuing Game Licences, educating and informing hunters on how to hunt legally in Victoria, managing open and closed seasons for game species, conducting compliance operations and taking action against those who did not hunt legally.

I would like to thank all GMA employees for their commitment to excellence in our work and for their resilience and adaptability throughout a year that has presented many new and emerging challenges.

Looking ahead, we will continue to face the challenges associated with regulating game hunting head on and improve the visibility of the GMA across regional Victoria. We are always aiming to meet the Victorian communities' expectations when it comes to the regulation of game hunting. We are continuing our focus on our compliance agenda by implementing the GMA's Compliance Strategy 2020-25, which outlines our intelligence-led, risk-based approach to compliance. We believe that prevention-oriented actions are the best way forward. Our compliance activities will be supported by improved stakeholder engagement, science-based research and delivering world class education products and services.



Graeme Ford
Chief Executive Officer

About the Game Management Authority

The Game Management Authority (GMA) is an independent statutory authority responsible for the regulation of game hunting in Victoria.

The GMA was established on 1 July 2014 to facilitate the effective regulation of Victoria's game resources and game hunting across the state. The GMA's functions are outlined in the *Game Management Authority Act 2014* (the Act).

The Responsible Minister during the 2019-20 reporting period was the Hon. Jaclyn Symes MP, Minister for Agriculture.

The GMA is responsible for:

- issuing Game Licences, authorities and permits
- managing open and closed seasons for game species
- enforcing game hunting laws and taking action against those who do not hunt legally
- educating and informing hunters on how to hunt legally in Victoria.

The GMA has an important advisory role in the management of natural resources across Victoria. This includes preparing advice for the Minister for Agriculture on:

- the sustainable harvest of game species
- the humane treatment of animals that are hunted and used in game hunting
- minimising any negative impacts of hunting on non-game wildlife, including protected and threatened species
- the conservation of wildlife habitats
- the environmental, social and economic impacts of game hunting.

Our staff are located across Victoria to help oversee game hunting activities. Game Licences and information are available from selected Department of Environment, Land, Water and Planning (DELWP) and Department of Jobs, Precincts and Regions (DJPR) offices, as well as through the GMA website.

Our vision

Game hunting in Victoria meets community expectations as a sustainable and well-regulated activity based on science and conducted in a responsible manner.

Our purpose

We regulate through education, research and enforcement to achieve responsible and sustainable game hunting in Victoria.

Our 5-year goals

Goal 1: Make evidence-based education a cornerstone of our work.

Key result: The content and information used in educational programs is science and evidence-based and game hunters' compliance has improved because we have applied our understanding of hunter motivations and behaviours.

Goal 2: Understand the ecology and biology of game species and the impact of hunting on these species in order to achieve sustainability.

Key result: Hunting does not adversely affect the sustainability of native game species.

Goal 3: Be respected and recognised as an effective regulator.

Key result: All stakeholders clearly understand our role and the importance we bring to achieving sustainable and responsible game hunting.

Goal 4: Implement an effective risk-based compliance strategy.

Key result: We are able to accurately measure compliance, track it, and improve it through work across the compliance spectrum.

Goal 5: Increase our capability and expertise.

Key result: We have sufficient internal capability and capacity to achieve effective regulation and the provision of reliable advice to government.

Our work is made stronger by the values that guide us

- We respect each other and the commitment of all our stakeholders to their work and their causes. This value is evident in the quality and diversity of our relationships with each other and with our stakeholders.
- We act with integrity, courage and transparency by focusing tightly on our role as an impartial, predictable regulator on behalf of all Victorians.
- We value expertise and advice based on sound science and direct experience.
- We are always open to learning from and engaging with our stakeholders.
- We aspire to excellence in our behaviour, our work and our outputs.

Functions of the GMA

The functions of the GMA are:

- a) to perform the regulatory, investigative and disciplinary functions conferred on the Authority by or under this Act or any relevant law
- b) to administer the scheme for issuing game licenses under the *Wildlife Act 1975* in relation to hunting, taking or destroying game
- c) to promote and monitor compliance with this Act or any relevant law in relation to game hunting
- d) to investigate compliance with this Act and any relevant law in relation to game hunting
- e) to develop operational plans and procedures addressing:
 - (i) the sustainable hunting of game animals
 - (ii) the humane treatment of animals that are hunted or used in hunting
 - (iii) strategies to minimise any negative impact on non-game wildlife, including protected and threatened wildlife
 - (iv) the conservation of wildlife habitats

- f) to work with public land managers to improve the management of public land and facilities on public land where hunting is permitted
- g) to promote sustainability and responsibility in game hunting
- h) to monitor, conduct research and analyse the environmental, social and economic impacts of game hunting and game management
- i) to make recommendations to relevant Ministers in relation to:
 - (i) game hunting and game management
 - (ii) the control of pest animals
 - (iii) declaring public land open or closed to game hunting, open and closed seasons and bag limits
 - (iv) the management of public and private land as it relates to game and their habitat.

Powers of the GMA

The GMA has the powers necessary to exercise and perform its functions under its governing Act or any other Act. The GMA is also subject to any written directions provided by the Minister.

Corporate Governance

The GMA Board

The GMA Board (the Board) is the governing body of the GMA and is accountable to the Minister for Agriculture for the exercise of its functions. The Board's role is to ensure that the GMA fulfils its functions effectively and complies with its governance framework.

This includes:

- a strategic and business planning role
- a performance monitoring and reporting role
- a stewardship role
- review, approve and monitor the GMA's risk management systems, including internal controls
- approve the annual report and financial statements
- monitor corporate governance requirements of the GMA, including formation of Board sub-committees
- establish the strategic plan of the GMA and monitor its performance against the plan
- approve and review succession plans
- select, appoint and terminate, as necessary, the external and internal auditors
- monitor and guide the culture of the GMA.

The Board provides strategic leadership to the GMA. Its members avoid participation in the day-to-day management of the GMA. The Board oversees the GMA functions prescribed under section 6 of the Act, as amended from time to time.

Membership of the Board

Under the Act, the Board must consist of not less than five members and not more than nine members appointed by the Minister for Agriculture. Members of the Board are appointed for not more than a period of three years but may be reappointed.

As set out in section 10 of the Act, the Minister must attempt to ensure that Board members collectively have skills, experience or knowledge relating to:

- i. legal practice
- ii. finance or accounting
- iii. wildlife biology or ecology
- iv. animal welfare
- v. public administration
- vi. communications
- vii. Aboriginal culture and identity as they relate to game hunting and game management
- viii. private land management as it relates to agriculture
- ix. public land management
- x. game hunting
- xi. game and wildlife management, including pest animal management.

Meeting attendance

Board meetings are held regularly throughout the year as necessary for the Board to discharge its obligations. The following table summarises attendance of Directors at Board and Board Committee meetings:

	Board attendance (6 meetings scheduled excluding field visits)	Audit & Risk Management Committee attendance (5 meetings scheduled)	Research Committee attendance (3 meetings scheduled)	Stakeholder Engagement & Comms Committee (1 meeting scheduled)	Regional field trips 1
Brian Hine, Chairperson	6	N/A	N/A	1	1
Margaret Donnan, Deputy Chairperson	6	5	N/A	N/A	1
Dr Sandra Brizga	6	N/A	3	1	1
Maggy Samaan*	6	4	3	N/A	1
Ian Maxfield	6	5	N/A	1	1
Mark Little*	5	N/A	3	1	0
Chris Rose	6	N/A	N/A	N/A	1
Mark Anderson (External independent, ARMC)	N/A	5	N/A	N/A	N/A

*Mark Little was granted leave of absence for one Board meeting

*Maggy Samaan was granted leave of absence for one A&RMC meeting

The GMA Board attended one regional field trip. On 25 October 2019, the Board visited Sunday Island, a game reserve for the conservation of Hog Deer owned by the Para Park Cooperative Game Reserve Ltd.

Board committees

The Board has three committees; the Audit and Risk Management Committee, Research Committee and the Stakeholder Engagement and Communications Committee.

Audit and Risk Management Committee

In 2019-20, the Audit and Risk Management Committee comprised the following members:

- Margaret Donnan
- Maggy Samaan
- Ian Maxfield
- Mark Anderson (independent member).

The Audit and Risk Management Committee acts provides advice to the GMA Board to assist in the effective discharge of responsibilities including:

- fulfilling of statutory and fiduciary responsibilities relating to the accounting and financial reporting practices of the GMA Board
- oversight of the Victorian Auditor-General's report of the GMA
- oversight of the internal audit program
- provision of advice to the GMA Board regarding risks to the Authority.

Research Committee

In 2019-20, the Research Committee comprised the following members:

- Dr Sandra Brizga
- Maggy Samaan
- Mark Little

The Research Committee provides strategic advice and recommendations to the GMA Board in relation to evidence-based decision-making and the GMA's approach to research.

The purpose of the Research Committee is to:

- develop and prioritise a research strategy that aligns with the GMA's functions and obligations as outlined under the *Game Management Authority Act 2014*
- review the GMA's research program and strategy
- develop an annual work program for GMA Board endorsement
- undertake any other task referred to it by the GMA Board.

Stakeholder Engagement and Communications Committee

In 2019-20, the Stakeholder Engagement and Communications Committee comprised the following members:

- Ian Maxfield
- Dr Sandra Brizga
- Mark Little
- Brian Hine

The purpose of the Stakeholder Engagement and Communications Committee is to:

- identify all key stakeholders and develop strategies to foster positive working relationships
- ensure equitable Board access and consideration to the views of hunting, animal welfare, conservation and environmental stakeholders across all regions of the State
- ensure stakeholder engagement and consultation is embedded in the actions of the GMA
- develop and prioritise a Stakeholder Engagement Strategy that aligns with GMA's objectives, functions and obligations as outlined under the *Game Management Authority Act 2014*.

Game Management Authority Board

Mr Brian Hine (Chairperson)

Brian has 35 years' experience across a range of government departments and agencies at state, local and commonwealth levels. Responsibilities included public land management, child family and youth welfare, disability services, local government and emergency management regulation.

He was Victoria's Deputy Emergency Services Commissioner from 2007 to 2010.

In 2010 he established Cassano Consulting Pty Ltd. Since then he has contributed to several independent reports to the Victorian Parliament, completed several complex inquiries and reviews and provided independent management advice to large non-government entities.

Upon appointment to the GMA Board, Brian deregistered Cassano Consulting in 2018 to focus on the role of Chairperson.

Brian has significant recent experience in contemporary management challenges including performance management, change management, community engagement, adaptive learning and organisational reform.

Brian's professional interests include corporate governance, performance evaluation, strategic planning and stakeholder engagement. He holds a BA in Social Anthropology, a Graduate Diploma in Regional Administration, and a Master of Public Policy.

He is a member of the Australian Institute of Company Directors and a committed advocate of sustainability and responsibility in game hunting.

Ms Margaret Donnan (Deputy Chairperson)

Margaret is a skilled and strategic Non-Executive Director with extensive experience on a range of government, commercial and not for profit Boards. Margaret has a strong reputation as a leader in both government and industry from her executive roles as a senior executive in WorkSafe Victoria and as Chief Executive of Plastics and Chemicals Industries Association (PACIA), the peak body representing Australia's \$40 billion chemical industry.

Margaret is committed to sustainability and government and industry leadership. She has a strong track record in public policy and legislation development and administration. Her professional interests include effective stakeholder relations, risk management, occupational health and safety, strong corporate governance, organisational representation and advocacy, and in working with ministers, governments, industry, and community to deliver outcomes.

Margaret has significant experience in regulatory environments and public policy gained from her previous role as the CEO of PACIA and as a senior executive with WorkSafe Victoria. She served two terms on the inaugural Board of the National Offshore Petroleum Safety Authority and was recently appointed by the Victorian Minister for Finance to an Independent Ministerial Panel which reviewed WorkSafe Victoria's OHS compliance and enforcement activities.

Margaret holds a Master of Science degree in Chemistry, is an Associate Fellow of the Institution of Chemical Engineers and is a Member of the Australian Institute of Company Directors.

Dr Sandra Brizga

Sandra has been an independent consultant specialising in river, catchment and coastal management since 1995 and is the Director and Principal of Brizga Environmental. She has extensive experience on government boards and committees. Current and previous board and committee memberships include the Australian World Heritage Advisory Committee, Fraser Island World Heritage Area Scientific Advisory Committee, Central Coastal Board, Fisheries Co-management Council Inland Fishery Committee, Trust for Nature and Victorian Catchment Management Council.

Sandra is committed to sustainable, evidence-based natural resource management. Prior to becoming a consultant, Sandra pursued a career in academia and has published a book on river management. She has extensive experience in environmental water management and played a lead role in the environmental investigations for Queensland's water resource planning. She is the President of the Australian and New Zealand Geomorphology Group, a Fellow of the Peter Cullen Trust, and an Honorary Life Member of the River Basin Management Society.

Sandra holds the degrees of B.A.(Hons.) in geography, Master of Applied Finance, Master of Environmental Law, Ph.D. She is an Associate of the Financial Services Institute of Australasia and a Graduate of the Australian Institute of Company Directors.

Ms Maggy Samaan

Maggy is a senior corporate lawyer with broad experience working in the public and not-for-profit sectors. Maggie specialises in corporate advisory (including corporate governance), contract and commercial law and provides advice in relation to governance policies and implementing risk management frameworks.

Maggy holds a Master of Laws, Bachelor of Law, Bachelor of Science and is a graduate of the Governance Institute.

Mr Ian Maxfield

Ian has a strong involvement in Regional Victoria, particularly in the Gippsland Region. He understands the important relationship between land management and regional communities.

He has undertaken numerous roles that have included previous employment as the Manager of Corporate Services at Mt Baw Baw Alpine Resort and Chair of the Parliamentary Task Force investigating cattle grazing in Alpine National Parks.

His employment and public service have extended his skills in industrial relations, human resource management and governance. Ian is committed to serving his community in many leadership positions. As the Chair of Quantum Support Services, he supports an organisation that works with vulnerable people in difficult situations.

As a Board Member of Mt Buller Mt Stirling Alpine Resort Management Board, Ian has contributed to the Audit and Risk Committee and has been actively involved with stakeholder engagement. In the wider community Ian is a member of Bishop in Council Anglican Church Gippsland. Ian has established Gippsland Community Engagement, a consultancy business working with community organisations and groups across Gippsland in a predominately pro bono capacity.

Ian is a member of the Australian Institute of Company Directors.

Mr Mark Little

Mark's career with the Department of Health and Human Services spans 26 years. He has an excellent understanding of hunting, conservation and game management through his significant experience and professional involvement as member and former office holder with Field and Game Australia and the Australian Deer Association.

As a person of Aboriginal origin, he is a strong advocate for Aboriginal communities and individuals. Mark remains actively involved in all aspects of game hunting and game management.

Mr Chris Rose

Chris has an extensive background in public land management in Victoria and Tasmania. Chris was an executive in Parks Victoria for over eight years before acting as Chief Executive Officer for eight months. In 2015, Chris left government and started a company, Three Pipe Consulting, specialising in connecting people and nature, practical governance and risk management.

Chris lives in regional Victoria and is passionate about developing opportunities for regional and rural business development based on tourism, sustainably and the appropriate use of public land assets. Chris also has considerable experience in emergency management and understands the importance of strong communication with all sectors.

