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ANNUAL REPORT 2016-17

CHIEF MINISTER, TREASURY & ECONOMIC DEVELOPMENT DIRECTORATE

Volume 1

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For further information please contact:

**Commissioner for Public Administration
Chief Minister, Treasury and Economic Development Directorate**

Phone: +61 (02) 6205 0358

Website: www.act.gov.au

Designed and typeset by:

ACTPS Shared Services GPO Box 158

Canberra City ACT 2601

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Abbreviations and Acronyms

| | |
|-------|---|
| A/g | Acting |
| ACA | Architects Accreditation Council of Australia |
| ABW | Activity Based Work |
| ACAT | ACT Civil and Administrative Tribunal |
| ACP | Active Certification Policy |
| ACT | Australian Capital Territory |
| ACTAS | ACT Academy of Sport |
| ACTIA | ACT Insurance Authority |
| ACTPG | ACT Property Group |
| ACTPS | ACT Public Service |
| ADAPT | Align, Design, Analyse, Program and Transform |
| ANCAP | Australasian New Car Assessment Program |
| ANU | Australian National University |
| ARI | Asset Recycling Initiative |
| ARIns | Attraction and Retention Incentives |
| ART | Asbestos Response Taskforce |
| ASO | Administrative Services Officer |
| ASQA | Australian Skills Quality Authority |
| ATE | Australian Tourism Exchange |
| ATEC | Australian Tourism Export Council |
| AV | Automated Vehicle |
| AWE | Average Weekly Earnings |
| CAF | Council for the Australian Federation |
| CBD | Central Business District |
| CBRJO | Canberra Region Joint Organisation |
| CFC | Cultural Facilities Corporation |
| CFMEU | Construction Forestry Mining and Energy Union |

| | |
|---------|---|
| CIF | Collapsed Insurer Fund |
| CIT | Canberra Institute of Technology |
| CMTEDD | Chief Minister, Treasury and Economic Development Directorate |
| CND | Car Next Door |
| COAG | Council of Australian Governments |
| COLA | <i>Construction Occupations (Licensing) Act 2004</i> |
| CPG | Capital Property Group |
| CPV | Cost per Vehicle |
| CRM | Customer Relationship Management |
| CSD | Community Services Directorate |
| CSS | Commonwealth Superannuation Scheme |
| CTP | Compulsory Third Party |
| CVVR | Concessional Vintage Vehicle Registration |
| DCC | Directorate Consultative Committee |
| DGFI | Director-General Financial Instructions |
| DI Fund | Default Insurance Fund |
| DSGC | Digital Service Governance Committee |
| EA | Environmental Authorisation |
| EAP | Employee Assistance Program |
| EBT | Expense on Behalf of the Territory |
| EDRMS | Electronic Document and Records Management System |
| EMS | Expense Management System |
| EPA | Environmental Protection Authority |
| EPC | Energy Performance Contract |
| EPIC | Exhibition Park in Canberra |
| EPO | Environment Protection Orders |
| EPSDD | Environment, Planning and Sustainable Development Directorate |
| ESA | Emergency Services Agency |
| FIA | Federation Internationale de l'automobile |
| FTE | Full Time Equivalent |

| | |
|-------------|---|
| GC21 | Government Contract 21 |
| GST | Goods and Services Tax |
| HIH | HIH Insurance |
| HPRM | Hewlett Packard Enterprises Records Manager software (also known as TRIM) |
| HR | Human Resources |
| HRIMS | Human Resources Information Management System |
| HSR | Health and Safety Representative |
| HWI | Healthy Weight Initiative |
| HVAC | Heating, Ventilation and Air Conditioning |
| IAS | Indigenous Advancement Strategy |
| ICT | Information and Communication Technology |
| IDAMS | Identity and Access Management Service |
| IGA | Intergovernmental Agreement |
| ILW | Investment Logic Workshops |
| IMICT | Information Management/Information and Communications Technology |
| IRE | Industrial Relations and Employment |
| IT | Information Technology |
| JACS | Justice and Community Safety Directorate |
| LDA | Land Development Agency |
| LED | Light Emitting Diode |
| LGBTIQ | Lesbian, Gay, Bisexual, Transgender, Intersex and Queer |
| LIPP | Local Industry Participation Policy |
| LPR | Licence Plate Recognition |
| LRV | Light Rail Vehicle |
| LTCS Act | <i>Lifetime Care and Support (Catastrophic Injuries) Act 2014</i> |
| LTCSA | NSW Lifetime Care and Support Authority |
| LTCSS | Lifetime Care and Support Scheme |
| MANF / MAMR | Motor Accident Notification Form and Motor Accident Medical Report |
| MLA | Member of the Legislative Assembly |
| MOCCA | Manuka Occasional Child Care Association |

| | |
|--------|--|
| MOU | Memorandum of Understanding |
| MSD | Musculoskeletal Disorders |
| NEM | National Employers' Mutual Association Ltd |
| NIIC | National Injury Insurance Scheme |
| NLA | net lettable area |
| NoC | Notice of Claim Form |
| NRAS | National Rental Affordability Scheme |
| NTC | National Transport Commission |
| OCDO | Office of the Chief Digital Officer |
| P2P | Peer to Peer |
| P-MARS | Project Management and Reporting System |
| PBO | Parliamentary Budget Officer |
| PCBU | Person Conduction a Business or Undertaking |
| PCW | Procurement and Capital Works |
| PEBU | Pre-Election Budget Update |
| PPP | Public-Private Partnership |
| PRI | Principles for Responsible Investment |
| PSS | Public Sector Superannuation |
| PSSap | Public Sector Superannuation Accumulation Program |
| PSV | Personal Service Vehicle |
| PTG | Public Trustee and Guardian |
| RAC | Regulatory Advisory Committee |
| RAP | Reconciliation Action Plan |
| RED | Respect, Equity and Diversity |
| RFT | Request for Tender |
| RIMCoP | Records and Information Management Community of Practice |
| RMP | Records Management Program |
| SaaS | Software as a Service |
| SERBIR | Senior Executive Responsible for Business Integrity and Risk |
| SMS | Smart Modern Strategic |

| | |
|-----------|---|
| SOGA/SOGC | Senior Officer Grade A/Senior Officer Grade C |
| SPA | Superannuation Provision Account |
| SSICT | Shared Services ICT |
| TBA | Territory Banking Account |
| TCCS | Transport Canberra and City Services |
| TCF | The Capital Framework |
| TPF | The Partnerships Framework |
| TQI | Teacher Quality Institute |
| TRIM | Total Records and Information Management |
| UEF | Uninsured Employer Fund |
| UNSW | University of New South Wales |
| VET | Vocational Education and Training |
| WHS | Work, Health and Safety |
| WHSMS | Work, Health and Safety Management System |
| WIRE | Window to the Information and Records Environment |
| WPV | Work Place Visits |
| WR | Water Resources (Act) |
| WWVP | Working with Vulnerable People |

Glossary of Technical Terms

ACT Defence Industry Advisory Board – provides strategic direction to guide the ACT Government’s commitment to the defence sector. The Board is made up of leading defence and industry experts, chaired by former Chief of Air Force, Air Marshal Geoff Brown AO.

ACT Defence Industry Advocate – the ACT Government delegate appointed to advocate and facilitate collaboration and engagement with Defence, who also serves on the ACT Defence Industry Advisory Board (see above). Kate Lundy, is the current ACT Defence Industry Advocate.

Activity Based Work – provides staff with a choice of different environments in which to work; both within and outside of the office. Staff can choose the most appropriate location to work throughout the course of the day depending on the nature of work they are doing. They can choose from quiet focus spaces, spaces for phone calls and private discussions, semi-collaborative workstation areas and a range of spaces suited to meetings and team collaboration activities. Staff are provided with an array of technology to enable this flexibility, including the ability to work from locations other than the office.

ACTSmart – ACTSmart is a “one-stop-shop” for ACT Government programs and assistance that help Canberrans save energy and water, reduce waste and cut greenhouse gas emissions. Through ACTSmart, the ACT Government assists households, businesses, schools and community groups contribute to a more sustainable future and to reduce the ACT’s carbon footprint.

Agile – a digital delivery method/set of principles for developing software. Agile project management methodology is a collaborative, flexible, iterative (continual) design and build process. Projects are characterised by a series of tasks that are conceived, executed and adapted as the situation demands, rather than a pre-planned process.

Asset Recycling Initiative National Partnership Agreement – an agreement between the Commonwealth, States and Territories that assists in addressing State and Territory funding constraints that limit their ability to invest in additional economic infrastructure. The Agreement contributes to increased investment in productivity-enhancing infrastructure by encouraging the sale of State-owned assets to unlock funds and recycle the capital into additional infrastructure.

Australian Cyber Security Growth Network – is the industry-led and not-for-profit company responsible for delivering the activities of the Cyber Security Growth Centre, a federal government initiative to grow and strengthen Australia’s cyber security industry.

Australian Apprenticeships – a program of training of apprenticeships (also known as traineeships) resulting in a nationally recognised qualification available to anyone of working age whether they are still at school, a school-leaver, re-entering the workforce or an adult worker wishing to change careers. Australian Apprenticeships provides training in conjunction with employment at a variety of qualification levels in most occupations as well as in traditional trades.

Australian Smart Communities Association – this organisation facilitates, promotes and advises on how communities can build liveable, sustainable, workable smart cities. Its members are made up of local governments, Regional Development Australia committees, Regional Organisations of Councils, industry, businesses, R&D partners, start-ups, not for profits and individuals.

Barrier Free Conveyance Duty Model – a new shorter and simpler system for collecting duty on property transactions to improve the conveyancing process. The new ‘Barrier Free’ model moves the point of payment so that buyers pay duty after they register their title. A Notice of Assessment for duty will be issued once the title is registered and payment is due within 14 days.

Canberra Cyber Network – is a node of the national Cyber Security Industry Network and provides an opportunity to collaboratively grow the cyber security sector in Canberra including through collaboration with other parties in joint projects.

Canberra Region Joint Organisation (CRJO) – consists of the following local councils: Bega, Eurobodalla, Hilltops, Goulburn Mulwaree, Queanbeyan-Palerang, Snowy Monaro, Upper Lachlan and Yass Valley and the ACT Government, with the aim of facilitating opportunities and partnerships to create sustainable vibrant communities.

CBR – the CBR Brand is a city brand developed as a logo and a whole new way of thinking and talking about Canberra. The Brand is used by government when talking about the city as a place to live, work, play, invest, do business, study or visit, and is also available for private and community businesses to use.

CBRfree – is a free public Wi-Fi network available at various locations around Canberra.

CBR Innovation Network – promotes innovation in Canberra.

Commonwealth Tourism Demand Driver Infrastructure Program – a Commonwealth initiative to provide funding for the development of tourism infrastructure by matching dollar-for-dollar investments of the states and territories.

CollabIT ACT – an engagement and business development initiative that links small and medium-sized companies with multinational corporations and other stakeholders in the ICT sector.

Confident and Business Ready: Building on Our Strengths – the ACT Government's business development strategy developed to ensure the ACT remains well positioned to continue its growth, create jobs and seize new opportunities.

Digital Initiative Program – a seed funding program to allow the investigation and implementation of digital initiatives that will provide benefit across the Territory.

GC21 – a standard form contract modified for use by the ACT Government which is appropriate for the delivery of construction projects in the ACT and typically used for contracts valued at more than \$1 million.

Global Smart City and Community Coalition – a not-for-profit organisation that partners with cities, the innovation sector, businesses and others to create a network of smart cities.

Government Budget Management System – a whole of ACT Government budgeting and reporting management system designed to support the Territory in the development of its Annual Budget and related publications including the Budget Review and Supplementary Appropriations.

Home Loan Portfolio – is responsible for the administration of home loans, which were granted by the Commissioner for ACT Housing to assist low-income households in achieving home ownership. All ACT Government home buyer lending ceased in 1996. The Portfolio's objective is to administer the remaining home loans effectively and efficiently.

HPRM – also known as WIRE or TRIM is an electronic document and records management system.

iConnect – is a program within the directorate that is transforming the delivery of ACT Government digital services to citizens and businesses.

One Government – the ACTPS approach to priority setting, policy development and implementation, and program and service delivery, through a culture and way of working that enhances coordination, cohesion and alignment of officials' effort to better serve the ACT Government and Canberra citizens.

PE Pulse Network – promotes events, services, programs and professional development opportunities provided by local sporting organisations to make it easy for teachers in Canberra to access these resources for their classes.

ScreenACT – the ACT Office of Film, Television & Digital Media, which supports the growth of the ACT screen industry and provides assistance to visiting productions to connect them with the right location and production support from our local industry.

Screen Production Fund – co-funds the production of feature films, television series and other screen projects that have significant Canberra elements and benefit, and are capable of reaching local and international audiences and delivering commercial success. ScreenACT assists the ACT Government to deliver the Fund.

Shared Services – provides the ACT Government with core corporate and IT services across the government's directorates and agencies.

Skilled Capital – an ACT Government funded training initiative that provides access to high quality training in areas of skills needs in the ACT and maximises improved employment opportunities for students.

Small to Medium Enterprises – businesses employing less than 200 people.

Smart City – a city that connects citizens more directly with the city and government through technology and smart city platforms, service reform - helping the government better serve the community, and real time data capture that drives better outcomes for the city.

Smart Cities and Suburbs Program – a Commonwealth government grants program that supports local governments, private companies, research organisations and not-for-profit bodies to work collaboratively and deliver innovative smart city projects, with the goal of improving the liveability, productivity and sustainability of cities and towns by applying innovative smart technology solutions to urban problems.

Smart City Co-operation Agreement with the City of Adelaide – an agreement signed by ACT Chief Minister and City of Adelaide Lord Mayor, committing to work together on nation leading reforms in smart city innovation. The agreement helps position the two cities to receive funding through the Federal Government’s Smart Cities and Suburbs Program and leverage valuable national and international exposure as leading smart cities.

Smart City Strategy – aims to create a more connected and efficient city, to promote and support the ACT’s existing smart city initiatives, both nationally and internationally and to ensure a collaborative approach across Government and the ACT Community.

Trade Connect Grant – is designed to help small and medium sized Canberra based businesses with a range of export market development activities.

Work Health and Safety Active Certification Policy – aims to prevent fatal, permanent and serious debilitating injuries within the construction industry and improve work health and safety practices on sites where ACT Government construction projects are being delivered.

PART A

PART A:
TRANSMITTAL
CERTIFICATES
& COMPLIANCE
STATEMENT

TRANSMITTAL CERTIFICATES



Mr Andrew Barr MLA
Chief Minister
Treasurer
Minister for Economic Development
Minister for Tourism and Major Events
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Chief Minister

2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report

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

It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the Chief Minister, Treasury and Economic Development Directorate.

I certify that information in the attached annual report, and information provided for whole of government reporting, is an honest and accurate account and that all material information on the operations of Chief Minister, Treasury and Economic Development Directorate has been included for the period 1 July 2016 to 30 June 2017.

I hereby certify that fraud prevention has been managed in accordance with the *Public Sector Management Standards 2006*, Part 2.3 (see section 113 of the *Public Sector Management Standards 2016*).

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

Yours sincerely

Kathy Leigh
Director-General

20 September 2017

Chief Minister, Treasury and Economic Development
GPO Box 158 Canberra ACT 2601 | phone: 132281 | www.act.gov.au



ACT
Government

Chief Minister, Treasury and
Economic Development

Ms Yvette Berry MLA
Minister for Sport and Recreation
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Minister

2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report

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Yours sincerely

Kathy Leigh
Director-General

20 September 2017

Chief Minister, Treasury and Economic Development
GPO Box 158 Canberra ACT 2601 | phone: 132281 | www.act.gov.au



ACT
Government

Chief Minister, Treasury and
Economic Development

Ms Meegan Fitzharris MLA
Minister for Higher Education, Training and Research
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Minister

2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report

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Director-General

 September 2017

Chief Minister, Treasury and Economic Development
GPO Box 158 Canberra ACT 2601 | phone: 132281 | www.act.gov.au



ACT
Government

Chief Minister, Treasury and
Economic Development

Mr Gordon Ramsay MLA
Minister for Regulatory Services
Minister for the Arts and Community Events
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Minister

2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report

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Kathy Leigh
Director-General

20 September 2017

Chief Minister, Treasury and Economic Development
GPO Box 158 Canberra ACT 2601 | phone: 132281 | www.act.gov.au



ACT
Government

Chief Minister, Treasury and
Economic Development

Ms Rachel Stephen-Smith MLA
Minister for Workplace Safety and Industrial Relations
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Minister

2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report

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Yours sincerely

Kathy Leigh
Director-General

 September 2017

Chief Minister, Treasury and Economic Development
GPO Box 158 Canberra ACT 2601 | phone: 132281 | www.act.gov.au

COMPLIANCE STATEMENT

The Chief Minister, Treasury and Economic Development Directorate (CMTEDD) must comply with the 2017 Annual Report Directions (the Directions). The Directions are found at the ACT Legislation Register: www.legislation.act.gov.au/ni/2017-280/default.asp.

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

PART 1 DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and record keeping of annual reports. The 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report complies with all subsections of Part 1 under the Directions.

In compliance with section 13 Feedback, Part 1 of the Directions, contact details for CMTEDD are provided within the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report to provide readers with the opportunity to provide feedback.

PART 2 DIRECTORATE ANNUAL REPORT REQUIREMENTS

The requirements within Part 2 of the Directions are mandatory for all directorates and CMTEDD complies with all subsections. The information that satisfies the requirements of Part 2 is found in the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report as follows:

- > A. Transmittal Certificate, see pages 3-7;
- > B. Organisational Overview and Performance, inclusive of all subsections, see pages 11-192; and
- > C. Financial Management Reporting, inclusive of all subsections, see pages 193-210.

PART 3 REPORTING BY EXCEPTION

CMTEDD has nil information to report by exception under Part 3 of the Directions for the 2016-17 reporting period.

PART 4 AGENCY SPECIFIC ANNUAL REPORT REQUIREMENTS

The following subsections of Part 4 of the 2017 Directions are applicable to CMTEDD and can be found within the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report.

- > E. Chief Minister, Treasury and Economic Development – Tobacco Compliance Testing, see page 217; and
- > J. Public Land Management Plans, see page 217.

PART 5 WHOLE OF GOVERNMENT ANNUAL REPORTING

All subsections of Part 5 of the Directions apply to CMTEDD. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACT Public Service directorates, as follows:

- > N. Community Engagement and Support, see Volume 3 of this report;

- > O. Justice and Community Safety, including all subsections R.1 – R.4, see the 2016-17 Annual Report of the Justice and Community Safety Directorate;
- > P. Public Sector Standards and Workplace Profile, see the Annual State of the Service Report; and
- > Q. Territory Records, see the 2016-17 Director of Territory Records Annual Report, annexed to this report.

ACT Public Service Directorate annual reports are found at the following web address:

www.cmd.act.gov.au/open_government/report/annual_reports.

PART B

PART B:
ORGANISATIONAL
OVERVIEW AND
PERFORMANCE

B.1 Organisational Overview

ROLE AS A CENTRAL AGENCY

As a central agency, Chief Minister, Treasury and Economic Development Directorate (CMTEDD) provided strategic advice and support to the Chief Minister, the directorate's Ministers and the Cabinet on policy, economic and financial matters, service delivery and whole of government issues. It facilitated the implementation of government priorities, drove new initiatives and led the strategic direction for the Service.

The directorate provided advice to the ACT Government and agencies on the Territory's budget and financial management, economic and revenue policy, infrastructure financing, federal financial relations, and workers' compensation policy. It was also responsible for collecting and managing taxation revenue, and managing the Territory's financial assets and liabilities including superannuation liabilities and investments. In addition it managed Shared Services across government including information and communication technology (ICT), financial and human resources (HR) support.

The directorate, through Access Canberra, provided a one-stop shop for ACT Government customer and regulatory services to make access for the community to government services easier and simpler.

The directorate had a strong focus on facilitating business development and new investment, tourism and events, sport and recreation, higher and vocational education and the arts, all of which contribute to the economic performance of the ACT. The directorate was also responsible for land release and facilitating projects, as well as procurement and capital works.

VALUES

RESPECT

- > We take pride in our work.
- > We value and acknowledge the contribution of others.
- > We relate to colleagues and clients in a fair, decent, caring and professional manner.

INTEGRITY

- > We do what we say we'll do and respond appropriately, especially when the unexpected occurs.
- > We take responsibility and are accountable for our decisions and actions.
- > We engage genuinely with the community, and manage the resources entrusted to us honestly and responsibly.

COLLABORATION

- > We work openly and share appropriate information to reach shared goals.
- > We actively seek out other views when solving problems and value and act on feedback on how we can do things better.

INNOVATION

- > We look for ways to continuously improve our services and skills.

- > We are open to change and new ideas from all sources.

In addition, as the central agency, we will:

- > Communicate openly and honestly, explaining context and reporting back on outcomes.
- > Engage early with an open mind.
- > Demonstrate and earn trust.
- > Act collectively, both as a directorate and as One Government.

STAKEHOLDERS

The directorate provided strategic policy advice and high level support to our principal stakeholders, the Chief Minister, Treasurer, Minister for Economic Development, Minister for Tourism and Major Events, Minister for Sport and Recreation, Minister for Higher Education, Training and Research, Minister for Regulatory Services, Minister for the Arts and Community Events, and Minister for Workplace Safety and Industrial Relations. It also supported and assisted our other key stakeholders and clients:

- > The Cabinet and the Government;
- > The ACT Legislative Assembly;
- > The ACT Community;
- > Community Councils and groups;
- > industry and business institutions;
- > higher and vocational education institutions;
- > consumers and licensees;
- > media; and
- > ACT Government Directorates, agencies and authorities.

ORGANISATIONAL STRUCTURE

CMTEDD operated under three streams:

- > the Chief Minister stream, headed by the Director-General CMTEDD;
- > the Treasury stream headed by the Under Treasurer; and
- > the Economic Development stream headed by the Director-General, Economic Development.

The major structural changes during the year were due to the *Administrative Arrangements 2016 (No 4)* which came into effect on 1 November 2016 and resulted in responsibility for the Asbestos Response Taskforce transferring to the Environment, Planning and Sustainable Development Directorate and responsibility for racing and gaming policy transferring to the Justice and Community Safety Directorate.

Additionally the Office for LGBTIQ Affairs was established during the year to coordinate and support strategic government projects and policy to promote Canberra as the most welcoming city in Australia for LGBTIQ people, and the Commissioner for International Engagement was established in July 2016 to support the Government's International City Strategy – designed to enhance Canberra's international reputation.

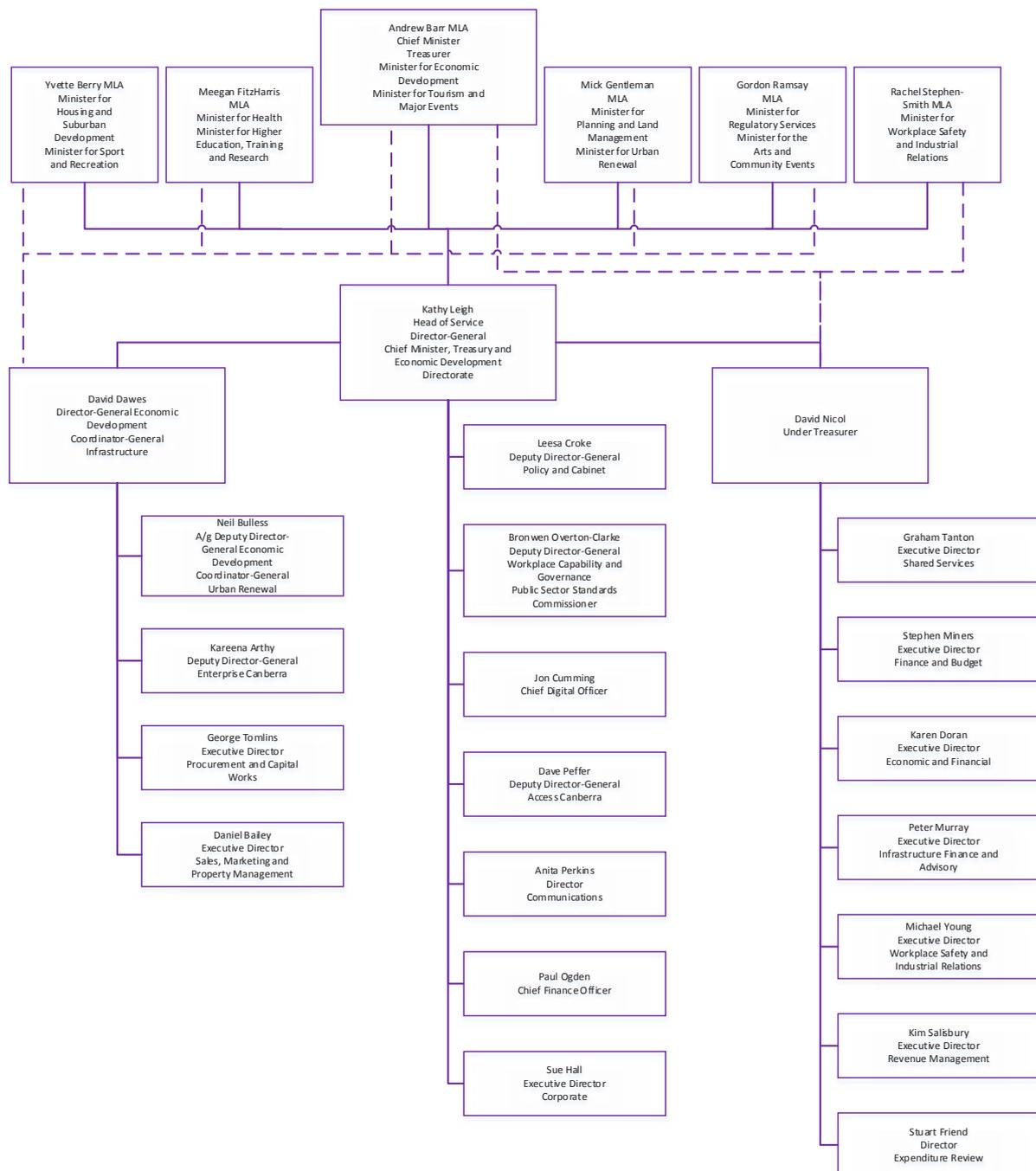
From 1 July 2017, as part of the new Administrative Arrangements, the directorate will move to two streams:

- > the Chief Minister stream, headed by the Director-General CMTEDD; and
- > the Treasury stream headed by the Under Treasurer.

The functions of the Economic Development stream will be split between the Chief Minister and Treasury streams, and the Environment Planning and Sustainable Development Directorate.

ORGANISATION CHART

(As at 30 June 2017)



INTERNAL ACCOUNTABILITY

SENIOR EXECUTIVES AND THEIR RESPONSIBILITIES

The responsibilities of the CMTEDD Executives as at 30 June 2017 included:

Head of Service and Director-General – Ms Kathy Leigh

The Director-General provided high level strategic advice to the Chief Minister and was Secretary to the Cabinet. As Head of Service the Director-General provided whole of government leadership and strategic direction to the ACTPS including chairing the Strategic Board.

Chief Minister Stream

Deputy Director-General Policy and Cabinet (Output 1.1) – Ms Leesa Croke

Policy and Cabinet supported the Chief Minister, as Head of the ACT Government and Chair of Cabinet, and the Director-General, as Head of Service and Chair of Strategic Board. It provided leadership across the ACTPS by ensuring the ACT Executive was provided with timely, frank and objective advice to support informed decision-making and provided a high level of responsiveness to the requirements of the Cabinet and the Assembly.

Chief Digital Officer (Output 1.1) – Mr Jon Cumming

The Office of the Chief Digital Officer (OCDO) was responsible for driving the ACT's digital agenda and leading the whole of government strategic direction for ICT. The OCDO reported directly to the Director-General of CMTEDD and Head of Service and worked with the ACTPS Strategic Board to drive whole of government solutions.

Deputy Director-General Workforce Capability and Governance and Public Sector Standards Commissioner (Output 1.2) – Ms Bronwyn Overton-Clarke

Workforce Capability and Governance supported the development and strategic capability of the ACT Public Service's workforce to deliver on Government priorities. Leadership initiatives during the year were targeted to increase mobility and create an agile, responsive, innovative and collaborative ACT Public Sector Workforce.

It was responsible for ACT Public Sector employment legislation, conditions and industrial relations.

Workforce Capability and Governance also provided support to the Head of Service, the Public Sector Standards Commissioner, and the Strategic Board and its subcommittees.

Director Communications (Output 1.3) – Ms Anita Perkins

Communications coordinated directorate and whole of government communications, engagement, branding and the provision of public affairs advice and planning. It also coordinated protocol advice, hospitality and special events for the Chief Minister and provided secretariat services to the Head of Service for ACT and National Honours and Awards.

Deputy Director-General Access Canberra (Output 3.1) – Mr Dave Pepper

Access Canberra provided a one-stop-shop for ACT Government and regulatory services to make access for the community to government services easier and simpler. Access Canberra actively engaged with business, community groups and individuals to promote and support community safety while also working to identify areas to reduce red tape to make dealing with the ACT Government easier.

Chief Finance Office – Mr Paul Ogden

Strategic Finance was responsible for the financial and budgetary management of CMTEDD, and the ACT Executive.

Executive Director Corporate – Ms Sue Hall

Corporate provided a range of strategic, governance, organisational development, administrative and human resource functions. The Executive Director was also the CMTEDD Senior Officer Responsible for Business Integrity and Risk.

Treasury Stream

Under Treasurer – Mr David Nicol

The Under Treasurer was responsible for the provision of strategic financial and economic policy advice to the Government with the aim of promoting the Territory's financial position and economic management. The Under Treasurer also played a leading role in promoting accountability and transparency in the delivery of services to the community.

Executive Director Economic and Financial (Output 4.1) – Ms Karen Doran

Economic and Financial provided analysis and advice to the Government and agencies on a range of economic, regulatory reform and taxation matters, prepared economic and revenue forecasts, oversaw appropriate intergovernmental financial arrangements, managed the Government's financial framework and insurance policy, and managed financial assets and liabilities, including superannuation liabilities and investments.

Executive Director Finance and Budget (Output 4.2) – Mr Stephen Miners

Finance and Budget was responsible for advising the Government and agencies on the development of the Territory's budget and financial issues relating to agencies and the Territory.

Executive Director Infrastructure Finance and Advisory (Output 4.2) – Mr Peter Murray

Infrastructure Finance and Advisory brought together specialist capability in the support of selection, funding, implementation, delivery and whole of life transaction management of complex and major infrastructure projects.

Director Expenditure Review (Output 4.2) – Mr Stuart Friend

Expenditure Review was responsible for reviewing selected services and functions as determined by the Government.

Executive Director Workplace Safety and Industrial Relations (Output 5.1) – Mr Michael Young

Workplace Safety and Industrial Relations was responsible for the management of the ACT private sector workers' compensation scheme, including policy, legislation and the supervision of the ACT Default Insurance Fund.

It managed the ACT Government accident and incident data repository, and was responsible for the management and prevention of workplace injuries in the ACT Public Sector and the development and implementation of the ACTPS Workers' Compensation and Work Safety Improvement Plan.

Executive Director Revenue Management (Output 6.1) – Mr Kim Salisbury

Revenue Management was responsible for administering the Territory's property, duty and payroll tax laws. It also administered a number of concessions schemes.

Executive Director Shared Services (Output 7.1) – Mr Graham Tanton

Shared Services provided tactical and transactional finance and human resource services, publishing, mailroom and record services and holistic ICT services to ACT Government Directorates.

Economic Development Stream

Director-General Economic Development and Coordinator-General Infrastructure – Mr David Dawes

The Director-General, Economic Development was responsible for leading the Economic Development Stream and implementing major Government initiatives. He also held the role of the Coordinator-General Infrastructure, with responsibility for:

- > coordinating government responses to high value/complex investment/development inquiries and proposals from the private sector; and
- > undertaking cross-government coordination of complex delivery activities as requested by the Minister or Strategic Board.

The Director-General, Economic Development was also the Chief Executive Officer of the Land Development Agency (LDA). Information regarding the responsibilities of the Chief Executive Officer of the LDA can be found in the LDA's Annual Report, available at www.suburbanland.act.gov.au.

Deputy Director-General Enterprise Canberra (Outputs 9.2, 9.3, 9.4, 9.6 and 9.8) – Ms Kareena Arthy

Enterprise Canberra's mission was to improve the liveability and productivity of the city. Working in collaboration with business, education institutions and industry partners, it:

- > developed and grew emerging enterprises, entrepreneurs and sectors to expand our economic base, provide local jobs and grow our export capability;
- > promoted Canberra to the region, the nation and the world to attract visitation, business investment and students;
- > nurtured grass roots sports and elite athletes, and moulded our reputation as a centre of regional sporting excellence;
- > produced major events for our city and managed significant arts, sports and event infrastructure;

- > supported our arts ecology to be valued locally, nationally and globally as one that underpins our city's liveability; and
- > provided higher and vocational education accessible to all to increase skills of workers, provide better employment outcomes for business and identify future training requirements to develop the ACT economy.

Deputy Director-General Economic Development and Coordinator-General (Outputs 9.1 and 9.9) – Mr Neil Bulless

Land Development was responsible for government land releases for the affordable and sustainable development of the ACT. This included high level strategic land policy, sales and financial matters, coordination of complex projects and direct land sales.

It provided strategic advice and support for the directorate and Ministers on land policy and strategy, economic development policy, gambling and racing policy, and the management of government owned and leased property.

Deputy Director-General, Land Development was also the Deputy Chief Executive Officer, LDA. Information on the activities of the LDA can be found in the LDA's Annual Report, available at www.suburbanland.act.gov.au.

Executive Director Procurement and Capital Works (Output 8.1) – Mr George Tomlins

Procurement and Capital Works was the ACT Government's centre of expertise for procurement matters. It provided procurement-related services to ACT Government agencies and the community. Key services for agencies included procurement planning, tendering, risk and contract management, project management and delivery of the majority of ACT Government funded capital works projects.

Procurement and Capital Works was responsible for the development and implementation of whole of government procurement and related construction industry policies. It also managed the Secretariat to the ACT Government Procurement Board and administered a range of pre-qualification schemes plus established and managed whole of government contracts.

Executive Director Sales, Marketing and Property Management (Outputs 9.5 and 9.7) – Mr Daniel Bailey

Sales, Marketing and Property Management provided accommodation services on behalf of the ACT Government. It managed the Territory owned commercial buildings; leased commercial buildings on behalf of the Territory; managed government office accommodation at a whole of government level; and managed properties which were either surplus to agencies' service delivery needs or were transferred from other government agencies. Prime roles included strategic asset management, strategic accommodation and planning and managing existing government and non-government tenancies.