Other professional interests include Occupational Health and Safety, communication and consultation, strategy development and organisational performance.

Chris holds a Degree in Forest Science from Melbourne University. In 2010, Chris completed the Williamson Community Leadership Program and is a Williamson Fellow, and is a member and graduate of the Australian Institute of Company Directors.

Chief Executive Officer

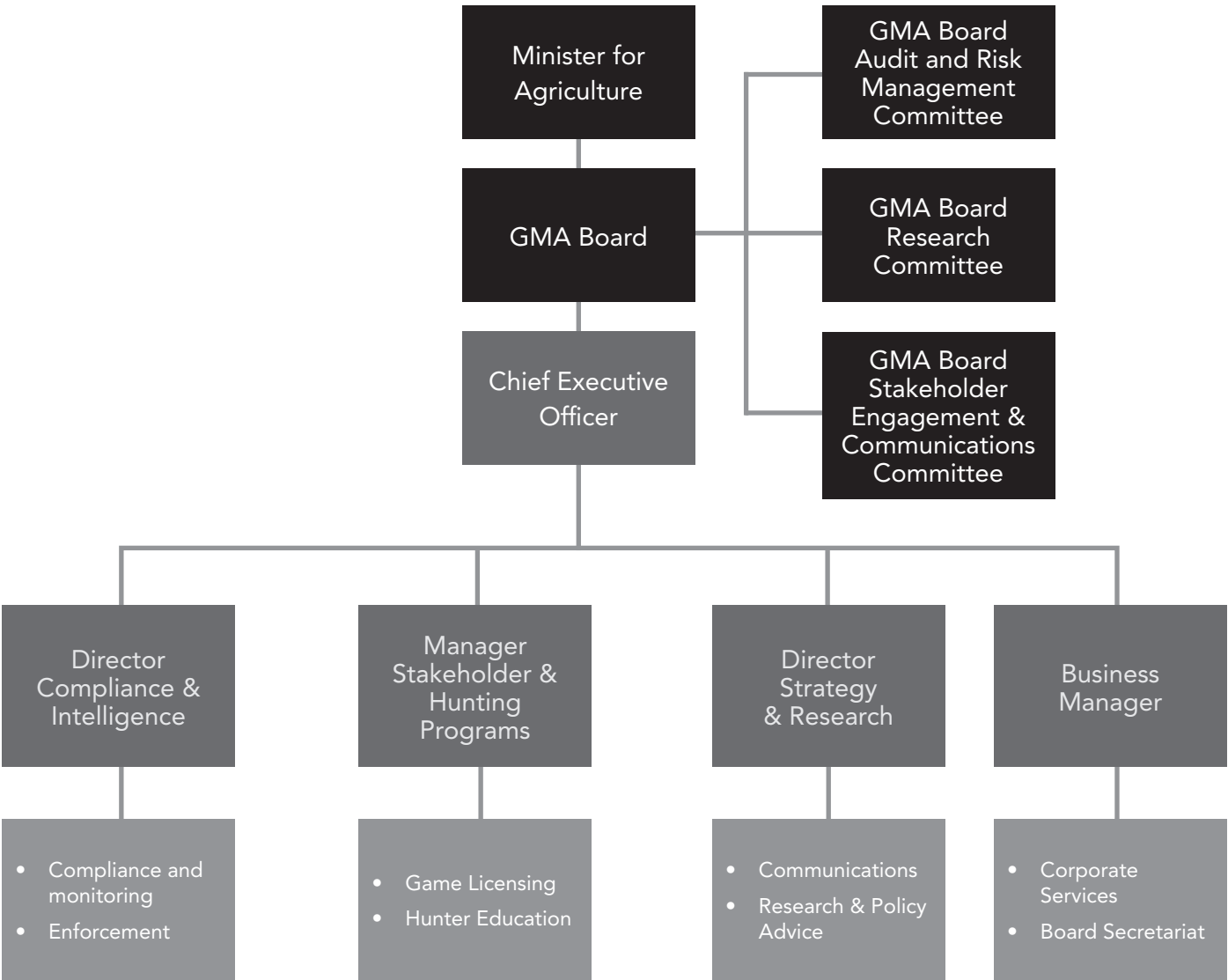
Mr Graeme Ford

Graeme has a wealth of leadership experience from his previous roles as the Chief Executive Officer at the Victorian Farmers Federation and as the Principal Consultant at Hillside Advisory Services.

He has a Victorian rural farming background and has significant experience on a broad range of boards and committees where he has worked extensively with diverse stakeholders and government over many years.

Graeme is a graduate of the Australian Institute of Company Directors and the General Management Program of Harvard Business School and holds post graduate qualifications in rural resource management, applied science and business administration.

GMA organisational structure as at 30 June 2020



Our Activities

As required under section 6 of the *Game Management Authority Act 2014*, the GMA delivers a range of services and activities in meeting its functions, including licensing, enforcement, education, research and monitoring and the provision of advice.

Summary of activities in 2019-20

Licensing

- The GMA issued 4,292 new Game Licences and renewed 24,689 Game Licences. All licences, permits and authorities were issued within the target period of 15 working days.
- The GMA conducted and marked 283 Victorian Waterfowl Identification Tests and 296 Hound Hunting Tests.

Compliance and intelligence

- The GMA conducted targeted enforcement activities including operations with a specific focus on deer hunting.
- Compliance and survey staff attended 76 wetlands during duck hunting season.
- Compliance operations and activities resulted in nine court proceedings, 97 infringement notices, and 25 warnings.

Education

- The GMA attended four expos that attracted a cumulative visitation of approximately 68,000 people.
- The GMA conducted three targeted in-field education events and two industry events, with more than 700 people directly engaged.
- The GMA published its Education Strategy 2020 - 2025, to ensure programs are evidence-based and effective to successfully promote voluntary compliance with game hunting laws.

Research and advice

- The GMA provided advice to the Minister for Agriculture and other government agencies on a range of game-related matters.
- A draft Game Management Authority Research Strategy was developed.
- The GMA produced and published *Game Licence statistics summary report 2018-19*, the *Estimates of harvest for duck and Stubble Quail in Victoria 2019*, the *Estimates of the 2018 deer harvest in Victoria* and the *2018 Victorian Hog Deer harvest report*.
- In preparation for improving education resources and testing requirements, the GMA engaged Australian Survey Research Group to conduct research to establish a baseline of the extent of hunters' knowledge of game hunting laws and good hunting practice.

Details of activities in 2019-20

Licensing

The GMA is required to administer a scheme for issuing Game Licences provided for under the *Wildlife Act 1975*. The GMA administers both recreational and commercial licences. Testing, training and auditing functions are also implemented to support the scheme.

As at 30 June 2020, the total number of Victorian Game Licence holders was 51,917, consisting of 23,378 Game Licences endorsed to hunt duck, 26,936 endorsed to hunt quail and 39,163 endorsed to hunt deer (Note: some hunters may hold licences endorsed for multiple species categories).

Licence transactions

The below table summarises the licensing transactions for 2019-20.

Licence type	Total processed for 2018-19 financial year	Total processed for 2019-20 financial year
General Game Licences issued (new)	4,830	4,292
General Game Licences renewed	25,839	24,689
General Game Licence applications refused	0	0
General Game Licences suspended	0	0
General Game Licences cancelled	0	0
General Game Licence issued with conditions	1	0
Non-resident Game Licences issued	23	14
Junior Provisional Game Licences issued	203	133
Gamebird Reserve Hunter's Licences issued	17	20
Hounds registered	325	273
Licence amendments, including change of address	3,917	2,509
Hound pups authorised	60	40
Permits/authorisations issued	78	52
Commercial Game Bird Farmer Licences issued	1	0
Commercial Game Bird Farmer Licences renewed	5	7

Testing

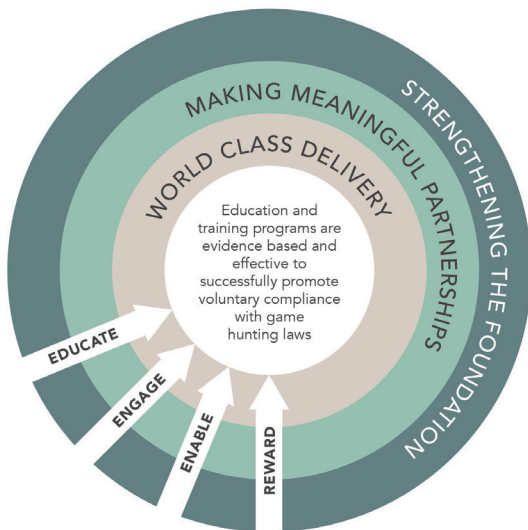
In 2019-20, the GMA conducted and marked 283 Victorian Waterfowl Identification Tests and 296 Hound Hunting Tests.

The GMA also processed Waterfowl Identification Tests for Tasmania, South Australia and New South Wales. In total, the GMA processed 121 tests for these states.

Education and training

The GMA recognises that appropriate education and training promotes voluntary compliance with game hunting laws and builds an informed and respected industry. To ensure education and training programs and activities for the next five years are evidence-based and effective, the GMA has developed and published an Education Strategy.

Figure 1: Education Framework – Education Strategy 2020 – 2025, published by GMA, April 2020



The key elements of the strategy and how they will be realised, are as follows:

In-field education

The GMA undertakes in-field education patrols to actively engage with hunters and other public land users, maximise exposure and target specific issues or trends. In 2019-20, three in-field education patrols were undertaken in areas surrounding Wonnangatta-Moroka, Lake Eildon and the Otway's. In addition, two industry events were held at Moroka .30 and O'Reilly's Firearms. Direct engagement with more than 700 people occurred as a result of these activities.

Shows and Expos

Providing information booths at appropriate shows and expos allows the GMA to inform and interact with a wide variety of stakeholders in an efficient manner. In 2019-20, the GMA attended the Mallee Machinery Field Day, Seymour Farming Field Day, Sporting Shooters' Association of Australia (SSAA) Shot Expo and the Wild Deer and Hunting Expo. These events attracted a cumulative visitation of approximately 68,000 people.

Education packs

The GMA released new education packs to all Game Licence applicants that are required to sit either the Waterfowl Identification Test or the Hound Hunting Test. In 2019-20, approximately 2,000 education packs were made available for distribution.

The GMA also released ten new educational videos, covering topics such as safe firearms practices, how to store your spotlight and firearm legally and how to report illegal hunting.

Training modules

The GMA is working with Kalkomey USA Inc., to develop nine online education modules, that cover all aspects of legal game hunting. These modules will be hosted through the new game licensing system (MyGL).

Humane dispatch of gamebirds

The GMA is working to address welfare concerns associated with the humane dispatch of gamebirds that are alive when recovered.

Previously, there was a lack of detailed information available in Australia that specified appropriate and practical methods for the humane dispatch of downed ducks. To address this, GMA reviewed the international literature, consulted locally and internationally on acceptable dispatch methods, and facilitated a workshop with relevant stakeholders to develop information on humane methods and principles for dispatching downed ducks. A booklet was printed and mailed to all licenced duck hunters and a fact sheet and instructional videos were developed and made available on the GMA's website.

Compliance and intelligence

The GMA seeks to achieve compliance using a range of sanctions, including official warnings, infringement notices, prosecutions and licence suspensions and cancellations. Any sanctions imposed as a consequence of court proceedings are at the discretion of the courts. It should be noted that other agencies are also authorised to undertake enforcement actions relating to illegal hunting or hunting-related activities.

The table below details the key enforcement outputs by the GMA for 2019-20:

Activity	2016-17	2017-18	2018-19	2019-20
Information reports generated	116	107	222	454
Official (written) warnings issued	2	15	50	24
Warnings (non-infringeable offences)	0	0	12	1
Infringement notices issued as part of GMA conducted enforcement operations	3	6	27	97
Banning notices issued	11	0	6	0
Court proceedings concluded	6	11	20	9

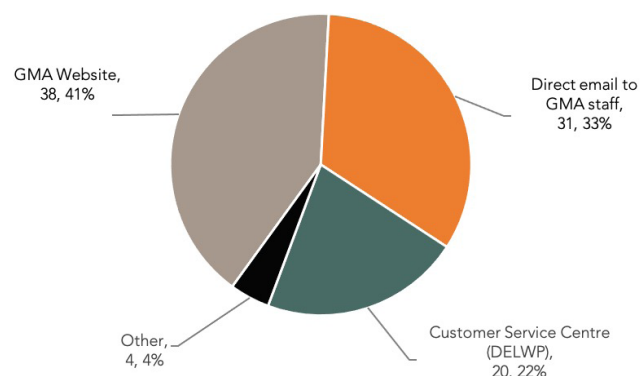
Intake and Assessment Panel

The Intake and Assessment Panel (IAP) has been established to facilitate and embed an intelligence-led, risk-based approach to GMA-wide compliance and enforcement action. The purpose of the IAP is to provide early guidance on possible regulatory responses to each matter that has been referred to the IAP. The IAP considers how a matter should be categorised and triaged if further information is required before recommending additional action, including if formal investigation is warranted.

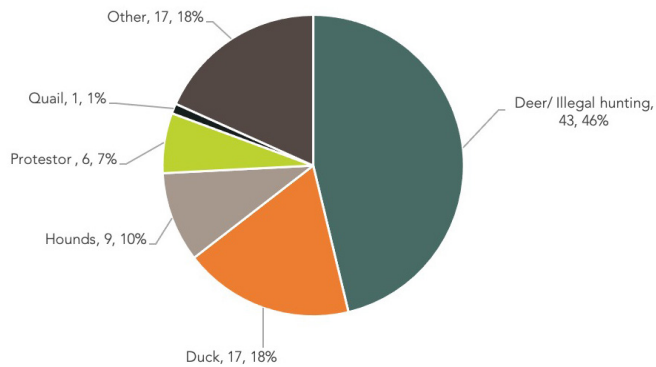
In making any recommendation, the IAP takes account of the apparent severity and scale of potential or actual harm, the seriousness of any potential breach of law, any risk that may significantly impact the GMA's ability to achieve its strategic objectives, the GMA enforcement priorities and available resources, preliminary questions about the admissibility of any evidence, and the wider relevance of the event, including significant public safety concerns.

In 2019-20, the IAP assessed 93 matters. Complaints were received via the GMA website (41 per cent), direct email to GMA staff (33 per cent), the Customer Contact Centre (22 per cent) or other channels (four per cent).

Figure 2: Source of complaints 2019-20



Of the 93 matters assessed, reporting related to deer and illegal hunting (46 per cent), duck hunting (18 per cent), hunting with hounds (10 per cent), protestors (seven per cent), quail (one per cent) and other hunting related matters including bag limits, hunting season dates, calibre of firearms and the legality of equipment (18 per cent).

Figure 3: Reporting themes 2019-20**Summary of 2020 duck season activities**

- GMA Authorised Officers spent approximately 950 hours (combined total) patrolling wetlands across Victoria between 13 May – 8 June 2020
- GMA Authorised Officers conducted 80 compliance patrols during the season and attended waterways on 372 occasions, noting numerous waterways received multiple patrols
- Authorised Officers reported lower than average numbers of hunters/ protestors in the field, which could be attributed to the coronavirus (COVID-19) restrictions prohibiting camping and overnight stays
- There were no reports of hunters shooting early where compliance staff were present
- One hunter received an Official Warning, one infringement notice was issued for hunting without a valid Game Licence and two hunters are the subject of ongoing investigations
- One protestor received an Official Warning and three protestors are the subject of ongoing investigations.