It was also responsible for the development and delivery of strategies and initiatives that promote the sale of land developments in the ACT. It hosted a range of activities and programs to support the needs of new communities, as well as coordinating land transfers and custodianship management.

EXECUTIVE REMUNERATION

All executives employed by the directorate were paid in accordance with the determinations of the ACT Remuneration Tribunal and relevant laws and instruments including the *Public Sector Management Act 1994* and the *Public Sector Management Standards 2016*.

SIGNIFICANT COMMITTEES OF THE DIRECTORATE

| Name of Committee | Role of Committee |
|--|---|
| ACTPS Strategic Board | <p>The ACTPS Strategic Board, chaired by the Head of Service and Director-General, Chief Minister, Treasury and Economic Development Directorate, included all Directors-General, the Under Treasurer, the Chief Digital Officer and the Public Sector Standards Commissioner. The Deputy Director-General Policy and Cabinet attended as Secretary.</p> <p>The Board provided whole of government leadership and strategic direction to the ACTPS.</p> |
| Digital Service Governance Committee | <p>The Digital Service Governance Committee (DSGC), chaired by the Chief Digital Officer, is a standing sub-committee of the ACTPS Strategic Board. The DSGC drove the ACT Government's ICT reform agenda, including transforming service delivery, building service capacity, and implementing ICT portfolio governance to strengthen the benefit realisation and return-on-investment.</p> <p>Its membership is drawn from across government to provide a spread of insight and expertise.</p> |
| CMTEDD Executive Management Group | <p>The Executive Management Group oversaw governance within CMTEDD.</p> <p>Its membership consisted of the Director-General CMTEDD; the Under Treasurer; the Director-General Economic Development; the Executive Director Corporate, and the Chief Finance Officer.</p> |
| <p>Audit and Risk Committee</p> <p>(Further details are available in B.5 Internal Audit)</p> | <p>The Audit and Risk Committee assisted the Director-General in fulfilling her oversight and governance responsibilities. The Committee's functions are governed by an Audit and Risk Committee Charter. Membership of the Committee included appointees from the directorate, an executive from another ACT Government agency (Environment, Planning and Sustainable Development Directorate) and an independent chair and deputy chair. Observers and a representative from the ACT Auditor-General's Office also regularly attended meetings.</p> |

| Name of Committee | Role of Committee |
|---|---|
| Health and Safety Committee | <p>The Committee provided a way for management and workers to meet regularly and discuss workplace health, safety and wellbeing matters.</p> <p>In accordance with Division 5.4 Section 77 of the <i>Work Health and Safety Act 2011</i>, the functions of the Health and Safety Committee were:</p> <ul style="list-style-type: none"> • to facilitate cooperation between the person conducting a business or undertaking and workers in instigating, developing and carrying out measures designed to ensure the workers' health and safety at work; • to assist in developing standards, rules and procedures relating to health and safety that are to be followed or complied with at the workplace; and • any other functions prescribed by regulation or agreed between the person conducting the business or undertaking and the Committee. <p>The Committee consisted of employee, union and management representatives. Corporate provided secretariat support.</p> |
| Directorate Consultative Committee (DCC) | <p>The ACTPS Enterprise Agreements 2013-2017 provide for the establishment of a DCC. Key objectives of the DCC were to:</p> <ul style="list-style-type: none"> • monitor the operation and implementation of the Agreements; • consider any proposed new or significant changes to directorate policy statements and guidelines that relate to the provisions of the Agreements; • exchange information about workplace issues affecting employees; and • consult on any existing performance management schemes, and on the development of any new performance management schemes, in the directorate. <p>The DCC consisted of employee, union and management representatives, with Corporate providing secretariat support.</p> |
| Information Management/ Information and Communications Technology (IMICT) Committee | <p>The IMICT Committee provided high-level strategic direction and governance to the management of ICT within the directorate. The Committee was responsible for:</p> <ul style="list-style-type: none"> • endorsing the directorate's Digital Strategy and its associated Action Plan; • monitoring progress with the directorate's Digital Strategy; and • when required reviewing recommendations on proposed ICT strategies. <p>Membership consisted of the Director-General; Under Treasurer; the Director-General Economic Development; the Executive Director Corporate, and the Chief Finance Officer. The Committee invited other nominated officers or advisors to attend meetings relevant to agenda subject topics.</p> |

ACHIEVEMENTS

In leading the coordination of across government strategy, policy development and service delivery during 2016-17 CMTEDD supported the operation of Cabinet and its Sub Committees, and also the Chief Minister at intergovernmental forums including COAG. This included the provision of across government policy advice on national reform initiatives such as the National Health Reform Agreement, National Disability Insurance Scheme, Regulatory reforms and school funding, as well as managing within the Intergovernmental Agreement framework, the flow of federal funding to the ACT totalling \$2.9 billion (approximately 40 per cent of ACT general government sector revenue in 2016-17).

The directorate assisted the Government's delivery on a range of policy commitments, including implementation of stage 2 of the government's tax reform program; establishing the Office for LGBTIQ Affairs within the directorate; release of the ACT Digital Strategy to deliver three key digital priorities for Canberra: growing the digital economy, delivering digital services and building digital foundations; and launching the ACT International Engagement Strategy and the ACT International Education Strategy.

CMTEDD continued work in support of the Government priority of strengthening the Canberra economy. This included the delivery of Singapore Airlines direct international flights between Singapore, Canberra and Wellington from 20 September 2016, implementation of *Confident and Business Ready: Building on Our Strengths*, and the signing by the Chief Minister of the ACT-NSW Memorandum of Understanding (MoU) for Regional Collaboration with the NSW Premier and a MoU with the Canberra Region Joint Organisation (CBRJO) with priorities focussing on economic development activities.

CMTEDD also hosted a range of entertainment, sporting events and celebrations during the year, ranging from Floriade and Floriade NightFest 2016, New Year's Eve celebrations with live bands and fireworks, to the hosting of 38 high profile matches at GIO Stadium and Manuka Oval that attracted over 430,000 patrons.

In leading and building an innovative and agile ACT public service, CMTEDD implemented the Shared Capability Framework, which describes the skills, knowledge and behaviour that can be expected of every ACT public servant at all levels and in every workplace across the service. Supported by whole of government innovative insurance and injury management strategies, a 25 per cent worker's compensation premium rate reduction for 2017-18 was achieved, and a framework for the adoption of cloud services across government was established.

CMTEDD continued to work to provide easier, simpler and faster ACT Government services. Access Canberra shopfronts, contact centre and website were used by Canberrans more than 13 million times, with a 91 per cent satisfaction rating. Shared Services delivered quality outcomes with an emphasis on process improvement and customer service, including completion of an analysis of payroll processes and commencement of a program of improvements to minimise risk and enhance end-to-end payroll processing and system automation, and the launch of a pilot of a new Shared Services website with over 130 paper based forms digitised with automatic workflows.

The directorate also supported activities relating to the ACT Election on 15 October 2016 that included:

- > preparing the Under Treasurer's 2016 Pre-Election Budget Update (PEBU), released on 15 September 2016;
- > administering the election costings process, as set out in the *Election Commitments Costing Act 2012*, completing 151 costings for the three primary political parties in the ACT – the ACT

Greens, the ACT Labor Party, and the Canberra Liberals, over the period 18 August 2016 to 13 October 2016;

- > providing briefings to incoming Ministers; and
- > providing administrative support to incoming and outgoing Ministers and their staff.

OUTLOOK

Strategic and operational priorities for CMTEDD in 2017-18 include to:

- > establish the ACTPS as an employer of choice by implementing whole of government initiatives to strengthen public service capability and governance processes and enhance the employment framework, guide cultural change across the public service in order to achieve greater collaboration and innovation in the delivery of the ACT Government's priorities;
- > lead whole of government community engagement reform to help drive change across the ACT public service and better meet the needs of the community in terms of when, how and on what they are engaged including through consultation:
 - to develop a workers' compensation self-insurance proposal for Government consideration and undertake design activities;
 - on a feasibility study regarding a new ice sport facility and further investigate feasible options for providing indoor sporting spaces in Woden, Gungahlin and Belconnen;
 - on funding arrangements for the ANU School of Music advanced music performance program, a Canberra Arts Biennial, Kulture Break, pop up arts activity in Woden and Gungahlin, and the Art, Not Apart Festival; and
 - on the current performing arts capacity in the Territory, including the Canberra Theatre, to help identify what infrastructure may be required into the future;
- > coordinate and prepare the 2017-18 Budget Review, the 2018-19 Budget, and the Territory's Consolidated 2016-17 Annual Financial Statements;
- > continue to support the knowledge economy and grow Canberra's higher education sector by working with the University of New South Wales around their proposal for a major new university campus in an expanded city east education precinct;
- > finalise a Smart City Strategy for Government consideration, building on the Chief Minister's Statement of Ambition and ACT Digital Strategy;
- > support the introduction of the new Reportable Conduct Scheme which will improve the oversight of how organisations, including ACT Government, respond to allegations of child abuse by employees and volunteers;
- > support the Chief Minister in 2018 as Chair of the Council of the Australian Federation and Council of Capital City Lord Mayors;
- > coordinate the Territory's contribution to the Safe Work Australia review of the template national work health and safety laws;
- > release key ACT Government policy, including:
 - an ACT Events Policy to maximise economic, social and cultural benefits for the Canberra region;
 - the Arts Funding Plan; and
 - the Aboriginal and Torres Strait Islander Arts Engagement Strategy;

- > deliver a strategic framework and action plan to improve access and equity and ensure ACT Government-subsidised VET programs effectively contribute to improved post-school education and employment outcomes for people experiencing disengagement or disadvantage;
- > develop a cycle tourism strategy;
- > facilitate legislation to establish new arrangements regarding safety and compliance for the conduct of combat sports in the ACT;
- > further developing the platform, framework and governance for a whole of government data management practice;
- > release the ACT Government Digital Account to directorates, via iConnect, to support delivery of digital services;
- > refine the capital database that was launched as part of the 2017-18 Budget, and prepare the 2017-18 Infrastructure Plan Update;
- > finalise design and commence construction of:
 - the \$15 million Belconnen Arts Centre Stage Two (\$1.3 million 2017-18); and
 - a Cricket media and broadcast centre at Manuka Oval, which will also support the AFL and community use;
- > complete facility upgrades (\$0.9 million) to five arts centres (Ainslie Arts Centre, Gorman House Arts Centre, Strathnairn, Tuggeranong Arts Centre and Watson Arts Centre) and work on fire system improvements (\$0.2 million) at the Street Theatre;
- > launch Release 1 of the new revenue collection management IT platform and the implementation of the Barrier Free Conveyance Duty Model;
- > continue to build and develop the business intelligence team to enhance the capability to detect and recover undeclared taxation across all tax lines, and formulate new data-led strategies in relation to the recovery of outstanding revenue;
- > finalise implementation of the Government Budget Management System; and
- > continue process review and improvement, working with stakeholders to manage the suite of ICT resources and systems, including:
 - ongoing implementation of the Cloud program by migrating more systems to Cloud based software and hardware suppliers;
 - progressing the HRIMS Project with the view to approaching the market to identify a possible solution for the ACT Government;
 - implementing the accounts payable invoice automation solution for the ACT Government which will speed up payment of invoices, reduce the use of paper and printing and provide greater tracking of invoices; and
 - launching the new Shared Services Website to all of the ACT Government, providing quicker and easier access to corporate information, services and products and significantly reducing the need for printing and paper forms.

I would like to thank all CMTEDD staff for their dedication and hard work during the past financial year and look forward to continuing to work with the directorate's staff over the next year.

Kathy Leigh
Director-General

ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING

CMTEDD delivered a range of programs, projects and initiatives to support Aboriginal and Torres Strait Islander Canberrans including:

- > developed and launched the CMTEDD Reconciliation Action Plan 2017-19. This document will guide the directorate's approach to creating a more culturally inclusive workforce and improving the outcomes of Aboriginal and Torres Strait Islander Canberrans;
- > revised the ACTPS Aboriginal and Torres Strait Islander Peoples Employment Framework and supported the aspirations of Aboriginal and Torres Strait Islander people for employment and economic independence through:
 - sponsorship of the ACT NAIDOC Business of the Year Award at the annual ACT NAIDOC Awards;
 - funding for shaping supported pathways into existing programs and activities that foster entrepreneurship;
 - monitoring outcomes for Aboriginal and Torres Strait Islander trainees and apprentices;
 - promoting leadership and training opportunities to current ACTPS Aboriginal and Torres Strait Islander employers and employees;
 - continuing development and implementation of the Access and Equity in Vocational Education and Training Strategic Framework and Action Plan;
 - exploring innovative employment and career pathways for Aboriginal and Torres Strait Islander workers in the health industry;
 - examining the potential contribution of Vocational Education and Training to enhance attraction and retention of Aboriginal and Torres Strait Islander staff in the disability support services and allied health sectors; and
 - identifying robust measures of the effectiveness and efficiency of the ACT Vocational Education and Training system in improving economic and social inclusion, and employment outcomes;
- > worked closely with the Environment, Planning and Sustainable Development Directorate and the Traditional Owners Aboriginal Corporation to build capacity in the Namadgi National Park and Tidbinbilla Nature Reserve including developing new and diverse tourism products;
- > delivered an inclusive calendar of events for the diverse Canberra community, including Aboriginal and Torres Strait Islander People, that have featured Welcome to Country, smoking ceremonies and Aboriginal and Torres Strait Islander performances and activities;
- > continued to progress work in line with arrangements agreed by the ACT Aboriginal and Torres Strait Islander Elected Body and an appointed Interim Advisory Group to establish a vision to secure the long term future of Boomanulla Oval under Indigenous management;
- > completed a consultation process with Aboriginal and Torres Strait Islander communities to develop an Aboriginal and Torres Strait Islander arts engagement strategy;
- > delivered the sport and recreation component of the Federal Indigenous Advancement Strategy grants, providing direct support and strategic assistance to the ongoing delivery of physical activity opportunities for the local Indigenous community; and
- > continued to provide support to local Aboriginal and Torres Strait Islander organisations through the provision of property at a subsidised rental rate, including Gugan Gulwan in Wanniasa, Winnunga Nimmityjah at Fyshwick and at the Aboriginal and Torres Strait Islander Cultural Centre in Acton.

Additionally the directorate:

- > displayed the Australian Flag, Aboriginal and Torres Strait Islander Flags and ACT Flag in the Canberra Nara Centre, Winyu House, Cosmopolitan Building and the National Arboretum as a physical representation of the directorate's commitment to reconciliation;
- > delivered Aboriginal and Torres Strait Islander Cultural Awareness training;
- > piloted the ACTPS Aboriginal and Torres Strait Islander Traineeship Program; and
- > used Habitat Personnel, a specialised agency, to provide interview panel members some guidance when recruiting Aboriginal and Torres Strait Islander background candidates.

B.2 Performance Analysis

OUTPUT 1.1 GOVERNMENT POLICY AND REFORM

OVERVIEW

The directorate provided advice and direction across the ACT Public Service on complex policy matters, incorporating a central agency coordination role in strategic planning, social and economic policy, regulation reform, regional policy, and government information. It also drove digital transformation across the Service by providing strategic direction and advice on whole of government digital and ICT strategy, including cloud adoption, open data and digital delivery methods such as Agile.

The directorate supports the Chief Minister, the Cabinet and its Subcommittees and the Head of Service as Secretary of Cabinet through the provision of policy and support, including secretariat functions and advice. It also has responsibility for monitoring progress of government priorities as articulated through the Government's election commitments, the Parliamentary Agreement and strategic priorities.

The directorate provides secretariat and policy support to the ACT Public Service Strategic Board, chaired by the Head of Service, which comprises Directors-General of all ACT Government agencies, the Under Treasurer, the Commissioner for Public Administration and Deputy Director-General, Policy and Cabinet. The Board provides strategic leadership and supports alignment and coordination of effort by officials across the ACTPS.

The directorate supported the Chief Minister at intergovernmental forums, notably the Council of Australian Governments (COAG) and the Council for the Australian Federation (CAF). The directorate managed and coordinated the ACT's relationships with other jurisdictions, most significantly with the Commonwealth and NSW Governments and surrounding local councils which are members of the Canberra Region Joint Organisation (CBRJO).

The directorate released the ACT Government Digital Strategy in July 2016, setting the framework for digital transformation. Strategic governance for digital is provided through the Digital Service Governance Committee, chaired by the Chief Digital Officer. The committee provided governance and guidance over technology architecture, standards and practices and identifies and endorses common capabilities to ensure that the digital portfolio aligns with government strategic direction.

The directorate also coordinated regulation and process reform efforts across government and is secretariat to the Regulatory Reform Panel, a consultative body established to reduce red tape and regulatory impediments to ACT businesses.

HIGHLIGHTS

Against this output in 2016-17, the directorate:

- > supported the operation of Cabinet and committees of Cabinet including Budget, Capital Metro and Security and Emergency Management and subcommittees including Economic Growth and Urban Renewal, Transport Reform, Social Inclusion and Equality;
- > delivered the Incoming Government Briefing following the October 2016 ACT election;
- > advised on and managed administrative arrangement changes following the October 2016 ACT Election and those taking effect from 1 July 2017;

- > supported the establishment of new Cabinet subcommittees post the 2016 election including the Economic Development, Human Services and Social Inclusion, Legislation and Enterprise Bargaining Negotiations subcommittees;
- > implemented governance reforms to boards and committees including releasing updated Governance Principles for Appointments, Boards and Committees and a Better Practice Toolkit;
- > consolidated a Cabinet and Assembly web page on the Chief Minister, Treasury and Economic Development website including revisions to guidance material for Cabinet and Legislative Assembly processes;
- > monitored progress of Government priorities as articulated through the Government's election commitments, the Parliamentary Agreement and strategic priorities;
- > delivered the Social Inclusion Statement as part of the 2017-18 ACT Budget;
- > prepared for the introduction of the Reportable Conduct Scheme on 1 July 2017 which will improve the oversight of how organisations, including the ACT Government, respond to allegations of child abuse by employees and volunteers;
- > established the Office for LGBTIQ Affairs within the directorate;
- > supported the Chief Minister at intergovernmental forums, including the COAG and CAF meetings held in December 2016 and June 2017;
- > supported the ACT's participation in various COAG Senior Officials' meetings;
- > provided policy advice and coordinated across government working groups and participation in national working groups on national reform initiatives including health and hospital funding, the National Disability Scheme, housing and homelessness, schools education, national energy market, national security and reducing violence against women and their children;
- > negotiated the renewal of the ACT-NSW Memorandum of Understanding for Regional Collaboration (the MoU) and the development of an MoU with the CBRJO with priorities focussing on economic development opportunities;
- > managed and coordinated the ACT's relationships with:
 - the Commonwealth on Jervis Bay Territory service delivery;
 - the NSW Government on the ACT-NSW MoU for Regional Collaboration;
 - the surrounding NSW local councils which are members of the CBRJO; and
 - the capital cities through the Council of Capital City Lord Mayors; the Queanbeyan Palerang Regional Council to pursue a best of region approach to policy and projects;
- > coordinated regulation and process reform efforts across government, including engagement with the COAG on regulatory reform, innovation and competition initiatives. The work on regulatory reform matters included:
 - as part of ongoing on-demand transport industry reforms (taxi, hire car and rideshare), work was undertaken on the development and implementation of the taxi licence release strategy, announced on 7 February 2017, and arrangements for the evaluation of the ACT's nation leading reforms; and
 - the *Red Tape Reduction Legislation Amendment Act 2017*, which was notified on 14 June 2017 and included amendments to reduce duplication and reporting for charities and incorporated associations registered with the Australian Charities and Not-for-profits Commission;
- > provided clear direction and leadership for digital transformation across government;
- > released the ACT Government Digital Strategy 2016-19, setting the framework for digital transformation across the Service;

- > conducted a series of Digital Strategy Implementation Workshops with directorates to assist them in understanding how their digital transformation journey aligns with the Digital Strategy;
- > increased the profile of the Digital Service Governance Committee across the Service, providing strategic governance around digital transformation, in particular through the development of technology roadmaps and common capabilities;
- > championed the adoption of cloud services across government, including leading discussions on legislative amendments to ensure that legislation keeps pace with technological changes;
- > conducted a trial of the Digital Initiative Program, including securing whole of government digital research and analyst access for all ACT Government employees, raising the digital knowledge and awareness of the Service;
- > promoted the value of open data through securing whole of government support and sponsorship for a community hackathon;
- > through iConnect, undertook a number of key pilot projects using several technologies. The outcomes of these have shaped iConnect's approach to digital service delivery, including:
 - understanding user preferences to produce the customer design for the ACT Digital Account and a roadmap for transition to an end to end digital experience;
 - use of Software as a Service (SaaS) Cloud platforms, and addressing the architecture, technical, legislative and publicly sensitive issues of customer identity to support a smooth transition to this modern technology;
 - adoption of agile project management approaches in the program and collaborating directorates; and
 - the development of a secure, user friendly citizen identity and access management platform, recognising this as a critical foundation for the digital transformation of service delivery;
- > through the Data Warehouse and Analytics Framework pilot, conducted five projects to demonstrate the value of a whole of government data management practice, developing proofs of concept to:
 - automate liquor licencing reporting;
 - better understand the contributing factors to alcohol-related street violence;
 - assess the operational effectiveness and efficacy of the Working With Vulnerable People Registration Scheme;
 - identify businesses that are most likely to be under insured for workers' compensation claims; and
 - demonstrate how, through the use of a controlled and curated data lake, workforce profile reports can be delivered more effectively to HR Business Units across government;
- > represented the ACT Government and promoted the ACT's digital agenda at a number of national and international forums, including providing the keynote address at the CxO Summit in Wellington New Zealand in March 2017, and attendances at a number of national data conferences promoting the ACT Government's approach to whole of government data management;
- > developed the ACT Digital Account, via iConnect, to support delivery of digital services to provide anytime, anywhere access. This will create the opportunity for the ACT Government to deliver services with a modern, mobile-friendly look-and-feel, and via any device with an internet connection, citizens will be able to:
 - personalise and customise their ACT Digital Account;
 - conveniently and securely receive communication from the ACT Government; and
 - access a range of easy-to-use transactions, bill payment services, and reminders;

- > continued to coordinate the Government's smart city agenda, with the initial assessment of the Manuka Smart Parking trial indicating that the sensors had some impact on reducing travel times, and improving driver satisfaction with parking at Manuka. The trial has been extended into 2017-18 to assess whether the technology can deliver further benefits from sensor-based enforcement. Other smart city highlights included:
 - supporting the Chief Minister's Smart City Co-operation Agreement with the City of Adelaide;
 - connecting with Australian and international smart cities through the Australian Smart Communities Association and the Global Smart Cities and Communities Coalition;
 - coordinating ACT Government bids to the Smart City and Suburbs grants program; and
 - commencing community engagement, and discussions with peak bodies, industry, academic and government stakeholders to inform Smart City initiatives, in 2017-18.

The directorate met all its 2016-17 accountability targets against this output except for accountability indicator 1.1 g. This accountability indicator sought to capture the number of new services made available online to the community utilising the iConnect platform. A review of iConnect at the end of 2016 resulted in the program re-focusing its direction towards establishing online identity and access management as a shared platform for all directorates. A new iConnect Accountability Indicator for 2017-18 aligned to this program direction is reflected under Output 1.4.

FUTURE DIRECTION

In 2017-18 the directorate will:

- > continue to provide high quality, objective strategic advice to the Chief Minister and Cabinet and its subcommittees on decisions before government;
- > continue to provide advice and support to Cabinet and the Manager of Government Business in the Legislative Assembly;
- > monitor and report on the implementation of Government priorities;
- > provide policy support as required to directorates on complex policy matters;
- > assist to achieve Government objectives through effective engagement with Commonwealth, State and Territory governments, through COAG and CAF frameworks as well as through treaties and agreements;
- > support the Chief Minister in 2018 as chair of the Council for the Australian Federation and Council of Capital City Lord Mayors;
- > coordinate a Government response to the recommendations of the final Report of the Royal Commission into Institutional Responses to Child Sexual Abuse;
- > continue to develop and promote Canberra as Australia's most welcoming city for LGBTIQ people;
- > continue to promote better regulation across government and remove unnecessary burdens on businesses and the community and ongoing engagement with the COAG regulatory reform agenda;
- > coordinate the transition of industry for the cessation of greyhound racing in the ACT;
- > evaluate the ACT's on-demand transport industry (taxi, hire car and rideshare) reforms;
- > undertake further phases of single model of licensing reform under the *Traders' Licensing Act 2016* – standardising licensing requirements for additional occupations and streamlining business regulation;

- > streamline charities regulation and fundraising – including consulting with the community sector on ways to further streamline their interaction with government agencies and improve the conduct of organisations undertaking fundraising in the ACT;
- > develop regulatory arrangements for combat sports activities;
- > explore opportunities to make use of low cost behavioural insights to improve the delivery and effectiveness of government programs and services;
- > explore further Smart City initiatives for government consideration, building on the Chief Minister’s Statement of Ambition and ACT Digital Strategy;
- > work with agencies to support implementation of any ACT Smart Cities and Suburbs bids that attract Federal Government funding and continue engagement with the Australian Smart Communities Association;
- > undertake more detailed evaluation of the extended smart parking trial in Manuka to assess the technology’s suitability for wider deployment across the ACT;
- > take a leading role in identifying and capitalising on opportunities for digital transformation across government;
- > lead in the development of legislative amendments improving the government’s ability to capitalise on the digital transformation technology, including cloud;
- > develop high level ICT roadmaps to assist directorates in making strategic decisions in relation to technology investments;
- > develop a framework for the adoption of a common capabilities approach for ICT in government;
- > continue to support Strategic Board and Treasury through the assessment of ICT submissions for budget cabinet;
- > promote the value of open data through the sponsorship of a community hackathon (GovHack 2017);
- > release the ACT Digital Account to directorates, via iConnect, to support delivery of digital services;
- > pursue the accreditation of the ACT Digital Account within the Federal Government identity framework for the benefit of ACT residents;
- > further develop the secure platform, framework and governance for a whole of government data management practice;
- > continue to promote cyber security awareness and resilience within government through participation in the Australian Government’s Deputy Senior Officials Meeting and collaboration across government and with local industry; and
- > continue to promote the ACT Government’s digital agenda at national and international forums.

Further information can be obtained from

Leesa Croke
 Deputy-Director-General
 Policy and Cabinet
 + 61 2 6207 3751
Leesa.Croke@act.gov.au

Jon Cumming
Chief Digital Officer
Office of the Chief Digital Officer
+ 61 2 6207 7733
Jon.Cumming@act.gov.au

OUTPUT 1.2 PUBLIC SECTOR MANAGEMENT

OVERVIEW

The directorate continued to provide strategic advice and support to the Head of Service as the central agency policy and advisory role for ACTPS employment. Areas of responsibility include activity based work, service-wide employment, industrial relations, human resources, organisational and learning and development, investigations, accountability and governance. The directorate also provided support to the statutory office of the Public Sector Standards Commissioner, the ACT Remuneration Tribunal, the ACTPS Joint Council, the People and Performance Council and the HR Directors' Group.

Further, the directorate continued to implement the Healthy Weight Initiative (HWI). The HWI is a whole of government approach focused on addressing the rising rates of overweight and obesity by making improvements in active living and food environments across the ACT. A Steering Committee monitors and coordinates policy and program actions across six key themes: schools, workplaces, urban planning, food environment, social inclusion, and information and data.

HIGHLIGHTS

Against this output in 2016-17 the directorate:

- > implemented and reviewed the effectiveness of the *Shared Capability Framework* which describes the skills, knowledge and behaviour that can universally be expected of every ACT public servant at different organisational levels and in every workplace across the service;
- > led, on behalf of public service commissioners around Australia, the development of a capability statement for Chief Human Resource Officers, which can be used by all jurisdictions;
- > developed and piloted a whole of government 'ADAPT' (Align, Design, Analyse, Program and Transform) Strategic Workforce Planning toolkit designed to assist directorates to 'future proof' their workforces and take an evidence-based approach to workforce design;
- > reviewed and restructured organisational development support material on the whole of government Employment Portal to provide managers, staff and HR areas with a cohesive workforce planning, performance and capability development framework;
- > refreshed the Directors-General ACTPS Performance and Development Framework Planning Discussion Plan templates to clarify performance indicators;
- > delivered the Leaders Leading Learning Program to Band 1 and Band 2 executives;
- > initiated and supported a cross directorate group tasked with major cultural transformation and preparation of people management practices for new ways of working;
- > developed a succession planning and talent management strategy;
- > revised the ACTPS Induction Manual;
- > developed the Executive Gateway on the ACTPS Employment Portal which includes the Executive Induction Manual;
- > revised the Aboriginal and Torres Strait Islander Peoples and People with Disability Employment Frameworks;
- > revised the learning and development program for the ACTPS Graduate Program;
- > piloted the Aboriginal and Torres Strait Islander Traineeship and the Inclusion Employment Traineeship for People with Disability;
- > provided individual support and pastoral care to trainees and graduates;

- > developed the Government submission to the Standing Committee on Health, Ageing and Community Services - Inquiry into the Employment of People with Disabilities in the ACT;
- > expanded the activity based work (ABW) pilot from one to two floors of the Canberra Nara Centre, increasing the capacity of both floors from 144 to approximately 230 employees;
- > assisted Access Canberra to transition staff into the ABW fitout at the Cosmopolitan Centre in Woden;
- > established a cross-directorate Design and Workplace Transformation Working Group to develop and implement a change management strategy to support staff moving into ABW and the new government office blocks in Dickson and Civic 2020;
- > continued to implement the Healthy Weight Initiative with a progress report being released in June 2017 (see www.act.gov.au/healthyliving);
- > embedded consistent quality investigative processes across the ACTPS Directorates;
- > introduced an analytical function within the Professional Standards Unit to collect comprehensive data to inform behavioural trends across the service; and
- > supported the Remuneration Tribunal in the Major Review of the Part-time Statutory Office Holders.

The directorate met four out of five targets against this output. The target not met was the publication of the State of the Service Report by October 2016. The report was finalised in October 2016 however it was not published until 13 December 2016. The Annual Report Directions require that, in an election year, annual reports will not be tabled until the second sitting day of the new Assembly. In line with this requirement, the ACTPS State of the Service Report was published on 13 December 2016.

FUTURE DIRECTION

In 2017-18 the directorate will:

- > launch the ADAPT Strategic Workforce Planning toolkit and partner with directorates to broaden its implementation and use;
- > review the Senior Executive Service Shared Capabilities;
- > maintain the momentum of supporting the Executive Development Program, focussed on alignment and collaborative practice by launching the Leaders Leading Learning Program which was piloted to Band 2 ACTPS Executives in 2016 and is currently being delivered to Executives;
- > update the panel of providers under the whole of government training calendar and consider automation where possible;
- > revise the ACT Public Service Performance Framework consistent with the Shared Capability Framework;
- > continue to administer the whole of government graduate program;
- > provide support to the ACT Remuneration Tribunal to undertake their legislative responsibilities;
- > introduce training relating to the management of workplace issues and training for decision-makers on misconduct processes;
- > liaise with the ACT Ombudsman's office in relation to the introduction of the Reportable Conduct Scheme legislation;
- > develop restorative/dispute resolution options for managing workplace behaviours;
- > provide advice and support to ABW initiatives within other directorates;

- > review the whole of government policy regarding flexible and home based work and develop a suite of other whole of government policies to support ABW;
- > drive organisational and cultural change through the Design and Workplace Transformation Working group, to improve workforce change readiness ahead of the completion of the Dickson and Civic Office blocks in 2020;
- > complete the negotiation of common terms and conditions of ACTPS enterprise agreements;
- > continue to maintain the employment framework consisting of the *Public Sector Management Act 1994* and the *Public Sector Management Standards 2016*; and
- > implement the governance arrangements for the Reportable Conduct Scheme across the ACTPS.

Further information can be obtained from

Bronwen Overton-Clarke
Deputy Director-General
Workplace Capability and Governance
+61 2 6205 5147
Bronwen.OvertonClarke@act.gov.au

OUTPUT 1.3 COORDINATED COMMUNICATIONS AND COMMUNITY ENGAGEMENT

OVERVIEW

The directorate supported whole of government and internal directorate communications, engagement, branding and public affairs advice and coordination.

The directorate also provided advice on protocol and managed hospitality and ceremonial events for the Chief Minister. It managed ACT honours and awards such as the Canberra Citizen of the Year, Canberra Gold Awards, Scientist of the Year and ACT Honour Walk while providing advice and support for the Order of Australia, Public Service Medal and ACT Australian of the Year Awards.

HIGHLIGHTS

Against this output in 2016-17 the directorate:

- > produced the Our Canberra digital and print newsletter to directly communicate with Canberrans on ACT Government news, initiatives and services, including a monthly regionalised newsletter to more than 180,000 Canberra households, and monthly digital newsletter delivered to more than 38,000 subscribers;
- > managed a whole of government media monitoring service, incorporating traditional media monitoring with digital and social media monitoring;
- > managed a whole of government communications professional development program;
- > produced and implemented communications and engagement strategies for key projects, incorporating traditional media and digital channels, including:
 - the 2017-18 ACT Budget;
 - an integrated 'our coolest little capital' engagement campaign;
 - the inaugural Canberra Week in Wellington; and
 - a public vote for new ACT numberplate;
- > developed a new Access Canberra website, and continued work on consolidating and streamlining directorate websites and social media platforms, including decommissioning/archiving of legacy channels;
- > facilitated emergency communications training opportunities for staff from across directorates, including a cross-border water security exercise conducted with NSW Rural Fire Service, an incident management exercise scenario on a cross-border fire, and counter terrorism media liaison officer training delivered by the Commonwealth Attorney-General's Department and Australian Federal Police;
- > provided campaign advertising support across government and to the Independent Reviewer for Campaign Advertising;
- > delivered the Canberra Gold Awards, celebrating Canberrans who have contributed to the community for 50 years, the 40th annual Canberra Citizen of the Year award and ceremony, and the ACT Australian of the Year Awards;
- > coordinated the induction of six prominent Canberrans and organisations into the ACT Honour Walk, recognising their contribution to the city with commemorative plaques unveiled in Ainslie Avenue, Civic;
- > coordinated tree plantings at the National Arboretum Canberra for national and international dignitaries including the President of Sri Lanka, President of the Republic of Nauru, and

Their Majesties King Abdullah II ibn Al Hussein and Queen Rania Al Abdullah of the Hashemite Kingdom of Jordan;

- > coordinated an inaugural Australian of the Year Luncheon, hosted by the Chief Minister to honour the newly announced Australians of the Year and the new ACT Australians of the Year and alumni;
- > coordinated the ACT Scientist of the Year award in 2016 and opened nominations for the 2017 award;
- > provided protocol and communications support to the Chief Minister on international delegations; and
- > provided secretariat support for the Canberra Nara Sister City Committee.

The directorate did not meet either of its 2016-17 targets against this output:

- > (a) Annual numbers of ACT Government Digital Mail Service newsletters. In accordance with the *Government Agencies (Campaign Advertising) Act 2009* and caretaker guidelines, monthly newsletters were not distributed in the month prior to caretaker, during caretaker and the post-election period of September, October and November 2016; and
- > (b) Annual number of ACT Government Our Canberra newsletters. As above, newsletters were not distributed in the month prior to caretaker, during caretaker and the post-election period of September, October and November 2016.

FUTURE DIRECTION

In 2017-18 the directorate will:

- > lead a community engagement reform project to help drive change across the ACTPS and better meet the needs of the community in terms of when, how and on what they are engaged;
- > enhance and streamline the directorate's websites and social media accounts; and
- > conduct emergency communications training exercises for all ACTPS directorate communications staff.

Further information can be obtained from

Anita Perkins
Executive Director
Communications
+61 2 6205 0035
Anita.Perkins@act.gov.au

OUTPUT 2.1 LOOSE-FILL ASBESTOS INSULATION ERADICATION SCHEME

This Output moved to the Environment, Planning and Sustainable Development Directorate as part of changes to administrative arrangements made under [Notifiable Instrument NI2016-608](#) with effect from 1 November 2016.

This Report contains the financial statements, including the Statement of Performance, for Output 2.1 Loose-fill Asbestos Insulation Eradication Scheme until the 1 November 2016. The financial transactions beyond 1 November 2016 are included in the Annual Report of the Environment, Planning and Sustainable Development Directorate.

The non-financial details on the 2016-17 operations of the Output are incorporated in reporting for the full year in the relevant Annual Reports of the Environment, Planning and Sustainable Development Directorate.

OUTPUT 3.1 ACCESS CANBERRA

OVERVIEW

The directorate, through Access Canberra, provided a one-stop shop for ACT Government customer and regulatory services to make access for the community to government services easier and simpler.

Access Canberra was the first point of contact for individuals, organisations and businesses dealing with the ACT Government, through its shopfronts, contact centre and websites where they sought information, undertook transactions, or interacted in other ways.

Through Access Canberra, the directorate provided over 700 different types of services through the contact centre, shopfronts and online including registering births, deaths and marriages, issuing driver licences, inspecting and registering cars, issuing certificates of occupancy for houses, undertaking electrical, plumbing and gas inspections for new and existing buildings, providing advice on consumer rights and faulty household products, issuing MyWay cards, licensing tradespeople and parking compliance.

The directorate focused on engagement and education to build understanding within the community and help people comply with regulations to ensure Canberra remains a safe and healthy community. The directorate applied a risk based compliance approach to ensure community safety and a level playing field for business.

The directorate will continue to coordinate joint engagement and education inspection programs across a variety of industry sectors to enhance compliance and community safety. Joint inspections help business owners by reducing the time they need to set aside to deal with government to gain approvals, giving them more time to provide services to their customers.

HIGHLIGHTS

Against this output in 2016-17 the directorate:

- > trialled the introduction of Licence Plate Recognition (LPR) cameras. The LPR systems were piloted to provide greater access to parking spaces (through turnover) for all drivers, by encouraging drivers to comply with parking time limits;
- > opened a new vehicle inspection station at Hume, designed to allow inspection of light vehicles and heavy vehicle combinations including B-Doubles and trailers, where customers can pay for and book inspections online;
- > undertook 46,972 total on-road inspections, comprising of 45,711 light vehicles and 1,261 heavy vehicles and resulting in 1,524 vehicle safety defects being identified and issued with a defect notice;
- > finalised the roll out of tap & go for payments on all ACT Government parking machines which has resulted in increasing use of non-cash payments, with 69 per cent of all payments now electronic;
- > supported the recommendations of the Taxi Innovation Review with eight Transport Booking Services now providing Taxi, Hire car and Rideshare services across the ACT. This included 1,000 rideshare drivers and licensed rideshare vehicles accredited in the ACT with increases also occurring in the number of taxi and hire car licensed drivers. Ten standard taxis and five wheelchair accessible taxis have been released since the implementation of the reforms;
- > simplified the process for Accredited Driving Instructor renewals by replacing annual renewal with 5-year renewals;

- > opened an Access Canberra Service Centre in the Cosmopolitan Building, with easy access to Woden Town Square, designed on the successful set up of the Gungahlin, Belconnen and Tuggeranong service centres. Service centres provide over 200 services and feature touch screen terminals so that transactions can be completed easily online;
- > relocated more than 300 Access Canberra staff into new premises at the Cosmopolitan Centre from Callam Offices in Woden, from Macarthur House in Lyneham, the Dickson Motor Vehicle Registry and Dame Pattie Menzies House in Dickson, and 255 Canberra Avenue Fyshwick, increasing collaboration within the business unit;
- > closed the Access Canberra Fyshwick shopfront in December 2016, replacing Fyshwick services with online services or providing them at the four Access Canberra Service Centres at Woden, Tuggeranong, Belconnen and Gungahlin. Land title and stamp duty transactions were integrated into the shopfront at Dame Pattie Menzies House in Dickson which already delivers other property-related transactions;
- > welcomed more than 450,000 customers through its service centres and shopfronts, with the top three services being establishing and renewal of vehicle registrations and driver licence renewals;
- > simplified forms, and made them more accessible, with 272 services now offered online, and processed more than 1.7 million online transactions;
- > recorded more than 2.7 million visits to the Access Canberra website and received more than 720,000 phone calls;
- > launched chat services on the Access Canberra website with approximately 1,000 web chats completed each month to be a stepping stone towards implementing other like services such as chat bots and virtual assistants;
- > launched the redesigned Access Canberra website which included new features such as a prominent search bar, pictorial selection of services, addition of feature articles to the home page, and topic based pages, allowing for the promotion of key initiatives;
- > introduced improvements to Fix My Street including a redesign for trees and shrubs, street lights and pot holes reporting which now includes real time delivery of incidents to depots and enables the closing of the feedback loop;
- > conducted the annual Access Canberra customer satisfaction survey, revealing that:
 - satisfaction with Service Centres increased from 94 per cent in 2016 to 97 per cent in 2017. The main driver was staff thoroughly and fairly dealing with customers' issues and transactions;
 - satisfaction with the Contact Centre increased from 87 per cent in 2016 to 91 per cent in 2017. The main drivers for this rating were fairness of staff in dealing with customer transactions and the willingness of staff to assist;
 - satisfaction with the Access Canberra website increased from 78 per cent in 2016 to 83 per cent in 2017; and
 - over 67,000 items of feedback left at the pedestals in the Access Canberra Service Centres with customers scoring questions on customer service at 96.4 per cent;
- > continued to make it easier to hold events in the ACT; coordinating 536 individual approvals for 352 events, delivering a personalised case management service to coordinate approvals from all regulatory arms of government;
- > introduced individual concierge-style case management for new liquor businesses in February 2017 acknowledging the complex processes and multiple approvals required of the liquor industry, with twelve new or existing liquor businesses utilising the concierge service and the team has provided regulatory information to a further eight businesses from other industries;

- > undertook a range of licensing functions for businesses and personal registrations and completed a range of process improvements and regulatory reforms including:
 - reducing timeframes for assessment for a range of regulated activities;
 - progressing work on the Government's commitment to growing outdoor dining on public unleased land and reducing outdoor dining fees;
 - implementing the Government's liquor licensing reforms;
 - implementing the Government's regulatory reforms for charities to make it easier for the non-profit sector to meet ACT and Commonwealth reporting requirements; and
 - implementing the Government's commitments to barrier free conveyancing and foreign ownership register data sharing with the Commonwealth;
- > undertook a range of activities relating to Working with Vulnerable People (WWVP) including:
 - processed 38,577 applications (new and renewals) for WWVP registrations, a slight decrease from the previous year;
 - introduced an online WWVP renewal form to provide simpler and faster renewals;
 - started a series of educational activities for organisations and individuals requiring a WWVP registration focusing on their obligations under the legislation;
 - conducted 240 WWVP compliance activities, resulting in 5,312 registration checks;
 - identified 413 instances of non-compliance, with the majority of issues relating to a failure to produce the registration card on request and not holding a valid registration. In these instances the directorate takes the approach of educating individuals to have their cards with them when undertaking a registered activity or assisting them to become registered under the scheme; and
 - issued one infringement notice to a person for failing to notify the Commissioner for Fair Trading within 10 days of being charged with a relevant offence;
- > undertook a range of fair trading compliance and enforcement activities including:
 - provided advice and support to 6,547 people about their consumer rights under fair trading legislation;
 - adopted a risk based approach to complaint management and focused on simplifying the complaint process. This has resulted in a reduction of matters being formalised and an increase of matters being conciliated at the first point of contact;
 - engaged in conciliation support for approximately 1,379 matters in an attempt to reach a satisfactory resolution for clients, in particular in relation to the Australian Consumer Law and conduct within regulated industries including Agents, Motor Vehicle Dealers/Repairers as well as residential building issues;
 - initiated a number of targeted engagement activities focusing on a broad range of compliance obligations; including activities focusing on bidding at real estate auctions, toy safety, security licence and personal vaporiser (e- cigarette) licence obligations;
 - referred five matters to the ACT Civil and Administrative Tribunal for occupational discipline:
 - four matters related to a contravention of the *Agents Act 2003* with agents failing to undertake a trust account audit within prescribed period;
 - one matter related to the *Liquor Act 2010* where the licensee had on three occasions exceeded the determined occupancy loading amount; and
 - all matters were successful with a range of disciplinary orders imposed;

- > undertook a range of construction, environment and workplace protection activities including:
 - resolution of planning and construction complaints by working with the community and industry through a model of engagement and education with less emphasis on formal enforcement action where appropriate;
 - received 305 complaints related to planning laws, settling 265 complaints (including complaints received in previous financial years); and
 - received 220 complaints related to construction laws, settling 224 complaints (including complaints received in previous financial years);
- > supported the ACT Work Safety Commissioner:
 - conducted 4,923 workplace inspections resulting in:
 - 140 improvement notices issued under the *Work Health and Safety Act 2011*;
 - one improvement notice issued under the *Dangerous Substances Act 2004*;
 - 58 prohibition notices issued under the *Work Health and Safety Act 2011*; and
 - no prohibition notices being issued under the *Dangerous Substances Act 2004*;
 - conducted 1,933 workplace inspections for events and proactive campaigns across the WorkSafe ACT inspectorate, including Spilt Milk, Summernats, The Canberra Show, National Multicultural Festival, Night Noodle Markets, National Folk Festival, Groovin the Moo, NSW/ACT Cross Border Construction Project and targeted audit activity including on tower cranes and scaffolding;
 - undertook oversight of safe demolition activities in relation to the Government's Loose-fill Asbestos Insulation Eradication Scheme (the Scheme), including:
 - worked with the Asbestos Response Taskforce and Procurement and Capital Works to provide ongoing regulatory information, guidance and advice to assist in the ongoing delivery of the Scheme;
 - conducted 1,838 workplace inspections with no significant safety concerns identified; and
 - enhanced internal governance processes and procedures in response to the Auditor General Report No.1 of 2017 *WorkSafe ACT's Management of its Regulatory Responsibilities of the Demolition of Loose-fill Asbestos Contaminated Houses* (further information on the report recommendations and actions taken can be found in section B3 Scrutiny);
 - launched the NSW/ACT Cross Border Construction Project 2016-2019, which aims to increase coordination and cooperation between jurisdictions at a number of levels to create a cultural change in the construction industry, with joint inspections to take place four times a year for a week each time and will coincide with information session. In April 2017, a breakfast was held at the CIT High Risk Facility to highlight training available for high risk activities;
 - produced twenty safety videos in partnership with Safe Work Australia, Housing Industry Association, Master Builders Association, Unions ACT, Training Fund Authority and the Construction Industry Training Council to engage and educate members of the construction industry on the areas of high risk activities;
 - produced a regular industry newsletter sent to 13,000 individual subscribers covering information on construction, environment and workplace matters;
 - worked with Skills Canberra and employers to ensure young workers (especially apprentices) are receiving appropriate supervision and to provide education on work health and safety issues relevant to their industry;
 - worked with key stakeholders including Safe Work Australia (SWA) and unions to provide greater guidance material on heat stress and working safely in cold weather;

- provided secretariat support for the Building Regulation Advisory Committee, which works with Access Canberra on reforms to building certification, builder licensing, targeted training and includes representatives of the Australian Institute of Building, Construction Industry Training Council, Master Builders Association, Housing Industry Association, Chair of the Architects Board and members representing designers and landscape professionals;
 - developed a variety of education and guidance material with key safety messages distributed through social media platforms; and
 - actioned proactive work health and safety inspection programs across retail areas and brothels; participated in a range of joint inspection programs such as joint construction inspection program of greenfield and brownfield construction sites, with other inspectorate branches of the directorate, focusing on engagement and education;
- > as part of the Healthy Weight Initiative:
- conducted 150 Healthier Work workplace visits and assisted 48 workplaces to create a 12 month health and wellbeing plan to become 'Healthier Work Recognised' (first year of recognition);
 - evaluated the plans of 27 workplaces which have now become 'Healthier Work Recognised Silver Status' (second year of recognition);
 - evaluated the plans of 15 'Healthier Work Recognised Silver Status' workplaces which have now become 'Healthier Work Recognised Gold Status' (third year of recognition);
 - assisted 6,175 Canberrans make the healthy choice the easier choice within the workplace setting;
 - partnered with the Canberra Business Chamber to deliver four training sessions on creating healthier work environments to 91 attendees and delivered ten mentoring sessions to 209 Healthier Work champions in workplaces; and
 - held three Healthier Work breakfasts attended by over 300 participants to recognise workplaces who have completed their first, second or third year of the program, including a networking session with Beyondblue;
- > undertook a range of construction inspections and operations including:
- 8,852 inspections of new electrical work;
 - 9,673 random inspections of alterations and additions to existing electrical installations;
 - 13,557 inspections of plumbing installations;
 - 2,813 inspections of gas installations;
 - 711 audits of building constructions under the *Building Act 2004*; and
 - provided ongoing support to the Environment, Planning and Sustainable Development Directorate for the Sustainable Energy Storage Program;
- > undertook a range of operations and inspections under the *Environment Protection Act 1997* including:
- issued 34 Environmental Authorisations;
 - entered into 52 Environmental Agreements;
 - commented on 614 Development Applications as referred from the Planning and Land Authority and the National Capital Authority; and
 - responded to 843 new public complaints covering a range of issues, resulting in 2,716 actions including new and ongoing complaints prior to 2016-17 reporting periods;

- > as a result of co-locating regulatory services within Access Canberra, the agency has undertaken several coordinated joint compliance inspection programs across industries and reduced impacts to businesses, including:
 - engaged with retailers to promote the functions of Access Canberra and to provide advice about obligations under the Australian consumer law, workers compensation legislation, electrical product safety and food legislation. Inspectors also actively promoted the Access Canberra's small business self-help website, comply.accesscanberra.act.gov.au; and
 - covered liquor, gaming and health at several high risk events including the Canberra Greyhound Racing Club's annual Canberra Cup, Oktoberfest, Multicultural Festival, Royal Canberra Show and ACT Melbourne Cup activities;
- > provided support to the Gambling and Racing Commission by undertaking a range of compliance activities including the inspection of cash withdrawal facilities (ATM and EFTPOS) in gaming machine venues, ensuring Casino Canberra's compliance with the requirements outlined in the *Gambling and Racing Control (Code of Practice) Regulation 2002*; and
- > continued cooperation with the National Heavy Vehicle Regulator to participate in coordinated compliance and enforcement activities which has included a range of targeted campaigns, resulting in the inspection of 195 heavy vehicles (Prime movers, B- Doubles, Buses, semi-trailers) to ensure compliance.

The directorate met or exceeded six out of eight targets against this output and did not meet the other two targets. The targets exceeded were:

- > (a)(i) Number of Interactions with Access Canberra, due to an increase in website visits;
- > (a)(ii) Average cost per interaction was lower than the target, with a result of \$5.44 against a target cost per interaction of \$5.92, due to there being more interactions than forecast;
- > (b)(i) Percentage of Customers satisfied with Access Canberra, where the result was 91 per cent, slightly above the target of 90 per cent;
- > (b)(ii) Percentage of services delivered online, where the movement toward digitising services surpassed forecasts;
- > (c) Percentage of the Canberra community satisfied with the ease of interacting with Access Canberra, achieved 95 per cent against a target of 90 per cent due to continued efforts in improving work practices; and
- > (d)(ii) Compliance at time of inspection, above expectations due to shift towards the engage, educate and enforce model.

The targets not met were:

- > (d)(i) Number of inspections conducted by Access Canberra, where the number of inspections was 3 per cent lower than expected primarily due to a lower than forecast number of random vehicle inspections due to staff undertaking an extensive National Heavy Vehicle training program; and
- > (d)(iii) Percentage of licence applications processed within service standard timeframes, where a greater than expected volume of working with vulnerable people applications led to a decline in meeting processing timeframes.

FUTURE DIRECTION

In 2017-18, the directorate will:

- > add another 75 digital transactional services;

- > enhance the Access Canberra digital account by linking in an Identity and Access Management Service (IDAMS);
- > make further improvements to the Fix My Street service by redesigning more services;
- > implement a new, centralised complaints management system for Access Canberra;
- > seek re-accreditation by the Australian Skills Quality Authority for the Asbestos Awareness Course and develop a site supervision training framework to improve the knowledge and skills of all designated site-supervisors engaged on building sites in the ACT;
- > provide regulatory oversight of Light Rail development including the dedicated allocation of three WorkSafe ACT inspectors to monitor health and safety on worksites;
- > provide support to the Environment, Planning and Sustainable Development Directorate with the Sustainable Energy Storage Program;
- > introduce a Healthier Work Day Forum for all businesses in the ACT to learn about what resources and organisations can assist in the workplace health space;
- > continue to create and improve digital services to make it easier and simpler to transact with government;
- > continue to provide support to the Gambling and Racing Commission;
- > continue to review the Accredited Driving Instructors Scheme;
- > continue to evaluate, and where necessary adapt our service delivery model to harness changes in technology and better deliver services to the community;
- > continue to apply a risk based approach to regulation and compliance to ensure attention is focused on the areas of greatest harm to the community;
- > continue to engage with and educate industries to ensure they understand their obligations under legislation;
- > continue to identify further opportunities for coordinated compliance activities across a range of regulatory responsibilities; and
- > continue to help grow and diversify the economy by reducing red tape and working with industry, particularly the hospitality and gaming industries, and the events sector.

Further information can be obtained from

Dave Peffer
 Deputy Director-General
 Access Canberra
 +61 2 6205 5169
Dave.Peffer@act.gov.au

OUTPUT 4.1 ECONOMIC MANAGEMENT

OVERVIEW

The directorate was responsible for providing analysis and advice to the ACT Government and agencies on a range of activities encompassing: economic and financial analysis; financial framework management and asset management; and financial assets and liabilities (including borrowings, superannuation and insurance).

The directorate's responsibilities included preparing economic and revenue forecasts, monitoring and reporting on the state of the ACT economy, modelling the ACT economy and providing advice to the Chief Minister, Treasurer and other areas of government on economic and fiscal matters relating to the Territory. Officials participated in a range of inter-directorate working groups and processes to assess economic impacts of policy proposals and other initiatives being considered by Government. The directorate also managed the implementation of the Government's tax reform agenda and provided advice on competition matters.

The directorate managed the borrowings and investments of the Territory Banking Account (See Output EBT 1 Territory Banking Account), and the Government's unfunded employer superannuation liabilities and the investment assets of the Superannuation Provision Account (see Output EBT 1 Superannuation Provision Account).

The directorate also oversaw the ACT's financial relations with the Commonwealth, States and the Northern Territory within a framework encompassing the operations of the Intergovernmental Agreement on Federal Financial Relations.

The directorate was responsible for regulation of the ACT Compulsory Third Party (CTP) Insurance Scheme (see annexed Annual Report for the CTP Regulator).

Finally, the directorate was responsible for the administration of the Lifetime Care and Support (LTCS) Scheme for persons catastrophically injured in motor vehicle accidents in the ACT on or after 1 July 2014 and ACT private sector workers catastrophically injured on or after 1 July 2016 (see annexed Annual Report for the Lifetime Care and Support Fund). It is also responsible for implementation of the continuing National Injury Insurance Scheme reform agenda.

HIGHLIGHTS

Against this output in 2016-17 the directorate:

- > prepared economic and revenue forecasts for the 2016 Pre-Election Budget Update, the 2016-17 Budget Review and the 2017-18 ACT Budget;
- > implemented the initiatives of stage 2 of the government's tax reform program, commencing 2017-18, building a fairer and more sustainable ACT tax system;
- > provided analysis and advice on revenue proposals to support the ACT budget;
- > monitored, reported and advised on movements to key economic indicators;
- > led a cross-directorate working group to develop regulatory reforms to support a competitive procurement for management of ACT streetlight assets;
- > provided analysis and advice on economic aspects of projects and policy proposals including water, energy, climate change, housing and parking;
- > monitored and reported on the ACT's participation in the Asset Recycling Initiative;
- > provided advice on the government's participation in the Intergovernmental Agreement on Competition and Productivity Enhancing Reform signed in December 2016;

- > led the Information Development Working Group with representation from all directorates, and progressed work under the *Information Development Plan* in partnership with the Australian Bureau of Statistics;
- > facilitated the annual evaluation of the ACT's credit rating;
- > managed within the Intergovernmental Agreement (IGA) framework, the Government's participation in the 2016-17 deliberations of the Standing Council on Federal Financial Relations and supported Heads of Treasuries Secretaries, and associated forums including Deputy Heads of Treasuries; GST Advisory Sub Committee, GST Policy & Administration Sub Group and the Heads of Treasuries National Partnership Network;
- > managed within the IGA framework, the flow of federal funding to the ACT totalling \$2.9 billion (approximately 40 per cent of ACT general government sector revenue in 2016-17);
- > directed the ACT's participation in the Commonwealth Grants Commission processes, including the Report on GST Revenue Sharing Relativities - 2017 Update and oversaw the commencement of the Commonwealth Grants Commission 2020 Methodology Review due to report to the Commonwealth and the States and Territories by 28 February 2020;
- > directed the ACT's participation in the Australian Productivity Commission inquiry into Australia's system of horizontal fiscal equalisation;
- > implemented amendments to the Energy Industry Levy to reduce barriers to competition in the ACT energy industries and improve transparency of the levy;
- > implemented the new public sector related party disclosure accounting standard that was applicable to whole-of-government and agency financial statements from 2016-17. As part of the implementation, the *Financial Management Act 1996* was amended in February 2017 to clarify that the accounting standards used in the preparation of financial statement are the standards issued by the Australian Accounting Standards Board;
- > supported the Under Treasurer in his role as Chair of Heads of Treasuries Accounting and Reporting Advisory Committee, including providing the secretariat function for the Committee;
- > implemented the extension of the Lifetime Care and Support Scheme to cover people catastrophically injured at work on or after 1 July 2016 in the course of the worker's private sector employment in the ACT;
- > supported the functions of the Lifetime Care and Support Commissioner of the ACT (see annexed Annual Report for the LTCS Commissioner); and
- > supported the functions of the CTP Regulator, including approving new premium filings for all insurers (see annexed Annual Report of the CTP Regulator).

The directorate met all three targets against this output.

FUTURE DIRECTION

In 2017-18 the directorate will provide economic analysis and advice to the Government and agencies; manage federal financial relations; and provide accounting, financial framework, and insurance policy advice. The directorate will:

- > monitor and advise on the state of the ACT economy;
- > help deliver the *2017-18 Budget Review* and the *2018 -19 Budget*;
- > undertake economic and fiscal modelling as well as economic and revenue forecasting;
- > progress the implementation and further development of tax reform initiatives;
- > implement the government's policy on taxation;

- > provide advice on government's further participation in the next stages of the Intergovernmental Agreement on Competition and Productivity Enhancing Reform;
- > provide economic assessment and advice on a range of matters to be considered by the Government;
- > manage the ACT Government's participation in the 2017-18 deliberations of the Standing Council on Federal Financial Relations and supporting fora;
- > manage the flow of federal funding to the ACT estimated at \$2.2 billion;
- > direct the ACT's participation in the *Commonwealth Grants Commission Report on GST Revenue Sharing Relativities - 2018 Update*;
- > direct the ACT's participation in the Commonwealth Grants Commission 2020 Methodology Review due to report to the Commonwealth and the States and Territories by 28 February 2020;
- > finalise the ACT's participation in the Australian Productivity Commission inquiry into Australia's system of horizontal fiscal equalisation due to report in January 2018;
- > provide support to the Under Treasurer in his role as Chair of the Heads of Treasuries Accounting and Reporting Advisory Committee, including providing the secretariat function for the Committee;
- > continue progressing improvements to compulsory third party insurance arrangements in the ACT; and
- > continue progressing improvements to the Territory's financial framework.

Further information can be obtained from

Nicole Masters
A/g Executive Director
Economic and Financial
+61 2 6205 2895
Nicole.Masters@act.gov.au

OUTPUT 4.2 FINANCIAL MANAGEMENT

OVERVIEW

The directorate advised the Government and agencies on the development of the Territory's budget, advising on financial issues relating to agencies and the Territory, and provided advice on accounting policies and financial frameworks. The directorate was also responsible for reviews of services, programs and functions provided by the government.

The directorate brought together specialist capability in the support of selection, funding, implementation, delivery and whole of life transaction management of complex and major infrastructure projects. The directorate:

- > supported and advised on Public Private Partnership (PPP) transactions, including procurement;
- > provided whole of life project transaction support;
- > supported the delivery phase on major projects;
- > developed and implemented The Partnerships Framework (TPF) policy, The Capital Framework (TCF) and the Guidelines for Unsolicited Proposals;
- > reviewed PPP contract management arrangements;
- > provided governance and secretariat support for major projects, a range of taskforces and other projects as directed by Cabinet;
- > provided commercial support on the assessment of unsolicited proposals; and
- > progressed infrastructure reform through new delivery models, improved governance, and better allocation of project risks.

HIGHLIGHTS

During 2016-17 the directorate:

- > prepared the Territory's Consolidated 2015-16 Annual Financial Statements, the 2016-17 Budget Review and the 2017-18 Budget consistent with legislative requirements and timeframes;
- > prepared the Under Treasurer's 2016 Pre-Election Budget Update (PEBU), released on 15 September 2016;
- > administered the election costings process, as set out in the *Election Commitments Costing Act 2012*, completing 151 costings for the three primary political parties in the ACT - the ACT Greens, the ACT Labor Party, and the Canberra Liberals, over the period 18 August 2016 to 13 October 2016;
- > implemented the bulk of the Territory's new budgeting system - the Government Budget Management System - generating data for input into the 2016 PEBU, the 2016-17 Budget Review and the 2017-18 Budget;
- > coordinated and participated in across-government and national working groups, and provided policy advice on national reform initiatives including the National Health Reform Agreement, National Disability Insurance Scheme and school funding reforms;
- > worked with directorates on the development of policy through involvement in meetings and working groups including the Health Infrastructure Operations Working Group, Asbestos Eradication Scheme Steering Committee and Light Rail Project Board;
- > prepared the 2016-17 Infrastructure Plan Update;

- > prepared the *Appropriation Act 2016-2017* and *Appropriation (Office of the Legislative Assembly) Act 2016-2017*, which was passed by the Assembly on 26 August 2016;
- > commenced and completed the Human Resources and Financial Services Update Review and work flowing from the review of Select Budget Programs, and completed the Human Services Cluster Review;
- > continued to review and update the following policy frameworks:
 - The Capital Framework;
 - The Partnerships Framework - The Guidelines for Public Private Partnerships; and
 - The Guidelines for Unsolicited Proposals;
- > continued to support the ACT Courts PPP Project by providing advice to the Project Control Group and through its membership of the Executive Steering Committee and Senior Representative's Group;
- > provided support and advice to the Light Rail Stage 1 and Stage 2 project team, in addition to support for preliminary workshops such as risk workshops, Investment Logic Workshops (ILW), delivery strategy workshops and market soundings;
- > reviewed and assessed unsolicited proposals under the Guidelines for Unsolicited Proposals, in addition to providing secretariat and governance support to the Unsolicited Proposal Steering Committee;
- > worked with government agencies to develop strong business cases for infrastructure projects across the ACT and assisted with facilitation of Early Project Overview and ILW sessions, in addition to exploring opportunities for asset optimisation;
- > conducted a Post Implementation Review of Charles Weston School in Coombs in 2016-17, to evaluate the efficiency of the project's delivery and, through consultant engagement, completed a template for the process to assist with future project reviews in line with TCF;
- > hosted the National PPP Contract Managers' Forum at Old Parliament house in October 2016, which provided an important networking and learning opportunity for Government sector PPP Contract Managers;
- > initiated the commencement of the Infrastructure Reform Working Group under instruction of the Strategic Board, to investigate and provide a report on options and principles relating to strategic infrastructure planning and efficient infrastructure delivery in the ACT;
- > continued to provide secretariat and other support to the Market Led Proposals Quarterly Inter-jurisdictional Meeting, including supporting the inaugural Market Led Proposals Conference attended by both public and private sector practitioners; and
- > participated in a number of working groups across government to provide support for major infrastructure works and provided comprehensive secretariat and governance support to a range of major projects, taskforces and Executive-led meetings.

The directorate met all its 2016-17 accountability targets against this output.

FUTURE DIRECTION

In 2017-18 the directorate will:

- > prepare the 2017-18 Budget Review and the 2018-19 Budget, and the Territory's Consolidated 2016-17 Annual Financial Statements;
- > refine the capital database that was launched as part of the 2017-18 Budget, and prepare the 2017-18 Infrastructure Plan Update;

- > coordinate the government's budget processes and report on financial outcomes;
- > continue to participate in policy development with directorates through involvement in relevant working groups, committees and meetings, including the newly formed Infrastructure Planning and Advisory Committee;
- > provide regular updates to the Budget Committee of Cabinet on the Territory's finances to allow the government to manage the public finances appropriately and maintain a strong balance sheet;
- > finalise implementation of the Government Budget Management System;
- > commence and complete a review of Care and Protection and Out of Home Care services, and a review of ACT libraries;
- > continue to implement TPF, which establishes the framework for:
 - delivery of major infrastructure projects under models including Design, Construct, Maintain and Operate and PPP;
 - evaluation of unsolicited proposals under a structured framework; and
 - provision of infrastructure advice across the ACT Government as required;
- > provide support for PPP life-of-project transactions such as refinancings, assignments, changes of control, and enhancements;
- > provide a specialist resource to support the delivery phase on major projects and protect the Territory's interests ;
- > deliver whole of government training on Public Private partnerships;
- > continue to assess and support the evaluation of unsolicited proposals submitted through the Guidelines for Unsolicited Proposals, including undertaking detailed review of the framework;
- > facilitate the efficient delivery of capital works through The Capital Framework;
- > support directorates in developing business cases for major infrastructure works, including the facilitation of ILW and Early Project Overview for tier 1 and 2 projects;
- > facilitate the delivery of PPP projects in the Territory, including the ACT Courts PPP project, the Light Rail Stages 1 and 2, and future PPP projects; and
- > provide comprehensive secretariat and governance support to a range of major projects, taskforces and Executive-led meetings to ensure decision making on high risk projects is of the highest standard, appropriately recorded and that probity and policy requirements are fully satisfied.

Further information can be obtained from

Stephen Miners
 Executive Director
 Finance and Budget
 +61 2 6207 5071
Stephen.Miners@act.gov.au

Peter Murray
 Executive Director
 Infrastructure Finance
 +61 2 6207 5650
PeterR.Murray@act.gov.au

Stuart Friend
Director
Expenditure Review
+ 61 2 6207 0213
Stuart.Friend@act.gov.au

OUTPUT 5.1 WORKFORCE INJURY MANAGEMENT AND INDUSTRIAL RELATIONS POLICY

OVERVIEW

The directorate is responsible for ACT workplace relations regulatory frameworks including industrial relations, work safety, dangerous substances, public holidays and portable long service leave. It also supports the management and prevention of workplace injuries by delivering safety, return to work and injury management services for the ACT Government.

HIGHLIGHTS

Injury prevention and management initiatives delivered in 2016-17 contributed to a reduction of more than 20 per cent in the public sector workers' compensation premium rate.

Significant initiatives included early intervention physiotherapy services for injured workers, enhancements to sector wide injury and incident management and refinement of rehabilitation case management practices and supporting systems. An independent audit of rehabilitation case management services, demonstrated a 100 per cent compliance rate with the applicable Commonwealth guidelines.

Several measures for improving health, safety and injury management were identified or developed during consultation about whether or not the Territory should establish a new workers' compensation scheme for the public service. Although the Government ultimately determined to remain insured under the Commonwealth's Comcare scheme, a number of the measures that were developed remain applicable and will be implemented during 2017-18. These include reviewing whole of government rehabilitation policies, early intervention services for psychological injury and consideration of whether to become a workers' compensation self-insurer for the public service.

The directorate met ten out of eleven targets against this output. Target 5.1(k) was not met. That target called for a report on the implementation of the Getting Home Safely construction safety inquiry recommendations to be delivered by April 2017. The report was delayed due to critical national comparative performance monitoring data being unavailable. This unexpected delay was caused by unforeseen errors in Australian Bureau of Statistics workforce datasets.

FUTURE DIRECTION

The directorate will remain focused on reducing the human and economic costs of work injury and improving conditions for working people. In 2017-18 the directorate will:

- > develop workers' compensation self-insurance options for the ACT Public Sector;
- > design and deliver new whole of government health and wellbeing and injury prevention initiatives;
- > manage regulatory reforms to the work safety, workers' compensation and workplace relations frameworks;
- > coordinate the Territory's involvement in a review of national template work health and safety laws; and
- > review and refine the whole of government work health and safety strategy.

Further information can be obtained from

Michael Young
Executive Director
Workplace Safety and Industrial Relations
+ 61 2 6205 3095
Michael.Young@act.gov.au

OUTPUT 6.1 REVENUE MANAGEMENT

OVERVIEW

The directorate administered taxation legislation in the ACT and a number of assistance schemes.