Summary of 2019-20 deer hunting season activities

- During 2019-20, the GMA conducted 15 operations with a specific focus on deer hunting
- Of the 454 information reports, 188 (41.41 per cent) of these reports related to deer and of these reports 107 (23.57 per cent) relate to illegal spotlighting
- Seven people were convicted for 17 deer-related hunting offences
- Four accused persons pleaded guilty and consented to forfeiture of all items seized without conviction. All four persons were placed on a Good Behaviour Bond (GBB) for 12 months, were fined a combined total of more than \$5,500.

Operational support to government

In 2019, the GMA entered into two service level agreements to provide compliance services to the DJPR for the management of forest protests and the Kangaroo Harvest Program, on a contract for service basis. These agreements contain performance measures that the GMA is delivering against.

Reporting against the outcomes of these service agreements is the responsibility of the DJPR.

Recommendations and advice

Under the *Game Management Authority Act 2014*, the GMA has the power to make recommendations to relevant Ministers in relation to game management and game hunting, the control of pest animals, declaring public land open or closed to hunting, open and closed seasons, bag limits and the management of public and private land as it relates to game species and their habitats.

The GMA regularly consults with other Victorian government and interstate agencies over game management issues.

Advice to government

The GMA provided advice to government on several matters relating to game hunting. Notable advice included:

- 2020 duck hunting season arrangements
- closure of wetlands or the further regulation of duck hunting.

Advice to partner agencies

Throughout the year, the GMA was involved in several different forums and provided advice to, or was consulted by, other agencies on subjects that directly or indirectly affect game hunting or game management. The GMA provided input into:

- development of a management strategy for deer
- development of a Marine and Coastal Policy and Marine Spatial Planning Framework
- development of a waterfowl harvest framework
- review of Victoria's animal welfare legislation
- state-wide web-based hunting maps and development of a phone app
- changes to Natural Resource Agreements under the *Traditional Owner Settlement Act 2010* and development of a draft Traditional Owner Game Hunting Strategy
- changes to arrangements to allow the commercial harvest of wild deer
- hunter access to public land licensed for cattle grazing.

Decision-making through research and monitoring

Under the *Game Management Authority Act 2014*, the GMA is required to monitor, conduct research, and analyse the environmental, social and economic impacts of game hunting and game management. By monitoring and analysing the environment, the GMA tracks trends in hunting activity to ensure hunting does not adversely affect the sustainability of native game species.

Overseas study tour

Two representatives of the GMA visited Denmark in March 2020 to consider its approach to the regulation and management of game hunting and its licensing and education framework. An important focus was on how Denmark had successfully reduced waterfowl wounding. Learnings will be used to inform possible areas of regulatory reform, hunter education and testing and research.

Research

GMA engaged Australian Survey Research to undertake baseline research into the extent of hunters' knowledge of hunting laws and good hunting practice. Over 5,300 hunters took part in the survey and a report was produced in June 2020. A summary report of the findings will be published on the GMA website. Findings will help GMA to identify areas of strength and weakness and allow the GMA to target its education and testing programs to ensure hunters have a minimum standard of knowledge to achieve sustainability and responsibility in game hunting.

To help inform decision making for regulating the hunting of game birds, the GMA:

- co-partnered with DJPR and DELWP to engage DELWP's Arthur Rylah Institute for Environmental Research (ARI) to produce a guide to assessing the susceptibility of waterbirds to disturbance from duck hunting. This document can assist the management of duck hunting at areas where significant numbers of threatened or rare waterbirds are present. *Assessing waterbird susceptibility to disturbance by duck hunters in Victoria* was published by ARI in September 2019 and made available on its website

- engaged ARI to develop the experimental design to monitor game duck populations in Victoria. A draft report was provided to the GMA in June 2020
- supported DELWP in conducting the Priority Waterbird Count by surveying wetlands across the state to identify any wetlands that required closure, partial closure or further regulation of duck hunting
- trialled acoustic recording devices to measure the efficiency (number of shots taken to harvest a bird) of duck hunters
- monitored wetlands that were closed to duck hunting or had significant threatened waterbird species present
- collected duck feather samples for toxicology studies being performed by RMIT
- contributed to the cost of conducting the Eastern Australian Waterbird Count, delivered by the University of New South Wales.

To regulate and better understand the hunting of Hog Deer, the GMA:

- engaged ARI to undertake an assessment of the abundance and connectivity of Hog Deer populations in Victoria. The findings improve our understanding of the size of the Victorian population, its distribution and movement and exchange of genetic material between different locations. *Abundance and population genetics of Hog Deer (Axis porcinus) in Victoria* was published on the ARI website in November 2019
- continued its partnership with La Trobe University to undertake a study into the genetics of the Victorian Hog Deer population. The project started in February 2015 and a PhD thesis was submitted for assessment on 18 June 2020. One further scientific paper (*Widespread hybridization in the introduced hog deer population of Victoria, Australia, and its implications for conservation. Ecology and Evolution*, 9(18), 10828-10842) was published in September 2019.

To better understand the ecology of other deer, the GMA:

- supported NSW Department of Primary Industries (DPI) in deploying satellite telemetry collars on Fallow Deer to further knowledge of deer spatial ecology
- liaised with deer hunters to begin a study on the efficiency and characteristics of hound hunts
- began a trial of lead-free bullets for Sambar Deer hunting.

To monitor the impacts of hunting on game species, the GMA:

- published *Estimates of the 2018 deer harvest in Victoria*
- produced and published *Estimates of harvest for duck and Stubble Quail in Victoria 2019*.

Communications

The GMA aims to increase awareness of its role and functions, maximise opportunities with partner agencies, provide information to licence holders, develop strong communication and engagement channels to the broader community and maximise licence holder awareness of game hunting regulations and required behaviours.

The GMA has implemented a range of improvements to communication products and services, including the redevelopment of the GMA website in December 2019.

Website

The GMA website is one of the GMA's primary communication channels. In 2019-20, the website recorded 380,887 sessions by 224,828 users who spent an average of 2.5 minutes on the website. Approximately 90 per cent of users were from Australia and, of this, approximately 76 per cent were Victorian.

In total, visitors viewed 1,050,095 pages. The three most popular pages included the new *Hunting maps*, *Hunting* and *Where to hunt deer*.

Facebook

From 1 July 2019 – 30 June 2020, the GMA issued 137 Facebook posts which received a combined 17,132 likes, 9,700 comments and 3,105 shares. As of 30 June 2020, the GMA Facebook page had 12,310 followers, an increase of 4,817 followers from 30 June 2019.

YouTube

From 1 July 2019 – 30 June 2020, the GMA uploaded 14 education videos, which received a combined 49,700 views, a total of 2,400 hours watched and an increase of 210 subscribers. As of 30 June 2020, the GMA YouTube channel had a total of 1,017 subscribers and 44 educational videos which have received a combined total of 306,868 views and 18,540 hours watched.

Customer Contact Centre

The DELWP Customer Contact Centre provides call centre services to the GMA. It is a primary point of contact between the community and the GMA.

The majority of queries received by the Customer Contact Centre related to game licensing and where game can be legally hunted. The Customer Contact Centre responded to 10,930 GMA related requests.

Media

The GMA uses a range of different media to inform the community of recent events, such as seasonal arrangements and compliance outcomes.

The GMA issued 12 media releases during 2019-20.

Push Notifications

In 2019 – 20, two push notifications were sent to approximately 40,000 licence holders via SMS. These notifications alerted hunters to updates about State of Emergency restrictions, hunting arrangements and wetland closures.

Our Performance

Statement of Expectations

The Minister for Agriculture issued a revised Statement of Expectations (SOE) to the GMA on 19 October 2018. The SOE outlines Government's expectations of the GMA in discharging its responsibilities under the *Game Management Authority Act 2014*.

The SOE acknowledges the findings of the independent review conducted in 2017, and recommendations across four categories for improving the GMA's performance including:

- effectiveness
- regulatory governance and approach to regulation
- operating model
- capacity and capability.

The following section outlines how the expectations in the SOE were met during the 2019-20 reporting period.

Effectiveness

The GMA is currently undertaking a process to replace its game licensing system. Throughout the reporting period, the GMA continued to work toward strengthening the game licensing regime. After finalising business requirements and functional specifications, a Request for Tender process was initiated for the six possible vendors. After receiving submissions, including on-site demonstrations, a preferred supplier was identified, and a contract was executed on 27 June 2019.

Stakeholder engagement

The GMA's stakeholder engagement strategy guides delivery of the GMA's approach to stakeholder consultation and engagement. As part of its regular program, hunting, conservation and animal welfare organisations were also consulted during decision-making regarding duck season arrangements and the closure of wetlands to duck hunting.

The power to licence hunters is a statutory obligation and the primary interface that the GMA has with its regulated stakeholders. To ensure that this obligation is effectively fulfilled in a contemporary manner, the new game licensing system is being developed to provide greater efficiencies for its users and allow licence holders the opportunity to manage their own data online and comply with regulations.

The new system will provide a platform for targeted education and communication with Game Licence holders and has been designed after engaging with stakeholders to understand their needs. The new licensing system will be functional by 2021.

The GMA continues to actively engage with its stakeholders to fulfil its statutory obligations and meet community expectations.

Regulatory advice and approach to governance

The GMA monitors and regulates recreational game hunting and commercial game bird hunting on behalf of the Victorian community to achieve compliance with the *Wildlife Act 1975* and subordinate legislation, particularly the *Wildlife (Game) Regulations 2012*. Enforcement powers for Authorised Officers are granted primarily by the *Conservation, Forests and Lands Act 1987* and the *Wildlife Act 1975*.

Procedures

The GMA uses Standard Operating Procedures (SOPs) to document the way particular activities are to be performed by its Authorised Officers. These SOPs contribute to the consistent and efficient operation of the GMA's compliance program and help to ensure that critical processes and responsibilities relating to law enforcement activities are routinely followed, that proper action is taken, and that GMA Authorised Officers act in a safe and professional manner, while focusing on the health, safety and wellbeing of our staff.

During the 2019-20 year, all 34 GMA SOPs have been reviewed, updated and approved for use.

Compliance strategy

In December 2019, the GMA Board approved the GMA Compliance Strategy 2020-2025 (the Strategy). The Strategy articulates the GMA's risk-based, intelligence-led and outcomes-focussed approach to compliance, with a strong focus on deterrence. The Strategy focusses on allocating resources more efficiently and to act quickly on intelligence that identifies significant risks to public safety (for hunters and non-hunters), animal welfare, sustainable game harvest and risks to protected wildlife.

Intelligence gathering and evidence management system

Game Officers are now equipped with body-worn cameras (BWCs) and thermal imaging equipment.

A BWC is a small overt camera, worn by GMA Authorised Officers (AOs) and used when they are performing operational duties. The BWCs capture audio and video recordings of GMA interactions with members of the public and evidence at scenes.

The BWC footage is automatically uploaded to the evidence management system. The evidence management system also allows the sharing of footage within the GMA and with other trusted agencies, including Victoria Police.

Compliance with legislation and agreements

Given the powers afforded to it under various Acts, the GMA is required to comply with certain laws regarding the execution of those powers or the use of certain equipment.

The GMA possesses Operational Safety Defensive Equipment (OSDE) for issue and use by the GMA Authorised Officers. Equipment includes oleoresin capicum (OC) spray, extendable batons, body armour and handcuffs and are subject to biannual audits. Batons, OC spray and body armour are prohibited weapons under the *Control of Weapons Act 1990* and are subject to strict storage requirements. During 2019-20, the GMA legally disposed of all GMA owned firearms.

As a law enforcement body, the GMA is recognised by the *Surveillance Devices Act 1999* for the use of certain surveillance devices and the *Wildlife Act 1975* for controlled operations. The GMA is subject to audit by the Victorian Inspectorate (VI) for activity under these Acts and relevant records are audited each year. The GMA reports to the VI on activity in controlled operations under the *Wildlife Act 1975* and the Attorney-General on activity under the *Surveillance Devices Act 1999*.

The GMA has an information-sharing agreement with VicRoads for access to the registration and licence database. It is a VicRoads requirement that the use and access of the database is audited each year.

The GMA has an agreement with Victoria Police to access data held as part of its Law Enforcement Assistance Program.

The following table details the audit activity for enforcement for 2019-20:

Activity	Comments
Audits for compliance conducted	Internal audits were conducted for OSDE storage and compliance with GMA policy
Audit for data security and compliance with VicRoads agreement	Independent audit conducted and report provided to VicRoads
Reports on activity for controlled operations (bi-annual)	Submitted to the Victorian Inspectorate for periods 1 July 2019 to 31 December 2019 and 1 January 2020 to 30 June 2020
Report on activity for the use of certain surveillance devices (annual)	Submitted to the Attorney General for period 1 July 2019 to 30 June 2020

Operating model

Over the past two years, the GMA has made significant improvements through increased capacity and reform of its operational capability and practices.

In 2019, the GMA completed a restructure of its operating model. The GMA is now structured into four operational divisions:

- Compliance and Intelligence
- Stakeholder and Hunter Programs
- Strategy and Research
- Corporate Services

With the new structure in place, the GMA has been better positioned to reform its approaches and procedures to achieve improved compliance outcomes, increased engagement with stakeholders, providing educational materials to hunters and building its research capability.

In response to key policy and review documents, including the government's Sustainable Hunting Action Plan 2016-20 and the Pegasus Report, the GMA reviewed its strategic direction, established five strategic goals and accompanying key result areas and revised its vision and purpose statements.

These strategic and operational changes allow the GMA to function as an effective and modern regulator.

Capacity and capability

The GMA is continuing to improve the way it delivers on its regulatory responsibilities. In the previous reporting period, the Victorian Government provided a \$2 million funding boost to the GMA. In 2019, the Victorian Government committed an additional \$6 million over four years (\$1.5 million per year) to support the GMA in building its capacity and capability. This funding will support the GMA to increase its workforce by 30 per cent to improve enforcement and stakeholder engagement, purchase new equipment for new and existing compliance officers and increase its research capacity and education campaigns.

The GMA has conducted an equipment needs analysis and has purchased equipment to enable staff to undertake their duties more safely and efficiently. This includes body cameras and an intelligence case management system.

Sustainable Hunting Action Plan 2016 - 2020

The Victorian Government's Sustainable Hunting Action Plan – published by the former Department of Economic Development, Jobs, Transport and Resources – was released on 6 December 2016 to provide policy direction and priority actions relating to game hunting and game management. Delivery of the Action Plan is overseen by a Project Control Board (PCB). The PCB is chaired by the DJPR and represented agencies include DJPR, DELWP, Parks Victoria, GMA and the Federation of Victorian Traditional Owner Corporations. Progress is reported to the Victorian Government and communicated on DJPR's website.

The GMA is responsible for delivering some of the actions and has already delivered on the preparation and release of the Game Hunting in Victoria manual, a comprehensive game hunting website (including redevelopment in December 2019), an audit of Victoria's State Game Reserves, and implemented a Facebook page to complement our existing communications channels.

To further support the implementation of the Sustainable Hunting Action Plan, the GMA is currently developing an upgraded game licensing system, MyGL.