The directorate:

- > provided policy advice on ACT taxation matters and the development and amendment of the Territory's taxation legislation;
- > was responsible for the Objections and Appeals Unit, which reviewed decisions involving ACT taxes, and deals with any subsequent appeals;
- > administered rates, land tax, the fire and emergency services levy, land rent, deferred duty, city centre marketing and improvements levy, payroll tax and other return taxes, and undertook a debt recovery function;
- > administered and provided advice on conveyance duty and financial assistance schemes;
- > administered some concession schemes on behalf of the Territory;
- > maintained and enforced compliance with all taxes, grants and concessions administered by the ACT Revenue Office;
- > provided financial management reporting and web management services;
- > administered the Home Loan Portfolio and the Mortgage Relief Fund; and
- > provided a range of valuation services to government including for statutory rating purposes, lease variation determinations and administrative reviews as well as expert testimony before the ACT Civil and Administrative Tribunal and Courts.

HIGHLIGHTS

During 2016-17 the directorate:

- > collected more than \$1.6 billion taxation revenue;
- > undertook compliance activity which resulted in 663 assessments issued for \$13.3 million in revenue;
- > provided \$1.5 million in home buyer and pensioner duty concessions and \$15 million in First Home Owner Grants;
- > completed two Workforce Projects to understand the current state of the workforce, identify a strategic future state and agree on an approach for the office to transition toward a future state;
- > implemented the following Tax Reform initiatives:
 - new methodology for calculating land tax and rates on residential units to ensure greater equity in the rates and land tax payable between houses and residential units;
 - repeal of insurance duty provisions, completing the abolition of insurance duties in the ACT; and
 - continued cuts to conveyance duty rates for residential property transactions with significant reductions for transactions of commercial property valued below \$1.5 million (the duty rate will be halved);
- > amended:
 - the Rates and Fire Services Levy rebates to freeze 'uncapped' rates so that over time there will be improved equity for recipients of the rebate under the 'uncapped' and 'capped' rebate schemes;

- the *Rates Act 2004* to introduce the Safer Families Levy, a levy that will assist with funding of a range of family violence prevention measures in the ACT;
- the *Duties Act 1999*, the *Taxation Administration Act 1999* and the *Land Titles Act 1925* to introduce the Barrier Free model of conveyance duty, a model that substantially reforms the collection of conveyance duties in the ACT, and is expected to commence mid to late 2017. Under Barrier Free, purchasers lodge conveyance documents at the Titles Office at the same time that they register their transfer, duty is collected, and any concessions and exemptions are applied at the same time. Information about the transaction is relayed to the ACT Revenue Office after the transaction is lodged at the Land Titles Office for duty verification and assessment; and
- the *Rates Act 2004*, the *Taxation Administration Act 1999*, and the *Duties Act 1999* and Home Buyer and Pensioner Concession Schemes to better clarify and improve the quality of tax legislation, to protect the revenue and to simplify administrative processes.

The directorate met all of its 2016-17 accountability targets against this output, exceeding three targets. The three targets that were exceeded were:

- > Debt Management - Level of Outstanding Debt
The average level of collectable debt to revenue ratio for 2016-17 was 3.2 per cent compared to the target of 2.5 per cent. This largely reflects an increase in debt ratios for general rates.
- > Compliance Revenue per Inspector
In 2016-17, compliance revenue per inspector was \$785,750. This exceeded the target of \$500,000.
- > Internal Reviews of Objections Completed
Of the 275 objections determined in 2016-17 all were completed within six months, exceeding the target by 18 per cent, and therefore all objections determined in 2016-17 were completed within 12 months.

FUTURE DIRECTION

In 2017-18 the directorate will:

- > continue with the transformation program which will include the launch of Release 1 of a new revenue collection IT platform;
- > implement the Barrier Free model for stamp duty transactions which will coincide with the launch of the new IT platform; and
- > continue to build and develop the business intelligence team to enhance the capability to detect and recover undeclared taxation across all tax lines, and formulate new data-led strategies in relation to the recovery of outstanding revenue.

Further information can be obtained from

Kim Salisbury
Executive Director
Revenue Management
+61 2 6207 0010
Kim.Salisbury@act.gov.au
www.revenue.act.gov.au

OUTPUT 7.1 SHARED SERVICES

OVERVIEW

The directorate, through Shared Services, provided a range of ICT, human resources, financial, publishing, mailroom, and record services to the ACT Government including:

- > accounts payable and receivable processing, asset register management, financial information systems, financial ledger management, financial statements, taxation management, budgeting, internal management reporting and salary packaging;
- > payroll, executive engagement and contracts, HR support, recruitment, employee self-service and human resources reporting;
- > service desk, records management, mail services, publishing services, front door for projects and strategic relationship managers;
- > managed the ACT Government's infrastructure, data and communications network;
- > developed and managed ICT operational policy (including security policies), project services and lifecycle management of the government's ICT asset fleet; and
- > assisted directorates and agencies in relation to ICT security matters, including ICT investigations.

HIGHLIGHTS

During 2016-17 the directorate:

- > launched a pilot of a new Shared Services website with over 130 paper based forms digitised with automatic workflows;
- > successfully piloted Service Point, a new technology service bar approach to IT support which provides a single on-site service desk accessible to staff on any device to obtain instant advice and assistance;
- > undertook the annual customer satisfaction survey which saw satisfaction rates with Shared Services improve across the board to levels on par or higher than industry averages;
- > provided support, training and advice to directorates using Electronic Document Records Management Systems as a new and ongoing service to enable directorates to move towards comprehensive digital records management;
- > conducted a payroll process review to minimise risk and enhance end-to-end payroll processing and system automation, with a number of 'quick wins' achieved, work commenced on addressing the tactical phase including standardisation of certain processes;
- > commenced the project to automate the calculation of Long Service Leave of employees with ACT Government that will lead to enhanced functionality and higher customer satisfaction through real time balances;
- > conducted a Human Resource Information Management System (HRIMS) Feasibility Project to identify whole-of-government needs and requirements in respect of human capital management, which will articulate options for a HRIMS strategy for ACT Government;
- > in collaboration with ACTION, the Payroll team progressed the alignment of bus driver paydays to that of all other Government employees and began transitioning this workforce from the Aurion payroll system onto the whole-of-government payroll system, Chris 21;
- > continued work to implement the automated invoice payment system;
- > delivered ICT infrastructure for the ACT Health Secure Mental Health Facility (Dhulwa);

- > delivered a whole of government Application Portfolio Management (APM) platform to enable directorates to make informed decisions about their business application portfolios;
- > implemented an Infrastructure as a Service cloud solution and commenced the migration of Territory business systems to a public cloud; and
- > progressed the upgrade of Microsoft Office tools and standard operating environment across government.

Shared Services ICT (SSICT) is required by legislation and policy to abide by the Procurement Framework (*Government Procurement Act 2001*) and continues to adhere to this requirement.

In addition, the Canberra Region Local Industry Participation Policy (LIPP) has been developed to establish a way of testing local industry involvement in approaches to market. SSICT has included assessment of local industry participation in its recent procurements and has been actively providing feedback on ways to improve the outcome of increased opportunities for local industry.

SSICT Executive have presented to local groups and forums (such as CollabIT ACT) about the initiatives and directions being undertaken by SSICT to ensure that local businesses are informed about possible commercial opportunities with the ACT Government. Under a well-considered approach to market SSICT is looking into the best approach for establishing panels that support engagement of ACT ICT Contractors.

The directorate met 13 out of 14 performance accountability indicators against this output. Average time taken for telephone service requests to be answered by a Service Desk Officer was 33 seconds (target 20 seconds) due to a significant increase in call volumes in early 2017 as a result of accommodation moves and a greater focus on first time resolution.

FUTURE DIRECTION

In 2017-18 the directorate will:

- > launch the new Shared Services Website to all of the ACT Government, providing quicker and easier access to corporate information, services and products and significantly reducing the need for printing and paper forms;
- > develop and implement a Customer Service Charter for Shared Services to underpin our service culture;
- > provide greater communication and transparency in services and products delivered by Shared Services including around costs and service standards;
- > finalise the project to automate the calculation of Long Service Leave for employees;
- > finalise during the first half of 2017-18 superannuation payments for employees within PSS, CSS and PSSap, directly via the Westpac QuickSuper portal in conformity with SuperStream requirements;
- > complete Stage I and Stage II of the HRIMS in early September 2017, including the preparatory work surrounding the readiness for ACT Government stage and the review of alternate solutions within the market for an appropriate Tier 1 software as a solution HRIMS product;
- > finalise the implementation of the accounts payable invoice automation solution for the ACT Government;
- > support the Commonwealth Government's Asset Recycling Initiative by relocating all ICT systems out of the data centre at Macarthur House to facilitate decommissioning of the building; and
- > continue the refresh and modernisation of the ACT Government Network.

Further information can be obtained from

Karen Doran
Acting Deputy Under Treasurer
Commercial Services and Infrastructure
+61 2 6207 0337
Karen.Doran@act.gov.au

Graham Tanton
Executive Director
Shared Services
+61 2 6207 5757
Graham.Tanton@act.gov.au

OUTPUT 8.1 PROCUREMENT AND CAPITAL WORKS

OVERVIEW

The directorate undertook procurement activities on behalf of all government directorates and agencies for infrastructure, capital works and, goods and services. It:

- > advised the Government on procurement and related construction industry policy;
- > was responsible for the development and implementation of the Government's procurement related policies;
- > administered a range of pre-qualification schemes and online tendering and procurement support systems;
- > established and managed whole of government contracts and panels; and
- > coordinated the Work Health and Safety Active Certification Policy for ACT Government construction sites.

The directorate administers the Agreed Memorandum of Understanding on Procurement of Works and Services by the ACT Government (MOU), which the Chief Minister and UnionsACT signed in March 2015. Under this MOU, Procurement and Capital Works is responsible for providing a report each year on the progress made in implementing the MOU and on compliance activities undertaken by the Territory and on instances of proven non-compliance by tenderers.

Implementation of the MOU has largely been completed, with the principles embedded into procurement processes such as prequalification, the Work Health and Safety Active Certification Policy and the Compliance with Industrial Relations and Employment Obligations Strategy for ACT Government Capital Works Projects (IRE Strategy). Work is continuing to strengthen the safety and industrial relations aspects of the Territory's procurement and contracting framework, and this will be done in consultation with relevant government, union and business/industry stakeholders over the coming year.

In 2016–17 the Territory received complaints from employee representative organisations about three contractors who held an IRE Certificate. The employee organisations had concerns that the contractors were not meeting their IRE obligations. One contractor went into administration and was not engaged on any ACT Government Capital Works projects so the directorate was unable to initiate an IRE Project Audit as was requested by the employee organisation. One contractor's IRE Certification expired and that contractor is not working on any ACT Government Capital Works projects. The issues with the third contractor were investigated by Infrastructure Finance and Capital Works officers who found no areas of concern.

HIGHLIGHTS

During 2016–17 the directorate:

- > implemented the first phase of the Smart Modern Strategic (SMS) Procurement Reform Program to reform procurement and deliver savings across the ACT Government. The first phase included:
 - stronger engagement with industry (through industry forums and workshops) on improving procurement practices and policies;
 - establishing more whole of government contracts for goods and services and more mature arrangements for fleet, utilities, and stationery;
 - better procurement and software licensing policies and practices; and
 - identification, and agreement on the delivery, of the second phase of procurement initiatives under the SMS program;

- > implemented the second phase of the SMS Procurement Reform Program, launching initiatives aimed at streamlining business processes across directorates including:
 - implementing Contractor Central to improve ACT's management of directorate's labour hire workforce;
 - executing a whole of government Managed Print Service contract to achieve savings through improved printing arrangements and billing processes;
 - modernising ACT government's digital capability to engage the Canberra community through replacing bulk physical mail with digital mail solutions;
 - establishing a Creative Services Panel to simplify procuring advertising services and increasing transparency; and
 - supporting Shared Services ICT to develop a policy to manage ACT's software licences;
- > implemented improved systems for tendering and the management of procurements, with further systems for managing panel arrangements being progressed;
- > continued to support The Capital Framework (TCF) by assisting directorates to develop stronger business case submissions, enabling more thorough planning, appraisal and evaluation in the formative stages of the investment lifecycle;
- > coordinated training for project officers in the GC21 form of contract to build capability in the use of a range of models for major capital works projects. A modern suite of contract models enables the Government to use the optimal contract form for each individual project in the pursuit of value for money in Government procurement;
- > continued a review of the Compliance with Industrial Relations and Employment Obligations Strategy for ACT Government Capital Works Projects;
- > introduced changes, with effect from 1 July 2016, to the Work Health and Safety Active Certification Policy (ACP), to take into account improvements in workplace safety since the ACP was introduced and to better reflect current business practices, and to allocate safety audit resources more efficiently by diverting resources from audits of inactive or low risk worksites to new or high risk worksites;
- > established a dedicated page on the procurement website to assist directorates with including Aboriginal and Torres Strait Islander owned businesses in their procurement opportunities;
- > delivered two ACT Health Capital works projects in 2016-17 which required the contractors to maintain and implement an Aboriginal Participation Plan being:
 - the Ngunnawal Bush Healing Farm (project budget \$11.731 million) which was completed in December 2016. In October 2015, 5 per cent of the staff delivering the facility recognised themselves as indigenous;
 - the contractor for the Dhulwa Mental Health Unit (project budget \$46.691 million) worked with Koori Habitat Canberra to facilitate placement of Aboriginal workers with subcontractors and also within their own project team. Prior to the facility becoming operational in November 2016, approximately 15 Indigenous workers were employed on the Dhulwa Mental Health Unit project;
- > collaborated with Innovate Canberra and the Local Industry Advocate to support the Advocate in her role, including with the development of a Local Industry Participation Policy (LIPP) for the ACT. Local industry participation was factored into procurement activities for significant Territory projects including the University of Canberra Public Hospital and the new Courts Facility. The LIPP formally commenced being included and considered in procurement processes on 1 January 2017;
- > continued the Loose Fill Asbestos Insulation Demolition Program, with 507 houses safely demolished in 2016-17 and the program ahead of schedule:

- the Asbestos Response Taskforce and Procurement and Capital Works continued to work closely with WorkSafe ACT and with industry to ensure the safe delivery of the demolition program; and
- the program continued to innovate and refine practices as it progressed. The demolition program is supported by a comprehensive communications, education and engagement strategy. This includes a multifaceted approach to communicating with neighbours and the community – from broad education and communication platforms, to targeted doorknocking and in-suburb engagement activities.

Additionally the University of Canberra Public Hospital head contractor has set a target of 10,000 worker hours on the site to be provided by Indigenous staff. During the course of 2017 the contractor employed 448 indigenous trainees and 240 Indigenous apprentices which equates to 7,568 worker hours

The directorate had five accountability indicators against this output:

- > the *proportion of government-funded annual Capital Works programs supported with project procurement services* was 77 per cent, against a target of 90 per cent. This indicator does not include capital works associated with land development, housing, capital upgrades, capital ICT works, capital grants and property, or plant and equipment, due to the nature of these specific capital works activities. The variance is due to some agencies making partial use of Procurement and Capital Works support, including in establishing specific panels of contractors, prequalification of tenderers, active certification for WHS, managing the call tender process, tender publication, and contract execution services, but for a range of reasons not utilising the full service;
- > the *proportion of tenders available to potential tenderers in electronic format* had a target of 100 per cent. This target was achieved with the use of the electronic tendering system on the Procurement and Capital Works website (TendersACT);
- > the *proportion of relevant projects supported by Procurement and Capital Works that have had WHS audits performed in accordance with the Active Certification Audit Program* was 99 per cent, against a target of 90 per cent. The ACP applies to Government capital works valued at \$250,000 or more and requires one workplace health and safety audit to be conducted in every 13-week period of construction. In 2016–17, there were 162 audits conducted covering 52 separate contractors;
- > the percentage of construction projects managed by Procurement and Capital Works that was completed in 2016–17 on budget was 100 per cent, against a target of 85 per cent. This is due to improved project estimation processes and enhanced communication and early monitoring of issues reducing variations; and
- > the percentage of construction projects managed by Procurement and Capital Works that was completed on time in 2016–17 was 96 per cent, against a target of 85 per cent. This is due to improved project estimation processes and enhanced communication and early monitoring of issues reducing variations.

FUTURE DIRECTION

On 1 July 2017 new administrative arrangements came into effect with Procurement and Capital Works moving from the Economic Development stream of Chief Minister, Treasury and Economic Development (CMTEDD) to the Treasury stream. As part of this restructure, Goods and Services Procurement now forms part of Procurement, Property and Venues and Capital Works forms part of Infrastructure Finance and Capital Works. Both these areas sit within Commercial Services and Infrastructure branch and continue to work in close collaboration.

Infrastructure Finance and Capital Works will take leadership on, amongst other things:

- > Capital Works delivery;
- > Active Certification;
- > The Capital Framework;
- > Government Procurement Act;
- > Government Procurement Board;
- > IRE;
- > Local Industry Participation Policy; and
- > Sustainable Procurement Plan.

Goods and Services will take leadership on, amongst other things:

- > E-Tendering;
- > Annual Procurement Plans;
- > Call Tender Register;
- > Contracts Register;
- > Notifiable Invoices; and
- > Indigenous Procurement.

In 2017–18 the directorate will continue to:

- > work to ensure procurement reforms achieve greater value for money on all major infrastructure projects and goods and services procurements;
- > deliver whole of government training on The Capital Framework;
- > implement the third phase of procurement reform projects under the SMS Procurement Reform Program;
- > review and update the Sustainable Procurement Policy;
- > implement an Aboriginal Participation Policy in accordance with the CMTEDD Reconciliation Action Plan;
- > develop and implement an Indigenous Procurement Policy;
- > undertake a 12 month review of the implementation of the Local Industry Participation Policy;
- > complete the procurement and implementation of the Project Management and Reporting System (P-MARS) to provide greater collaboration, project management and reporting capability for Capital Works projects. This will be an internal transformational change process, with the aim of improving the way the Territory controls, manages, forecasts and reports all forms of capital works expenditure, including new works, asset purchases, capital upgrades, capitalised expenditure and ICT capital projects. The new system will be fully implemented in the CMTEDD, Health and Transport Canberra and City Services directorates as part of the first phase, with a view to subsequently rolling it out across all directorates; and
- > continue to provide an ongoing Secretariat role to the Government Procurement Board.

Further information can be obtained from

Karen Doran
Acting Deputy Under Treasurer
Commercial Services and Infrastructure
+61 2 6207 0337
Karen.Doran@act.gov.au

George Tomlins
Executive Director
Capital Works
+61 2 6207 8944
George.Tomlins@act.gov.au

Daniel Bailey
Executive Director
Procurement, Property and Venues
+61 2 6207 5618
Daniel.Bailey@act.gov.au

OUTPUT 9.1 ECONOMIC DEVELOPMENT STRATEGY AND PROGRAM DESIGN

OVERVIEW

The directorate led and coordinated the delivery of the ACT Government's land supply strategy and the Affordable Housing Action Plan. It also developed and provided a range of strategic advice, legislative review and development services, specifically in relation to: business development, sport and recreation, tourism and events, arts and land development. Until the function was transferred to the Justice and Community Safety Directorate in late 2016, the directorate also provided gaming and racing advice and legislation development in consultation with the Gambling and Racing Commission.

HIGHLIGHTS

In 2016-17 the directorate:

- > released the Indicative Land Release Program for 2016-17 to 2019-20;
- > produced a comprehensive report on Economic Trends in the ACT for the fourth quarter of 2016;
- > reviewed the impact of the National Rental Affordability Scheme on student rental affordability in the ACT;
- > reviewed the three phases and 97 objectives within the various Affordable Housing Action Plans;
- > conducted an analysis into the potential for international air freight to deliver the ACT economy additional jobs and economic activity;
- > completed two reports on land and property trends for the last quarter of 2016 and the first half of 2017 that were provided to the Land Development Agency Board and informed the development of the land release program;
- > released the policy position paper: Combat Sports in September 2016 that communicated the ACT Government's position on key issues for the regulation of combat sports in the Territory; and
- > introduced the *Gaming and Racing (Red Tape Reduction) Legislation Amendment Act 2016* which amended various racing and gaming Acts to provide for a number of red tape reduction reforms.

The directorate met all of its targets against this output, noting that racing and gaming policy was transferred to Justice and Community Safety Directorate under the *Administrative Arrangements 2016 (No 5)*.

FUTURE DIRECTION

From 2017-18, the functions of Strategy and Program Design will transfer to the Environment, Planning and Sustainable Development Directorate. Over the year, Strategy and Program design will:

- > monitor the Government's Indicative Land Release Program for 2017-18 to 2020-21;
- > produce quarterly reports on land and property trends, underpinned by data and analysis from a range of sources, to support policy and decision making around land;
- > develop and deliver a new Affordable Housing Strategy;
- > continue to monitor and report (as required) on industry MoUs and agreements;
- > deliver two regulatory and process reform initiatives, which are intended to be adaptable to the Government's policy directions; and
- > respond to and deliver Government priorities and emerging policy issues.

Further information can be obtained from

Simon Tennent
Acting Director
Land Development Projects
Environment, Planning and Sustainable Development Directorate
+ 61 2 6205 4961
Simon.Tennent@act.gov.au

OUTPUT 9.2 INNOVATION, TRADE AND INVESTMENT

OVERVIEW

Under this output the directorate:

- > delivered initiatives and policy advice to:
 - promote the economic development of the ACT region, including its universities, research organisations, innovation partners, and business organisations; and
 - delivered activities to support the ongoing internationalisation of the ACT;
- > delivered initiatives to accelerate the commercialisation of locally generated intellectual property and to enhance the innovation capability of the private sector and its relationships with key institutions;
- > worked with the higher education and research sector to promote key sector capability areas, such as: agriculture and environmental sciences; information and communications technology and e-government; cyber security; the space and spatial economy; sports technology; and health innovation;
- > through Skills Canberra, delivered the *Skilled and Business Migration Program* and managed vocational education and training in the ACT, which included administering, monitoring and auditing ACT and national funds for a variety of programs addressing skills development; and
- > participated in business and innovation national policy forums, including Ministerial Councils.

HIGHLIGHTS

In 2016-17, the directorate:

- > continued the implementation of *Confident and Business Ready: Building on Our Strengths*, focusing on the key sector capability areas;
- > established the Canberra Cyber Network, which brought together: the Australian National University (ANU), University of New South Wales (UNSW), University of Canberra, Data61, the CBR Innovation Network and the Canberra Institute of Technology, and launched the Canberra node of the Australian Cyber Security Growth Network;
- > facilitated the rollout of CBRfree Wi-Fi, Australia's largest Central Business District-based free Wi-Fi network;
- > completed the achievement of all training and structural reform targets agreed under the five year National Partnership Agreement for Skills Reform;
- > undertook Field Officer visits to 457 employers and 567 apprentices to support improved outcomes for Australian Apprentices and their employers, alongside visits to schools, colleges, community organisations and industry associations;
- > facilitated the ACT Government's \$2.5 million per year (for two years) investment agreement with the CSIRO in exchange for a substantial work program to be undertaken by Data 61 to assist smart city and digital transformation goals;
- > advised and administered funding:
 - of up to \$23.2 million to over 100 registered training organisations through two contestable training initiatives: Australian Apprenticeships and Skilled Capital;
 - of more than \$1 million to the CBR Innovation Network to boost entrepreneurial capability, capacity and pathways to support start-ups and innovative companies to grow and access national and international markets and supply chains in partnership with the ACT Government;

- of more than \$250,000 to ScreenACT and the Screen Production Fund to support the growth of the ACT screen industry;
 - of \$500,000 to the Canberra Business Chamber for the CBR Brand campaign, to promote Canberra's reputation as a great place to live, work, study and do business; and
 - to two significant projects under the *Key Capability Area Program*: \$375,000 for the UNSW Canberra's Space Mission Design Facility, and \$375,000 for a joint UNSW/ANU Space Based Quantum Communications Project;
- > delivered:
- the *Innovation Connect Grant Program* to provide early stage commercialisation funding to accelerate the development of growth-focused start-ups in Canberra, with approximately \$267,000 in funding support committed for nine new start-ups in the reporting period;
 - the *Small Business Innovation Partnership Program* which assisted ACT Government Directorates to utilise locally developed technology solutions and facilitated 17 projects to the value of approximately \$1.7 million; and
 - programs focussed on building small to medium enterprise capability to access international markets, including 47 Trade Connect Grant approvals, valued in excess of \$180,000, and the *ACT Chief Minister's Export Awards*;
- > launched:
- the *ACT International Engagement Strategy* and the *ACT International Education Strategy* and supported the Commissioner for International Engagement with delegations to priority markets: New Zealand in July 2016; Singapore in April 2017; and, Singapore, Hong Kong and Japan in June 2017;
 - the *Canberra Region Defence Industry Capability Directory*; the ACT Defence Industry Strategy, *Established, Capable, Skilled: Growing the Defence Industry in the ACT*; and established the ACT Defence Industry Advisory Board, to provide strategic advice to the ACT Government on maximising opportunities from the *2016 Defence White Paper* and its focus on building sovereign capability; and
 - new portals in the *ACT Vocational Education and Training Administration Records System (AVETARS)* enabling improved communication and engagement with stakeholders;
- > enhanced:
- the design of the ACT's training programs, User Choice and Skilled Capital, to ensure qualification subsidy amounts appropriately reflect ACT skills needs, and improved accrual of data to drive further policy developments; and
 - consumer information through user friendly and accessible publications, including user guides and brochures for the AVETARS, improvements to the ACT Standards and Compliance Guides, and the commencement of a redevelopment of the www.skills.act.gov.au website to enable its users to better navigate the VET system;
- > supported:
- the work and deliberations of the Vice Chancellors' Forum, and its agenda to grow the contribution of the sector in the ACT economy; and
 - the Canberra Institute of Technology with a range of activities, including governance developments and Australian Apprenticeships Program delivery.

Innovate Canberra had eight accountability indicators, containing 21 sub-indicators, of which six were met, nine were exceeded and five were not met.

The six indicators met were: delivery of targeted programs to support innovative start-ups; delivery of targeted programs to support key industry capability; number of international trade and

investment campaigns and delegations; registered training organisation audit reports provided within 30 days of completion of on-site audit; Aboriginal and Torres Strait Islander students undertaking vocational qualifications; and, students with disability undertaking vocational qualifications.

The nine indicators exceeded were: Innovation Connect new client connections (target 50, outcome 62); satisfaction on the effectiveness of ACT Government programs and initiatives to support innovative start-ups (target 75 per cent, outcome 100 per cent); satisfaction on the effectiveness of ACT Government programs and initiatives to support key industry capability (target 75 per cent, outcome 100 per cent); Trade Connect grants delivered (target 30, outcome 47); number of lead responses generated from Invest Canberra program activity (target 30, outcome 34); number of investment facilitation projects supported (target 2, outcome 3); employer sponsor nominated skilled migration (target 330, outcome 347); skilled independent nominated migration (target 500, outcome 746); and, average number of monthly visits to *Canberra: Create Your Future* website (target 12,000, outcome 19,419).

The five indicators not met were:

- > Innovation Connect successful grant applications to support innovative start-ups (target 15, outcome 9). As Innovation Connect is administered across financial years, the funding commitment was reached with fewer successful applications;
- > Participation in the settlement support program for ACT nominated migrants (target 70 per cent, outcome 64 per cent). Participation in the settlement support program is voluntary and there has been a decline in the number of overseas migrants requesting a meeting;
- > Funded training initiative administered within published timeframes (target, 100 per cent, outcome 93.7 per cent). In order to better inform its decision making Skills Canberra undertook an extended consultation period, which was advised to stakeholders, regarding the ACT Skills Needs List which informed the Australian Apprenticeships qualification subsidies and impacted on this target;
- > Total number of students undertaking vocational qualifications. Information to finalise the result for this indicator was not available due to a delay in the release of the national data set of 2016 Annual Total VET Activity by the National Centre for Vocational Education Research; and
- > Participation in vocational education and training. Information to finalise the result for this indicator was not available due to a delay in the release of the national data set of 2016 Annual Total VET Activity by the National Centre for Vocational Education Research.

FUTURE DIRECTION

In 2017-18 the directorate will:

- > continue the implementation of:
 - *Confident and Business Ready: Building on Our Strengths*;
 - the *ACT International Engagement Strategy*;
 - the *ACT International Education Strategy*; and
 - *Established, Capable, Skilled: Growing the Defence Industry in the ACT*;
- > continue to deliver:
 - the *Innovation Connect Program*, to provide early stage commercialisation funding to accelerate the development of growth focused start-ups in Canberra;
 - programs focussed on building small to medium enterprise capability to access international markets; and

- the *Skilled and Business Migration Program*;
- > work with the University of New South Wales around their proposal for a major new university campus to further enhance the Territory's higher education and knowledge economy and boost Canberra's already strong appeal to the international student market;
- > deliver a strategic framework and action plan to improve access and equity and ensure ACT Government-subsidised VET programs effectively contribute to improved post-school education and employment outcomes for people experiencing disengagement or disadvantage;
- > advise and administer funding of:
 - \$1 million over four years to develop strategies and actions that aim to address barriers experienced by women seeking to enter trades that are traditionally male dominated, and mature-aged workers seeking to up-skill or re-skill;
 - \$350,000 to ScreenACT, to attract and build on the success of TV shows like *The Code* and *Secret City* and movies like *Joe Cinque's Consolation*;
 - \$150,000 to support the CBR Innovation Network to help entrepreneurs take their ideas to market;
 - \$700,000 to continue support for Brand CBR; and
 - \$750,000 to promote Canberra's Key Capability Areas;
- > promote Canberra as the nation's leader in space and spatial technologies and, in particular, lead a delegation to the 2017 International Astronautical Congress in Adelaide;
- > capitalise on direct international flights to Singapore and Wellington through promoting export opportunities and business and investment in Canberra;
- > support:
 - the work of the Vice Chancellors' Forum;
 - autonomous vehicles, in collaboration with the private sector, the University of Canberra and the ANU;
 - the ACT Defence Industry Advisory Board and the ACT Defence Industry Advocate, to grow the defence sector in Canberra and the region;
 - the Canberra Cyber Network and the Canberra node of the Australian Cyber Security Growth Network, to support cyber-related businesses and establish Canberra as the nation's leader in cyber security; and
 - ACT Government Directorates, through the *Small Business Innovation Partnership Program*, to utilise locally developed technology solutions.

Further information can be obtained from

Kareena Arthy
 Deputy Director-General
 Enterprise Canberra
 + 61 2 6207 5564
Kareena.Arthy@act.gov.au

OUTPUT 9.3 VISITCANBERRA

OVERVIEW

The directorate created and implemented a range of innovative tourism marketing and development programs in partnership with local industry, national bodies and institutions, which aim to support the Territory's economic development through increased visitation to the ACT and region.

The directorate is guided by the ACT's 2020 Tourism Strategy to achieve a goal of growing overnight visitor expenditure in the ACT to \$2.5 billion by 2020. The strategy is consistent with the national framework to increase overnight visitor expenditure from \$70 billion in 2009 to \$140 billion in 2020.

HIGHLIGHTS

During 2016-17, the directorate:

- > assisted the facilitation of Singapore Airlines direct international flights between Singapore, Canberra and Wellington, from 20 September 2016, signalling the start of direct international flights to the nation's capital;
- > through the 2016-17 Special Event Fund, supported *Versailles: Treasures from the Palace* at the National Gallery of Australia; *A History of the World in 100 Objects* at the National Museum of Australia; and, the 2017 Enlighten Night Noodle Markets with Fairfax Events;
- > implemented the Tourism Marketing Partnership Program, supporting four new industry led marketing campaigns including: Canberra Theatre for *Mamma Mia* in November 2017; Capital Hotel Group spring/summer 2016 campaign and, Accor Hotels and Virgin Airlines winter 2017 campaigns;
- > with the National Capital Authority and local businesses, facilitated the development of a new Canberra and Region Visitors Centre at Regatta Point and an inaugural open day, which attracted around 2,500 people, mostly Canberrans, who enjoyed local entertainment and regional produce and wines. Since its opening, approximately 181,000 visitors have been welcomed;
- > launched, in October 2016, visitcanberra.com.au with additional content, a stronger regional focus, improved user experience and updated booking functionality in partnership with Wotif, and increased engagement across all major social media channels including Facebook, Twitter and Instagram;
- > attended: the Australian Tourism Exchange (ATE) Media Marketplace events in Sydney on 11-12 May 2017 to pitch Canberra region experiences and story ideas to 90 international media; and, the ATE, from 15-18 May 2017 in Sydney (along with 12 industry partners) during which it conducted 170 one-on-one meetings with international buyers from established and emerging markets;
- > delivered:
 - a range of new signage, including new gateway signage at Pialligo Avenue, unveiled in August 2016, by Chief Minister Andrew Barr. The gateway signage project was co-funded through the Commonwealth Tourism Demand Driver Infrastructure program, VisitCanberra and Transport Canberra and City Services. Further new signage sites are located on the Barton, Monaro and Federal Highways;
 - other projects, under the Commonwealth Tourism Demand Driver Infrastructure program, including the Augmented Reality Project at Canberra Airport and the Bushland Nature Walk at the Australian National Botanic Gardens; and
 - the 2016 Canberra and Capital Region Tourism Awards;

- > welcomed:
 - the 29 November 2016 Qatar Airways announcement of its intention to commence services between Doha and Canberra in 2017-18, providing an opportunity to develop awareness of Canberra and the region to a number of connecting destinations throughout Europe and UK;
 - the 8 December 2016 Tigerair Australia daily services between Melbourne and Canberra, and its announcement that from September 2017 it will operate three weekly return services between Brisbane and Canberra and add an additional weekly return service between Melbourne and Canberra; and
 - the commencement of FlyPelican services between Canberra and Dubbo from Monday 20 January 2017; and
- > hosted:
 - offshore Sales Missions and Trade Events in New Zealand, Singapore and India;
 - 15 domestic and 12 international media visits through the Visiting Journalists and Influencers Program;
 - Australian Tourism Exchange Pre and Post Familiarisations with agents from Malaysia, USA, Singapore, China and India;
 - the second Destination Canberra Conference at the Hyatt Canberra in February 2017, attended by over 220 ACT and Canberra Region delegates; and
 - the Australian Tourism Export Council annual conference, Meeting Place, marking the first time in the event's 40-year history that it has been held outside of Sydney.

The directorate exceeded its three 2016-17 accountability targets against this output. The target for ACT Accommodation – Room Occupancy Rate was to deliver an outcome greater than the national average. The target was exceeded by 8 per cent. The target Canberra and Region Visitors Centre Overall visitor satisfaction with customer service levels was to achieve an outcome greater than 85 per cent. The target was exceeded by 10 per cent. The target number of visits to the VisitCanberra website was to deliver an outcome of 1,300,000 visits to the site and was exceeded by 17 per cent.

FUTURE DIRECTION

In 2017-18, the directorate will:

- > in partnership, continue to create and implement a range of innovative tourism marketing and development programs;
- > continue to focus on the development of international air access and to increase domestic aviation capacity;
- > manage the Major Events Fund to attract significant events and shows;
- > complete an assessment of Indigenous tourism products and experiences;
- > work closely with the Environment, Planning and Sustainable Development Directorate and the Traditional Owners Aboriginal Corporation to build capacity in the Namadgi National Park and Tidbinbilla Nature Reserve, and assist new and diverse tourism product development;
- > work with the tourism industry to identify tourism investment opportunities, to provide marketing and trade education programs, to encourage the development of strong and efficient digital marketing and transactional capabilities and to influence key drivers of the visitor economy;
- > contribute to the implementation of the International Engagement Strategy;
- > develop an eco-tourism strategy; and
- > develop a cycle tourism strategy.

Further information can be obtained from

Kareena Arthy
Deputy Director-General
Enterprise Canberra
+ 61 2 6207 5564
Kareena.Arthy@act.gov.au

OUTPUT 9.4 SPORT AND RECREATION

OVERVIEW

The directorate supported Canberra's participation in organised sport and recreation through delivery of programs, facilities and pathways. It provided support services to local high performance athletes, administered grants and delivered education and training opportunities to maintain and enhance the capabilities of the community sport and recreation sector in the ACT. The directorate was also responsible for the planning and delivery of new sporting infrastructure and the ongoing management and maintenance of the Territory's community sportsgrounds, aquatic/leisure and associated facilities.

HIGHLIGHTS

During 2016-17, the directorate:

- > distributed more than \$2.7 million in community grants for projects including \$1.6 million in operational support to the sector and specific funding for projects including planning for the expansion of the Burley Griffin Canoe Club facility at Molonglo Reach, establishment of a new Disc Golf course at John Knight Park in Belconnen and funding for Canberra District Rugby League Referees Association for improved communications systems;
- > administered a one-off grants program (through an event surplus from the 2015 Asian Football Confederation Asian Cup) which supported twenty-one community football projects. Over \$600,000 was distributed to support projects including new goals for Australian National University ovals, renovation of the Hawker Football Centre Multi Purpose Technology Hub and clubhouse improvements at Mawson and Dickson;
- > delivered the sport and recreation component of the Federal Indigenous Advancement Strategy grants, providing direct support and strategic assistance to the ongoing delivery of physical activity opportunities for the local Indigenous community;
- > activated a funding agreement with the Physical Activity Foundation to further stimulate the PE Pulse Network and website to build teacher capacity and support the delivery of physical education in schools;
- > through the ACT Academy of Sport (ACTAS), was represented by nine scholarship holders and nine graduates, across seven sports, at the 2016 Olympic and Paralympic Games in Rio de Janeiro with five medals won in cycling, triathlon, athletics and swimming;
- > relocated ACTAS from the ACT Hockey Centre to the Australian Institute of Sport campus to achieve greater collaboration and partnership for the delivery of high performance services for priority athletes based in the ACT;
- > continued performance support for ACTAS scholarship holders in areas including sports science, coaching, strength and conditioning, psychology and sports medicine. 102 athletes were identified as having international through to podium potential;
- > provided a range of facilities to support physical activity participation, with significant resources allocated to the upgrade of playing surfaces, irrigation systems and amenities, including floodlight maintenance. A survey of visitors to District Playing Fields, Enclosed Ovals and Neighbourhood Ovals in 2015-16 found that 88 per cent of respondents were satisfied with the overall management of these sportsgrounds;
- > continued a close partnership with the ACT Aboriginal and Torres Strait Islander Elected Body and an appointed Interim Advisory Group. The partnership focussed on establishing a vision and securing the long term future of Boomanulla Oval under Indigenous management, as a valued facility to benefit the local Indigenous community;

- > continued delivery of the Asset Repair and Maintenance Scheme as part of the grants program, supporting facility repairs and maintenance while also helping community organisations to keep participation costs at an accessible level. Eight individual organisations received funding in 2017, including \$250,000 to Hockey ACT for pitch replacement, \$63,000 to Netball ACT for roof repairs and \$5,000 to Canberra Rifle Club for replacement of steel water tanks;
- > recorded over 850,000 visits to the five public swimming pools, Lakeside Leisure Centre, Canberra Olympic Pool, Dickson Aquatic Centre, Manuka Swimming Pool and Gungahlin Leisure Centre. A survey of visitors to the pools found that 90 per cent of respondents were satisfied with the overall experience, management and quality of the facilities;
- > progressed the detailed design of the Stage Two Upgrade of Narrabundah Ballpark and continued work towards a \$6.3 million upgrade of Phillip Oval to accommodate administration and development of cricket and Australian Football;
- > with the Education Directorate, completed the new synthetic football pitch at Melrose High School, which opened in February 2017 and features a singular synthetic field, sportsground lighting, a sporting pavilion, irrigated school oval and upgrade of the existing outdoor hard courts and new car park;
- > completed community consultation for Stromlo Pool, to assist in the finalisation of the procurement process for design and construction;
- > upgraded change rooms and plant equipment at Dickson Pool and continued the sportsground floodlight maintenance program;
- > completed a partnered project with Basketball ACT to deliver a new two court three on three outdoor basketball facility adjacent to the Belconnen Basketball Stadium to activate new participation opportunities within the sport;
- > continued work with the Education Directorate to increase opportunities for community access to ACT Government school indoor sport facilities. Funding for minor works will be undertaken in the coming year. So far upgrades have been made at Alfred Deakin High School, Lyneham High School, Lake Tuggeranong High School, Wanniasa High School and the Hedley Beare Centre;
- > facilitated 407 representatives from the sport and recreation sector to undertake training via face-to-face and webinars in the areas of governance, member protection, fundraising, social media, communication strategies and sport leadership networking;
- > distributed over 10,000 Nature Play Canberra Passports, to families, schools, child care centres, preschools, after school activity providers, and local community groups. This aims to encourage children to try over 120 outdoor nature based missions for health and social benefits; and
- > delivered the inaugural Canberra Sport Awards on 9 December 2016, inclusive of the ACT Sport Hall of Fame. Three hundred and fifty people attended the Awards evening to applaud winners across eight award categories including Athlete of the Year – Men’s Sport, Athlete of the Year – Women’s Sport, Team of the Year and the Minister for Sport and Recreation’s Award for Inclusion.

The directorate had four accountability indicators against this output, two were exceeded and two were not met. The exceeded targets related to the number of nationally identified priority athletes supported by the ACT Academy of Sport (100) by identifying 102 and the number of organisations funded to support participation opportunities in sport and recreation (79) by providing funding to 86 organisations.

The targets not met were the percentage of customers satisfied with the management of sportsgrounds with a result of 88 per cent against a target of 93 per cent and the percentage of customers satisfied with management of aquatic centres with a result of 90 per cent against a target of 93 per cent. The underlying survey was changed in 2015-16, meaning the actual and target figures

are not directly comparable. However, the satisfaction rate for sportsground management remained steady for 2016-17 (87 % in 2015-16) and improved for aquatic centre management (85% in 2015-16).

FUTURE DIRECTION

In 2017-18, the directorate will:

- > work closely with Transport Canberra and City Services and ACT Property Group regarding the management of sportsground and pools for the benefit of the sporting sector and the broader community;
- > undertake a review of the Territory's financial support of elite teams (Performance Fee Agreements) to analyse current arrangements and explore potential improvements;
- > continue delivery of the sport and recreation component of the Federal Indigenous Advancement Strategy Grants in the ACT;
- > in consultation with the key stakeholders, undertake an options study regarding a new ice sport facility;
- > further investigate feasible options for providing indoor sporting spaces in Woden, Gungahlin and Belconnen;
- > provide greater support to encourage the participation of women and girls in sport and recreation with new performance agreements for the Canberra Capitals (Basketball) and Canberra United (Football), a new online portal through HerCanberra and a range of grants specifically targeted at enhancing the status of women and girls in the sport and recreation sector;
- > deliver a new grants program for motorsports to subsidise training opportunities to assist safety and encourage participation;
- > monitor the developments of the national reform activity in high performance sport and align the ACTAS to ensure beneficial outcomes for priority athletes based in the ACT;
- > conduct the inaugural Outdoor Classroom Day as an initiative of Nature Play Canberra to gain greater engagement with the education sector in promoting outdoor physical activity for children; and
- > establish new regulation to support improved safety and compliance arrangements for combat sports in the ACT.

Further information can be obtained from

Kareena Arthy
Deputy Director-General
Enterprise Canberra
+ 61 2 6207 5564
Kareena.Arthy@act.gov.au

OUTPUT 9.5 VENUES

OVERVIEW

The directorate managed GIO Stadium Canberra, Exhibition Park in Canberra (EPIC), Manuka Oval and Stromlo Forest Park. The directorate promoted these as Canberra's leading sporting, event and function venues. In 2016-17 responsibility for the National Arboretum Canberra was transferred to this output.

HIGHLIGHTS

GIO Stadium Canberra

In 2016-17, GIO Stadium hosted a total of 29 major events attended by 360,786 people. This compares to 2015-16 where GIO Stadium hosted 22 events attended by 243,089 people. The venue also hosted what will be the last Rugby League ANZAC Test Match with 18,535 people in attendance.

GIO Stadium hosted:

- > 14 Canberra Raiders matches;
- > 10 Brumbies matches;
- > two A-League Soccer matches (including a W-League double-header);
- > a Keith Urban Concert;
- > an Australia v New Zealand Rugby League Test match; and
- > the 2016 Junior Rugby League Grand Finals over the financial year.

This included two Canberra Raiders NRL finals matches and a Brumbies Qualifying Final match. The average attendance for events hosted at the venue was 11,142 for the 2016-17 financial year.

The venue continued its well received "Show Your True Colours" venue dressing program for 2016-17 and undertook significant works to improve the internal precinct making the venue safer and more inviting for fans. The venue also invested in increased security overlay and operational planning in light of recent world events to ensure the continued safety of attendees.

For the 2017 Rugby League and Super Rugby season, the venue has worked extensively with Gema Catering to increase the speed of food and beverage service for patrons attending events at the venue as well as an increased focus on attracting functions and conferences to the venue.

Key attendance statistics for GIO Stadium Canberra in 2016-17:

- > 216,468 attendees for 14 Canberra Raiders matches;
- > 96,448 attendees for 10 Brumbies matches;
- > 18,535 attendees for the Australia v New Zealand ANZAC Rugby League Test Match;
- > 10,569 attendees for two Central Coast Mariners and one Canberra United Football match;
- > 14,766 attendees for the Keith Urban concert; and
- > 4,000 attendees for Junior Rugby League Finals.

Manuka Oval

Manuka Oval opened its international cricket season hosting two Women's One-Day International matches in November 2016. Over 1,700 patrons attended the two days of cricket, witnessing the Southern Stars defeat South Africa in both games and lead 2-0 in the series.

In December a One-Day International Cricket match was played between Australia and New Zealand with around 9,100 fans in attendance.

T20 cricket returned to the venue in 2017, with the Prime Minister's XI match changing its traditional format. Over 7,000 patrons attended this event.

The AFL GWS Giants returned home to Canberra for another successful season. The team hosted Richmond at the back-end of the 2016 season with a full-house of almost 15,000 in attendance. During 2017, the Giants played North Melbourne, Port Adelaide and the Western Bulldogs.

In its inaugural AFL Women's season, Women's AFL GWS Giants team played at Manuka Oval with 6,460 patrons in attendance.

Manuka Oval continued to support local cricket and AFL with 14 cricket matches being played (including several matches of the Futures League and Women's National Cricket League). The 21 local AFL matches saw the Canberra Demons play in the North East Australian Football League, alongside the Rising Stars and Division 1 and 2 Eastlake teams.

Key attendance statistics for Manuka Oval in 2016-17:

- > 18,997 attendees for four international cricket matches; and
- > 51,127 attendees at five GWS Giants AFL games.

Exhibition Park in Canberra

Exhibition Park in Canberra (EPIC) is the largest indoor/outdoor exhibition centre in the ACT and surrounding region, hosting events for businesses and the community. EPIC's total outdoor space is approximately 71 hectares and total indoor space 10,500 square metres. The estimated annual visitation rate is 1.25 million attendees.

Highlights during the 2016-17 financial year were:

- > continued increase in camping bookings and revenue;
- > continued increase in event sales and bookings;
- > improved external signage at the venue;
- > ACTSmart accreditation re-endorsement;
- > BBQ facility and improvements at EPIC's camping ground;
- > upgrades and refurbishment to Coorong Pavilion; and
- > opening of school and group accommodation.

Successful events included:

- > Summernats Street Machine Car Festival – record attendance;
- > Royal Canberra Show;
- > National Folk Festival;
- > Capital Region Farmers Markets;

- > Handmade Markets;
- > Craft & Quilt Fair;
- > Spring Home and Leisure Show;
- > Australian Fellowship of Evangelical Students National Conference;
- > Australian Defence Force Academy Graduation Dinner;
- > Snowy Hydro Southcare Gala Dinner;
- > A Pooch Affair;
- > National Caravan Rally; and
- > Campervan and Motorhome Club of Australia National Rally.

In 2016-17 Exhibition Park hosted 128 events that had more than 500 people attending.

National Arboretum Canberra

The National Arboretum Canberra was opened in 2013 and comprises a collection of 44,000 trees in 94 forests, featuring different types of threatened and symbolic trees from around Australia and the world. It also houses the National Bonsai and Penjing Collection and includes the award-winning Village Centre building, the Margaret Whitlam Pavilion, the Pod Playground, installed artworks and a range of other facilities to enhance the visitor experience.

Delivery and implementation of the 'Water Strategy Project', initial planting and irrigation of the Arboretum trees relied on water cartage to banks of water tanks across the 240 hectare site. The water was pumped to the trees via manually operated pumps. The new system has removed reliance on tanks and pumps and all trees are now irrigated through a pressurised reticulated irrigation system. The irrigation system is now controlled via a single ICT platform and controls water usage across the 94 forests.

Opening of the 'Gallery Of Gardens', a project delivered through donations of community groups and individuals. The donors facilitated the establishment of the 'Open Gardens Australia' Celebration Garden, the 'Labyrinth Garden', the AIDS 'Garden of Reflection' and the 'Mununja Butterfly Garden'.

During 2016-17, the Arboretum attracted approximately 564,000 people. The level of customer satisfaction at the Arboretum is at 93 per cent which is eight per cent greater than the target of 85 per cent. Customers rated their visits against an expectation of picturesque views, a nature-based experience and recognising this as a place for the conservation of rare and endangered trees. Visitors increasingly value the Arboretum as an important tourist attraction for the ACT.

Key statistics for the National Arboretum Canberra in 2016-17:

- > 254 private and corporate functions;
- > 75 activities covering a wide range of promotional, public, free and ticketed events;
- > facilitated educational programs for 16,500 local and interstate students;
- > facilitated school holiday program activities for 6,011 children (2,620 local children and 3,391 interstate children); and
- > delivered a total of 3,751 tours and walks to 12,837 visitors through volunteer guides.

Stromlo Forest Park

In 2016-17 Stromlo Forest Park hosted 163 organised events attracting 33,993 participants. This compares to 189 events with 29,000 participants in 2015-16. These events comprised community

events, cycle races and school carnivals. While there were fewer events than the previous year, the number of participants increased by 17 per cent.

The event highlights for 2016-17 include the ACT Schools Mountain Bike Championships, Fitz's Challenge and the National Capital Tour (road cycling), the Scott Australian 24hr Mountain Bike Race, the National Cross-Country Championships, the Stromlo Running Festival, the Rocky Trail Race Series, and a round of the Mountain Bike Australia National Enduro Series.

Use of the park by informal users continues to be strong. Recent park additions in 2016-17, including 'Trump Card' and 'Vapour Trail' are expanding the offering of trails. The park already has trails for the beginner to intermediate skill level including 'The Playground', 'Skyline', 'The Luge' and 'Double Dissolution'. The addition of Trump Card and Vapour Trail now gives riders access to a higher level of trail to allow them to progress their skills. The new trails have been extremely popular with visitors and will further add to the reputation and attraction of Canberra as a national and international cycling destination.

In 2016-17, Stromlo Forest Park licenced a commercial bus company to operate a shuttle service to take riders to the summit of Mount Stromlo. This service has been well received and is largely booked out months in advance. The operator reports that around 80 per cent of their bookings are coming from interstate, most notably the Sydney region. This reflects the popularity of the park as a tourist destination.

The relocation of the 'Westside' structure to Stromlo Forest Park was announced in 2016-17. This will greatly assist the park to meet the growing needs of its users. The structure will provide additional visitor facilities including a cafe as well as opportunities for bike hire and servicing. The structure will be installed in the first half of 2017-18 with expressions of interest in operating a business at the site also being advertised. The relocated structure will be established at ground level, rather than elevated as at West Basin, and will be reconfigured to suit its new location.

Capital Works and Capital Upgrades

The Capital Upgrade Program for 2016-17 focused on works to support improved patron experiences and the replacement of critical infrastructure. Significant works included:

GIO Stadium Canberra

- > replacement of heating and cooling systems;
- > upgrade of the waste compound; and
- > general precinct improvements.

Exhibition Park in Canberra

- > a range of upgrades to event pavilions;
- > campground improvements and upgrades;
- > electrical upgrades;
- > improvements to stables; and
- > improved patron seating and amenities.

Manuka Oval

- > seating upgrades;
- > roofing replacement;

- > medicab replacement; and
- > cool room improvements.

National Arboretum Canberra

- > tree replanting; and
- > miscellaneous upgrades to buildings and open space infrastructure.

Stromlo Forest Park

- > major new downhill jump trails;
- > vegetation clearing for fire fuel reduction; and
- > minor amenity and visitor upgrades.

Venues Canberra met all its 2016-17 accountability targets against this output, exceeding four targets. The four exceeded targets were:

The number of major events at GIO Stadium, Manuka Oval and Exhibition Park in Canberra - On field success for our major hirer's resulted in the Brumbies and Raiders securing finals matches and A-League matches and a Keith Urban concert were brought to Canberra. Manuka Oval hosted a Women's international one day cricket match and Exhibition Park in Canberra was successful in increasing events by 5 per cent over the year.

The level of customer satisfaction at the National Arboretum Canberra - Planned 2016-17 Visitor Satisfaction target was 85 per cent with the actual being 93 per cent.

FUTURE DIRECTION

In 2017-18, the directorate will:

- > continue to seek new events to the Territory's venues to support economic growth and diversification, liveability and social inclusion;
- > oversee the future development underway for Stromlo Forest Park, providing increased services for Canberrans and visitors from interstate;
- > continue to support health initiatives such as healthy food options, active recreation and leisure opportunities, and community events;
- > continue to manage and deliver the scheduled program of events at its venues;
- > implement capital upgrade works program at its venues;
- > continue to provide a safe, clean, accessible environment at its venues;
- > continue to implement environmentally sustainable measures at its venues;
- > continue to increase events at all venues;
- > establish a 'Bush Tucker Garden' in the Arboretum's Southern Tablelands Eco-system Park;
- > progress the Arboretum's 10 Year Master Plan and 5 Year Business Plan; and
- > progress the implementation of the interpretive signage plan at the Arboretum.

Further information can be obtained from

Karen Doran
Acting Deputy Under Treasurer
Commercial Services and Infrastructure
+61 2 6207 0337
Karen.Doran@act.gov.au

Daniel Bailey
Executive Director
Procurement, Property and Venues
+61 2 6207 5618
Daniel.Bailey@act.gov.au

OUTPUT 9.6 EVENTS

OVERVIEW

The directorate managed and delivered major events such as Floriade, Floriade NightFest, the Enlighten Festival, New Year's Eve, Australia Day, Canberra Festival and the Canberra Nara Candle Festival.

HIGHLIGHTS

In 2016-17, the directorate:

- > managed the delivery of the ACT Event Fund (for events to be staged in the 2017 calendar year), with a total of 26 events offered funding support totalling \$498,773, which has assisted with program development, strategic planning, marketing and promotional activities;
- > secured Canberra's place as a host city for the Rugby League World Cup 2017, following a competitive bid evaluation process, with three men's pool matches at Canberra Stadium on Sunday 29 October 2017 France v Lebanon, Friday 3 November 2017 Australia v France, and Friday 10 November 2017 Fiji v Italy;
- > delivered:
 - *Floriade and Floriade NightFest 2016* achieving high results for economic impact, attendance for NightFest and patron satisfaction, including:
 - generating a total of \$39 million, giving rise to a \$57.2 million total in Gross Territory Product; and
 - attendance of 394,046 people at Floriade, including 90,365 interstate and international visitors who came to Canberra specifically to attend Floriade or extended their stay due to the event;
 - *Enlighten 2017*, working in collaboration with 12 national attractions, and exceeding targets for economic impact and patron satisfaction, including:
 - generating a direct expenditure impact of \$3.2 million, giving rise to a \$4.095 million increase in Gross Territory Product; and
 - 87 per cent of attendees gave Enlighten a satisfaction rating greater than or equal to eighty per cent;
 - as part of *Enlighten*, the *Lights! Canberra! Action!* film festival, which saw amateur and professional filmmakers develop, write, cast, produce, edit and submit films in ten days. Winners were announced at the screening of the Top 12 films on Friday 10 March 2017 in the Senate Rose Gardens;
 - The *Canberra Nara Candle Festival*, a celebration of Canberra's long standing Sister City relationship with Nara, Japan, which attracted more than 15,000 people to the Nara Peace Park. Event patrons enjoyed the lighting of more than 2,000 ceremonial candles and activities including local Indigenous performances alongside traditional Japanese activities such as the didgeridoo and the koto being played;
 - New Year's Eve celebrations with a family concert in Civic Square, the Bass in the Place dance party in Garema Place, which attracted more than 45,000 people and two spectacular fireworks displays over City Hill at 9pm and midnight;
 - *Australia Day* activities in Commonwealth Park, with ActewAGL, the Fyshwick Fresh Fruit Markets, for the Great Aussie Day Breakfast and the National Australia Day Council, including Citizenship and Flag Raising ceremonies and fireworks at Lake Burley Griffin. These celebrations attracted 65,000 people and the Hoodoo Gurus, at Commonwealth Park, supplemented by local bands, attracted 25,000 people;

- the *Canberra Balloon Spectacular*, between 11-19 March 2017, which featured 43 hot air balloons and 54 pilots from Canberra, interstate and overseas, and attracted more than 40,000 people. The balloons launched eight mornings out of the nine, with inclement weather affecting just one day. The Belconnen Lions Club provided breakfast to event patrons daily; and
- the first of what will become a series of event sector development workshops which was attended by over 130 participants in June 2017. The workshop covered a range of topics including current sponsorship trends and sponsorship proposal development.

The directorate has four accountability targets against this output. It delivered four key events: New Year's Eve, Australia Day, Canberra Nara Festival and Canberra Day activities. It exceeded the target relating to economic activity generated as a result of staging the Enlighten Festival (\$2 million) by generating \$3.2 million. Floriade met its target of \$40 million in economic activity.

The target not met is the satisfaction with the management of Events grants in the ACT (80 per cent). This measure has been incorporated for the first time, so no previous benchmark existed for overall satisfaction levels. The final result (77 per cent) fell just short of the target, but has provided valuable feedback for subsequent improvements.

FUTURE DIRECTION

In 2017-18, the directorate will:

- > release and implement an ACT Events Policy to maximise economic, social and cultural benefits for the Canberra region;
- > continue to support the ACT events and festivals sector through the ACT Event Fund and the delivery of sector development workshops;
- > support the successful delivery of Rugby League World Cup 2017 matches in Canberra;
- > enhance, maintain and update the www.events.act.gov.au website as a portal for information on all major ACT events;
- > deliver the 2017 inaugural Floriade Fringe Festival;
- > provide three year sponsorship for the Canberra Writers' Festival; and
- > contribute to the implementation of the International Engagement Strategy.

Further information can be obtained from

Kareena Arthy
Deputy Director-General
Enterprise Canberra
+ 61 2 6207 5564
Kareena.Arthy@act.gov.au

OUTPUT 9.7 PROPERTY SERVICES

OVERVIEW

The directorate managed 239 Territory-owned commercial buildings, government office accommodation, community/multipurpose buildings and 33 leases in commercial buildings on behalf of the Territory. This number includes a number of blocks of land, several unique properties, including the Parkwood Road Recycling Estate, converted schools that have been adapted to provide accommodation for community organisations and a number of significant heritage sites such as Albert Hall and the Tuggeranong Homestead.

The directorate received \$95.5 million in revenue from rent and the delivery of property projects and maintenance services and paid a dividend of \$5.9 million to the ACT Government. The directorate managed a planned maintenance program for all properties it was custodian of.

In 2016-17, the directorate provided \$24.5 million in project management services and \$17.4 million in planned and reactive maintenance services on properties across the ACT Government portfolio, managed by the directorate and those of our major clients being the Education and Health Directorates. The directorate also operated a 24 hour, seven day a week trades and services response centre to ensure urgent work is carried out following any major incident. The response centre received in excess of 14,000 calls and raised over 15,600 work orders during the 2016-17 period.

The directorate has specialist staff who assist ACT Government directorates to develop and implement energy efficiency initiatives. In 2016-17 these staff provided technical advice and support on sustainability initiatives in relation to buildings and sites that consume significant amounts of electricity. These officers also provided advice and support to the Building Management Committees that oversee the operation of ACT Government occupied buildings to ensure that energy efficiency targets are met.

HIGHLIGHTS

Against this output in 2016-17, the directorate:

- > purchased 7,700 Renewable Energy Certificates representing 7,700 megawatt hours of energy which is five percent of the ACT Government's electricity consumption. This addresses the ACT Government's commitment in the Carbon Neutral ACT Government Framework 2014;
- > established the Management Reference Group for the Albert Hall, which was an action arising out of the Land Management Plan for the Albert Hall;
- > managed the hire of the Albert Hall, Yarralumla Woolshed, Fitters Workshop and Former Transport Depot for 298 events and functions. There were an additional 86 events held at the Former Transport Depot which form part of an executed licence agreement and is not subject reporting of other events. The Albert Hall was the venue with the highest number of bookings with 107 events over 169 days;
- > finalised the move of over 1,100 staff into over 16,000 square metres of new office accommodation in the Woden and Inner North town centres in accordance with the Government Accommodation Strategy;
- > implemented the new office accommodation strategy resulting in the ACT Government agencies occupying a smaller lettable area than in previous office buildings, due in particular to more modern fit out and occupancy arrangements;

- > collated data on the use of office accommodation by directorates, with the ACT Government meeting its target of no greater than 14.5 square metres office accommodation per occupied work point;
- > opened the Lake Burley Griffin slipway for use by boat operators;
- > erected flags/banners for events such as Anzac Day, Canberra Day, Christmas in the City, Winter in the City and to celebrate international events and visits from heads of state;
- > provided support for the Asbestos Response Taskforce by processing a further 55 properties in 2016-17 bringing the total under management by ACT Property Group to 928, and handed over 787 for demolition;
- > undertook a \$3.9 million Capital Upgrade Project program to upgrade ACT Government owned properties including childcare facilities, community facilities and government occupied buildings, including improvements to, energy efficiency, client amenity by upgrading bathrooms and kitchens, painting and carpeting and the removal of hazardous materials;
- > undertook \$5.4 million refurbishment works on the National Convention Centre including major upgrades to the foyer and theatres;
- > completed:
 - works on the Tidbinbilla Visitors Centre; and
 - various upgrades and external works on 26 childcare centres across the Territory; and
- > continued works on the North Building HVAC (\$4.9 million), which will result in ongoing energy savings.

The directorate met all its 2016-17 accountability targets against this output.

FUTURE DIRECTION

In 2017-18 the directorate will:

- > review the ACT Government property management arrangements with a goal of increasing efficiency and ensuring properties are managed in accordance with statutory and other requirements; and
- > facilitate the implementation of a single service model for property management for non-specialist properties across ACT agencies, including asset management planning and the procurement and delivery of property related services.

Further information can be obtained from

Karen Doran
 Acting Deputy Under Treasurer
 Commercial Services and Infrastructure
 +61 2 6207 0337
Karen.Doran@act.gov.au

Daniel Bailey
 Executive Director
 Procurement, Property and Venues
 +61 2 6207 5618
Daniel.Bailey@act.gov.au

OUTPUT 9.8 ARTS ENGAGEMENT

OVERVIEW

The directorate supported the development of the arts, encouraging community participation in and access to the arts through supporting artistic excellence and diversity, strengthening the sustainability of the arts, and promoting the capacity for the arts to contribute to social and economic outcomes.

HIGHLIGHTS

In 2016-17, the directorate:

- > advised and administered funding of:
 - \$8.4 million in payments to individuals and organisations for the development of the arts;
 - \$325,000 to complete facility upgrades, including:
 - extraction improvements at Strathnairn;
 - design of new fire stairs at Gorman House Arts Centre;
 - accessibility improvements at Manuka Arts Centre; and
 - a range of upgrades at the Tuggeranong Arts Centre, including a new kitchen, rectification of a balustrade and handrails and installation of new child-proof fencing; and
 - \$164,000 to manage the ACT Public Art collection, including restoration of Wide Brown Land, conservation on Owl, and routine maintenance on the collection, specifically electrical work involving upgrades to lighting;
- > completed a consultation process with Aboriginal and Torres Strait Islander communities to develop an Aboriginal and Torres Strait Islander engagement strategy, to include targeted programs, and facilitated the commissioning of Ngunnawal Elders to make a possum skin cloak (a strong Ngunnawal custom that has not been performed for around 150 years) as part of the CMTEDD Reconciliation Action Plan;
- > continued community engagement concerning:
 - an Arts Funding Plan;
 - transitioning organisations to the Kingston Arts Precinct;
 - a potential Ministerial Advisory body; and
 - Aboriginal and Torres Strait Islander arts and cultures.

The directorate has five 2016-17 accountability indicators and exceeded the target on the number of attendees at programs delivered by artsACT funded organisations by fourteen per cent. It fully achieved two targets (number of arts organisations supporting community participation and number of engagement activities with the community on arts and cultural matters). It did not meet targets on two indicators. There was a 73 per cent satisfaction level for management of Community Arts Facilities (the target was 85 per cent) and a 72 per cent satisfaction level regarding the management of grants administration (the target was 80 per cent). Ways to meet these targets will be addressed by artsACT in 2017-18.

FUTURE DIRECTION

In 2017-18, the directorate will:

- > provide up to \$0.5 million to program organisations;
- > increase the baseline funding for the arts project fund to a minimum of \$0.8 million;

- > complete facility upgrades (\$0.9 million) to five arts centres (Ainslie Arts Centre, Gorman House Arts Centre, Strathnairn, Tuggeranong Arts Centre and Watson Arts Centre);
- > complete work on fire system improvements (\$0.2 million) at the Street Theatre;
- > release:
 - an Arts Funding Plan; and
 - an Aboriginal and Torres Strait Islander Engagement Strategy;
- > finalise design and commence construction of the \$15 million Belconnen Arts Centre Stage Two (\$1.3 million 2017-18);
- > manage key components of the ACT Public Art collection;
- > provide options to the Minister regarding the potential establishment of an advisory body;
- > commence consultation with the relevant organisations on funding arrangements for:
 - the ANU School of Music advanced music performance program;
 - a Canberra Arts Biennial;
 - pop up arts activity in Woden and Gungahlin; and
 - the Art, Not Apart Festival;
- > with stakeholders:
 - finalise the design of the Kingston Arts Precinct and a transition plan for arts organisations;
 - work on ways to improve stakeholder satisfaction relating to the management of Community Arts Facilities and grants administration; and
 - facilitate information exchange regarding cultural tourism developments and opportunities;
- > deliver a public art exhibition at Floriade 2017 to mark its 30th anniversary;
- > participate in an Auditor General's Performance Audit examining the effectiveness of selected ACT Government agencies' management of public art;
- > contribute to the implementation of the International Engagement Strategy; and
- > undertake community consultation on the current performing arts capacity in the Territory, including the Canberra Theatre, to help identify what infrastructure may be required into the future.

Further information can be obtained from

Kareena Arthy
 Deputy Director-General
 Enterprise Canberra
 + 61 2 6207 5564
Kareena.Arthy@act.gov.au

OUTPUT 9.9 URBAN RENEWAL

OVERVIEW

The directorate through the Office of the Coordinator General for Urban Renewal was responsible for the coordination and facilitation of a range of Government activities and projects across directorates. The directorate responded to emerging issues relating to the broad area of urban renewal, in line with the Government's Strategic Priorities. This included:

- > the sale of Government assets under the Asset Recycling Initiative National Partnership Agreement, including the redevelopment of public housing and commercial assets in the Northbourne Corridor;
- > management of major projects such as the Government's proposed City and Dickson Office blocks;
- > the implementation of the City Action Plan;
- > the management of the City to the Lake project, ACT Government's transformational urban renewal program to connect the city centre with Lake Burley Griffin; and drive economic and population growth to revitalise and enliven the CBD; and
- > the coordination of the Community Clubs Taskforce.

The directorate through the Public Housing Renewal Taskforce (Taskforce) supported the delivery of the Government's urban renewal priorities. The Taskforce will be administratively located within the Environment, Planning and Sustainable Development Directorate (EPSDD) from 1 July 2017.

The intent of the public housing renewal program is to improve outcomes for public housing tenants in the ACT and support the renewal of Canberra's urban areas. 1,288 public housing dwellings are being constructed or purchased across Canberra to replace existing older properties and improve the overall quality of the public housing portfolio.

Oversight of the public housing renewal program was provided by the Public Housing Renewal Steering Committee.