The GMA has developed a draft whole-of-government Game Management Research Strategy, developed an ageing and sexing guide for Victorian game birds, attended the Wild Deer and Hunting Expo, and completed research to measure the extent of hunters' knowledge of hunting laws and good hunting practice, the abundance and connectivity of Victoria's Hog Deer population, susceptibility of threatened waterbirds to duck hunting and the design of a monitoring program to inform adaptive harvest management of duck hunting. The GMA is also continuing the RESPECT: Hunt Responsibly program.

The GMA continues to report on progress of delivery of the Sustainable Hunting Action Plan through its annual reports and quarterly reports published by DJPR.

Current Year Financial Review

The GMA continues implementation of several reforms across its operations. The majority of vacancies following the restructure were recruited to during the 2019-20 year. These roles have significantly enhanced the compliance and research capabilities of the GMA.

GMA expenditure was higher compared to previous years. This is a result of additional purchases of safety-related equipment, enhanced IT infrastructure and equipment and increased staff training to support GMA operations.

GMA net assets increased as a result of the recognition of the new game licensing system (built to date) and office fit-outs for the new accommodation in metropolitan Melbourne and across regional Victoria.

Five-year financial summary

	2019-20	2018-19	2017-18	2016-17	2016-15
	\$	\$	\$	\$	\$
Grants	7,388,190	7,134,000	5,152,696	5,300,000	4,800,000
Interest	81,010	103,640	115,860	93,157	98,275
Sale of goods and services	4,500	-	12,500	44,533	59,057
Fair value of assets and services received free of charge	-	91,845	257,210	-	-
Total revenue	7,473,700	7,329,485	5,538,266	5,437,690	4,957,332
Employee expenses	(3,474,831)	(2,510,060)	(2,376,277)	(2,547,493)	(2,321,194)
Depreciation	(265,445)	(89,110)	(107,794)	(117,874)	(117,874)
Interest expense	(30,972)	(12,984)	(14,273)	(18,866)	(8,044)
Other operating expenses	(2,866,446)	(2,444,569)	(2,499,998)	(1,830,176)	(1,338,589)
Total expenditure	(6,637,693)	(5,056,723)	(4,998,342)	(4,514,410)	(3,785,701)
Net Result	836,007	2,272,762	539,924	923,280	1,171,631
Financial assets	7,896,721	8,051,109	5,058,092	4,431,216	6,603,590
Non-financial assets	3,276,273	796,403	748,105	520,056	425,857
Total assets	11,172,994	8,847,512	5,806,197	4,951,272	7,029,447
Payables	1,518,267	1,030,439	242,364	590,808	3,387,203
Borrowings	1,299,730	379,045	417,853	300,610	419,003
Provisions	1,051,465	960,672	941,386	907,013	700,393
Total liabilities	3,869,462	2,370,156	1,601,603	1,798,431	4,506,599

Human Resource Management

Occupational health and safety

The GMA recognises that it must provide and maintain a working environment that is safe, healthy and complies with all statutory requirements and codes of practice. The GMA, in so far as is practicable:

- provides and maintains systems of work that are safe and healthy
- uses, handles, stores and transports articles and substances in a way that is safe and controls risks to health
- provides such information, instruction, training and supervision needed to ensure the health and safety at work of employees and others
- provides a safe means of access to and from the place of work
- maintains a working environment that is safe, minimises risks to health and provides adequate facilities and arrangements for welfare at work.

The GMA undertakes the full range of health and safety obligations to ensure that human and financial costs of occupational injury and illness are minimised. Initiatives during the year include:

- providing vaccinations for influenza
- providing safety equipment to field staff, including uniforms and personal protective equipment (PPE) for field staff
- ergonomic assessments of all workstations
- providing facilities to support physical activity
- providing all staff with confidential access to an Employee Assistance Program
- providing SOPs to guide enforcement duties and provide a safe working environment.

The GMA is striving to continuously improve its occupational health and safety performance.

Coronavirus (COVID-19) risk screening and assessment

The GMA values and supports its people and is committed to providing and maintaining a safe and healthy workplace. The GMA's goal is to provide the highest level of protection for the safety and wellbeing of our people and other workplace participants.

Since March 2020, our staff have been working from home in accordance with the Victorian Government's and the Chief Health Officer's directions to help slow the spread of coronavirus (COVID-19).

The GMA conducted a comprehensive risk assessment to provide a guide for staff covering key considerations and

approvals required, whether undertaking essential work in the field that required travel or accessing an office site.

A GMA COVIDSafe Plan was implemented, it sets out how the GMA protects staff on a site or in the field:

- actions the GMA takes to help prevent the introduction of coronavirus (COVID-19) to the workplace
- the type of face mask or personal protective equipment (PPE) required for the GMA workforce
- how the GMA will prepare for, and respond to, a suspected or confirmed case of coronavirus (COVID-19) in the workplace; and
- how the GMA will meet all the requirements set out by the Victorian Government.

Where staff were required to access an office site they received managerial approval. The GMA maintained a register of all staff attendance at sites and a record of approvals.

All staff required to travel in and out of metropolitan Melbourne completed an Essential Work Approval Form, along with an official approved worker permit endorsed by the GMA CEO.

The GMA provided all staff with a range of Personal Protective Equipment (PPE) including face masks and hand sanitisers.

Incident management

There were five occupational health and safety incidents reported and no Work Cover claims lodged during the period 1 July 2019 to 30 June 2020. Three incidents were investigated and closed off and one incident remained open pending investigation as at 30 June 2020.

Employment and conduct principles

The GMA is committed to adhering to the Public Sector Values and Employment Principles set out in the *Public Administration Act 2004*. The GMA ensures its policies and procedures reflect these values.

The GMA is committed to applying merit and equity principles when appointing staff. The selection processes ensure applicants are assessed and evaluated fairly and equitably on the basis of the key selection criteria and other accountabilities without discrimination. Employees have been correctly classified in workforce data collections.

Executive Officer data

An Executive Officer (EO) is defined as a person employed as a public service body head or other executive under Part 3, Division 5 of the *Public Administration Act 2004*. All figures reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year. There were two people who held the positions of executive officer as defined by the *Public Administration Act 2004* as at the last full pay period in June 2020.

The number of executives in the report of operations is based on the number of executive level positions that are occupied at the end of the financial year. Note 16 in the Financial Statement lists the actual number of EOs and their remuneration over the course of the reporting period. The Financial Statement does not distinguish between executive levels, nor does it disclose vacant positions, nor does it include the Accountable Officer. This disclosure is reconciled below:

Reconciliation of executive numbers 2019-20	2018	2019	2020
Executive positions with total remuneration over \$100,000. (Financial Statement Note 16)	2	2	2
Vacancies	-	-	-
Separations	-	-	-
Total executive numbers at 30 June	2	2	2

Workforce data

	Ongoing employees 2019-20				Fixed term and casual employees (including secondees)
	Employees	Full time	Part time	FTE	FTE
Executive positions	2 (2)	2 (2)	0 (0)	2 (2)	0
Senior Managers	4 (3)	4 (3)	0 (0)	4 (3)	0
Administration staff	7 (5)	7 (4)	0 (1)	7 (4.8)	1
Field staff	15 (8)	15 (8)	0 (0)	15 (8)	0
Total positions	28 (18)	28 (17)	0 (1)	28 (17.8)	1
Male	18 (13)	18 (13)	0 (0)	18 (13)	0
Female	10 (5)	10 (4)	0 (1)	10 (4.8)	1

Note:

Figures in parenthesis are from 2018-19 financial year.

All figures reflect employment levels during the last full pay period in June of each year.

Excluded are those on leave without pay or absent on secondment, external contractors/consultants and temporary staff employed by employment agencies.

Ongoing employees includes people engaged on an open-ended contract of employment and executives engaged on a standard executive contract.

Other Disclosures

Implementation of the Local Jobs First initiative

The GMA has not undertaken any projects during the financial reporting period relevant to the Local Jobs First initiative.

Consultancy expenditure

In 2019-20, there were no consultancy engagement under \$10,000. During this period GMA engaged one consultancy where the total fees payable to the consultants were \$10,000 or greater. GMA engaged one consultancy where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2019-20 in relation to these consultancies is \$18,181.82 (excluding GST). Details of the consultancy are outlined below:

Consultant	Purpose of consultancy	Start Date	End Date	Total approved fee (excl. GST)	Expenditure 2019-20 (excl. GST)	Future expenditure (excl. GST)
JFE Global	Board governance and operational review	08 Nov 2019	18 May 2020	18,181.82	18,181.82	0

Information and Communication Technology expenditure

For the 2019-20 reporting period, GMA had a total ICT expenditure of \$952,271 with details shown below:

All operational ICT expenditure	ICT expenditure relating to projects to create or enhance ICT capabilities		
Business As Usual (BAU) ICT expenditure	Non Business As Usual (non BAU) ICT expenditure	Operational expenditure (OPEX)	Capital expenditure (CAPEX)
(Total)	(Total = Operational expenditure and Capital Expenditure)		
188,491	763,780	70,000	693,780

Note:

ICT expenditure refers to GMA's costs in providing business enabling ICT services within the current reporting period. It comprises Business As Usual (BAU) ICT expenditure and Non-Business As Usual (Non-BAU) ICT expenditure.

Non-BAU ICT expenditure relates to extending or enhancing GMA's current ICT capabilities.

BAU ICT expenditure is all remaining ICT expenditure, which primarily relates to ongoing activities to operate and maintain the current ICT capability.

Freedom of information

The *Freedom of Information Act 1982* allows the public a right of access to documents held by the GMA as the prescribed authority for the purposes of the Act.

FOI statistics and timeliness

For the 12 months ending 30 June 2020, there were 13 freedom of information (FOI) requests received by the GMA. Of these requests, one was from a Member of Parliament and the remainder were from the general public.

In 2019-20, there were 11 FOI access decisions and the average time taken to finalise requests was 35 days.

Five decisions were made within statutory time periods. Of the decisions made outside time, one decision was made within a further 1-45 days and five decisions were made in greater than 45 days.

Two requests remain open at the time of reporting.

Victorian Information Commissioner

Reviews

During 2019-20, seven requests were subject to a complaint/ internal review by Office of the Victorian Information Commissioner (OVIC) with none progressing to the Victorian Civil and Administrative Tribunal.

Making a request

Freedom of information requests must be made in writing describing the documents requested and including payment of the application fee of \$29.60. The fee may be waived if the payment is likely to cause hardship to the applicant. Assistance can be provided to applicants to help determine the type of documents being requested. Access charges may also apply once documents are processed and a decision on access is made; for example, photocopying and search and retrieval charges.

Requests for documents in the possession of the GMA should be addressed to: Freedom of Information Coordinator, Game Management Authority, GPO Box 424, Melbourne Victoria 3001. Further information regarding the *Freedom of Information Act 1982* may be found at www.ovic.vic.gov.au

Compliance with the Building Act

The GMA does not own or control any government buildings and consequently is exempt from notifying its compliance with the building and maintenance provisions of the *Building Act 1993*.

National Competition Policy

The GMA, where applicable, continues to comply with the requirements of the National Competition Policy.

Compliance with *Public Interest Disclosures Act 2012*

The GMA is a public body subject to the *Public Interest Disclosures Act 2012*. The purpose of the Act is to encourage and facilitate the making of disclosures of corrupt or improper conduct by public officers and public bodies, including the GMA, its employees and directors, without the fear of reprisal.

The GMA recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal improper conduct. It does not tolerate improper conduct by the organisation, its employees, officers or directors, nor the taking of detrimental action in reprisal against those who come forward to disclose such conduct.

The GMA has established procedures to facilitate and encourage the making of disclosures under the Act, and how the GMA will manage the welfare of persons connected with protected disclosures.

Disclosures under the Act about improper conduct of, or detrimental action taken in reprisal for a protected disclosure by, GMA or its employees and directors must be made to the Victorian Independent Broad-based Anti-corruption Commission (IBAC):

- in person at Level 1, North Tower, 459 Collins Street, Melbourne, Victoria 3000
- in writing GPO Box 24234, Melbourne, Victoria, 3001 or email info@ibav.vic.gov.au
- by telephone 1300 735 135.

During 2019-20, there were no disclosures made by an individual to the GMA and notified to the Independent Broad-based Anticorruption Commission.

Environmental reporting

The GMA continues to maintain operational practices that aim to have minimal environmental impact and remain sustainable. This is evidenced in the use of equipment and consumables, transport choices, and recycling practices within the organisation. Policies, formal procedures, and setting relevant examples all contribute to raising environmental awareness and maintenance of the practices. For example, the GMA's main printer is set to print double-sided, black and white, and is programmed to go into an energy saving sleep mode.

Office consumables are selected on the basis of being carbon neutral (where possible), recyclable, and derived from sustainable practices. Waste materials are recycled using a variety of bins (paper, recyclables, waste), and signs encourage staff to adopt environmental-friendly practices. In addition, GMA promotes donating unwanted glasses so it can be recycled and distributed to communities in need.

Availability of additional information on request

In compliance with the requirements of the *Standing Directions 2018*, under the *Financial Management Act 1994*, details in respect of the information items below have been retained by the GMA and are available to the relevant Ministers, Members of Parliament and the public on request (subject to the freedom of information requirements, if applicable):

- a) a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- b) details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- c) details of publications produced by the entity about the entity, and how these can be obtained
- d) details of changes in prices, fees, charges, rates and levies charged by the entity
- e) details of any major external reviews carried out on the entity
- f) details of any other research and development activities undertaken by the entity that are not otherwise covered either in the report of operations or in a document which contains the financial statement and report of operations
- g) details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- h) details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the services provided by the entity
- i) details of assessments and measures undertaken to improve the occupational health and safety of employees, not otherwise detailed in the report of operations
- j) a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes, which are not otherwise detailed in the report of operations
- k) a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved.

This information is available on request from:

Game Management Authority
GPO Box 424
Melbourne Victoria 3001

Game Management Authority Financial Management Compliance Attestation Statement

I, Brian Hine, on behalf of the Game Management Authority,

certify that the Game Management Authority has no Material Compliance Deficiency with respect to the applicable Standing Directions under the Financial Management Act 1994 and Instructions.



Brian Hine
Chairperson

29 October 2020

Financial Report – 30 June 2020

How this report is structured

The Game Management Authority (GMA) has presented its audited general purpose financial statements for the financial year ended 30 June 2020 in the following structure to provide users with information about the GMA's stewardship of resources entrusted to it.

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Accountable Officer's declaration, Chairperson's declaration and Chief Finance Officer's declaration

The attached financial statements for the Game Management Authority (GMA) have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards, including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2020 and financial position of the GMA as at 30 June 2020.

At the time of signing, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 29 October 2020.