HIGHLIGHTS

During 2016-17 the directorate:

- > finalised business cases as part of the public housing renewal program, to ensure funding is secured for the replacement of all 1,288 public housing dwellings that are part of the public housing renewal program;
- > handed over more than 400 dwellings to Housing ACT for tenants to move into;
- > continued a process for purchasing suitable residential developments from the private sector for the public housing renewal program;
- > undertook community engagement with residents and public housing tenants, including notices to tenants, information sessions for the community, regular web updates and detailed meetings with community groups and community councils;
- > as part of the Asset Recycling Initiative (ARI) agreement with the Commonwealth:
 - completed the demolition of Currong Apartments;
 - settled the sale of the Currong Apartments and Allawah Court;
 - completed the demolition of Owen Flats with the preservation of the registered Heritage Building;

- completed the sale of the Northbourne East Precinct, *Dickson on Northbourne*, for \$40 million;
 - completed the sale of the Northbourne West Precinct, *Lyneham on Northbourne*, for \$45 million;
 - completed the sale of the Dickson Motor Registry and commenced contract negotiation with the preferred tenderer;
 - completed the sale of Dame Pattie Menzies House and commenced contract negotiation with the preferred tenderer;
 - completed community engagement with Red Hill Residents which informed the Estate Development Plan for the Red Hill Housing Precinct;
 - finalised and lodged the Estate Development Plan Development Application for the Red Hill Housing Precinct; and
 - continued due diligence on all ARI sites in preparation for sales over the coming years;
- > as part of the Urban Renewal for Civic, providing a vibrant city centre, delivered:
- a City Action Plan to set out the Government’s vision and short term actions for the city centre;
 - conducted a range of community engagement on the city and the types of interventions and events that the community are interested in; and
 - delivered a range of activation events;
- > as part of the implementation of the Government Office Strategy:
- the Capital Property Group (CPG) was chosen as the ‘Preferred Tenderer’ for the sale of Block 35 Section 100 City on 30 June 2016, with a pre-commitment to lease a new 20,000 square metre net lettable area (NLA) government office building. A contract with CPG was signed on 31 August 2016 and settlement occurred on 15 November 2016. Detailed base building and fitout design has commenced and the National Capital Authority has approved CPG’s Works Approval; and
 - The Registration of Interest and Request for Tender (RFT) processes were undertaken for the leasing of 13,000 square metres NLA of office space in a new building in Dickson on the current Motor Vehicle Registry site (Block 4 Section 77 Dickson), with Doma Group Pty Ltd selected as the Preferred Tenderer and contract negotiations commenced;
- > progressed the City to the Lake project with construction of the West Basin waterfront commencing in November 2016 and the first stage, comprising the first 150 metres of boardwalk and adjoining parkland, to open to the public in early 2018.

The directorate met one out of three of the 2016-17 accountability targets against this output. Under the ACT Government’s Public Housing Renewal Program, 214 replacement public housing dwellings were covered by new contracts in the target year compared to the target of 362 dwellings. This includes dwellings covered by purchasing contracts and dwellings covered by construction contracts. There is a significant variance against this target due to delays in entering into construction contracts on seven sites for replacement public housing located in Chapman, Greenway, Holder, Mawson, Monash and Wright. It was originally forecast that there would be close to 150 dwellings delivered on these sites. There has been an extended community engagement process for six of these sites since March 2017 and as a result tenders have not yet been issued. For the site in Greenway, there were delays in confirming the availability of the site for the Public Housing Renewal Program, and as a result tenders have not yet been issued.

Under the ACT Government’s Public Housing Renewal Program 404 replacement dwellings were completed and transferred to Housing ACT in the target year compared to the target of 424

dwellings. The variance is related to delays associated with the significant wet weather experienced during 2016 on one construction project in Moncrieff (20 dwellings), now scheduled to be handed over to Housing ACT in early July 2017, and one construction project in Nicholls (13 dwellings), now scheduled to be handed over to Housing ACT in September 2017. This will not have a significant impact on the overall delivery of 1,288 replacement public housing dwellings by 30 June 2019 for the Asset Recycling Initiative.

FUTURE DIRECTION

In 2017-18 the directorate will continue to implement the Government Office Strategy:

- > Capital Property Group will commence construction of the new Civic Office building in January 2018, with construction taking place over the following 30 months. The building is to be completed and ready for occupation on 1 October 2020 and
- > eContract negotiations and settlement for the sale of Block 4 Section 77 Dickson and agreements completed for the construction of the new office building will be completed in the first half of 2017-18. Doma Group plans to commence site set up and early works in October 2017, with the building expected to be completed and ready for occupation in early 2020.

From 2017-18, the remainder of the functions of this Output will transfer to the Environment, Planning and Sustainable Development Directorate and the City Renewal Authority.

Further information can be obtained from

Bruce Fitzgerald
Acting Executive Director
Urban Renewal
Environment, Planning and Sustainable Development
+61 2 6205 8294
Bruce.Fitzgerald@act.gov.au

OUTPUT EBT 1 SUPERANNUATION PROVISION ACCOUNT

OVERVIEW

The Superannuation Provision Account (SPA) was established to recognise the investment assets and defined benefit employer superannuation liabilities of the Territory which includes past and current ACT employees who are members of the Australian Government's Commonwealth Superannuation Scheme (CSS) and Public Sector Superannuation Scheme (PSS) and Members of the Legislative Assembly Defined Benefit Superannuation Scheme.

The directorate, through the financial operations of the SPA, assists the Government to effectively manage the defined benefit employer superannuation liabilities of the Territory. This includes the responsibility for the management of the financial investment assets set aside to fund those liabilities.

HIGHLIGHTS

Against this output in 2016-17 the directorate:

- > managed the SPA investment portfolio in accordance with the established investment plan and policies;
- > completed the annual actuarial review of the defined benefit employer superannuation liabilities of the Territory;
- > continued to progress and implement the operational requirements of the Responsible Investment Policy;
- > completed the annual Principles for Responsible Investment (PRI) reporting assessment which is mandatory for signatories to the PRI;
- > achieved a net investment portfolio return for the financial year that outperformed the portfolio's performance benchmark return; and
- > administered benefit entitlements for Members of the Legislative Assembly defined benefit superannuation arrangement.

The directorate met all its 2016-17 accountability targets against this output.

Government's Responsible Investment Policy

Reporting and disclosure of responsible investment related activity is available from the directorate's website.

This includes the disclosure of:

- > the Government's Responsible Investment Policy;
- > the Investment Plan;
- > directly-owned share holdings (updated quarterly);
- > a summary of the Sustainability Proxy Voting guidelines; and
- > share voting activity for the financial year (updated quarterly).

FUTURE DIRECTION

In 2017-18 the directorate will:

- > manage the Investment Plan and the financial investment assets of the SPA;

- > manage and report on the Government's Responsible Investment Policy;
- > complete the major triennial actuarial review of the defined benefit employer superannuation liabilities using salary and membership data as at 30 June 2017; and
- > procure external service providers to support as required.

Further information can be obtained from

Patrick McAuliffe
Director
Asset Liability Management
+61 2 6207 0187
Patrick.McAuliffe@act.gov.au

OUTPUT EBT 1 TERRITORY BANKING ACCOUNT

OVERVIEW

The Territory Banking Account (TBA) was established to recognise and manage the general government's investment assets and debt liabilities. Revenues on behalf of the Territory are transferred to the TBA and fortnightly appropriation disbursements are made to agencies from the TBA.

The directorate, through the financial operations of the TBA, provides services to the Government including financial asset and liability management through the establishment of investment and borrowing policies and objectives, and the coordination and implementation of cash management, investment and borrowing activities.

HIGHLIGHTS

Against this output in 2016-17 the directorate:

- > managed the TBA investment portfolio in accordance with the established investment plan and policies;
- > achieved a net investment portfolio return performance that outperformed the performance benchmark return; and
- > managed the Territory's borrowing program, including cash flow and liquidity requirements.

The directorate met all its 2016-17 accountability targets against this output.

FUTURE DIRECTION

In 2017-18 the directorate will:

- > manage the Territory borrowing program;
- > manage the Investment Plan and the financial investment assets of the TBA; and
- > procure external service providers as required.

Further information can be obtained from

Patrick McAuliffe
Director
Asset Liability Management
+61 2 6207 0187
Patrick.McAuliffe@act.gov.au

B.3 Scrutiny

Scrutiny of the activities of CMTEDD is undertaken by a number of bodies including Committees of the ACT Legislative Assembly, the ACT Auditor-General and the ACT Ombudsman. Below are details of the directorate's efforts in implementing recommendations by those bodies where the Government has agreed to them. This includes both recommendations the Government agreed to in 2016-17 and recommendations from previous years where the directorate undertook further work during 2016-17 to progress them to completion.

Please note that where the Government's initial response to a recommendation indicated that the implementation of the recommendation was already complete, the recommendation is not included in those shown below.

LEGISLATIVE ASSEMBLY COMMITTEE REPORTS

| Standing Committee on Health, Ageing, Community and Social Services Report No.2 Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment Government Response Tabled 12 August 2014 | | |
|--|---|--------------------------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 10</p> <p>The Committee recommends that the ACT Public Service take the necessary steps to ensure exit data relating to Aboriginal and Torres Strait Islander employees is collected and reported:</p> <p>(a) to the ACT Aboriginal and Torres Strait Islander Elected Body;</p> <p>(b) in directorate annual reports for 2013-14; and</p> <p>(c) in annual ACT Public Service State of the Service reports.</p> <p>Government Response - Agreed in principle</p> <p>The Government aims to improve the collection of exit survey data for workforce planning and reporting purposes. Presently, an exit survey is available to all staff to be completed on a voluntary basis.</p> <p>In line with the review of the RED Framework, the ACTPS will consider how best to update the survey in line with the One Service model, and will consider continuous improvement in promoting the survey and its benefits to all staff.</p> | <p>The Agency Survey component of the ACTPS State of the Service Report has been reviewed to improve validity and usefulness of data collected and reported especially around RED themes. Directorate level reporting on RED contacts is being reviewed to ensure consistency.</p> <p>Consideration has been given to the usage and success of exit surveys across the ACTPS, as well as how exit data can be better captured and analysed. Changes to the exit survey remain dependent on the introduction of enabling technology.</p> | <p>Complete.</p> <p>In progress.</p> |

| Standing Committee on Health, Ageing, Community and Social Services Report No.2 Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment Government Response Tabled 12 August 2014 | | |
|--|---|---------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 23</p> <p>The Committee recommends that the ACT Public Service examine ways of working with the Australian Indigenous Leadership Centre for the delivery of innovative diversity and mentoring training for all ACT Public Service employees.</p> <p>Government Response - Agreed</p> <p>The Government is committed to innovative ways to retain Aboriginal and Torres Strait Islander employees, and will further investigate this recommendation in the context of the review of the RED Framework which is currently underway.</p> <p>It should be noted that JACS is investigating this concept, and CMTEDD will monitor progress, including continuous improvements in the area of diversity and mentoring training.</p> | <p>Consultation has continued with the Australian Indigenous Leadership Centre over 2016-17 as part of the Indigenous Traineeship Program.</p> <p>CMTEDD liaised with the Office of Aboriginal and Torres Strait Islander Affairs in CSD to establish in-house mentoring arrangements for the Indigenous Traineeship Program.</p> | <p>Complete.</p> |
| <p>Recommendation 26</p> <p>The Committee recommends that the ACT Public Service establish a Work in the Assembly Program for Aboriginal and Torres Strait Islander employees along the lines of the current Work in the Assembly Program which is open to all ACT Public Service employees at the Administrative Service Officer 6 or Senior Officer Grade C levels.</p> <p>Government Response - Agreed in principle</p> <p>Directorates have indicated support for such a program, including opportunities for employees to learn more about the Assembly by participating in the Introduction to the Legislative Assembly and Budget Process programs.</p> <p>This recommendation will be considered in the context of the review of the RED Framework, and in consultation with the Office of the Legislative Assembly.</p> | <p>Further discussions are to be held with the Office of the Legislative Assembly with a view to linking this recommendation with their existing program.</p> | <p>In progress.</p> |

| Standing Committee on Health, Ageing, Community and Social Services Report No.2 Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment Government Response Tabled 12 August 2014 | | |
|---|---|------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 31</p> <p>The Committee recommends that the Australian Capital Territory Public Service review the merit of implementing an Indigenous leadership program similar to that proposed by the New South Wales Public Service Commission and report its findings to the Australian Capital Territory Aboriginal and Torres Strait Islander Elected Body and the Legislative Assembly.</p> <p>Government Response - Agreed</p> <p>Directorates have indicated support for an Indigenous leadership program as a vehicle to increase the capability of current and future Aboriginal and Torres Strait and to increase the attractiveness of the ACTPS to aid in the attraction and retention of Aboriginal and Torres Strait Islander people.</p> <p>Initial investigation of the program has commenced, and the recommendation will be considered in the context of the review of the RED Framework.</p> | <p>Funding was allocated in the 2016-17 Budget for an Aboriginal and Torres Strait Islander Career Development and Retention Program. The focus of the program has been to support and develop Indigenous employees in the ACTPS.</p> <p>The program was run in May 2017 and has involved 27 Indigenous employees participating in development activities that will help them progress in their career, both at level and for future promotions.</p> <p>The program has been a mix of whole of cohort, peer support, mainstream and individual activities, based on individual development plans. Individual career and employment support, coaching, mentoring and advice has also been provided to participants.</p> <p>The Office of Aboriginal and Torres Strait Islander Affairs in CSD and the ACT Indigenous Employee Network Murranga-Murranga were involved with this program.</p> | <p>Complete.</p> |

**Select Committee on Estimates 2014-2015 Report No.1
Inquiry into Appropriation Bill 2014-2015 and
the Appropriation (Office of the Legislative Assembly) Bill 2014-2015
Government Response Tabled 12 August 2014**

| Recommendation No. and summary | Action | Status |
|---|--|---------------------|
| <p>Recommendation 84</p> <p>The Committee recommends that the ACT Government restore ArtSound's key arts group funding and that the Government provide ArtSound and PhotoAccess the funding required to move these organisations to the Kingston arts precinct.</p> <p>Government Response – Agreed in part</p> <p>ArtSound FM may choose to reapply for Key Arts Organisation funding in 2015. A study is underway into the Kingston Arts Precinct and ArtSound and PhotoAccess are being consulted on any potential move.</p> | <p>PhotoAccess continues to be a Key Arts Organisation funded through the Arts Fund and ArtSound is a Program funded organisation. ArtSound funding is current for the 2017 calendar year and it will be able to apply for Key Arts Organisation funding in future years.</p> <p>The Kingston Arts Precinct continues to be developed with the land at Section 49 Kingston currently for sale as part of a two stage tender process. ArtSound and PhotoAccess continue to be consulted on the move to Kingston Arts Precinct and have been included in the functional brief which is part of the Request for Tender.</p> | <p>In progress.</p> |

| Standing Committee on Planning Environment and Territory and Municipal Services Report No.7 Report on Annual and Financial Reports 2013-14 Government Response Tabled -4 June 2015 | | |
|---|---|---------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 10</p> <p>The Committee recommends that the Chief Minister report to the Assembly by June 2015 on progress on creating a comprehensive government bill and payment portal.</p> <p>Government Response – Agreed in principle</p> <p>It is not an accurate description of current initiatives to describe them as a dedicated “online payment portal” for the ACT Government.</p> <p>The ACT Government has a mature online payment service for its customers accessible predominately through Access Canberra but also through various other ACT Government websites. The ACT Government is committed to enhancing digital service delivery and has invested \$85 million to that end as announced in the 2014-15 budget. A key program in this vision is the iConnect Program which is focused on delivering a more sophisticated, customer centric web presence, offering more services online including payments, and ultimately reducing the cost of service delivery.</p> <p>The Government will provide the Assembly with an update on progress with the iConnect program in the second half of 2015, which will be the appropriate timing in the context of related procurement activities.</p> | <p>In 2016-17 iConnect developed the Citizen Identity Management platform to establish the ACT Digital Account. This is a foundation product for future digital transformation across the ACT Government by authenticating citizens for personalised service delivery.</p> <p>Citizens will be able to personalise and customise their ACT Digital Account; conveniently and securely receive communication from the ACT Government; and access a range of easy-to-use transactions, bill payment services, and reminders.</p> <p>In 2017-18 iConnect will release the ACT Digital Account to directorates to support delivery of digital services.</p> <p>Citizens will have access to a secure, single access entry point to government services and the ability to authenticate their identity online, increasing the number of services able to be offered through the digital channel that, up until now, needed to be done in person.</p> | <p>In progress.</p> |

**Standing Committee on Public Accounts Report No.10
Review of Auditor-General's Report No.3 – ACT Government Parking Operations
Government Response Tabled 27 October 2015**

| Recommendation No. and summary | Action | Status |
|---|---|---------------------|
| <p>Recommendation 2</p> <p>The Committee recommends that the ACT Government upon completion of the installation of the 300 new smart technology parking machines: (i) evaluate the implementation of the smart parking payment technology in 12 months time— with particular reference to the smart parking methods that are now functional in the ACT; and (ii) provide a copy of the final evaluation report to the ACT Legislative Assembly within three months of completion.</p> <p>Government Response - Agreed</p> <p>All 300 new parking machines identified to replace the existing 'pay and display' machines were installed on time during 2013/14. The replacement of the remainder of existing parking meters with 150 new 'pay and display' machines is scheduled to take place over 2015/16. An evaluation of this parking machine technology will be undertaken once all existing parking meters are replaced with the same new smart technology machines.</p> <p>A more comprehensive evaluation of other new smart parking technologies will be included as part of the implementation of the Smart Parking Trial. This trial is anticipated to commence in Manuka in early 2016. This will include a range of formalised performance measures.</p> | <p>Since the inception of the Tap'n'Go in September 2016, there has been a usage increase of 10 per cent over the nine months until May 2017.</p> <p>Over these nine months there were 1,131,732 credit card transactions, 64.5 per cent were paid with Tap'n'Go and the remaining 35.5 per cent were through the traditional process of inserting the credit card into the card reader. The use of the pay by phone application "PARKMOBILE" has increased 2 per cent from the 2015-16 financial year to the 2016-17 financial year to a total of 12 per cent of all payments.</p> | <p>In progress.</p> |

**Standing Committee on Public Accounts Report No.11
Report on Annual and Financial Reports 2013-2014
Government Response Tabled 4 August 2015**

| Recommendation No. and summary | Action | Status |
|---|--|------------------|
| <p>Recommendation 13</p> <p>The Committee recommends that ACT Government directorates and agencies should ensure recordkeeping procedures and guidance material address the business activities specific to their operations.</p> <p>Government Response - Agreed</p> <p>The <i>Territory Records Act 2002</i> requires directorates and agencies to have in place a Records Management Program that sets out their policies, procedures and other arrangements for managing the records of their business activities and complying with the Act. The Territory Records Office provides a model records management program which can help directorates and agencies to develop their own programs. It is expected that agencies will adapt the model program to reflect their own business activities and recordkeeping requirements.</p> <p>The Territory Records Office is currently reviewing its suite of standards for records management, including its standard for producing records management programs. Compliance with these standards is mandatory for all directorates and agencies that are subject to the Act.</p> | <p>The Territory Records Office's Standard and Guidelines for Records, Information and Data management were released on 25 July 2016 and provide guidance to agencies on how to ensure their recordkeeping practices meet the Territory Records Office requirements.</p> | <p>Complete.</p> |

**Standing Committee on Public Accounts Report No.11
Report on Annual and Financial Reports 2013-2014
Government Response Tabled 4 August 2015**

| Recommendation No. and summary | Action | Status |
|--|--|------------------|
| <p>Recommendation 14</p> <p>The Committee recommends that the ACT Government should remind all ACT Government directorates and agencies of the importance of good records management to the functioning of the ACT Public Service.</p> <p>Government Response - Agreed</p> <p>The Territory Records Office provides a range of advice, guidance and tools to help directorates and agencies to meet their responsibilities under the <i>Territory Records Act 2002</i>. The Act emphasises that records are required to support open and accountable government and the management and operation of Territory agencies.</p> <p>To support directorates and agencies the Territory Records Office convenes the Records and Information Management Community of Practice. This group provides an avenue for records managers and others with an interest in records and information governance to share ideas and work towards shared solutions to common issues. The professional archives and records management community strongly emphasises the importance of good records management to the functioning of the ACT Public Service. Good records management helps to protect the rights and entitlements of citizens, to support efficient management, to account for actions and decisions and to provide a source of information about the history and development of the ACT Government and the community.</p> | <p>The Territory Records Office's Standard and Guidelines for Records, Information and Data management were released on 25 July 2016 and will provides the basis for the Office's advice to agencies on the importance of good records management.</p> | <p>Complete.</p> |

**Standing Committee on Public Accounts Report No.11
Report on Annual and Financial Reports 2013-2014
Government Response Tabled 4 August 2015**

| Recommendation No. and summary | Action | Status |
|---|---|------------------|
| <p>Recommendation 15</p> <p>The Committee recommends that the ACT Government should remind all ACT Public Servants of their obligation to ensure that accurate records of key decisions, discussions and events are kept and that these records are easily retrievable when required.</p> <p>Government Response - Agreed</p> <p>The <i>Territory Records Act 2002</i> requires that an agency must make and keep full and accurate records of its activities and take the steps necessary to ensure that the information in its records continues to be accessible in accordance with the <i>Freedom of Information Act 1989</i> and the <i>Territory Records Act</i>.</p> <p>The Territory Records Office's standards for records management emphasise that all ACT Public Servants have responsibilities in relation to the records of the function they perform. They must make accurate records of their activities, ensure that such records are incorporated into the agency's recordkeeping system and comply with all records management procedures.</p> <p>During 2014–15 the Territory Records Office conducted a feasibility study into the development of whole of government approaches to digital recordkeeping. That study has identified a preferred approach to increasing the take-up of digital records systems within the ACT Public Service. Increasing the use of such systems will assist directorates and agencies to ensure that their records remain accurate, reliable and accessible for as long as they are required.</p> | <p>The Territory Records Office's Standard and Guidelines for Records, Information and Data management emphasise the need for public servants to keep accurate records of their business activities. In October 2016 the Territory Records Office concluded it's whole of government electronic document and records management system (EDRMS) pilot project, and handed the resulting digital recordkeeping system over to Shared Services Records Services for business as usual operation. The system continues to be available for use by ACT Government agencies to support the capture and management of and access to their records.</p> | <p>Complete.</p> |

**Standing Committee on Public Accounts Report No.18
Inquiry into elements impacting on the future of the ACT Clubs Sector
Government Response Tabled 17 November 2015**

| Recommendation No. and summary | Action | Status |
|---|---|-----------|
| <p>Recommendation 5</p> <p>The Committee recommends that the Government invite representatives of the community sector and the sport and recreation sector and arts sector to join the Community Clubs Taskforce.</p> <p>Government Response – Agreed in Principle</p> <p>The Taskforce will take the opportunity to invite community, sport and/or arts representatives to discuss key issues relating to their industry sector on relevant matters brought forward for Taskforce consideration.</p> | <p>The Taskforce met with seven community clubs to discuss revenue diversification options, four of whom sought Taskforce support to progress diversification initiatives (all property developments).</p> <p>Of these four clubs, the Taskforce has fully resolved the matters on which assistance was sought, with the last matter being finalised in December 2016. No other clubs have come forward to the Taskforce since June 2015.</p> <p>If there is a continuing need for a Community Clubs Taskforce, the existing Terms of Reference and membership will be reviewed taking account of the change of representation within the clubs industry.</p> | Complete. |
| <p>Recommendation 36</p> <p>The Committee recommends that the Government work with the clubs sector to assist with the provision of a variety of recreational activities to meet the needs of the community, such as billiard tables, table tennis tables, darts and carpet bowls.</p> <p>Government Response - Agreed</p> <p>The government’s Community Sport and Recreation Development Program provides financial assistance to eligible sport and physical recreation organisations for outcome based projects, programs and initiatives to support participation in active lifestyles through the delivery of quality programs and services for the benefit of all the Canberra community.</p> <p>Not-for-profit organisations are welcome to apply for these grants, and all applications will be assessed on relative merit. Further information is available at www.sport.act.gov.au/grants/sport-and-recreation-grants-program.</p> | <p>The Sport and Recreation Grant Program (inclusive of the Community Sport and Recreation Development Program) remains available to provide financial assistance to eligible sport and active recreation organisations for programs and initiatives to support participation outcomes. Through the 2017 program a range of recreational activities were funded, including but not limited to; a Disc Golf Course in John Knight Park (ACT Disc Golf) and a social Hockey Pilot Program (Hockey ACT). The 2018 Sport and Recreation Grant Program opens for applications in August 2017.</p> | Complete. |

**Select Committee on Estimates 2015-2016 Report No.1
Inquiry into Appropriation Bill 2015-2016 and
the Appropriation (Office of the Legislative Assembly) Bill 2015-16
Government Response Tabled 11 August 2015**

| Recommendation No. and summary | Action | Status |
|--|---|---------------------|
| <p>Recommendation 35</p> <p>The Committee recommends that the ACT Government provide further details on how the establishment and implementation of the iConnect platform is progressing.</p> <p>Government Response - Agreed</p> <p>iConnect has three key platform components:</p> <p>1. Customer Transaction Portal – that will, over time, provide access to all ACT Government transactional services and provide:</p> <ul style="list-style-type: none"> • Customisation - enables customers to choose which ACT Government transactions they want displayed on their view of the portal home page; • Personalisation – the Government will be able to tailor messaging to customer segments - for example, car owners can receive notices that vehicle registration is due, or parents will get notification of school specific information; and • Digital mailbox that offers an alternative to regular post. <p>2. Customer Identity and Access Management – users authenticated online will be able to undertake transactions that currently need to be done face to face.</p> <p>3. Enterprise Integration – this platform will provide integration between government business line systems to deliver end-to-end services.</p> <p>The iConnect program is currently undertaking procurement activities for the digital capabilities that will enable the three components outlined above.</p> <p>The iConnect program is working closely with Access Canberra and key ICT projects across government to identify transactions that will go online once the</p> | <p>In 2016-17 iConnect developed the Citizen Identity Management platform to establish the ACT Digital Account. This is a foundation product for future digital transformation across the ACT Government by authenticating citizens for personalised service delivery.</p> <p>Citizens will be able to personalise and customise their ACT Digital Account; conveniently and securely receive communication from the ACT Government; and access a range of easy-to-use transactions, bill payment services, and reminders.</p> <p>In 2017-18 iConnect will release the ACT Digital Account to directorates to support delivery of digital services.</p> <p>Citizens will have access to a secure, single access entry point to government services and the ability to authenticate their identity online, increasing the number of services able to be offered through the digital channel that, up until now, needed to be done in person.</p> | <p>In progress.</p> |

**Select Committee on Estimates 2015-2016 Report No.1
Inquiry into Appropriation Bill 2015-2016 and
the Appropriation (Office of the Legislative Assembly) Bill 2015-16
Government Response Tabled 11 August 2015**

| Recommendation No. and summary | Action | Status |
|--|---|---------------------|
| technology is in place. The first transactions are forecast to go live in the fourth quarter of 2015-16. | | |
| <p>Recommendation 36</p> <p>The Committee recommends that the ACT Government provide further details on how the rollout of public Wi-Fi across Canberra is progressing.</p> <p>Government Response - Agreed</p> <p>As at July 2015, there were 125 Wireless Access Points (external Wi-Fi transmitters) installed in central Canberra, including City East, City West, Braddon and New Acton. In addition, CBRfree is also available at over 40 Wi-Fi Hotspots in businesses across Canberra, including in locations at Weston Creek, Woden Town Centre, Tuggeranong Town Centre, Kingston Foreshore, Fyshwick and Mitchell. There have also been 25 indoor Wireless Access Points installed at EPIC for events at this venue.</p> <p>The town centres scheduled to receive CBRfree Wi-Fi but are currently not operating are: Belconnen, Dickson, Kingston, Manuka, Tuggeranong, Gungahlin, Weston, Woden and Bruce. Belconnen and Dickson will be completed by the end of October 2015, and Manuka will be completed in time for the Smart Parking trial scheduled for early 2016. All remaining town centres are on track to be completed by the end of the 2015-16 financial year.</p> | <p>The rollout of the CBRfree Wi-Fi network across Canberra continued throughout 2015-16. The town centres of Dickson, Belconnen and Manuka were completed in October 2015 and Kingston, including Kingston Foreshore, was completed in March 2016. Beyond the scope of the original CBRfree Wi-Fi footprint, the ACT Government has worked closely with the Australian National Botanic Gardens to provide CBRfree Wi-Fi at its Black Mountain site. During 2015-16 CBRfree Wi-Fi was also made available at specific remote locations to support Floriade 2015 and Summernats 2016, and the ACT Government facilitated mobile Wi-Fi base stations to provide CBRfree coverage across Southwell Park in Lyneham to support the 2016 Kanga Cup. Remaining town centre sites in Tuggeranong, Weston Creek, Woden and Bruce were completed early in the second half of 2016. While partial rollout at Gungahlin town centre has occurred, full completion is delayed due to works associated with the construction of light rail.</p> | <p>In progress.</p> |

**Select Committee on Estimates 2015-2016 Report No.1
Inquiry into Appropriation Bill 2015-2016 and
the Appropriation (Office of the Legislative Assembly) Bill 2015-16
Government Response Tabled 11 August 2015**

| Recommendation No. and summary | Action | Status |
|---|--|---------------------|
| <p>Recommendation 46</p> <p>The Committee recommends that the ACT Government update its Tourism 2020 strategy to consider the ten years to 2030 and take into account:</p> <p>i) accommodation;</p> <p>ii) attractions; and</p> <p>iii) events.</p> <p>Government Response - Agreed</p> <p>The ACT's Tourism 2020 strategy is part of the national tourism 2020 framework and will be reviewed and updated in that context.</p> | <p>The ACT's Tourism 2020 strategy aligns with the intent of the national 2020 framework which aims to double overnight visitor expenditure from \$70 billion in 2010 to \$140 billion in 2020. The goal for the ACT is to grow the total value of overnight visitor expenditure in the Territory to \$2.5 billion by 2020.</p> <p>At the Tourism Ministers' Meeting in February 2017, Ministers agreed to the development of the next long term tourism strategy beyond 2020, which will be developed in consultation with government and industry and endorsed by tourism ministers. Proposed timing for development is between July 2017 and December 2018.</p> <p>At the Australian Standing Committee on Tourism meeting in May 2017, all state tourism organisations agreed to contribute input and a point of contact for the Tourism 2020 Review, following the release of the Australian National Audit Office final audit report Strengthening Australian's Tourism Industry on 27 April 2017.</p> | <p>In progress.</p> |
| <p>Recommendation 48</p> <p>The Committee recommends that the ACT Government consider the provision of arts facilities in the Woden/Weston Creek area and Gungahlin.</p> <p>Government Response - Agreed</p> <p>The Government will work with community organisations in considering the provision of arts facilities across the Territory.</p> | <p>An Arts Infrastructure Plan is being prepared by artsACT in consultation with the arts sector and the broader community. The Plan will review the location and distribution of existing arts facilities as well as consider demand for new facilities.</p> | <p>In progress.</p> |

**Select Committee on Estimates 2015-2016 Report No.1
Inquiry into Appropriation Bill 2015-2016 and
the Appropriation (Office of the Legislative Assembly) Bill 2015-16
Government Response Tabled 11 August 2015**

| Recommendation No. and summary | Action | Status |
|--|--|------------------|
| <p>Recommendation 50</p> <p>The Committee recommends that the ACT Government, in conjunction with relevant stakeholders, promulgate a vision for Canberra's CBD.</p> <p>Government Response – Agreed in Principle</p> <p>The <i>City Plan</i> stipulated a vision for the CBD. The Government, through the Coordinator General, Urban Renewal will deliver an action plan to progress this vision and to assist in the urban renewal of the CBD.</p> | <p>The Government released the City Action Plan in August 2016. The Plan outlines the Government's vision for Canberra's City Centre. It has been developed to support the City Plan and Brand Canberra. The objective is to stimulate private, community and creative sector activity by facilitating better and more frequent use of the public realm. It will also continue existing activities such as identifying opportunities for regulatory reform and infrastructure improvements.</p> <p>The ongoing implementation of the City Plan will transfer to the City Renewal Authority from 1 July 2017.</p> | <p>Complete.</p> |
| <p>Recommendation 52</p> <p>The Committee recommends that the Minister for Urban Renewal and Minister for Housing work as closely as possible on the redevelopment of public housing to ensure that residents are provided with consistent and timely information.</p> <p>Government Response - Agreed</p> <p>Close collaboration within government is already occurring on the redevelopment of public housing.</p> | <p>Close collaboration within Government is continuing to occur on the redevelopment of public housing. Information is provided and services and support delivered by a small team comprised of both Public Housing Renewal Taskforce and Housing ACT staff.</p> <p>There is regular communication and coordination between the Urban Renewal and Housing Portfolios, including fortnightly briefings and meetings, inter-agency coordination through the Public Housing Renewal Steering Committee and ongoing sharing of information at an operational level.</p> <p>The Minister for Housing and Suburban Development is now responsible for both the Public Housing Renewal Taskforce and Housing ACT.</p> | <p>Complete.</p> |

**Select Committee on Estimates 2015-2016 Report No.1
Inquiry into Appropriation Bill 2015-2016 and
the Appropriation (Office of the Legislative Assembly) Bill 2015-16
Government Response Tabled 11 August 2015**

| Recommendation No. and summary | Action | Status |
|---|--|---------------------|
| <p>Recommendation 80</p> <p>The Committee recommends that the ACT Government update the Legislative Assembly on the outcomes of actions that are being taken to find suitable alternative accommodation for Gugan Gulwan.</p> <p>Government Response - Agreed</p> <p>The ACT Property Group has been working with Gugan Gulwan to gain a clear understanding of the group's requirements. Four property options have been discussed with Gugan Gulwan since 2011; however, none of these sites were considered suitable by Gugan Gulwan.</p> <p>In reviewing the current available properties, the ACT Property Group has not been able to identify any properties that would meet Gugan Gulwan's requirements that are likely to become available in the next few years. However, the organisation will continue to be considered when suitable properties become available.</p> | <p>Gugan Gulwan Aboriginal Youth Corporation operates from a former youth centre in Erindale, with space of 500m². The ACT Government has completed a number of improvements to their tenancy to support Gugan Gulwan at their existing centre.</p> <p>Spaces offered at Pearce Community Centre, former Health Centre at Calwell and Erindale Business Park were not accepted as they were a shared tenancy. 200 Scollay St in Greenway was rejected because it did not have an outdoor play area.</p> <p>Sole occupancy at Tharwa Neighbourhood Hall was rejected because of distance and transport concerns and because of existing relationships in the area.</p> <p>The ACT Government is continuing to work closely with Gugan Gulwan to find suitable accommodation with particular focus on the south side of Canberra which is their preferred location.</p> | <p>In progress.</p> |

**Select Committee on Estimates 2015-2016 Report No.1
Inquiry into Appropriation Bill 2015-2016 and
the Appropriation (Office of the Legislative Assembly) Bill 2015-16
Government Response Tabled 11 August 2015**

| Recommendation No. and summary | Action | Status |
|--|---|------------------|
| <p>Recommendation 93</p> <p>The Committee recommends the ACT Government consult more closely with the affected parties in the Telopea Park/Manuka Occasional Child Care Association (MOCCA) land swap, to investigate in detail what other options might be available.</p> <p>Government Response - Agreed</p> <p>A significant number of alternate options have been considered over the past few years and reconsidered in the past few months. The Government will continue to progress investigations into alternative locations.</p> <p>The two sites identified for detailed investigations are Block 5 Section 36 Forrest and Block 33 and 39 and part Block 34, Section 78 Griffith. The Government will consult with stakeholders of the site that is decided to be the most suitable for the Telopea Park/Manuka Occasional Child Care Association (MOCCA), including on any public realm changes such as road, parking and traffic arrangements.</p> <p>The key considerations in continuing investigation of these sites are development parcel size, traffic, access and parking options, and location compared to the existing MOCCA site.</p> | <p>The Government announced in August 2016 that MOCCA was not required to move from its current site.</p> | <p>Complete.</p> |