Mr Antony Christianen
Chief Finance Officer
Game Management Authority
Melbourne
Date: 29/10/2020



Mr Graeme Ford
Chief Executive Officer
Game Management Authority
Melbourne
Date: 29/10/2020



Mr Brian Hine
Chairperson
Game Management Authority
Melbourne
Date: 29/10/2020

Independent Audit Report from Auditor-General



Independent Auditor's Report

To the Board members of the Game Management Authority

Opinion	<p>I have audited the financial report of the Game Management Authority (the authority) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2020 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including significant accounting policies • declaration in the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the authority as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Board members' responsibilities for the financial report	<p>The Board members of the authority are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board members determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board members are responsible for assessing the authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none"> • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the authority's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board members • conclude on the appropriateness of the Board members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the authority to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. <p>I communicate with the Board members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.</p>
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MELBOURNE
30 October 2020



Simone Bohan
as delegate for the Auditor-General of Victoria

Comprehensive operating statement

For the financial year ended 30 June 2020

	Notes	2020 \$	2019 \$
Continuing operations			
Income from transactions			
Income	2.1	7,473,700	7,329,485
Total income from transactions		7,473,700	7,329,485
Expenses from transactions			
Employee benefit expenses	3.1.1	3,474,831	2,510,060
Other operating expenses	3.2	2,866,446	2,444,569
Depreciation and amortisation	4.1.2	265,445	89,110
Interest expense	6.1.1	30,972	12,984
Total expenses from transactions		6,637,693	5,056,723
Net result from transactions (net operating balance)		836,007	2,272,761
Other economic flows included in net result			
Other (losses) from other economic flows	8.1	(9,831)	-
Total other economic flows included in net result		(9,831)	-
Net result		826,176	2,272,761
Comprehensive result		826,176	2,272,761

The accompanying notes form part of these financial statements.

Balance sheet

as at 30 June 2020

	Notes	2020 \$	2019 \$
Assets			
Financial assets			
Cash and deposits	6.3	7,033,415	7,554,250
Receivables	5.1	863,306	496,859
Total financial assets		7,896,721	8,051,109
Non-financial assets			
Property, plant and equipment	4.1	2,050,299	669,257
Intangible assets	4.2	1,225,974	127,146
Total non-financial assets		3,276,273	796,403
Total assets		11,172,994	8,847,512
Liabilities			
Payables	5.2	1,518,267	1,030,439
Borrowings	6.1	1,299,730	379,045
Employee related provisions	3.1.2	1,051,465	960,672
Total liabilities		3,869,462	2,370,156
Net assets		7,303,533	6,477,355
Equity			
Accumulated surplus		7,303,533	6,477,355
Net worth		7,303,533	6,477,355

The accompanying notes form part of these financial statements.

Cash flow statement

for the financial year ended 30 June 2020

	Notes	2020 \$	2019 \$
Cash flows from operating activities			
Receipts			
Receipts from government		7,323,293	6,700,594
Receipts from other entities		4,500	-
Goods and Services Tax received from the ATO ^(a)		351,157	72,326
Interest received		81,010	103,640
Total receipts		7,759,960	6,876,560
Payments			
Payments to suppliers and employees		(6,405,531)	(4,116,636)
Interest and other costs of finance paid		(30,972)	(12,984)
Total payments		(6,436,503)	(4,129,620)
Net cash flows from operating activities	6.3.1	1,323,457	2,746,940
Cash flows from investing activities			
Purchases of non-financial assets		(1,656,519)	(163,827)
Net cash flows (used in) investing activities		(1,656,519)	(163,827)
Cash flows from financing activities			
Repayment of borrowings and principal portion of lease liabilities (2019: finance leases) ^(b)		(187,771)	(38,808)
Net cash flows (used in) financing activities		(187,771)	(38,808)
Net (decrease) in cash and cash equivalents		(520,834)	2,544,305
Cash and cash equivalents beginning of financial year		7,554,249	5,009,944
Cash and cash equivalents at end of financial year	6.3	7,033,415	7,554,249

The accompanying notes form part of these financial statements.

^(a) Goods and Services Tax received from the Australian Taxation Office (ATO) is presented on a net basis.

^(b) GMA has recognised cash payments for the principal portion of lease payments as financing activities; cash payments for the interest portion as operating activities consistent with the presentation of interest payments and short-term lease payments for leases and low-value assets as operating activities.

Statement of changes in equity

for the financial year ended 30 June 2020

	Accumulated surplus \$	Total \$
Balance as at 1 July 2017	4,204,596	4,204,596
Comprehensive result for the year	2,272,761	2,272,761
Balance as at 30 June 2019	6,477,357	6,477,357
Comprehensive result for the year	826,176	826,176
Balance as at 30 June 2020	7,303,533	7,303,533

The accompanying notes form part of these financial statements.

1. About this report

The Game Management Authority (GMA) is a public Authority of the State of Victoria, established under the *Game Management Authority Act 2014*.

A description of the nature of its operations and its principal activities is included in the "Report of Operations" which does not form part of these financial statements.

The principal address is: Game Management Authority, Level 2, 535 Bourke Street, Melbourne, VIC 3000

Basis of preparation

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of the GMA.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying Australian Accounting Standards (AAS) that have significant effects on the financial statements and estimates are disclosed in the notes under the heading: 'Significant judgement or estimates'.

These financial statements cover the GMA as an individual reporting entity.

All amounts in the financial statements have been rounded to the nearest \$1 unless otherwise stated.

Accounting estimates and judgements

Impact of COVID-19

During the week beginning 16 March 2020, the Australian Government together with State and Territory Premiers announced a series of measures aimed at preventing the spread of COVID-19 ("measures"), which had the subsequent effect of impacting the state of the Australian economy (i.e. impact on supply chain, customers, availability of finance, consumer confidence, etc.) in the ensuing months.

On 7 July 2020, the Victorian Premier announced the second round of Melbourne-wide lockdowns, followed by the declaration of the state of disaster on 2 August 2020, mandating the shut down of non-essential business for a further period of 6 weeks.

On a macro-economic level, the community spread of COVID-19 has presented a range of medical, social and economic challenges for the State of Victoria and Australia resulting in the following impact:

- Higher unemployment rate, reduced consumer and business confidence, having flow on effect impacting the financial markets, valuation of property, plant and equipment, credit rating and worthiness of business and borrowers;
- The move to remote working and learning across a range of sectors and consequential impact on productivity; and
- Reduced level of revenue/profitability for those affected most by the impact of lock-down (i.e. tourism operators, hospitality sector, etc).

In response, all levels of government in Australian, States and Territories have implemented a series of economic stimulus related packages/measures (i.e. JobKeepers, changes to Jobseekers policies, accelerated payment timeline by government agencies, rent relief and alike) in an effort to reduce the impact of economic contraction.

The challenging economic environment has resulted in the following impact/changes for GMA:

- Working capital level enabled GMA to implement accelerated payment timeline as well as maintaining its workforce level to address the health care need of those affected by the pandemic
- Making significant judgements and estimates in accounting for the following identified areas, in preparing this year's financial statements:
 - Receivables were reviewed and determined that it was not required to make credit loss provision
 - Fair value of non-financial assets was assessed as being appropriate in respect to the class of assets held by GMA

- There was no requirement to impair non-financial assets
- Provisions (onerous obligations) were considered to be appropriate based on DTF settings
- Superannuation Defined benefit assets and liabilities are the responsibility of Government
- Based on the current assessment as of the date of signing the financial report, the Board have concluded that the going concern basis of accounting is appropriate as any impact of the pandemic on the organisation is expected to be manageable.

Post balance date event:

As identified in the Accounting estimates and judgement note, on 7 July 2020, the Victorian Premier announced the second round of Melbourne-wide lockdown, followed by the declaration of the state of disaster on 2 August 2020, mandating the shut down of non-essential business for a further period of 6 weeks.

In addressing and implementing the necessary changes to mandatory shut down requirements, the Board has agreed to implement, amongst others, the following:

- Requested management to review and revise the entity's financial year 2021 budget and the associated cashflow budget, which is still on-going.
- Requested management to prepare a 4 year projected Operating statement, Balance Sheet and CashFlow statements, which is reviewed on an on-going basis
- Requested management to prepare a Pandemic risk assessment
- Requested management to continue to provide the Board with staff well-being updates

Management is still in the process of quantifying the other possible impacts associated with implementing these measures. Management recognises that the situation associated with the management of COVID-19 continues to evolve on a daily basis and it is difficult to estimate with any degree of certainty the resulting impact (financial and operational) which this may have on the entity, its operations, its future results and financial position.

GMA has managed, and continues to actively manage, the risks arising from COVID-19.

There have not been any significant adverse operational or financial impacts as a result of the COVID-19 pandemic to date and any known impacts to date have been reflected in the 30 June 2020 financial statements.

As at the date these financial statements are authorised for issue, the Board of GMA consider that the financial effects of any potential changes will not have a significant impact on future financial periods.

Based on the current assessment as of the date of signing the financial report, the Board have concluded that the going concern basis of accounting is appropriate as any impact of the pandemic on the organisation is expected to be manageable. No other matters or circumstances have arisen subsequent to 30 June 2020 that would require adjustment of, or disclosure in, the financial statements.

Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable Australian Accounting Standards (AASs) which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting* (AASB 1049).

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2. Funding delivery of our services

Introduction

The purpose of the Game Management Authority (GMA) is to regulate through education, research and enforcement to achieve responsible and sustainable game hunting in Victoria in accordance with the *Game Management Authority Act 2014*.

To enable GMA to fulfil its objective it receives a grant from the Department of Jobs, Precincts and Regions (DJPR).

Significant judgement: Grants revenue

GMA has made judgement on the recognition of grant revenue as income of not-for-profit entities where they do not contain sufficiently specific performance obligations. Income from grants that are enforceable and with sufficiently specific performance obligations and accounted for as revenue from contracts with customers are recognised when GMA satisfies the performance obligation.

Structure

2.1 Summary of income that funds the delivery of our services

2.1 Summary of income that funds the delivery of our services

	2020	2019
	\$	\$
Grants	7,388,190	7,134,000
Interest	81,010	103,640
Other Income	4,500	-
Fair value of assets and services received free of charge	-	91,845
Total income from transactions	7,473,700	7,329,485

GMA has determined that all grant income is recognised as income of not-for-profit entities in accordance with AASB 1058, except for grants that are enforceable and with sufficiently specific performance obligations and accounted for as revenue from contracts with customers in accordance with AASB 15.

The impact of initially applying AASB 1058 on GMA's grant revenue is described in Note 8.2. Due to the modified retrospective transition method chosen in applying AASB 1058, comparative information has not been restated to reflect the new requirements. The adoption of AASB 1058 did not have an impact on Other comprehensive income and the Statement of Cash flows for the financial year.

Income is recognised to the extent it is probable the economic benefits will flow to the GMA and the income can be reliably measured. Where applicable, amounts disclosed as income are net of returns, allowances, duties and taxes.

Grants

	2020	2019
	\$	\$
Department of Jobs, Precincts and Regions	7,388,190	7,134,000
Total grant income	7,388,190	7,134,000

Interest

Interest income includes interest received on term deposits and other investments. Interest income is recognised using the effective interest method which allocates the interest over the relevant period.

Other income

Other income is various small amounts received by GMA during the financial year.

Fair value of assets and services received free of charge

Contributions of resources provided free of charge or for nominal consideration are recognised at their fair value when the recipient obtains control over the resources, irrespective of whether restrictions or conditions are imposed over the use of the contributions. These contributions are in the form of services provided by DJPR which ceased in 2018/19.

3. The cost of delivering services

Introduction

This section provides an account of the expenses incurred by the Game Management Authority (GMA) in delivering services and outputs. In Section 2, the funds that enable the provision of services were disclosed and in this note the cost associated with provision of services are recorded.

Structure

- 3.1 Expenses incurred in delivery of services
- 3.2 Other operating expenses

3.1 Expenses incurred in delivery of services

	Notes	2020 \$	2019 \$
Employee benefit expenses	3.1.1	3,474,831	2,510,060
Other operating expenses	3.2	2,866,446	2,444,569
Total expenses incurred in delivery of services		6,341,277	4,954,629

3.1.1 Employee benefits in the comprehensive operating statement

	2020 \$	2019 \$
Salaries and wages, annual leave and long service leave	3,220,677	2,324,051
Defined benefit superannuation expense	13,596	19,770
Defined contribution superannuation expense	240,557	166,239
Total employee expenses	3,474,831	2,510,060

Employee expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, termination payments and WorkCover premiums.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period. The GMA does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance (DTF) discloses in its annual financial statements the

net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State as the sponsoring employer).

3.1.2 Employee benefits in the balance sheet

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2020 \$	2019 \$
Current provisions		
<i>Annual leave</i>		
Unconditional and expected to be settled within 12 months	172,004	126,364
Unconditional and expected to be settled after 12 months	147,671	109,347
<i>Long service leave</i>		
Unconditional and expected to be settled within 12 months	75,957	94,767
Unconditional and expected to be settled after 12 months	364,454	446,128
<i>Provisions for on-costs</i>		
Unconditional and expected to be settled within 12 months	48,002	34,341
Unconditional and expected to be settled after 12 months	81,969	84,653
Total current provisions for employee benefits	890,057	895,467
Non-current provisions		
Employee benefits	139,258	56,317
Provisions for on-costs	22,150	8,889
Total non-current provisions for employee benefits	161,408	65,206
Total provisions for employee benefits	1,051,465	960,672

Reconciliation of movement in on-cost provision

	2020 \$
Opening balance	127,883
Additional provisions recognised	24,238
Closing balance	152,121
Current	129,971
Non-current	22,150

Wages and salaries, annual leave and sick leave:

Liabilities for wages and salaries (including non-monetary benefits, annual leave and on-costs) are recognised as part of the employee benefit provision as current liabilities, because the GMA does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages are recognised in the balance sheet at remuneration rates which are current at the reporting date. As the GMA expects the liabilities to be wholly settled within 12 months of reporting date, they are measured at undiscounted amounts.

The annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as the GMA does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the Statement of Comprehensive Income as it is taken.

Employment on-costs such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Unconditional LSL is disclosed as a current liability; even where the GMA does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at:

- undiscounted value – if the GMA expects to wholly settle within 12 months; or
- present value – if the GMA does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability.

There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL is measured at present value

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' in the net result.

3.1.3 Superannuation contributions

Employees of the GMA are entitled to receive superannuation benefits and the GMA contributes to both defined benefit and defined contribution plans. The defined benefit plans provide benefits based on years of service and final average salary.

	Contribution for the year	
	2020 \$	2019 \$
Defined benefits plans ^(a)		
State Superannuation Fund	13,596	19,770
Defined contribution plans		
VicSuper	132,155	105,117
Other	108,403	61,122
Total	254,153	186,009

Note

^(a) The basis for determining the level of contributions is determined by the various actuaries of the defined benefit superannuation plans.

3.2 Other operating expenses

	2020	2019
	\$	\$
Supplies and services		
Accommodation expenses	442,132	493,387
Community awareness and publicity	91,999	102,065
Contractors and professional services expenses	862,904	1,017,384
Purchase of services from department	208,463	214,575
Equipment maintenance	210,071	58,579
Fleet expenses	129,525	111,999
Office expenses	849,429	377,982
Travel and subsistence expenses	71,922	68,598
Total supplies and services	2,866,446	2,444,569

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

Supplies and services are recognised as an expense in the reporting period in which they are incurred.

4. Key assets available to support output delivery

Introduction

The Game Management Authority (GMA) controls plant and equipment that are utilised in fulfilling its objectives and conducting its activities. They represent the key resources that have been entrusted to the GMA to be utilised for delivery of those outputs.

Significant judgement: Classification of investments as "Key Assets"

The GMA has made the judgement that plant, equipment and vehicles are key assets utilised to support the GMA's objectives and outputs.

Fair value measurement

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 7.3 in connection with how those fair values were determined.

Structure

- 4.1 Property, plant and equipment
 - 4.1.1 Total right-of-use assets: property and vehicles.
 - 4.1.2 Depreciation and amortisation
 - 4.1.3 Carrying values by 'purpose' groups
 - 4.1.4 Reconciliation of movements in carrying values of plant and equipment
- 4.2 Intangible Assets

4.1 Total property, plant and equipment^(a)

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2020	2019	2020	2019	2020	2019
	\$	\$	\$	\$	\$	\$
Plant and equipment (including motor vehicles) at fair value	971,291	839,697	(278,890)	(170,441)	692,401	669,257
Leasehold improvements at fair value	590,292	-	(21,350)	-	568,942	-
Buildings at fair value	910,328	-	(121,372)	-	788,957	-
Net carrying amount	2,471,911	839,697	(421,612)	(170,441)	2,050,299	669,257

^(a) AASB 16 Lease has been applied for the first time from 1 July 2019

The following tables are subsets of buildings, and, plant and equipment by right-of-use assets

4.1.1 Total right-of-use assets: property and vehicles^(a)

	Gross carrying amount	Accumulated depreciation	Net carrying amount
	2020	2020	2020
	\$	\$	\$
Buildings at fair value	910,328	(121,372)	788,956
Vehicles	629,222	(191,331)	437,891
Net carrying amount	1,539,550	(312,703)	1,226,846

	Buildings	Vehicles
	2020	2020
	\$	\$
Opening balance - 1 July 2019^(a)	910,328	376,256
Additions	-	177,417
Disposals	-	(31,551)
Depreciation	(121,372)	(84,231)
Closing balance - 30 June 2020	788,956	437,891

Initial recognition: Items of property, plant and equipment are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition.

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or their estimated useful lives.

The initial cost for non-financial physical assets under a finance lease is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease.

Right-of-use asset acquired by lessees (Under AASB 16 – Leases from 1 July 2019) – Initial measurement

GMA recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentive received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Subsequent measurement: Property, plant and equipment (PPE) as well as right-of-use assets under leases and service concession assets are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised on the following page by asset category.

Right-of-use asset – Subsequent measurement

GMA depreciates the right-of-use assets on a straight line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful life of the right-of-use assets are determined on the same basis as property, plant and equipment. The right-of-use assets are also subject to revaluation.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain remeasurements of the lease liability.

Vehicles are valued using the current replacement cost method. The GMA acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in the Department of Treasury and Finance (DTF) who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Impairment of property, plant and equipment

The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement, with the consequence that AASB 136 does not apply to such assets that are regularly revalued.

4.1.2 Depreciation and amortisation

Charge for the period^(a)

	2020	2019
	\$	\$
Property, plant and equipment	181,214	38,970
Motor vehicles under finance lease	84,231	50,141
Total depreciation	265,445	89,110

^(a) The table incorporates depreciation of right-of-use assets as AASB 16 Leases.

All property, plant, equipment and motor vehicles that have finite useful lives are depreciated.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Asset	Useful life: years
Leased assets (2019: leasehold buildings)	2 to 10
Plant, equipment and vehicles (including leased assets)	3 to 10

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where GMA obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the entity will exercise a purchase option, the entity depreciates the right-of-use asset over its useful life.

4.1.3 Carrying values by 'purpose' groups^(a)

	Public administration	
	2020	2019
	\$	\$
Property, plant and equipment (including leased assets)	2,050,299	669,257
Intangible Asset (including WIP - Software Development)	1,225,974	127,146
Net carrying amount	3,276,273	796,403

^(a) Property, plant and equipment are classified primarily by the 'purpose' for which the assets are used, according to one of six purpose groups based upon government purpose classifications. All assets in a purpose group are further sub-categorised according to the asset's 'nature' (e.g. buildings, plant), with each sub-category being classified as a separate class of asset for financial reporting purposes.

4.1.4 Reconciliation of movements in carrying values of property, plant and equipment

	Building at fair value		Property, plant and equipment at fair value		Total	
	2020	2019	2020	2019	2020	2019
	\$	\$	\$	\$	\$	\$
Opening balance	-	-	669,257	748,105	669,257	748,105
Recognition of right-of-use assets on initial application of AASB 16 ^(a)	910,328	-	-	-	910,328	-
Adjusted balance at 1 July 2019	910,328	-	669,257	748,105	1,579,585	748,105
Additions	-	-	767,709	36,681	767,709	36,681
Disposals	-	-	(31,551)	-	(31,551)	-
Prior year adjustment	-	-	-	(26,418)	-	(26,418)
Depreciation	(121,372)	-	(144,073)	(89,110)	(265,445)	(89,110)
Closing balance	788,956	-	1,261,342	669,257	2,050,297	669,258

^(a) This balance represents the initial recognition of right-of-use assets recorded on the balance sheet on 1 July 2019 relating to operating leases - refer to Note 8.2.

4.2 Intangible assets

	Computer software		Total	
	2020	2019	2020	2019
	\$	\$	\$	\$
Gross carrying amount				
Opening balance	127,146	-	127,146	-
Additions	1,098,828	127,146	1,098,828	127,146
Closing balance	1,225,974	127,146	1,225,974	127,146
Net book value at end of financial year	1,225,974	127,146	1,225,974	127,146

5. Other assets and liabilities

Introduction

This section sets out those assets and liabilities that arose from the Game Management Authority's (GMA) operations.

Structure

- 5.1 Receivables
- 5.2 Payables

5.1 Receivables

	2020 \$	2019 \$
Contractual		
Sale of goods and services	8,000	4,500
Statutory		
Amount owing from Victorian Government	823,384	451,986
GST input tax credit recoverable	31,922	40,373
Total receivables	863,306	496,859
<i>Represented by:</i>		
Current receivables	863,306	496,859

Contractual receivables are classified as financial instruments and categorised as 'financial assets and amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. The GMA holds the contractual receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment) but are not classified as financial instruments. The GMA applies AASB 9 for initial measurement of the statutory receivables and as a result statutory receivables are initially recognised at fair value plus any directly attributable transaction cost. Amounts recognised from the Victorian Government represent funding for all commitments incurred and are drawn from the Consolidated Fund as the commitments fall due.

Details about GMA's impairment policies, GMA's exposure to credit risk and the calculation of the loss allowance are set out in Note 7.1.2.

5.2 Payables

	2020 \$	2019 \$
Contractual		
Supplies and services	1,386,762	955,806
Employee benefits	131,505	74,633
Total payables	1,518,267	1,030,439
<i>Represented by:</i>		
Current payables	1,518,267	1,030,439

Payables consist of:

- contractual payables**, classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for supplies and services provided to the GMA prior to the end of the financial year that are unpaid

Payables for supplies and services have an average credit period of 30 days.

The terms and conditions of amounts payable to the government and agencies vary according to the particular agreements and as they are not legislative payables, they are not classified as financial instruments.

Maturity analysis of contractual payables ^(a)

	Carrying Amount	Nominal amount	Maturity dates			
			< 1 month	1-3 months	3-12 months	1 - 5 years
	\$	\$	\$	\$	\$	\$
2020						
Supplies and services	1,386,762	1,386,762	1,386,762	-	-	-
Employee benefits	131,505	131,505	131,505	-	-	-
Total	1,518,267	1,518,267	1,518,267	-	-	-
2019						
Supplies and services	955,806	955,806	955,806	-	-	-
Employee benefits	74,633	74,633	74,633	-	-	-
Total	1,030,439	1,030,439	1,030,439	-	-	-

^(a) Maturity analysis is presented using the contractual undiscounted cash flows.

6. Financing our operations

Introduction

This section provides information on the sources of finance utilised by the Game Management Authority (GMA) during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of the GMA.

This section includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Notes 7.1 and 7.3 provide additional, specific financial instrument disclosures.

Structure

- 6.1 Borrowings
 - 6.1.1 Interest
- 6.2 Leases
 - 6.2.1 Leases
- 6.3 Cash flow information and balances
 - 6.3.1 Reconciliation of net result to cash flow from operating activities
- 6.4 Commitments for expenditure
 - 6.4.1 Total commitments payable

6.1 Borrowings

	2020 \$	2019 \$
Current borrowings		
Finance lease liabilities ^(a)		
– Non-PPP related finance lease liabilities	387,071	89,130
Total current borrowings	387,071	89,130
Non-current borrowings		
Finance lease liabilities ^(a)		
– Non-PPP related finance lease liabilities	912,659	289,915
Total non-current borrowings	912,659	289,915
Total borrowings	1,299,730	379,045

^(a) Secured by the assets leased. Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

'Borrowings' refer to interest bearing liabilities mainly raised from public borrowings raised through the Treasury Corporation of Victoria, lease liabilities and other interest bearing arrangements.

Borrowings are classified as financial instruments. The measurement basis depends on whether the GMA has categorised its interest bearing liabilities as either 'financial liabilities designated at fair value through net result', or financial liabilities at 'amortised cost'. The classification depends on the nature and purpose of the interest bearing liabilities. The GMA determines the classification of its interest bearing liabilities at initial recognition.

The GMA has designated certain financial liabilities at fair value through net result to eliminate or significantly reduce the accounting mismatch that would otherwise arise. All other interest bearing borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method. For financial liabilities designated at fair value through net result, all transaction costs are expensed as incurred. And they are subsequently measured at fair value with changes in fair value relating to the GMA's own credit risk recognised in other comprehensive income and the remaining amount of changes in fair value recognised in net result. Amounts in other comprehensive income related to credit risk are not subject to recycling in profit loss but are transferred to retained earnings when realised.

Interest bearing liabilities are classified as financial instruments. All interest-bearing liabilities are initially recognised at the fair value of the consideration received less directly attributable transaction costs. The measurement basis subsequent to initial recognition depends on whether the GMA has categorised its interest-bearing liabilities as either 'financial liabilities designated at fair value through profit or loss', or financial liabilities at 'amortised cost'.

Maturity analysis of borrowings

	Carrying Amount	Nominal amount	Maturity dates				
			< 1 month	1-3 months	3-12 months	1 - 5 years	5+ years
	\$	\$	\$	\$	\$	\$	\$
2020							
Lease liabilities	1,299,730	1,368,323	33,420	66,929	303,690	836,392	127,892
Total	1,299,730	1,368,323	33,420	66,929	303,690	836,392	127,892
2019							
Finance lease liabilities	379,045	379,045	7,427	14,855	66,847	289,915	-
Total	379,045	379,045	7,427	14,855	66,847	289,915	-

Interest expense

	2020	2019
	\$	\$
Interest on finance lease liabilities	30,972	12,984
Total interest expense	30,972	12,984

6.2 Leases

6.2.1 Leases

Information about leases for which the GMA is a lessee is presented below.

GMA leasing activities

The GMA leases various properties and motor vehicles. The lease contracts are typically made for fixed periods of 1-10 years with an option to renew the lease after that date. Lease payments are renegotiated every four years to reflect market rentals.

At 30 June 2020, GMA was committed to short term leases and the total commitment at that date was \$404,039.

6.2.1 (a) Right-of-use Assets

Right-of-use assets are presented in note 4.1.1.

6.2.1 (b) Amounts recognised in the Comprehensive Operating Statement

The following amounts are recognised in the Comprehensive Operating Statement relating to leases:

	2020
	\$
Interest expense on lease liabilities	30,972
Total amount recognised in the Comprehensive Operating Statement	30,972

6.2.1 (c) Amounts recognised in the Statement of Cashflows

The following amounts are recognised in the Statement of Cashflows for the year ending 30 June 2020 relating to leases

	2020 \$
Total cash outflow for leases	187,771

For any new contracts entered into on or after 1 July 2019, GMA considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition GMA assesses whether the contract meets three key evaluations which are whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to GMA and for which the supplier does not have substantive substitution rights;
- GMA has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and GMA has the right to direct the use of the identified asset throughout the period of use; and
- GMA has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

Recognition and measurement of leases as a lessee (under AASB 16 from 1 July 2019)

Lease Liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or GMA's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- payments arising from purchase and termination options reasonably certain to be exercised.

Lease Liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right of use asset is already reduced to zero.

Short-term leases and leases of low value assets

GMA has elected to account for short-term leases and leases of low value assets using the practical expedients. Instead of recognising a right of use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight line basis over the lease term.

Presentation of right-of-use assets and lease liabilities

GMA presents right-of-use assets as 'property plant equipment' unless they meet the definition of investment property, in which case they are disclosed as 'investment property' in the balance sheet. Lease liabilities are presented as 'borrowings' in the balance sheet.

Recognition and measurement of leases (under AASB 117 until 30 June 2019)

In the comparative period, leases of property, plant and equipment were classified as either finance lease or operating leases.

Leases of property, plant and equipment where GMA as a lessee had substantially all of the risks and rewards of ownership were classified as finance leases. Finance leases were initially recognised as assets and liabilities at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payment, each determined at the inception of the lease. The leased asset is accounted for as a non-financial physical asset and depreciated over the shorter of the estimated useful life of the asset or the term of the lease. Minimum finance lease payments were apportioned between the reduction of the outstanding lease liability and the periodic finance expense, which is calculated using the interest rate implicit in the lease and charged directly to the consolidated comprehensive operating statement.

Contingent rentals associated with finance leases were recognised as an expense in the period in which they are incurred.

Assets held under other leases were classified as operating leases and were not recognised in GMA's balance sheet. Operating lease payments were recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term.

6.3 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short-term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

For cash flow statement presentation purposes, cash and cash equivalents are indicated below.

	2020	2019
	\$	\$
Total cash and deposits disclosed in the balance sheet	7,033,415	7,554,250
Balance as per cash flow statement	7,033,415	7,554,250

6.3.1 Reconciliation of net result for the period to cash flow from operating activities

	2020	2019
	\$	\$
Net result for the period	826,176	2,272,761
Non-cash movements		
Depreciation of plant and equipment	265,445	89,110
Net loss/(Gain) arising from revaluation of employee benefits	9,831	-
Movements in assets and liabilities:		
(Increase)/decrease in receivables	(366,446)	(448,711)
Increase/(decrease) in payables	487,828	814,493
Increase/(decrease) in provisions	100,623	19,286
Net cash flows from/(used in) operating activities	1,323,457	2,746,940

6.4 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST. Where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

6.4.1 Total commitments payable

Nominal Amounts: 2020

	< 1 year \$	1 - 5years \$	5+ years \$	Total \$
Intangible assets commitments payable	572,157	-	-	572,157
Total commitments (inclusive of GST)	572,157	-	-	572,157
Less GST recoverable from the Australian Tax Office	-	-	-	(52,014)
Total commitments (exclusive of GST)	-	-	-	520,142

Nominal Amounts: 2019

	< 1 year \$	1 - 5years \$	5+ years \$	Total \$
Intangible assets commitments payable	1,407,867	292,462	-	1,700,329
Total commitments (inclusive of GST)	1,407,867	292,462	-	1,700,329
Less GST recoverable from the Australian Tax Office	-	-	-	(170,033)
Total commitments (exclusive of GST)	-	-	-	1,530,296

7. Risks, contingencies and valuation judgements

Introduction

The Game Management Authority (GMA) is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, (including exposures to financial risks) as well as those items that are contingent in nature or require a high level of judgement to be applied, which for the GMA related mainly to fair value determination.

Structure

- 7.1 Financial instruments specific disclosures
 - 7.1.1 Financial instruments: Categorisation
 - 7.1.2 Financial risk management: objectives and policies
- 7.2 Contingent assets and contingent liabilities
- 7.3 Fair value determination
 - 7.3.1 Fair value determination: financial assets and liabilities
 - 7.3.2 Fair value determination: Non-financial physical assets

7.1 Financial instruments specific disclosures

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the GMA's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines and penalties). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 Financial Instruments: Presentation.