**Standing Committee on Public Accounts Report No.22
Review of the Auditor-General's Report No.1 of 2015: Debt Management
Government Response Tabled 3 May 2015**

| Recommendation No. and summary | Action | Status |
|---|---|---------------------|
| <p>Recommendation 2</p> <p>The Committee recommends that the ACT Government inform the ACT Legislative Assembly by the last sitting day in May 2016 as to the parameters for its review of existing debt management processes—with particular reference to:</p> <p>(i) whether the discussion paper being developed by Shared Services for the purposes of 'commencing dialogue on the matter with the directorates' is complete—and if not, expected completion date;</p> <p>(ii) detail on specific review milestones; and</p> <p>(iii) expected timeline for completion.</p> <p>Government Response - Agreed</p> <p>Dialogue on this matter has commenced in a number of governance forums. External debt collectors/ purchasers and regulators have also been consulted.</p> <p>The discussion paper referred to in the recommendation has been evolving during the course of these discussions and will now be in the form of a paper for consideration by the ACT Public Service Strategic Board in June 2016. The paper will provide options for a targeted, sequenced and cost effective implementation of a more centralised model of end-to-end debt management within the ACT Government. The paper will take into consideration the complexities and constraints associated with the implementation of the proposed strategies, for an informed decision. Debts managed by the ACT Revenue Office will not be covered within the scope of this paper.</p> | <p>A Debt Management Working Group, consisting of ACT Government representatives from CMTEDD (Shared Services, Treasury and Workforce Capability & Governance), ESA, JACS and TCCS and a representative from the HR Directors Group Forum, has been established. This group had its inaugural meeting on 30 March 2017. The Working Group will provide the necessary governance and ensure a representative approach is achieved in the limited scope, phased pilot for considering end-to-end debt management for the ACT Government.</p> <p>Outside the sphere of the Working Group, the Shared Services Debt Team is proceeding with evolutionary and continuous changes to prepare with commencing the pilot by 30 June 2017. Milestones on the one-way road to the pilot include acquiring a debt management subject matter expert to review current processes and procedures for conformity with best practices. Other milestones include examining how the NSW State Debt Recovery Office engages with Private Health Funds, clarifying with the Working Group the types of external debt that is to be in scope for the pilot, recasting debtor notices in conjunction with ESA and the Working Group, and examining a technological solution for debtor management activities during the pilot phase.</p> <p>The next critical date is 30 September 2017, being the date to provide an options paper to the Strategic Board on the issues raised during the pilot phase to address an optimal end to end debt management solution.</p> | <p>In progress.</p> |

**Standing Committee on Education, Training and Youth Affairs Report No.4
Report on Annual and Financial Reports 2014-2015
Government Response Tabled 2 August 2016**

| Recommendation No. and summary | Action | Status |
|---|---|------------------|
| <p>Recommendation 3</p> <p>The Committee recommends that the Minister for the Arts continue to report on the Artist in Schools Program in future annual reports dealing with arts matters.</p> <p>Government Response - Agreed-in-principle</p> <p>The Artists in Schools Program will be reported in the directorate's 2015-16 Annual Report as per previous years' reports. It should be noted that the Australia Council for the Arts ceased funding for the Program at the end of the 2015 calendar year, so 2015-16 will be the final year of reporting.</p> | <p>The final artist in schools program was delivered in 2016-17 and has been included in the annual report.</p> | <p>Complete.</p> |
| <p>Recommendation 5</p> <p>The Committee recommends that, in light of the observations made to the Committee at its hearings on this year's annual reports in relation to the contribution of the arts to the ACT, that the government consider designing and initiating a survey and study of the contribution made to the ACT economy by the activities and benefits generated by the activities of the arts and cultural community.</p> <p>Government Response - Agreed-in-principle</p> <p>The ACT Government released the Economic Overview of the Arts in June 2015 which outlined the contribution arts and cultural activities make to the ACT economy.</p> <p>The Government will continue to analyse available data to further develop our understanding of arts and culture's contribution to the ACT economy.</p> | <p>artsACT continues to collect and analyse available economic data, where available.</p> | <p>Complete.</p> |

| Standing Committee on Education, Training and Youth Affairs Report No.4 Report on Annual and Financial Reports 2014-2015 Government Response Tabled 2 August 2016 | | |
|--|---|------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 6</p> <p>The Committee recommends that the Minister for the Arts report to the Assembly by May 2016 on progress achieved in developing a concept and design for a new theatre venue for Canberra, along the lines described to the Committee during these hearings, and include in any such report any findings and proposals, including the development of feasibility, design, possible use and other studies for such a venue.</p> <p>Government Response - Agreed in-Principle</p> <p>The Minister will make a statement to the Assembly at an appropriate time in the planning process for a new theatre venue.</p> | <p>Funding has been allocated in the 2017-18 ACT Budget for consultation on a new Canberra Theatre and performing arts infrastructure in Canberra and the surrounding region.</p> | <p>Complete.</p> |

| Standing Committee on Education, Training and Youth Affairs Report No.5 and 6 Inquiry Into Vocational Education And Youth Training In The Act Government Response Tabled 2 August 2016 | | |
|--|--|---------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 3</p> <p>The Committee recommends that:</p> <p>i) The ACT Government include an additional assessment to be provided by the ACT Government prior to the authorisation of high risk licences as part of a phased implementation; and</p> <p>ii) The inclusion of an additional assessment is reviewed 12 months after its introduction with a view of including this process for lower risk qualifications.</p> <p>Government Response - Agreed in principle</p> <p>The ACT Government will consider the Committee's proposed changes to high risk licensing within the context of broader national framework reforms and targeting risk/harms.</p> | <p>The ACT has contributed to the development of a national tripartite assessment tool to examine high risk activities and recommend appropriate licensing levels.</p> <p>The Territory will encourage a close examination of high risk licensing as part of the 2018 review of the template national work health and safety laws.</p> | <p>In progress.</p> |

**Standing Committee on Education, Training and Youth Affairs Report No.5 and 6
Inquiry Into Vocational Education And Youth Training In The Act
Government Response Tabled 2 August 2016**

| Recommendation No. and summary | Action | Status |
|--|---|------------------|
| <p>Recommendation 7</p> <p>The Committee recommends that the ACT Government collaborate with the Commonwealth Government to increase the financial support provided to multicultural community organisations that provide English programs.</p> <p>Government Response - Agreed in principle</p> <p>The ACT Government is currently collaborating (and has a history of collaboration) with the Australian Government to seek increased financial support for people in Canberra's multicultural community experiencing barriers to English-language proficiency, vocational education and training and employment opportunities (including traineeships). This collaboration occurs in two main ways: (1) directly between the ACT Government and various Australian Government agencies and (2) indirectly by assisting multicultural community organisations (including those providing English language programs and pathways to further education and employment) to work with various Australian Government agencies to access funding to assist their clients. The ACT Government is committed to continued collaboration with the Australian Government, on various levels and in a variety of ways, to seek further financial support for multicultural community organisations that provide English language programs.</p> | <p>In 2016-17 the ACT Government continued to collaborate with the Commonwealth Government to increase the financial support for people in Canberra's multicultural community experiencing barriers to English-language proficiency, Vocational Education and Training and employment opportunities (including traineeships and apprenticeships).</p> | <p>Complete.</p> |

**Standing Committee on Education, Training and Youth Affairs Report No.5 and 6
Inquiry Into Vocational Education And Youth Training In The Act
Government Response Tabled 2 August 2016**

| Recommendation No. and summary | Action | Status |
|--|---|------------------|
| <p>Recommendation 8</p> <p>The Committee recommends that the ACT Government examine whether the introduction of cross cultural training into Vocational Education and Training would be beneficial to students from Non-English Speaking Backgrounds. If found beneficial, the Committee further recommends that the ACT Government consider further funding to deliver cross cultural training.</p> <p>Government Response - Agreed in principle</p> <p>The ACT Government will examine whether the introduction of additional cross cultural training would be beneficial to students from Non-English Speaking Backgrounds.</p> <p>In doing so, the ACT Government will also examine the barriers students from Non-English Speaking Backgrounds are experiencing in accessing current government-subsidised cross cultural training that is incorporated into a range of training packages and VET programs, and how these barriers may be overcome.</p> | <p>Many government-funded VET courses in the ACT include training designed to promote participants' understanding of the Australian workplace and workplace culture. This component of VET is a relevant example of cross cultural training that is beneficial to students from Non-English Speaking Backgrounds. This form of cross-cultural training is nationally recognised, is delivered by Registered Training Organisations and the cost is subsidised by the ACT Government. In December 2016 the ACT Government identified barriers to accessing this training for refugees and asylum seekers on temporary and bridging visas.</p> <p>From 1 January 2017 the ACT Government extended eligibility to government-funded VET courses to refugee and asylum seekers on temporary and bridging visas. This training is now available to adult Canberrans from Non-English Speaking Backgrounds who are Australian citizens, permanent residents or hold one of the following visa types: 100,189,190, 200, 201, 202, 203, 204, 866, 309, 445, 449, 785, 790, 801, 820, ZB951, Bridging Visa A, B, C or E.</p> | <p>Complete.</p> |
| <p>Recommendation 10</p> <p>The Committee recommends that the Minister for Education and Training raise the principles underpinning the regulation of ASQA, as per paragraph 5.31 in the Senate Inquiry, with other States and Territory at the relevant Ministerial Council.</p> <p>Government Response - Agreed in principle</p> <p>The Minister for Higher Education, Training and Research will engage in ongoing discussions, with other states and territories at the COAG Industry and Skills Council, about issues relating to principles underpinning the regulation of ASQA.</p> | <p>The role of the national regulator has been a constant focus of discussion by the COAG Industry and Skills Council. As a result, the Australian Government has announced an expert review of the <i>National Vocational Education and Training Regulator Act 2011</i> and its associated legislative framework, to assess its suitability and capacity to support a responsive, effective and efficient approach to the regulation of the national Vocational Education and Training sector.</p> | <p>Complete.</p> |

| Standing Committee on Justice and Community Safety Report No.7 Inquiry Into Auditor-General's Report On Rehabilitation Of Male Detainees At The AMC Government Response Tabled 16 February 2017 | | |
|--|---|------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 10.</p> <p>The Committee recommends that the ACT government formally write to all ACT government agencies advising of agency's obligations with respect to parliamentary privilege, and in particular their obligations with respect to witnesses and submitters to inquiries of committees of the Legislative Assembly for the ACT.</p> <p>Government Response - Agreed</p> <p>The whole of government Executive induction package has been updated to include information on parliamentary privilege. The Executive induction package is available on the ACTPS Employment Portal - www.cmd.act.gov.au/employment-framework/for-executives/actps-executive-induction.</p> <p>The Head of Service will write to Directors-General advising them of the updates and offering to work with agencies on including this information in agency-specific induction packages. Workshops were completed in 2016 with senior managers and executives to ensure a comprehensive awareness of parliamentary privilege across ACT Government Executive.</p> | <p>As well as updating the whole of government Executive induction package and holding workshops for senior managers and executives, the ACTPS Induction Manual has also been updated to include information on parliamentary privilege. This Manual is emailed to all new starters in the ACTPS.</p> | <p>Complete.</p> |

**Standing Committee on Justice and Community Safety Report No.7
Inquiry Into Auditor-General's Report On Rehabilitation Of Male Detainees At The AMC
Government Response Tabled 16 February 2017**

| Recommendation No. and summary | Action | Status |
|---|--|------------------|
| <p>Recommendation 11</p> <p>The Committee recommends that where in regard to strict adherence to privilege, defects either perceived or real, in the correspondence of a directorate are identified, Ministers, Executives, and directorate staff promptly acknowledge same and use this as a learning tool into the future to avoid such incidents.</p> <p>Government Response - Agreed</p> <p>In addition to the updates to the Executive induction package identified in the response to recommendation 10, work has also been undertaken to develop a training package on parliamentary privilege. As well as referencing relevant case studies, the training has been broadened to incorporate the ACTPS values and behaviours and links to the Social Compact. Justice and Community Safety Directorate staff participated in this training in August 2016.</p> | <p>The training package was delivered to staff in the Justice and Community Safety Directorate in August 2016.</p> | <p>Complete.</p> |

| Standing Committee on Planning , Environment and Territory and Municipal Services Report No.12 Report on Annual and Financial Reports 2014-15 Government Response Tabled 2 August 2016 | | |
|--|---|---------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 1</p> <p>The Committee recommends that the ACT Government continue to work with indigenous organisations with a view to having the management of Boomanulla Oval returned to Indigenous leadership as soon as it is sustainable to do so.</p> <p>Government Response - Agreed</p> | <p>Following an Expression of Interest process, Winnunga Nimmityjah Aboriginal Health Services (Winnunga) was invited to prepare a response to a Request for Tender (RFT) released in June 2016. The RFT calls for a detailed business case for how the facility will be used and managed going forward.</p> <p>Winnunga is currently working through its response to the RFT. This includes the requirement to submit a package of documentation for preliminary review, prior to finalising a full response to the RFT, which is anticipated to occur later in 2017.</p> <p>Under the RFT, up to \$50,000 of Indigenous Advancement Strategy (IAS) funding is available via Active Canberra to assist in the development a guiding strategy for Boomanulla Oval.</p> <p>On 23 March 2017, Active Canberra gave approval to release IAS funds (\$49,500) to Winnunga, based on their proposal to engage Judd Studio to develop a Strategic Plan for Boomanulla Oval.</p> | <p>In progress.</p> |
| <p>Recommendation 2</p> <p>The Committee recommends that the public be informed of the terms of Floriade’s use of Commonwealth Park as soon as the ACT Government and the National Capital Authority have reached agreement.</p> <p>Government Response - Agreed</p> <p>Once the agreement between the ACT Government and the National Capital Authority in relation to Floriade has been signed, it will be tabled in the ACT Legislative Assembly, by the Minister for Tourism and Events.</p> | <p>Tabled in the Assembly on 9 August 2016</p> | <p>Complete.</p> |

| Standing Committee on Planning , Environment and Territory and Municipal Services Report No.12 Report on Annual and Financial Reports 2014-15 Government Response Tabled 2 August 2016 | | |
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| Recommendation No. and summary | Action | Status |
| <p>Recommendation 3</p> <p>The Committee recommends that when the Key Performance Indicators for the manager of Westside are finalised they be made public so that the community can assess the success of the project.</p> <p>Government Response – Agreed in principle</p> <p>The Government agrees performance indicators, such as visitation and event numbers, and vendor satisfaction, should be made public to allow the community to assess the success of the Westside site. This information will be released as it comes available.</p> | <p>Visitor numbers have been estimated for the major events that were held at Westside Village over the two years it operated. In total, around 100,000 visitors attended major events at the site.</p> <p>Thousands of people also visited the village each week.</p> <p>Westside Village ceased operating on 30 April 2017.</p> <p>The Westside Event Manager’s contract expired on 31 December 2016. Given the pending closure of the village, the Event Manager chose not to extend arrangements beyond this date. There was no event manager or activation of the Westside site from 1 January 2017 to 30 April 2017.</p> | <p>Complete.</p> |

| Standing Committee on Public Accounts Report No.24 Annual and Financial Reports 2014-15 Government Response Tabled 2 August 2016 | | |
|---|--|------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 2</p> <p>The Committee recommends that ACT Government directorates and agencies should ensure complete reporting with all compliance requirements as specified in the Annual Report Directions.</p> <p>Government Response - Agreed</p> | <p>The <i>Annual Report Directions 2014-15</i> required directorates and agencies to produce a compliance statement that indicates how the requirements of the Directions are satisfied.</p> | <p>Complete.</p> |

| Standing Committee on Public Accounts Report No.24 Annual and Financial Reports 2014-15 Government Response Tabled 2 August 2016 | | |
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| Recommendation No. and summary | Action | Status |
| <p>Recommendation 4</p> <p>The Committee recommends that the ACT Government detail to the ACT Legislative Assembly, by the last sitting day in April 2016, the differences between the provisions of the Land Rent Scheme as it applies to land rent leases granted to: (i) former ‘Mr Fluffy’ home owners (affected residential premises); (ii) those who have owned properties impacted by a ‘Mr Fluffy’ home (eligible impacted properties); and (iii) other persons/household (non-affected Mr Fluffy leases). This comparison should include information on: (i) applicable land; (ii) eligibility criteria; (iii) requirement to attend an information course; (iv) land rent payable; (v) liability for duty; (vi) cost of conversion to a nominal crown lease; and (vii) availability of option to transfer land rent lease.</p> <p>Government Response - Agreed</p> | <p>The differences between the provisions of the Land Rent Scheme as it applies to affected residential premises, eligible impacted properties and other land rent lessees are detailed in pages 28 to 32 of the Sixth Quarterly Report of the Asbestos Response Taskforce for the period 1 January 2016 to 31 March 2016 (tabled in the Assembly on 4 August 2016).</p> | <p>Complete.</p> |
| <p>Recommendation 5</p> <p>The Committee recommends that the ACT Government clarify to the ACT Legislative Assembly, by the last sitting day in April 2016, how the provisions of the Land Rent Scheme as it applies to land rent leases granted to former ‘Mr Fluffy’ home owners (affected residential premises) is consistent with the affordable housing objectives of the Land Rent Scheme.</p> <p>Government Response - Agreed</p> | <p>The Government clarified its support for the extension of the Land Rent Scheme to remediated Mr Fluffy blocks in pages 32 to 33 of the Sixth Quarterly Report of the Asbestos Response Taskforce for the period 1 January 2016 to 31 March 2016 (tabled in the Assembly on 4 August 2016).</p> | <p>Complete.</p> |
| <p>Recommendation 7</p> <p>The Committee recommends that the ACT Public Service State of the Service report as it relates to the whole-of-government reporting descriptor—Public Interest Disclosure—should include statistics as to which public sector entity disclosures pertained to for the applicable reporting year.</p> <p>Government Response - Agreed</p> | <p>A breakdown of public interest disclosures by entity is reported in the ACTPS State of the Service report at section B.2 Performance Analysis.</p> | <p>Complete.</p> |

| Standing Committee on Public Accounts Report No.24 Annual and Financial Reports 2014-15 Government Response Tabled 2 August 2016 | | |
|--|--|------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 11</p> <p>The Committee recommends that the ACT Government report to the ACT Legislative Assembly, by the last sitting day in May 2016, on the progress and effectiveness of the Government's implementation of the recommendations, made in the Final report on the review of the Respect, Equity and Diversity (RED) Framework, that have been accepted either in-whole or in-part.</p> <p>Government Response - Agreed</p> <p>The Chief Minister will provide the report on the progress and implementation of recommendations from the RED Framework Report to the Assembly in the August 2016 sitting period.</p> | <p>The report on the progress and implementation of recommendations from the RED Framework Report was tabled in the Legislative Assembly on 2 August 2016.</p> | <p>Complete.</p> |
| <p>Recommendation 15</p> <p>The Committee recommends that the ACT Government should ensure that all governing boards are constituted in accordance with membership requirements as prescribed in their respective legislation.</p> <p>Government Response - Agreed</p> <p>The Government has (and is) implementing a suite of approaches to ensure that government boards continue to operate effectively. These include the release of an updated Boards and Committees Handbook, a centralised appointments register, and a regular assurance process to confirm all boards are constituted in line with membership requirements and other legislative requirements.</p> | <p>The ACT Government has undertaken a range of activities to improve governance across its boards and committees. These include:</p> <ul style="list-style-type: none"> • Development of an updated Governance Principles – Appointments, Boards and Committees Handbook; • Development of a centralised Boards and Committees Register; • Development of the Better Practice Toolkit to assist directorates in the management of ACT Government Boards and Committees; • Regular reporting to Strategic Board; • An active review of all Boards and Committees requested by the Chief Minister. | <p>Complete.</p> |

Standing Committee on Public Accounts Report No.26
Review of Auditor-General's Report No.10 of 2015: 2014-15 Financial Audits
Government Response Tabled 2 August 2016

| Recommendation No. and summary | Action | Status |
|--|--|------------------|
| <p>Recommendation 2</p> <p>The Committee recommends that ACT Government directorates and agencies should ensure the provision of complete statements of performance and full disclosure as required by the <i>Financial Management Act 1996</i>. In doing so, directorates and agencies should ensure the following—the provision of:</p> <p>(i) clear definitions for accountability indicators and related targets;</p> <p>(ii) improved accuracy with regard to reporting of results for accountability indicators;</p> <p>(iii) more information on how reported results are measured—in particular, explanations of differences between actual results and planned targets; and</p> <p>(iv) clear and informative explanations for material variances from the planned targets.</p> <p>Government Response - Agreed</p> <p>Agencies will continue to use internal controls and checks to ensure that data provided in the statements of performance is accurate. Internal Audit Committees within agencies are responsible for monitoring and reviewing the quality of data and reporting requirements, particularly accountability indicators, related targets, variance explanations and material variances.</p> <p>Improving performance measures remains an ongoing process for agencies.</p> | <p>As part of the 2017-18 Budget, agencies reviewed the accuracy of the data provided in the statements of performance and the relevant Budget Statements were signed off by Directors-General, or equivalent.</p> | <p>Complete.</p> |

Standing Committee on Public Accounts Report No.26
Review of Auditor-General's Report No.10 of 2015: 2014-15 Financial Audits
Government Response Tabled 2 August 2016

| Recommendation No. and summary | Action | Status |
|--|--|------------------|
| <p>Recommendation 3</p> <p>The Committee recommends that ACT Government directorates and agencies should ensure complete reporting with all compliance requirements as specified in the Annual Report Directions.</p> <p>Government Response - Agreed</p> <p>Agencies have internal processes in place to ensure that the compliance requirements as specified in the Annual Report Directions are met.</p> <p>The ACT Government continues to ensure that agencies are aware of the Annual Report Directions and will also continue to provide guidance where required.</p> | <p>The <i>Annual Report Directions 2016-17</i> required directorates and agencies to produce a compliance statement that indicates how the requirements of the Directions are satisfied.</p> | <p>Complete.</p> |

**Standing Committee on Public Accounts Report No.26
Review of Auditor-General's Report No.10 of 2015: 2014-15 Financial Audits
Government Response Tabled 2 August 2016**

| Recommendation No. and summary | Action | Status |
|--|--|------------------|
| <p>Recommendation 4</p> <p>The Committee recommends that the ACT Government utilise the one-ACT Public Service framework to ensure that unresolved audit findings (relating to environmental controls for information technology) that require a whole-of-government approach are promptly and appropriately addressed.</p> <p>Government Response – Agreed in Principle</p> <p>The ACT Government recognises the importance of promptly resolving audit findings. To address whole-of-government environmental controls for information technology would involve:</p> <ul style="list-style-type: none"> • upgrading software systems to operate on the whole-of-government supported operating systems; • rolling out of a new security classification system for documents; and • increasing the security on externally hosted websites, consistent with those hosted internally. <p>It is noted that addressing these specific findings would have financial implications and would be subject to future budget decisions and priorities.</p> | <p>All agencies consider their respective audit findings with a view to resolving them where possible.</p> | <p>Complete.</p> |

| Standing Committee on Public Accounts Report No.29 Inquiry into 2016 Strategic Review of the Auditor-General – Recommendations of Report Government Response Tabled 9 August 2016 | | |
|---|---|---------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 1</p> <p>That a seven year non-renewable appointment term for the ACT Auditor-General be reinstated in the <i>Auditor-General Act 1996</i>.</p> <p>Government Response - Agreed</p> <p>This recommendation is entirely consistent with the Strategic Reviewer’s suggestion of a 7-10 year non-renewable term.</p> <p>The Government maintains its support of this suggestion, previously indicated in the Chief Minister’s comments to the Committee.</p> | <p>Work is progressing on amendments in anticipation of a Bill being introduced before the end of 2017. Completion, including enactment, is expected before the end of 2017-18.</p> | <p>In progress.</p> |
| <p>Recommendation 2</p> <p>That section 8 of the <i>Auditor-General Act 1996</i> be amended to prescribe that the ACT Auditor-General is to be appointed for a term of 7 years and is not eligible for reappointment, including reappointment after the end of that term.</p> <p>Government Response - Agreed</p> <p>Noting the bi-partisan agreement to the proposed legislative changes, the Government will commission the preparation of a Bill to introduce legislative amendments in sufficient time to guide the appointment of the next ACT Auditor-General, due in 2018.</p> | <p>Work is progressing on amendments in anticipation of a Bill being introduced before the end of 2017. Completion, including enactment, is expected before the end of 2017-18.</p> | <p>In progress.</p> |

| Standing Committee on Public Accounts Report No.29 Inquiry into 2016 Strategic Review of the Auditor-General – Recommendations of Report Government Response Tabled 9 August 2016 | | |
|---|--|---------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 3</p> <p>That appropriate consequential provisions be drafted to ensure that any amendments made to Schedule 1 – <i>Appointment and terms of office of auditor-general</i> and/or section 8 – <i>Appointment, of the Auditor- General Act 1996</i> do not apply in respect of an appointment made before the commencement of any subsequent amendments.</p> <p>Government Response – Agreed in principle</p> <p>The Government supports certainty of tenure and continued independence of the Auditor-General.</p> <p>However, noting that the current Auditor-General is appointed for a seven year term, it is unclear whether transitional arrangements are required in this case.</p> <p>The preparation of a Bill to amend the Act, as foreshadowed in the response to Recommendation 2 above, will give further policy and drafting consideration to this matter.</p> | <p>The current work in relation to amendments to the Auditor-General Act is giving consideration to consequential provisions, or similar, to take account of the provisions under which the current Auditor-General is appointed. It is expected that this matter will be finalised before the end of 2017-18.</p> | <p>In progress.</p> |

**Standing Committee on Public Accounts Reports No.33, 34, 35 and 36
Review of Selected Auditor-General Reports (Reports 3, 4,5 and 6 of 2016)
Government Response Tabled 13 December 2016**

| Recommendation No. and summary | Action | Status |
|---|---|------------------|
| <p>Recommendation 1</p> <p>The Committee recommends that the ACT Government Guidelines for responding to performance audit reports by the Auditor-General be amended to provide that during years in which an ACT General Election is to be held that, wherever possible, the Government present its response to performance audit reports prior to the commencement of the Caretaker period.</p> <p>Government Response - Agreed</p> <p>ACT Government Guidelines for responding to performance audit reports by the Auditor-General will be amended.</p> | <p>The Guidelines were updated in January 2017 to reflect the arrangements during an election year.</p> | <p>Complete.</p> |
| <p>Recommendation 9</p> <p>The Committee recommends that the ACT Government report to the ACT Legislative Assembly by the last sitting day in August 2017, on the progress of its implementation of the recommendations made in Auditor-General's Report No. 6 of 2016: <i>Management and administration of credit cards by ACT Government entities</i>, that have been accepted either in-whole or in-part. This should include: (i) a summary of action to date, either completed or in progress (including milestones completed); and (ii) the proposed action (including timetable), for implementing recommendations (or parts thereof), where action has not yet commenced.</p> <p>Government Response - Agreed</p> | <p>Report presented to the Legislative Assembly in August 2017.</p> | <p>Complete.</p> |

**Select Committee on Estimates 2016-2017 Report No.1
Inquiry into Appropriation Bill 2016-2017 and the
Appropriation (Office of the Legislative Assembly) Bill 2016-2017
Government Response Tabled 9 August 2016**

| Recommendation No. and summary | Action | Status |
|---|---|------------------|
| <p>Recommendation 1</p> <p>The Committee recommends that where the ACT Government fails to provide to the Committee an answer to a Question on Notice or Question Taken on Notice within the deadline that an explanation be provided for the delay.</p> <p>Government Response – Agreed in principle</p> <p>The Government endeavours to meet the 30 day timeframe to respond to Questions on Notice, in accordance with section 118A of the ACT Legislative Assembly standing orders, for the majority of the questions taken on notice. From time to time, however, circumstances arise which make this deadline unachievable.</p> | <p>The ACT Government maintains its position.</p> | <p>Complete.</p> |
| <p>Recommendation 3</p> <p>The Committee recommends that the ACT Government develop strategic and accountability indicators for initiatives funded by the Safer Families Levy and that these form part of the Chief Minister, Treasury and Economic Development Directorate Annual Report.</p> <p>Government Response – Agreed in part</p> <p>The development of strategic and accountability indicators will be considered during the next ACT Budget process. The Administrative Arrangements will determine the relevant directorate reporting arrangements for the Safer Family initiatives.</p> | <p>The Safer Families Levy was introduced on 1 July 2016 and supported a number of family violence prevention initiatives across a number of directorates - including Community Services, Justice and Community Safety, and Education – each of which reports on the progress of their initiatives as part of each budget.</p> <p>The Coordinator General for Safer Families also provides information on the progress and future direction of the Safer Families package, such as in Appendix J of the 2017-18 Budget Paper 3.</p> | <p>Complete.</p> |

**Select Committee on Estimates 2016-2017 Report No.1
Inquiry into Appropriation Bill 2016-2017 and the
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| Recommendation No. and summary | Action | Status |
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| <p>Recommendation 4</p> <p>The Committee recommends that the ACT Government consider including a family violence statement in the Budget Papers each year.</p> <p>Government Response – Agreed in principle</p> <p>Commitment 5.1 of the ACT Government ‘Response to Family Violence’ states that the ACT Government will present a Family Violence Statement to the Legislative Assembly every year. The ACT Government will align the release of the Family Violence Statement with the annual ACT Budget process.</p> | <p>As part of the 2016-17 Budget, the Government released a Safer Families booklet as well as a Safer Families Statement. This was followed by the publication of a Safer Families Factsheet as part of the 2017-18 Budget.</p> | <p>Complete.</p> |
| <p>Recommendation 25</p> <p>The Committee recommends that the ACT Government review land release processes with a view to matching the land release program to housing needs.</p> <p>Government Response - Agreed</p> <p>Economic Development is working with the Land Development Agency in better matching estate development plans for greenfield and urban renewal projects with the changing housing needs of the growing population.</p> <p>The current round of estate development planning in the suburbs of Lawson, Denman Prospect and Taylor is being informed by this review.</p> | <p>Economic Development continued to work with the Land Development Agency in matching estate development plans for greenfield and urban renewal projects with the housing needs of the growing population.</p> <p>Further work has commenced across directorates which will focus on improving the diversity of product through planning and zoning reforms.</p> | <p>In progress.</p> |

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| <p>Recommendation 26</p> <p>The Committee recommends that the ACT Government conduct a periodic housing needs analysis and match land release program to housing needs.</p> <p>Government Response - Agreed</p> <p>Economic Development is responsible for monitoring the rate and location of dwelling occupations across the Territory.</p> <p>This information is assessed against housing needs, which is informed by population growth and the rate of household formation.</p> | <p>Economic Development continued to monitor the rate and location of dwelling occupations across the Territory.</p> <p>This information has been assessed against housing needs, which has been informed by population growth and the rate of household formation.</p> | <p>Complete.</p> |
| <p>Recommendation 33</p> <p>The Committee recommends that the ACT Government ensure improved consultation between its agencies to maximise the benefits of the arts to the ACT Community.</p> <p>Government Response - Agreed</p> <p>The Government has decided to convene a whole of government Working Group on the Arts in order to support the implementation of the ACT Arts Policy, and consider key cross portfolio arts policy issues.</p> | <p>The whole of government Working Group on the Arts has not proceeded at this time. artsACT continues to work across the ACT Government to maximise the benefits of the arts to the ACT Community.</p> | <p>In progress.</p> |

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| <p>Recommendation 38</p> <p>The Committee recommends that the ACT Government consider the administrative functions required to support statutory strategic reviews of the Auditor-General.</p> <p>Government Response - Agreed</p> <p>The Speaker of the Office of the Legislative Assembly is currently responsible for the selection and appointment of the strategic reviewer for the Office of the Auditor General. The Government notes that this matter has been referred to the Standing Committee on Administrative and Procedure for consideration and report by August 2016. Further comment has been reserved pending the outcome of the Committee's consideration. Further funding requests could be considered as part of the 2017-18 Budget process.</p> | <p>The strategic review of the Auditor-General was completed in 2016.</p> | <p>Complete.</p> |
| <p>Recommendation 40</p> <p>The Committee recommends that the ACT Government ensure the ACT Ombudsman's Office is appropriately resourced to carry out the new functions that the ACT Government has asked it to be responsible for: (i) development of a reportable conduct scheme; and (ii) the establishment of a judicial council secretariat.</p> <p>Government Response – Agreed in part</p> <p>The 2016-17 Budget provides \$1.3 million over four years in new funding for the ACT Ombudsman to operate the reportable conduct scheme. The ACT Government will work with the Ombudsman to develop and implement the scheme prior to its commencement on 1 July 2017. The establishment of a judicial council secretariat is subject to the future consideration of Budget Cabinet.</p> | <p>The agreement the ACT Government has with the Ombudsman has been varied to cover services relating to the reportable conduct scheme and the judicial council secretariat.</p> | <p>Complete.</p> |

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| <p>Recommendation 48</p> <p>The Committee recommends that Access Canberra and the Land Development Agency work with stakeholders involved with the rubbish stockpile in Hume to ensure that environmental and land lease conditions are enforced.</p> <p>Government Response - Agreed</p> <p>Access Canberra, through the Environment Protection Agency, is currently working with the lessee to ensure that they adhere to all environmental requirements. Access Canberra is encouraging the lessee to reduce stockpiles of materials to assist in the management of the site. Access Canberra will work with the Land Development Agency as required on the identification and management of alternate sites for heavier industrial activity.</p> | <p>Southern State Waste Recycling applied for an Environmental Authorisation (EA) covering two activities under the <i>Environment Protection Act 1997</i> (the Act); the crushing, grinding and separating of materials and the operation of a transfer station.</p> <p>On 23 March 2017 Environmental Authorisation No: 1099 was granted by the Environment Protection Authority to Southern State Waste Recycling for the crushing, grinding and separating of materials. The authorisation contains limits on the amount and height of material that can be stored on site. As these limits are significantly less than what is currently on site, these conditions do not come into force until six months after the grant date (i.e. 23 September 2017).</p> <p>The Environment Management Plan titled <i>Southern State Waste Recycling Transfer Station Operational Environmental Management Plan</i> prepared by SLR Consulting Australia (Report No. 610.15558 dated 8 June 2017) was endorsed by the Environment Protection Authority on 27 June 2017.</p> <p>The Environment Management Plan details information on how the activity may impact on the relevant environmental factors and how those impacts may be mitigated and managed to be environmentally acceptable.</p> <p>The Environment Protection Authority conducts regular site visits to check on compliance with environmental requirements and progress in meeting the EA conditions.</p> | <p>In progress.</p> |
| <p>Recommendation 50</p> <p>The Committee recommends that the ACT Government outline the long-term strategy for managing the risk of increased costs associated with workers' compensation scheme insurance premiums.</p> | <p>The program outlined by the Government response is progressing as described, with one exception. Rather than legislate a new scheme for the public sector, the Territory has determined to stay insured within the Comcare scheme and to pursue improvement initiatives including the possibility of becoming a self-insurer for</p> | <p>In progress.</p> |