Guarantees issued on behalf of the GMA are financial instruments because, although authorised under statute, terms and conditions for each financial guarantee may vary and are subject to an agreement.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by the GMA to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

The GMA recognises the following assets in this category:

- cash and deposits;
- receivables (excluding statutory receivables);
- term deposits; and
- certain debt securities.

Categories of financial liabilities

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest rate method. GMA recognises the following liabilities in this category:

- payables (excluding statutory payables); and
- borrowings (including lease liabilities).

7.1.1 Financial instruments: Categorisation

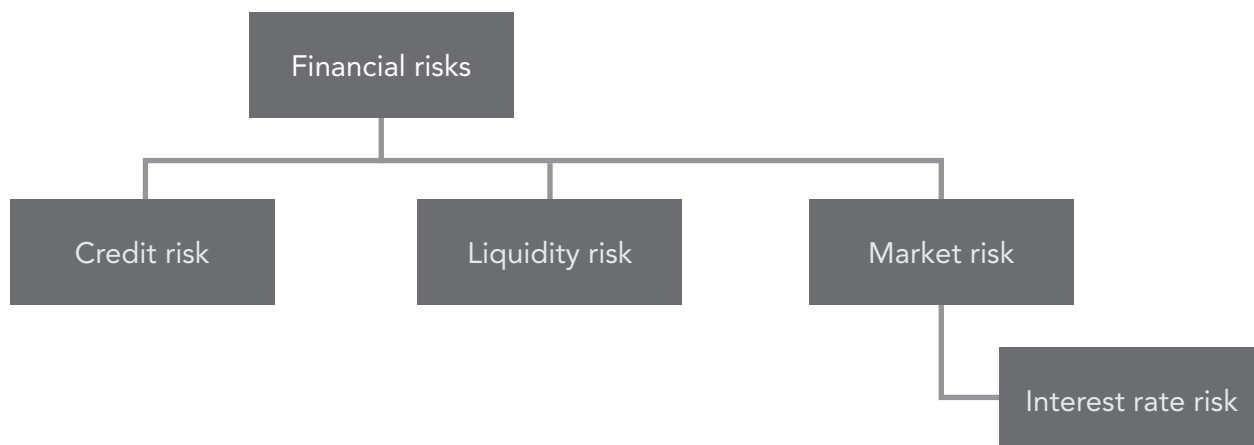
	Cash and deposits \$	Financial assets at amortised cost (AC) \$	Financial liabilities at amortised cost (AC) \$	Total \$
2020				
Contractual financial assets				
Cash and deposits	7,033,415	-	-	7,033,415
Receivables ^(a)	-	8,000	-	8,000
Total contractual financial assets	7,033,415	8,000	-	7,041,415
Contractual financial liabilities				
Payables ^(a)				
Supplies and services	-	-	1,386,762	1,386,762
Employee benefits	-	-	131,505	131,505
Borrowings				
Finance lease liabilities	-	-	1,299,730	1,299,730
Total contractual financial liabilities	-	-	2,817,997	2,817,997

^(a) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian government and GST input tax credit recoverable and taxes payable).

	Cash and deposits \$	Financial assets at amortised cost (AC) \$	Financial liabilities at amortised cost (AC) \$	Total \$
2019				
Contractual financial assets				
Cash and deposits	7,554,250	-	-	7,554,250
Receivables ^(a)	-	4,500	-	4,500
Total contractual financial assets	7,554,250	4,500	-	7,558,750
Contractual financial liabilities				
Payables ^(a)				
Supplies and services	-	-	955,806	955,806
Employee benefits	-	-	74,633	74,633
Borrowings				
Finance lease liabilities	-	-	379,045	379,045
Total contractual financial liabilities	-	-	1,409,484	1,409,484

^(a) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian government and GST input tax credit recoverable and taxes payable).

7.1.2 Financial risk management objectives and policies



As a whole, the GMA's financial risk management program seeks to manage these risks and the associated volatility of its financial performance.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability above are disclosed in Note 7.3 to the financial statements.

The main purpose in holding financial instruments is to prudentially manage the GMA's financial risks within the Government policy parameters.

The GMA's main financial risks include credit risk, liquidity risk and market risk. The GMA manages these financial risks in accordance with its financial risk management policy.

The GMA uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Accountable Officer of the GMA.

Financial instruments: Credit risk

Credit risk refers to the possibility that a borrower will default on its financial obligations as and when they fall due.

The GMA's exposure to credit risk arises from the potential default of a counter party on their contractual obligations resulting in financial loss to the GMA. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with the GMA's contractual financial assets is minimal because the main debtor is the Victorian Government. For debtors other than the Government, it is the GMA's policy to only deal with entities with high credit ratings of a minimum triple-B rating and to obtain sufficient collateral or credit enhancements, where appropriate.

In addition, the GMA does not engage in hedging for its contractual financial assets and mainly obtains contractual financial assets that are on fixed interest, except for cash and deposits, which are mainly cash at bank. As with the policy for debtors, the GMA's policy is to only deal with banks with high credit ratings.

Provision of impairment for contractual financial assets is recognised when there is objective evidence that the GMA will not be able to collect a receivable. Objective evidence includes financial difficulties of the debtor, default payments, debts that are more than 60 days overdue, and changes in debtor credit ratings.

Contract financial assets are written off against the carrying amount when there is no reasonable expectation of recovery.

Bad debt written off by mutual consent is classified as a transaction expense. Bad debt written off following a unilateral decision is recognised as other economic flows in the net result.

Except as otherwise detailed in the following table, the carrying amount of contractual financial assets recorded in the financial statements, net of any allowances for losses, represents the GMA's maximum exposure to credit risk without taking account of the value of any collateral obtained.

There has been no material change to the GMA's credit risk profile in 2019-20.

Credit quality of contractual financial assets that are neither past due nor impaired^(a)

	Financial institutions	Government agencies	Other	Total
	\$	\$	\$	\$
2020				
Cash and deposits	7,033,415	-	-	7,033,415
Receivables ^(a)	-	8,000	-	8,000
Total contractual financial assets	7,033,415	8,000	-	7,041,415
2019				
Cash and deposits	7,554,250	-	-	7,554,250
Receivables ^(a)	-	4,500	-	4,500
Total contractual financial assets	7,554,250	4,500	-	7,558,750

^(a) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian government and GST input tax credit recoverable).

Financial instruments: Liquidity risk

Liquidity risk arises from being unable to meet financial obligations as they fall due. The GMA operates under the Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution.

The GMA is exposed to liquidity risk mainly through the financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees. The GMA manages its liquidity risk by:

- maintaining an adequate level of uncommitted funds that can be drawn at short notice to meet its short-term obligations;
- holding investments and other contractual financial assets that are readily tradeable in the financial markets; and
- capital.

The GMA's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. Cash for unexpected events is generally sourced from liquidation of available for sale financial investments.

The carrying amount detailed in the following table of contractual financial liabilities recorded in the financial statements represents the GMA's maximum exposure to liquidity risk.

Financial instruments: Market risk

The GMA's exposures to market risk are primarily through interest rate risk. Objectives, policies and processes used to manage each of these risks are disclosed below.

Sensitivity disclosure analysis and assumptions

The following movements are 'reasonably possible' over the next 12 months. A movement of 25 basis points up and down (2019: 100 basis points up and down) in market interest rates (AUD) and the tables that follow show the impact on the GMA's net result and equity for each category of financial instrument held by the GMA at the end of the reporting period, if the above movements were to occur.

Interest rate risk**Interest rate exposure of financial instruments**

	Weighted average effective interest rate %	Carrying amount \$	Fixed interest rate \$	Variable interest rate \$	Non-interest bearing \$
2020					
Financial assets					
Cash and deposits	0.05%	7,033,415	-	7,033,415	-
Receivables ^(a)		8,000	-	-	8,000
Total financial assets		7,041,415	-	7,033,415	8,000
Financial liabilities					
Payables^(a)					
Supplies and services		1,386,762			1,386,762
Employee benefits		131,505	-	-	131,505
Borrowings					
Finance lease liabilities	2.53%	1,299,730	1,299,730	-	-
Total financial liabilities		2,817,997	1,299,730	-	1,518,267
2019					
Financial assets					
Cash and deposits	1.96%	7,554,250	-	7,554,250	-
Receivables ^(a)		456,486	-	-	456,486
Total financial assets		8,010,736	-	7,554,250	456,486
Financial liabilities					
Payables^(a)					
Supplies and services		955,806			955,806
Employee benefits		74,633	-	-	74,633
Borrowings					
Finance lease liabilities	3.25%	379,045	379,045	-	-
Total financial liabilities		1,409,484	379,045	-	1,030,439

^(a) The carrying amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian government and GST input tax credit recoverable).

Interest rate risk sensitivity

	Carrying amount \$	-025 basis points ^(a) Net Result \$	+025 basis points ^(a) Net Result \$
2020			
Contractual financial assets			
Cash and deposits ⁽ⁱ⁾	7,033,415	(17,584)	17,584
Total impact		(17,584)	17,584
Contractual financial liabilities			
Borrowings	1,299,730	(3,249)	3,249
Total impact		(3,249)	3,249

⁽ⁱ⁾ Cash and deposits includes a deposit of \$7,033,415 (2019: \$7,554,250) that is exposed to floating rates movements. Sensitivities to these movements are calculated as follows: 2020 \$7,033,415 @ 0.0025% = +or-\$17,583;) 2019: \$7,554,250 @ 0.001% = \$75,542)

	Carrying amount \$	-100 basis points Net Result \$	+100 basis points Net Result \$
2019			
Contractual financial assets			
Cash and deposits ⁽ⁱ⁾	7,554,250	(75,542)	75,542
Total impact		(75,542)	75,542
Contractual financial liabilities			
Borrowings	379,045	(3,790)	3,790
Total impact		(3,790)	3,790

⁽ⁱ⁾ Cash and deposits includes a deposit of \$7,033,415 (2019: \$7,554,250) that is exposed to floating rates movements. Sensitivities to these movements are calculated as follows: 2020 \$7,033,415 @ 0.0025% = +or-\$17,583;) 2019: \$7,554,250 @ 0.001% = \$75,542)

7.2 Contingent assets and contingent liabilities

Contingent assets

The GMA has no contingent assets (2019: \$Nil)

Contingent liabilities

The GMA has no contingent liabilities (2019 \$Nil)

7.3 Fair value determination

Significant judgement: Fair value measurements of assets and liabilities

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of the GMA.

This section sets out information on how the GMA determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- Financial assets and liabilities at fair value through operating result.

In addition, the fair values of other assets and liabilities which are carried at amortised cost, also need to be determined for disclosure purposes. The GMA determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

Fair value hierarchy

In determining fair values, a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The GMA determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Valuer-General Victoria (VGV) is the GMA's independent valuation agency (or) the GMA, in conjunction with VGV, monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required.

How this section is structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- carrying amount and the fair value (which would be the same for those assets measured at fair value);
- which level of the fair value hierarchy was used to determine the fair value; and
- in respect of those assets and liabilities subject to fair value determination using Level 3 inputs:
 - a reconciliation of the movements in fair values from the beginning of the year to the end; and
 - details of significant unobservable inputs used in the fair value determination.

This section is divided between disclosures in connection with fair value determination for financial instruments (refer to Note 7.3.1) and non-financial physical assets (refer to Note 7.3.2).

7.3.1 Fair value determination of financial assets and liabilities

The fair values and net fair values of financial assets and liabilities are determined as follows:

Level 1 – the fair value of financial instrument with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices;

Level 2 – the fair value is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly; and

Level 3 – the fair value is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using unobservable market inputs.

The GMA currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value level 3, due to their short-term nature or with the expectation that they will be paid in full by the end of the 2019-20 reporting period.

These financial instruments include:

Financial assets	Financial liabilities
Cash and Deposits	Payables
	Borrowings

Where the fair value of the financial instruments is different from the carrying amounts, the following information has been included to disclose the difference.

Fair value of financial instruments measured at amortised cost

	Carrying amount 2020 \$	Fair value 2020 \$	Carrying amount 2019 \$	Fair value 2019 \$
Financial liabilities				
Lease liabilities (2019: Finance lease liabilities)	1,299,730	1,299,730	379,045	379,045
Total liabilities at fair value	1,299,730	1,299,730	379,045	379,045

7.3.2 Fair value determination: Non-financial physical assets

Fair value measurement hierarchy

	Carrying amount as at 30 June 2019 \$	Fair value measurement at end of reporting period using:		
		Level 1 \$	Level 2 ^(a) \$	Level 3 \$
2020				
Motor vehicles under lease at fair value				
Vehicles ^(a)	437,891	-	-	437,891
Plant and equipment at fair value				
Plant and equipment	254,509	-	-	254,509
Buildings Improvement	568,942	-	-	568,942
Total	1,261,341	-	-	1,261,341
2019				
Motor vehicles under lease at fair value				
Vehicles ^(a)	402,677	-	-	402,677
Plant and equipment at fair value				
Plant and equipment	292,999	-	-	292,999
Total	695,676	-	-	695,676

^(a) Classified in accordance with the fair value hierarchy see note 7.3.1

There have been no transfers between levels during the period

Plant and equipment, Buildings improvements and Right of Use of assets are held at fair value. When an asset is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the current replacement cost method.

There were no changes in valuation techniques throughout the period to 30 June 2020.

For all assets measured at fair value, the current use is considered the highest and best use.

Vehicles are valued using the current replacement cost method. The GMA acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in VicFleet who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Reconciliation of Level 3 fair value movements

	Plant and equipment	Motor vehicle	Total
	\$	\$	\$
2020			
Opening Balance	292,999	376,266	669,265
Purchases	590,292	177,417	767,709
Disposal	0	(31,561)	(31,561)
Depreciation	(59,842)	(84,231)	(144,073)
Closing balance	823,449	437,891	1,261,340
2019			
Opening Balance	331,969	416,136	748,105
Purchases	-	36,681	36,681
Depreciation	(38,970)	(50,141)	(89,111)
Closing balance	292,999	402,676	695,675

Description of significant unobservable inputs to Level 3 valuations

	Valuation technique	Significant unobservable inputs	Range (weighted average)	Sensitivity of fair value measurement to changes in significant unobservable inputs
Plant and equipment	Current replacement cost	Cost per unit	\$5,000- \$20,000 per unit	A significant increase or decrease in cost per unit would result in a significantly higher or lower fair value.
Motor vehicle under finance lease	Current replacement cost	Cost per unit Useful life of motor vehicle	\$20,000-\$30,000 per unit 3 years	A significant increase or decrease in direct cost per unit would result in a significantly higher or lower fair value. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower fair value.
Lease hold Improvements	Current replacement cost	Useful life of leasehold improvements	5 - 10 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower fair value.

8. Other disclosures

Introduction

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

- 8.1 Other economic flows included in net result
- 8.2 Change in Accounting Policies
- 8.3 Responsible persons
- 8.4 Remuneration of executives
- 8.5 Related parties
- 8.6 Remuneration of auditors
- 8.7 Subsequent events
- 8.8 Australian Accounting Standards issued that are not yet effective
- 8.9 Glossary of technical terms
- 8.10 Style conventions

8.1 Other economic flows included in the net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions.

Other gains/(losses) from other economic flows include the gains or losses from.

	2020	2019
	\$	\$
Net gain/(loss) arising from revaluation of long service leave liability ^(a)	(9,831)	-
Total other gains/(losses) from other economic flows	(9,831)	-

^(a) Revaluation gain/(loss) due to changes in bond rates

8.2 Change in Accounting Policies

Leases

This note explains the impact of the adoption of AASB 16 Leases on GMA's financial statements.

GMA has applied AASB 16 with a date of initial application of 1 July 2019.

GMA has elected to apply AASB 16 using the modified retrospective approach, as per the transitional provisions of AASB 16 for all leases for which it is a lessee. The cumulative effect of initial application is recognised in retained earnings as at 1 July 2019. Accordingly, the comparative information presented is not restated and is reported under AASB 117 and related interpretations.

Previously, GMA determined at contract inception whether an arrangement is or contains a lease under AASB 117 and Interpretation 4 – 'Determining whether an arrangement contains a Lease'. Under AASB 16, GMA assesses whether a contract is or contains a lease based on the definition of a lease as explained in note 6.2.

On transition to AASB 16, GMA has elected to apply the practical expedient to grandfather the assessment of which transactions are leases. It applied AASB 16 only to contracts that were previously identified as leases. Contracts that were not identified as leases under AASB 117 and Interpretation 4 were not reassessed for whether there is a lease. Therefore, the definition of a lease under AASB 16 was applied to contracts entered into or changed on or after 1 July 2019.

Leases classified as operating leases under AASB 117

As a lessee, GMA previously classified leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to GMA. Under AASB 16, GMA recognises right-of-use assets and lease liabilities for all leases except where exemption is availed in respect of short-term and low value leases.

On adoption of AASB 16, GMA recognised lease liabilities in relation to leases which had previously been classified as operating leases under the principles of AASB 117 Leases. These liabilities were measured at the present value of the remaining lease payments, discounted using GMA's incremental borrowing rate as of 1 July 2019. On transition, right-of-use assets are measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet as at 30 June 2019.

GMA has elected to apply the following practical expedients when applying AASB 16 to leases previously classified as operating leases under AASB 117:

- Applied a single discount rate to a portfolio of leases with similar characteristics;
- Adjusted the right-of-use assets by the amount of AASB 137 onerous contracts provision immediately before the date of initial application, as an alternative to an impairment review;
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term;
- Excluded initial direct costs from measuring the right-of-use asset at the date of initial application; and
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

For leases that were classified as finance leases under AASB 117, the carrying amount of the right-of-use asset and lease liability at 1 July 2019 are determined as the carrying amount of the lease asset and lease liability under AASB 117 immediately before that date.

Impacts on financial statements

On transition to AASB 16, GMA recognised \$910,328 of right-of-use assets and \$910,328 of lease liabilities.

When measuring lease liabilities, GMA discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted average rate applied is 3.23%.

	1-Jul-19
	\$
Total Operating lease commitments disclosed at 30 June 2019	379,045
Additional leases discounted using the incremental borrowing rate at 1 July 2019	840,927
Lease liabilities recognised at 1 July 2019	1,219,972

Revenue from Contracts with Customers

In accordance with FRD 121 requirements, the GMA has applied the transitional provisions of AASB 15, under modified retrospective method with the cumulative effect of initially applying this standard against the opening retained earnings at 1 July 2019. Under this transition method, the GMA applied this standard retrospectively only to contracts that are not 'completed contracts' at the date of initial application.

Comparative information has not been restated.

Note 2.1 Grants includes provision of services includes details about the transitional application of AASB 15 and how the standard has been applied to revenue transactions.

Income of Not-for-Profit Entities

In accordance with FRD 122 requirements, GMA has applied the transitional provision of AASB 1058, under modified retrospective method with the cumulative effect of initially applying this standard against the opening retained earnings at 1 July 2019. Under this transition method, the GMA applied this standard retrospectively only to contracts and transactions that are not completed contracts at the date of initial application. GMA has not applied the fair value measurement requirements for right-of-use assets arising from leases with significantly below-market terms and conditions principally to enable the entity to further its objectives as allowed under temporary option under AASB 16 and as mandated by FRD 122.

Comparative information has not been restated.

Note 2.1 Grants includes details about the transitional application of AASB 1058 and how the standard has been applied to revenue transactions.

The adoption of AASB 1058 did not have an impact on Other comprehensive income and the Statement of Cash flows for the financial year.

8.3 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994* (FMA), the following disclosures are made regarding responsible persons for the reporting period.

Names

The persons who held the positions of Ministers and Accountable Officers in the GMA are as follows:

Minister for Agriculture	The Hon Jaclyn Symes MP	(1 July 2019 to 30 June 2020)
Chief Executive Officer	Mr Graeme Ford	(1 July 2019 to 30 June 2020)

Remuneration

The Minister's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the Department of Parliamentary Services' Financial Report.

Remuneration received or receivable by the Accountable Officer in connection with the management of GMA during the reporting period was in the range: \$220 000–\$229,000 (2019: \$210 000–\$219,000).

The individuals who held the positions of Responsible Officers, other than the Minister and Accountable Officer in the GMA are as follows:

Mr Brian Hine	Chairperson	(1 July 2019 to 30 June 2020)
Ms Margaret Donnan	Deputy Chairperson	(1 July 2019 to 30 June 2020)
Dr Sandra Brizga	Board Member	(1 July 2019 to 30 June 2020)
Mr Ian Maxfield	Board Member	(1 July 2019 to 30 June 2020)
Mr Christopher Rose	Board Member	(30 July 2019 to 30 June 2020)
Ms Maggy Samaan	Board Member	(1 July 2019 to 30 June 2020)
Mr Mark Little	Board Member	(1 July 2019 to 30 June 2020)

The number of responsible persons, other than the Minister and the Accountable Officer and their total remuneration is shown below:

				2020	Total Number 2019
Band Range					
\$	0	-	\$ 9,999	-	1
\$	10,000	-	\$ 19,999	6	5
\$	40,000	-	\$ 49,999	1	1
Total				7	7
Total remuneration				141,565	133,577

8.4 Remuneration of executives

The number of executive officers, other than Ministers and the Chief Executive Officer as the accountable officer, and their total remuneration during the reporting period are shown in the table. Total annualised employee equivalents provides a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits (as defined in AASB 119 *Employee Benefits*) in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered. Accordingly, remuneration is determined on an accrual basis, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Other long-term benefits include long service leave, other long service benefits or deferred compensation.

Remuneration of executive officers (including Key Management Personnel disclosed in Note 8.2) ^(a)	2020 \$	2019 \$
Short-term employee benefits	183,748	99,381
Post-employment benefits	16,179	8,396
Other long-term benefits	4,267	2,210
Total remuneration ^(a)	204,194	109,987
Total number of executives	1	1
Total annualised employee equivalents ^(b)	1	0.5

^(a) The total number of executive officers includes persons who meet the definition of Key Management Personnel (KMP) of the entity under AASB 124 Related Party Disclosures and are also reported within the related parties note disclosure (Note 8.3).

^(b) Annualised employee equivalent is based on the time fraction worked over the reporting period.

8.5 Related parties

The GMA is a wholly-owned and controlled entity of the State of Victoria

Related parties of the GMA include:

- all key management personnel and their close family members;
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Significant transactions with government-related entities

The GMA received funding from the following:

	2020 \$	2019 \$
Department of Jobs, Precincts and Regions	7,388,190	7,134,000
Department of Transport (Services received free of charge)	-	91,845
	7,388,190	7,225,845

The GMA made payments to the following:

	2020 \$	2019 \$
CenITex	60,802	-
Department of Jobs Precincts and Regions	78,143	98,180
Department of Environment, Land Water and Planning	234,395	202,818
Department of Justice & Community Safety	1,561	-
Department of Transport	38,038	-
Victorian Auditor-Generals Office	20,000	21,700
Victorian Fisheries Authority	87,062	-
Victorian Government Solicitors Office	29,360	-
Victorian Managed Insurance Authority	16,560	-
Victorian Public Sector Commission	2,046	-
Parks Victoria	-	30,490
VicFleet	-	115,808
	567,967	468,996

Remuneration of Key management personnel

Key management personnel of the Authority include the Responsible Minister, the Chief Executive Officer, and the Board of Management. The compensation detailed below excludes the salaries and benefits the Responsible Minister receives. Ministerial remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968*, and is reported within the Department of Parliamentary Services Financial Report.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories. Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services. Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased. Other long-term benefits include long service leave, other long service benefits or deferred compensation.

	2020 \$	2019 \$
Short-term benefits ^(a)	330,185	311,900
Post-employment benefits	29,591	28,843
Other long-term benefits	4,657	4,540
Total^(b)	364,433	345,283

^(a) Total remuneration paid to KMPs employed as a contractor during the reporting period through an external service provider has been reported under short-term employee benefits.

^(b) Note that KMPs are also reported in the disclosure of remuneration of accountable officer (Note 8.3).

Transactions and balances with key management personnel and other related parties

Given the breadth and depth of state government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public, e.g. stamp duty and other government fees and charges.

Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the GMA and related party transactions previously disclosed, there were no related party transactions that were attributed to key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

8.6 Remuneration of auditors

	2020 \$	2019 \$
Victorian Auditor-General's Office		
Audit or review of the financial statements	16,400	16,000
Total remuneration of auditors	16,400	16,000

8.7 Subsequent events

There have not been any significant adverse operational or financial impacts as a result of the COVID-19 pandemic to date and any known impacts to date have been reflected in the 30 June 2020 financial statements.

As at the date these financial statements are authorised for issue, the Board of GMA consider that the financial effects of any potential changes will not have a significant impact on future financial periods.

8.8 Australian Accounting Standards issued that are not yet effective

AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material

This Standard principally amends AASB 101 *Presentation of Financial Statements* and AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*. It applies to reporting periods beginning on or after 1 January 2020 with earlier application permitted. GMA has not earlier adopted the Standard.

The amendments refine and clarify the definition of material in AASB 101 and its application by improving the wording and aligning the definition across AASB Standards and other publications. The amendments also include some supporting requirements in AASB 101 in the definition to give it more prominence and clarify the explanation accompanying the definition of material.

GMA is in the process of analysing the impacts of this Standard. However, it is not anticipated to have a material impact.

AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non Current

This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted however the AASB has recently issued ED 301 *Classification of Liabilities as Current or Non-Current – Deferral of Effective Date* with the intention to defer the application by one year to periods beginning on or after 1 January 2023. GMA will not early adopt the Standard.

GMA is in the process of analysing the impacts of this Standard. However, it is not anticipated to have a material impact.

Several other amending standards and AASB interpretations have been issued that apply to future reporting periods, but are considered to have limited impact on GMA's reporting.

8.9 Glossary of technical terms

Borrowings

Refers to interest-bearing liabilities mainly raised from public borrowings raised through the Treasury Corporation of Victoria, lease liabilities, service concession arrangements and other interest-bearing arrangements. Borrowings also include non interest-bearing advances from government that are acquired for policy purposes.

Commitments

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result

The net result of all items of income and expense recognised for the period. It is the aggregate of the operating result and other comprehensive income.

Depreciation

Depreciation is an expense that arises from the consumption through wear or time of a produced physical asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

Effective interest method

The effective interest method is used to calculate the amortised cost of a financial asset or liability and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument, or, where appropriate, a shorter period.

Employee benefits expense

Employee benefits expense include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments, defined benefits superannuation plans and defined contribution superannuation plans.

Ex gratia expenses

Ex gratia expenses are the voluntary payment of money or other non-monetary benefit (e.g. a write-off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity.

Finance lease

Is a lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset.

Financial asset

A financial asset is any asset that is:

- a) cash;
- b) an equity instrument of another entity;
- c) a contractual right or statutory right:
 - to receive cash or another financial asset from another entity; or
 - to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- d) a contract that will or may be settled in the entity's own equity instruments and is:
 - a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

Financial instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial liability

A financial liability is any liability that is:

- a) A contractual or statutory obligation:
 - to deliver cash or another financial asset to another entity; or
 - to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity; or
- b) A contract that will or may be settled in the entity's own equity instruments and is:
 - a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments; or
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

Financial statements

A complete set of financial statements comprises:

- a) a balance sheet as at the end of the period;
- b) a comprehensive operating statement for the period;
- c) a statement of changes in equity for the period;
- d) a cash flow statement for the period;
- e) notes, comprising a summary of significant accounting policies and other explanatory information;
- f) comparatives information in respect of the preceding period as specified in paragraph 38 of AASB 101 *Presentation of Financial Statements*; and
- g) a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraph 41 of AASB 101.

Grants and other transfers

Transactions in which one unit provides goods, services, assets (or extinguishes a liability) or labour to another unit without receiving approximately equal value in return. Grants can either be operating or capital in nature.

While grants to governments may result in the provision of some goods or services to the transferor, they do not give the transferor a claim to receive directly benefits of approximately equal value. For this reason, grants are referred to by the AASB as involuntary transfers and are termed non reciprocal transfers. Receipt and sacrifice of approximately equal value may occur, but only by coincidence. For example, governments are not obliged to provide commensurate benefits in the form of goods or services to particular taxpayers in return for their taxes.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Interest expense

Interest expense represents costs incurred in connection with borrowings. It includes interest on advances, loans, overdrafts, bonds and bills, deposits, interest components of finance lease repayments, and amortisation of discounts or premiums in relation to borrowings.

Interest income

Interest income includes unwinding over time of discounts on financial assets and interest received on bank term deposits and other investments.

Leases

Rights conveyed in a contract, or part of a contract, the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

Net result

Net result is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those classified as 'other non-owner movements in equity'.

Net result from transactions or net operating balance

Net operating balance or net result from transactions is a key fiscal aggregate and is revenue from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net worth

Assets less liabilities, which is an economic measure of wealth.

Non-financial assets

Non-financial assets are all assets that are not 'financial assets'. It includes inventories, land, buildings, infrastructure, road networks, land under roads, plant and equipment, investment properties, cultural and heritage assets, intangible and biological assets.

Operating result

Is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other non-owner movements in equity'. Refer also 'net result'.

Other economic flows - other comprehensive income

Other economic flows – other comprehensive income comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards. They include changes in physical asset revaluation surplus; share of net movement in revaluation surplus of associates and joint ventures; and gains and losses on remeasuring available-for-sale financial assets.

Payables

Includes short and long-term trade debt and accounts payable, grants, taxes and interest payable.

Receivables

Includes amounts owing from government through appropriation receivable, short and long term credit and accounts receivable, accrued investment income, grants, taxes and interest receivable.

Supplies and services

Supplies and services generally represent cost of goods sold and the day-to-day running costs, including maintenance costs incurred in the normal operations of the Authority.

Transactions

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

8.9 Style conventions**Style conventions**

Figures in the tables and in the text have been rounded. Discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

The notation used in the tables is as follows:

-	zero, or rounded to zero
201x	year period
201x-1x	year period

The financial statements and notes are presented based on the illustration for a government department in the 2019-20 *Model Report for Victorian Government Departments*. The presentation of other disclosures is generally consistent with the other disclosures made in earlier publications of the Authority's annual reports.

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Note:

^(a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are of the nature of disclosure.

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