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| <p>Government Response – Agreed in principle</p> <p>The Government remains committed to the health, safety and well-being of all ACT Government workers, whilst ensuring the scheme obtains the best possible value for money outcomes for the Territory.</p> <p>Significant resources are directed towards managing the Territory’s workers’ compensation liabilities, including via the Work Health and Safety and Workers’ Compensation Improvement Plan, which has been funded since 2011-12.</p> <p>Funding of \$2.8 million has been directed to the Plan in 2016-17, to support a suite of mutually reinforcing initiatives including:</p> <ul style="list-style-type: none"> • employment of specialist workers’ compensation and injury management staff to increase return to work service standards for injured workers; • early intervention injury management and staff training programs; • improved incident monitoring and response systems and procedures; and • the design and implementation a more cost effective workers’ compensation scheme within the Territory’s own legislative jurisdiction. <p>The Improvement Plan has delivered positive returns on investment, having generated more than \$20 million in premium cost reductions. Further claim liability improvements are forecast as initiatives continue to be rolled out.</p> | <p>workers’ compensation under the Comcare scheme.</p> <p>This approach is responsive to feedback from worker representatives and would mean that the types of compensation workers may currently receive would remain unchanged, however the Territory would exercise greater influence over insurer resourcing and claim management standards.</p> | |

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| <p>Recommendation 51</p> <p>The Committee recommends that ACT Government Shared Services develop a local business access plan to facilitate the provision of services by local ACT firms.</p> <p>Government Response – Agreed in principle</p> <p>A new ACT Industry Participation Policy is currently under development. This work is being led by the Local Industry Advocate and supported by Economic Development.</p> | <p>The Canberra Region Local Industry Participation Policy (LIPP) was implemented on 1 January 2017.</p> | <p>Complete.</p> |
| <p>Recommendation 53</p> <p>The Committee recommends that if the ACT Government fails to lodge a contract on the ACT Government Contracts Register within 30 days of that contract being signed, that it provide an explanation on the Contracts Register.</p> <p>Government Response – Agreed in principle</p> <p>From 1 July 2016, the Government Contracts Register has been improved, and is now located with tenders on the Tenders ACT section of the Procurement website. The new Register enables quicker data entry and search functionality, as well as allowing the exporting of information about selected contracts to a spreadsheet, making it more user-friendly. The Territory will investigate the cost and feasibility of further enhancing the Contracts Register to publish the reason/s where a contract has been notified beyond 30 days after execution.</p> | <p>During 2016-17 internal processes have been improved to minimise the instances of late contract notification. These include monthly reporting of contract information to directorates; simplification of the notification process; and the reinforcing of the requirement for loading within the 21 days from execution in processes.</p> <p>Further, the Territory will need to incorporate functionality for identifying instances of late contract notification within the Tenders ACT system. A quote has been sought from the incumbent service provider Moreton Blacketer to include this functionality, depending on the acceptability of the quote, its release would need to align with the Tenders ACT upgrade cycle.</p> | <p>Complete.</p> <p>In progress.</p> |

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| <p>Recommendation 54</p> <p>The Committee recommends that the ACT Government consider the establishment of a lobbyist register for the ACT Public Service and report back to the ACT Legislative Assembly about how this system will be implemented.</p> <p>Government Response – Agreed in principle</p> <p>The current ACT Register of Lobbyists (the Register) applies to public servants and is managed by the Clerk of the Legislative Assembly.</p> <p>The guidelines for the Register outline that the Register applies to all ‘public officials’ being Members of the Legislative Assembly, any person employed by such a person under the <i>Legislative Assembly (Members’ Staff) Act 1989</i>; and any person employed under the <i>Public Sector Management Act 1994</i> – which includes public servants.</p> <p>The Register is supported by Guidelines, a Code of Conduct and an overarching principle that lobbying and lobbyists play a vital and beneficial role in any democracy. All these elements are designed to support the work of MLAs for the ACT and to maintain public confidence in government process.</p> | <p>The Lobbyist Register was established in 2014 predominantly to provide transparency and in recognition of “lobbying” being a legitimate activity within the democratic process. It was originally contemplated that MLAs would most commonly be the subject of lobbying activities by recognised lobbyists.</p> <p>The register enabled MLAs to confidently entertain a registered lobbyist without perceptions of impropriety.</p> <p>Subsequent guidance further recognised that senior public servants may also be the subject of lobbying activity seeking favourable outcomes.</p> <p>To this end, public servants have been educated to recognise when they may be being lobbied and ensure the lobbyist is appropriately registered. Reminders about the register have been distributed to ACT public servants.</p> <p>It is important that the register is maintained as a single source of authority for a lobbyist to engage in lobbying activity with any public official, be they a MLA or public servant.</p> <p>The register continues to apply equally for public servants and MLAs and there is limited value in establishing a separate register for public servants.</p> | <p>Complete.</p> |
| <p>Recommendation 55</p> <p>The Committee recommends that the ACT Government consider implementing a system that records details of relevant representations made to the ACT Government.</p> <p>Government Response – Agreed in principle</p> <p>The ACT Government will investigate, with the Office of the Legislative Assembly, the feasibility of establishing a register of representations as part of the Lobbyist Register.</p> | <p>Feasibility and the mechanics of an additional reporting requirement under the Lobbyist Register continue to be explored.</p> | <p>In progress.</p> |

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| <p>Recommendation 56</p> <p>The Committee recommends that the ACT Government ensure a periodic report is published outlining the activities of the Local Industry Advocate.</p> <p>Government Response - Agreed</p> <p>The appointment of a Local Industry Advocate was identified as a priority activity in the ACT Government business development strategy <i>Confident and Business Ready: Building on Our Strengths</i>, released in May 2015. Reporting on activities and outcomes of the work of the Local Industry Advocate will occur as part of the reporting framework of <i>Confident and Business Ready</i>.</p> | <p>Reporting on the activities the Local Industry Advocate will be included in future reports on the implementation of <i>Confident and Business Ready: Building on Our Strengths</i>.</p> | <p>Complete.</p> |
| <p>Recommendation 58</p> <p>The Committee recommends that the ACT Government continue to promote Canberra as destination for international tourism and provide details to the ACT Legislative Assembly on progress in doing so.</p> <p>Government Response - Agreed</p> <p>VisitCanberra is working with Tourism Australia and Singapore Airlines to finalise co-operative marketing partnership agreements that will see Canberra promoted to priority international markets through trade and consumer marketing programs and activities.</p> <p>VisitCanberra in partnership with Singapore Airlines and Tourism Australia has commenced marketing activities in Singapore and Malaysia.</p> <p>Marketing activities focus on raising awareness of key experiences in Canberra and promoting the new sales airfares to Canberra from Singapore and New Zealand. Proposed timings, activities and sales fares for each market:</p> | <p>On 20 September 2016 Singapore Airlines commenced new direct international services to Canberra from Singapore and Wellington, New Zealand. "The Capital Express" links Canberra with Singapore and Wellington via a four flights per week service. The first flight into Canberra arrived from Singapore on 21 September 2016.</p> <p>VisitCanberra has entered into a cooperative marketing partnership agreement with Singapore Airlines to support inbound activities for these services. This will include a focus on New Zealand and both direct and connecting services through the Singapore hub.</p> <p>Visit Canberra in partnership with Singapore Airlines has implemented several co-operative campaigns targeted to consumers and/or trade marketing activities in Singapore, Malaysia, Hong Kong and Wellington.</p> <p>VisitCanberra continues to drive destination awareness in key international markets via a range of trade and consumer activities.</p> | <p>Complete.</p> |

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| <ul style="list-style-type: none"> • Singapore – campaign commenced 20 June 2016 and includes a mix of outdoor, radio, print, digital, social, mobile and public relation activities. Promotional sales fare of SGD\$648 return. • Malaysia – campaign commenced 3 July 2016 and includes a mix of outdoor, radio, print, digital, social and PR activities. Promotional sales fare of MYR\$1,918 return. <p>VisitCanberra in partnership with Singapore Airlines ran a co-operative campaign in market in New Zealand promoting a sales fare of NZD\$392 return. The campaign ran from 2 May to 20 June 2016. Activity included outdoor, radio, print, digital, social, primary sponsorship of Wellington Night Noodle Markets, public relations and trade promotions.</p> <p>VisitCanberra continues to drive destination awareness in key international markets via a range of trade and consumer activities. These include:</p> <ul style="list-style-type: none"> • Travel Revolution Consumer Fair, Singapore: February 2016. • Singapore Sales Mission: March 2016. • Inbound Tourism Operator workshop and familiarisation in partnership with ATEC: March 2016. • ATEC International ready workshop: May 2016. • AOT Mega familiarisation, with over 28 travel agents from 10 countries including UK, USA, Germany and Australia: May 2016. • Australian Tourism Exchange: May 2016. • ATE Pre and Post familiarisations with agents from Singapore and India to Canberra: May 2016. • Sichuan Airlines familiarisation: June 2016. • Wellington Sales Mission: June 2016. | <p>The Canberra and Region Visitors Centre, in its new location at Regatta Point, continues to service visitors providing advice on all things to see and do in the nation’s capital.</p> <p>The Government established the position of Commissioner for International Engagement in July 2016 to drive overall international strategy, which includes a focus on international tourism business opportunities. Canberra’s International Engagement Strategy was launched by the Chief Minister in September 2016, outlining the government’s approach to international engagement activities and strategy.</p> | |

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| <p>Participation in Tourism Australia’s Aussie Specialist Program – online platform used to train retail travel agents in over 110 countries.</p> <p>Since the start of the year VisitCanberra has hosted 14 journalists and influencers through its Visiting Journalists and Influencer Program who have produced articles, blogs and images.</p> <p>The Canberra Region Visitors Centre continues to service visitors providing advice on all things to see and do in the nation’s capital.</p> <p>The Government has established the position for Commissioner for International Engagement to drive overall international strategy, which includes a focus on international tourism business opportunities.</p> | | |
| <p>Recommendation 59</p> <p>The Committee recommends that the ACT Government work closely with relevant stakeholders to ensure that any new facilities in the ACT meet the needs of the wider swim sports community.</p> <p>Government Response – Agreed in principle</p> <p>Appropriate consultation with user groups and the wider community will be undertaken in the course of any new facility developments. Any future requests for funding will be considered by the Government against other competing priorities in the budget context.</p> | <p>Community consultation for the future Stromlo Pool was completed in early 2017. Feedback received during consultation will help inform the Request for Tender for the Design and Construction of the Stromlo Pool. For further information regarding the outcomes of the consultation process please refer to: www.yoursay.act.gov.au/your-say-stromlo-pool</p> | <p>Complete.</p> |

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| <p>Recommendation 61</p> <p>The Committee recommends that the ACT Government continue to keep the Kingston community informed on progress in the Kingston Foreshore Arts Precinct.</p> <p>Government Response - Agreed</p> <p>Community engagement will continue throughout the Kingston Arts Precinct development.</p> | <p>Community engagement about changes at the Kingston Arts Precinct is ongoing.</p> | <p>Complete.</p> |
| <p>Recommendation 63</p> <p>The Committee recommends that the ACT Government provide adequate funds and upgrades to Tuggeranong Arts Centre to ensure that it is compliant with safety standards.</p> <p>Government Response - Agreed</p> <p>Upgrades to the Tuggeranong Arts Centre can be addressed through reprioritisation of the Chief Minister, Treasury and Economic Development Directorate's existing Capital Upgrades funding.</p> | <p>Highest priority safety upgrades were completed at Tuggeranong Arts Centre in 2016-17 including replacement of rear deck timbers and rectification of deck balustrade and handrails to make safe.</p> | <p>Complete.</p> |
| <p>Recommendation 67</p> <p>The Committee recommends that the Budget Papers in following years clarify ministerial responsibilities in relation to associated Outputs.</p> <p>Government Response – Agreed in principle</p> <p>The Government is proactively working to identify ways of improving the readability and accessibility of budget documentation. This recommendation will be considered in that context.</p> | <p>As outputs and output classes are part of each directorate's administrative structure, this is the focus of agencies' Budget Statements, although it is open to agencies to specify the responsible Minister if they wish. Ministerial responsibilities can, however, be aligned with these lines of reporting by reading the relevant Budget Statement in conjunction with the ACT Government Structure (refer to Appendix A of 2017-18 Budget Paper No.3).</p> | <p>Complete.</p> |

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| <p>Recommendation 104</p> <p>The Committee recommends that the ACT Government develop a plan to promote heritage tourism for the ACT.</p> <p>Government Response – Agreed in principle</p> <p>The Government has already implemented the ACT Government’s Canberra Tracks initiative and the Canberra and Region Heritage Festival.</p> <p>Canberra Tracks is a series of self-drive heritage trails throughout Canberra, supported by interpretive signage, a website and smart phone applications, and tourism media available at attractions, the visitor centres, hotel receptions and at Floriade.</p> <p>Delivering the annual heritage festival provides expertise in engaging with the public to heighten awareness of heritage.</p> <p>The ACT Government will continue to build upon these platforms to further promote heritage tourism for the ACT.</p> <p>The Government further notes that heritage tourism is captured in VisitCanberra’s marketing strategy aimed at raising awareness of key destination experiences. These experiences include:</p> <ul style="list-style-type: none"> • arts and culture; • food and wine; • outdoors and nature; • family fun; and • major events and festivals. | <p>In response to current travel trends, VisitCanberra will continue to promote short breaks that profile key experiences and events of relevance to target audiences in priority markets. Marketing activities will communicate what’s unique and appealing about the destination and find ways to cut through the marketing clutter in the highly competitive tourism category.</p> <p>A key emphasis will be on improving the quality and volume of authentic content on our owned channels and ensuring relevant information is communicated in an easy and timely manner.</p> <p>VisitCanberra currently promotes the following heritage related activities on the visitcanberra.com.au consumer website:</p> <ul style="list-style-type: none"> • Gungahlin Heritage Trail • Woden Heritage Track • Tuggeranong Heritage Track • Belconnen Heritage Trail • Bega Cheese Heritage Centre • Ngunnawal Country Heritage Trail • Limestone Plains Heritage Trail • ACT Pioneers Cemetery Heritage Trail • Looking at Canberra Heritage Trail • Canberra Tracks – Self Drive Heritage Trails <p>VisitCanberra also works closely with ACT Historic Places to promote Lanyon Homestead, Calthorpe’s House and Mugga-Mugga Cottage. The Heritage Festival events are also promoted through visitcanberra.com.au, the Canberra and Region Visitors Centre and the VisitCanberra Industry Link newsletter.</p> <p>Whilst not specific to VisitCanberra, the ACT Heritage Grants Program is an annual funding program, available to assist the community in working to preserve and promote the heritage of the ACT.</p> | <p>Complete.</p> |

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| <p>Recommendation 110</p> <p>The Committee recommends that arrangements for teachers applying for or renewing their Working with Vulnerable People registration be streamlined across the relevant agencies.</p> <p>Government Response - Agreed</p> <p>The Education Directorate, Access Canberra and Teacher Quality Institute are working together to streamline renewal of Working with Vulnerable People registration.</p> | <p>The process for teachers applying for or renewing a Working with Vulnerable People registration has been communicated with the Teacher Quality Institute, Education Directorate, and teachers directly.</p> | <p>Complete.</p> |
| <p>Recommendation 111</p> <p>The Committee recommends that the ACT Government provide advice about how people are notified about the expiration of their Working With Vulnerable People cards.</p> <p>Government Response - Agreed</p> <p>As part of registration review processes associated with Working With Vulnerable People accreditation, Access Canberra writes to current registered card holders eight weeks prior to expiry of the registration. In addition, Access Canberra engages with employers and peak bodies to encourage their staff and volunteers to renew in a timely manner.</p> <p>Considering the education sphere, teaching staff are notified by three Government entities: Access Canberra; ACT Teacher Quality Institute and their employer.</p> <p>Access Canberra communicates with individuals eight weeks prior to expiry date of registration, the ACT Teacher Quality Institute four weeks from expiry of registration, and if required, one week from expiry. Employers have daily and weekly communications with individuals to raise awareness of, and compliance with, renewed Working with Vulnerable People registration.</p> | <p>Access Canberra writes to current registered card holders eight weeks prior to expiry of the registration. In addition, Access Canberra engages with employers and peak bodies to encourage their staff and volunteers to renew in a timely manner.</p> | <p>Complete.</p> |

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| <p>Recommendation 122</p> <p>The Committee recommends that the ACT Government update the ACT Legislative Assembly on what actions are being taken to find suitable alternative accommodation for Gugan Gulwan Youth Aboriginal Corporation.</p> <p>Government Response - Agreed</p> <p>Gugan Gulwan Aboriginal Youth Corporation operates from a former youth centre in Erindale, with space of 500 square metres. The ACT Government has completed a number of improvements to their tenancy to support Gugan Gulwan at their existing centre.</p> <p>The Government has also made several offers of alternative accommodation. Spaces offers at Pearce Community Centre, former Health Centre at Calwell and Erindale Business Park were not accepted as they were a shared tenancy. Sole occupancy at Tharwa Neighbourhood Hall was rejected because of distance and transport concerns and because of existing relationships in the area.</p> <p>The Government is continuing to work closely with Gugan Gulwan to find suitable accommodation with particular reference to the south side of Canberra which is their preferred location.</p> | <p>Gugan Gulwan Aboriginal Youth Corporation operates from a former youth centre in Erindale, with space of 500m². The ACT Government has completed a number of improvements to their tenancy to support Gugan Gulwan at their existing centre.</p> <p>Spaces offered at Pearce Community Centre, former Health Centre at Calwell and Erindale Business Park were not accepted as they were a shared tenancy. 200 Scollay St in Greenway was rejected because it did not have an outdoor play area.</p> <p>Sole occupancy at Tharwa Neighbourhood Hall was rejected because of distance and transport concerns and because of existing relationships in the area.</p> <p>The ACT Government is continuing to work closely with Gugan Gulwan to find suitable accommodation with particular focus on the south side of Canberra which is their preferred location.</p> | <p>In progress.</p> |

| Select Committee on the Legislative Assembly (Parliamentary Budget Officer) Bill 2016 Report No.1 Inquiry into the Legislative Assembly (Parliamentary Budget Officer) Bill 2016 Government Response Tabled 9 August 2016 | | |
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| Recommendation No. and summary | Action | Status |
| <p>Recommendation 1</p> <p>The Committee recommends that the Legislative Assembly (Parliamentary Budget Officer) Bill 2016 not be further considered by the Eighth Assembly, and that the Bill be scheduled for</p> | <p>The Government will determine the appropriate timing for consideration of this Bill by a committee of the Ninth Assembly in its current term.</p> | <p>In progress.</p> |

| Select Committee on the Legislative Assembly (Parliamentary Budget Officer) Bill 2016 Report No.1 Inquiry into the Legislative Assembly (Parliamentary Budget Officer) Bill 2016 Government Response Tabled 9 August 2016 | | |
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| <p>consideration by an appropriate committee of the Ninth Assembly in a manner that the Ninth Assembly may decide is appropriate following the formation of the Ninth Assembly.</p> <p>Government Response – Agreed in principle</p> <p>The Government supports further consideration of the Bill by a committee of the Ninth Assembly, while acknowledging that this will ultimately be a decision of that Assembly.</p> <p>The Government is sympathetic to the main aim of the Bill, namely to provide Members of the Legislative Assembly (MLAs) with enhanced policy costing services. However, the Government remains opposed to the creation of a Parliamentary Budget Office (PBO) in order to achieve that aim. It is not a practical solution to the problem.</p> <p>There is a critical mass of staffing needed to make a PBO properly functional and to have the subject matter expertise and experience to cover the many and diverse portfolio interests in the ACT. The Commonwealth PBO – the only full time, permanent PBO in Australia – has a team of around 45 officers. This represents a ratio of PBO staff to parliamentary members of about 1:5. However, the absolute size of the team enables it to achieve that critical mass of expertise and experience.</p> <p>A similar ratio of PBO staff to parliamentary members in the ACT would yield a PBO of only five staff; too small to form that critical mass of expertise and experience. It would also be too small to cope with the peak demand of costing requests during election periods. Treasury’s experience of costing requests during the 2012 election period would indicate that the PBO would need to expand to around 20-30 staff during such periods. However, were the PBO to be any larger, it would be significantly out of</p> | | |

| Select Committee on the Legislative Assembly (Parliamentary Budget Officer) Bill 2016 Report No.1 Inquiry into the Legislative Assembly (Parliamentary Budget Officer) Bill 2016 Government Response Tabled 9 August 2016 | | |
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| <p>proportion with the size of the ACT Assembly.</p> <p>Nevertheless, the Government's view is that there would be benefit in further consideration of the Bill, the issues that it raises and possible alternative, more practical solutions to the aim of enhancing policy costing services for MLAs, should the next Assembly consider that to be worthwhile.</p> | | |

AUDITOR-GENERAL REPORTS

| Auditor-General Report No.1 of 2015 – Debt Management | | |
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| Recommendation No. and summary | Action | Status |
| <p>Recommendation 3 Consideration of Better Practice Initiatives (Chapter 4)</p> <p>ACT Government entities who manage non-ACT Government debts, and do not have a low risk with respect to the collection of this revenue, should assess their debt management practices against better practice, and modify their practices accordingly.</p> <p>Government Response - Agreed</p> <p>The Government will require agencies to review their debt management practices once the guidance on the general principles of debt management is made available by CMTEDD. Agencies will be required to consider the principles outlined in the guidance as well as relevant inter-jurisdictional best practices to determine whether changes are required to their DGFIs. The potential application of better practice models must be analysed by agencies from a number of perspectives including risk, cost, IT capabilities and impact on efficiency, to determine whether it is worth pursuing. The review will also be influenced by any underlying policy or legislation and social sensitivities.</p> | <p>Preliminary research into a broader debt management framework for ACT Government has been included in a paper and CMTEDD is also considering current debt management practices against a better practice model at the whole-of government level. This paper will be presented to the Strategic Board for endorsement of the road map for the overall improvement of the collection level of external debts.</p> | <p>In progress.</p> |

| Auditor-General Report No.4 of 2015 – ACT Government Support to the University of Canberra | | |
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| Recommendation No. and summary | Action | Status |
| <p>Recommendation 2</p> <p>The ACT Government should review the UC's performance in providing affordable accommodation to students against objectives and outcomes sought by the provision of ACT Government funding.</p> <p>Government Response - Agreed in principle</p> <p>Noting the short period that much of the accommodation has been operating for, it is considered premature to review the projects at such an early stage. Nonetheless, the Government will continue to monitor performance and undertake reviews at an appropriate time.</p> | <p>The government considers that the timing is now appropriate to review the impact of National Rental Affordability Scheme (NRAS) on student rental affordability. This review will include analysis of average rents on pre-NRAS UC student accommodation and the 600 new dwellings now in operation under the scheme.</p> <p>To be undertaken and completed by 30 June 2017.</p> | <p>In progress.</p> |

**Auditor General Report No.5 of 2016
Initiation of the Light Rail Project
Government Response Tabled 13 December 2016**

| Recommendation No. and summary | Action | Status |
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| <p>Recommendation 4</p> <p>The Chief Minister, Treasury and Economic Development Directorate (CMTEDD) should, as a priority, take a lead role in implementing benefits management, including developing a whole-of-government Benefits Realisation Plan and associated documentation. This plan should identify and document the benefits to be realised by the project, their timing, ownership, critical dependencies for the achievement of the benefits and associated key performance indicators.</p> <p>Government Response – Agreed in principle</p> <p>The Government agrees-in-principle to developing a Benefits Realisation Plan for the Project, with Treasury taking the responsibility for developing it.</p> <p>Lessons learned about benefits realisation in Stage 1 Light Rail will assist in the rollout of future stages of the Light Rail Network, through the preparation of various project scoping documents such as business cases. Furthermore, the intended Benefits Realisation Plan for the Project could serve as a robust point of reference for assessing benefits realisation relating to future projects by both the private and public sector within the ACT.</p> | <p>Infrastructure Finance and Advisory within CMTEDD, working with Transport Canberra and City Services (TCCS) and other stakeholder directorates developed a Benefits Realisation Plan for the Light Rail Project. It was approved by the Light Rail and Parkes Way Project Board in January 2017.</p> <p>The Plan, which is ‘owned’ by the Under Treasurer, is updated regularly and presented to the Light Rail and Parkes Way Project Board.</p> | <p>Complete.</p> |

Auditor General Report No.6 of 2016
Management and Administration of Credit Cards by ACT Government Entities
Government Response Tabled

| Recommendation No. and summary | Action | Status |
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| <p>Recommendation 1 Issue of ACT Government Credit cards (Chapter 2)</p> <p>ACT Government Entities should regularly, and at least annually, review the allocation of ACT Government credit cards and determine if cards not being used should be rescinded.</p> <p>Government Response - Agreed</p> <p>Entities will annually review the allocation of ACT Government credit cards.</p> | <p>CMTEDD will continue to periodically review the directorate's allocation of ACT Government credit cards and update users as required.</p> | <p>Complete.</p> |
| <p>Recommendation 3 Automated Credit Card Acquittal Facility (Chapter 2)</p> <p>Shared Services should progress actions to advance the implementation of an automated credit card acquittal facility for the administration of credit cards.</p> <p>Government Response - Agreed</p> <p>Implementation of an Expense Management System to support an automatic credit card acquittal facility is planned for 2017-18, following the finalisation of the Invoice Automation project which is currently being undertaken.</p> | <p>The implementation of an Expense Management System (EMS) was recommended as part of a feasibility study to automate Accounts Payable. An EMS will improve reporting functionality relating to expenditure transactions as well as strengthen governance arrangements.</p> <p>Additionally, the Accounts Payable Invoice Automation Solution which will process accounts payable invoices through a workflow process is due to go-live in August 2017. This particular software solution also provides for an electronic workflow solution that may be leveraged for an implementation of a suitable EMS solution. Currently, a statement of requirements document providing the specifications of the Territory is being prepared. This requirements document will be used to assist in the assessment and determination of whether this particular option of an EMS is feasible and suitable for usage by the ACT Government as an EMS as per the Territory's specifications. Where this option does not meet the specifications, then Shared Services will go to market.</p> <p>It is anticipated that an EMS will be implemented in 2017-18 allowing greater use of purchasing/credit cards across the ACT Government. Shared Services will progress actions to advance the implementation of an automated credit card acquittal facility, once the invoice automation project has been delivered in early 2017-18.</p> | <p>In progress.</p> |

Auditor General Report No.6 of 2016
Management and Administration of Credit Cards by ACT Government Entities
Government Response Tabled

| Recommendation No. and summary | Action | Status |
|---|--|---------------------|
| <p>Recommendation 4 ACT Government Policy on Use of Cards (Chapter 3)</p> <p>The Chief Minister, Treasury and Economic Development Directorate should assess the merits, or otherwise, of using cards as a key accounts payable mechanism for goods and services and if appropriate, provide whole-of-government direction including specifying controls to manage associated risks.</p> <p>Government Response – Partially Agreed</p> <p>The Government has already assessed the merits of using credit cards as a key accounts payable mechanism for goods and services and supports the use of credit cards for low value/low risk transactions. As noted in the response to Recommendation 3, an Expense Management System is planned to be implemented during 2017-18 which will support the increased use of credit cards. A policy will be issued in conjunction with the availability of the Expense Management System, applying to entities with access to that system, to ensure that the increased risks associated with increased credit card usage are able to be appropriately managed and mitigated.</p> | <p>It is anticipated that an Expense Management System (EMS) will be implemented in 2017-18 allowing greater use of purchasing/credit cards across the ACT Government. In conjunction with the implementation of an EMS, Shared Services will work with Treasury to finalise an agreed policy on the use of credit cards issued. Entities that do not use the EMS will be covered by the principles of the policy.</p> | <p>In progress.</p> |

Auditor General Report No.6 of 2016
Management and Administration of Credit Cards by ACT Government Entities
Government Response Tabled

| Recommendation No. and summary | Action | Status |
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| <p>Recommendation 5 Credit Card Guidance and Use (Chapter 4)</p> <p>All ACT Government entities should provide guidance on credit card management and administration for all supporting controls. However particular attention needs to be given to guidance on:</p> <ul style="list-style-type: none"> • tax invoices, especially explaining the need for these to be obtained for all transactions over \$82.50 (GST inclusive) and defining what constitutes a tax invoice; • appropriate retention of documentation to demonstrate appropriate use; and • the use of whole-of-government purchasing arrangements, including the need for documentation to demonstrate any departures from the arrangements. <p>Government Response - Agreed</p> <p>Entities will review their existing credit card guidance to ensure these areas are adequately covered, if not already covered.</p> | <p>Shared Services provides general guidance to all ACT Government entities on the use of credit cards.</p> <p>CMTEEDD specific guidance on the use of credit cards is contained within the directorate’s Director-General Financial Instructions (DGFI) and Fact Sheets, which are in the process of being updated to reflect the recommendation.</p> | <p>In progress.</p> |

Auditor General Report No.6 of 2016
Management and Administration of Credit Cards by ACT Government Entities
Government Response Tabled

| Recommendation No. and summary | Action | Status |
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| <p>Recommendation 6 Data for Monitoring and Review (Chapter 4)</p> <p>All ACT Government entities should investigate opportunities to:</p> <ul style="list-style-type: none"> • access <i>Corporate Online</i> for the purpose of obtaining detailed transactional data on credit card use within the entity; or • receive reports from Shared Services with respect to credit card use within the entity; and • use transactional data, or reports from Shared Services, to review and evaluate the use of credit cards within the entity, including the ongoing appropriateness of the issue of credit cards to staff and any opportunities for improvement with respect to the efficient and effective management of credit cards in the entity. <p>Government Response - Agreed</p> <p>Shared Services will investigate the use of <i>Corporate Online</i> by all agencies and additional analytics for Shared Services entities.</p> | <p>In November 2016, Shared Services was advised by Westpac, that officers within directorate Strategic Finance areas can be given access to their directorate’s respective credit card facility. Access can be provided to a suite of reports that will enable the directorate to view cardholder transactions, including previous day information, card balances, and monthly statements. Credit card information including card balances, transactions and statements remain available in <i>Corporate Online</i> for 24 months. Reports and export files remain available for 100 calendar days.</p> <p>Entities that do not use <i>Corporate Online</i> and are not supported by Shared Services have implemented the necessary controls in place for the efficient and effective management of credit cards in their entities.</p> <p>Shared Services reported to the May 2017 Finance Collaboration Forum meeting on the outcome of its investigation and advised on the suite of reports that are available to entities using <i>Corporate Online</i> to assist them in the efficient and effective management of credit cards. These entities will be making use of those reports.</p> | <p>Complete.</p> |

**Auditor General Report No.7 of 2016
Certain Land Development Agency Acquisitions
Government Response Tabled 14 February 2017**

| Recommendation No. and summary | Action | Status |
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| <p>Recommendation 1 Purpose Of Land Acquisitions</p> <p>Government agencies proposing to acquire land should identify the purpose for which the land is to be acquired and the means by which the land is to be acquired, e.g. a market-based transaction or acquisition under the <i>Lands Acquisition Act 1994</i> (either through negotiation or by compulsory acquisition). The process to be followed should be clearly documented at an early stage.</p> <p>Government Response - Agreed</p> <p>A comprehensive review of legislation, policies and procedures relating to land acquisitions is being undertaken. The above requirements will be addressed as part of that review.</p> | <p>The passing of the <i>City Renewal Authority and Suburban Land Agency Act 2017</i> by the Legislative Assembly has provided a clear governance framework that has addressed this recommendation.</p> <p>This legislation establishes the City Renewal Authority and Suburban Land Agency and articulates new governance arrangements from 1 July 2017. It provides robust governance arrangements and strong accountability to Ministers, Government and the community.</p> <p>Mechanisms enabled in the legislation to support these include:</p> <ul style="list-style-type: none"> • Notifiable Instruments outlining the Statement of Expectations from the Minister to the City Renewal Authority and the City Renewal Authority Statement of Operational Intent (S.17, S.18); • Disallowable Instruments making directions for land acquisitions for both the City Renewal Authority and Suburban Land Agency (S.63); and • Quarterly reports on acquisitions, including copies of valuations considered during the acquisition to the Minister that are to be tabled in the Assembly within 5 days (S.13). <p>The governance processes for the new entities will be monitored by the Environment, Planning and Sustainable Development Directorate (EPSDD) Governance team. Documentation and approvals for acquisitions will be closely overseen by EPSDD as part of this process.</p> | <p>Complete.</p> |

| Auditor General Report No.7 of 2016 Certain Land Development Agency Acquisitions Government Response Tabled 14 February 2017 | | |
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| Recommendation No. and summary | Action | Status |
| <p>Recommendation 7</p> <p>Procurement And Contracting</p> <p>The Land Development Agency and Economic Development should develop policy and associated procedures with respect to the contracting of former executives and staff through ongoing non- competitive procurement processes. The policy and associated procedures should provide explicit guidance on the circumstances in which it is appropriate for former executives and staff to be employed through on-going non-competitive procurement processes.</p> <p>Government Response - Agreed</p> <p>This recommendation will be addressed as part of the review referred to at Recommendation 1.</p> | <p>The LDA has completed a comprehensive review of its business protocols and practices which includes the matter of single select procurement and the employment of former LDA executive staff.</p> <p>A whole of government <i>Commercial Engagements with former ACTPS Executives</i> has been issued by the CMTEDD.</p> <p>This document brings together established procurement and recruitment policies in a whole of government context to address the issue of contracting former executives and staff.</p> | <p>Complete.</p> |

| Auditor General Report No.1 of 2017 WorkSafe ACT's Management of its Regulatory Responsibilities for the Demolition of Loose-Fill Asbestos Contaminated Houses Government Response Tabled 21 March 2017 | | |
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| Recommendation No. and summary | Action | Status |
| <p>Recommendation 1</p> <p>Regulatory Strategy And Program</p> <p>Develop and formally adopt a regulatory strategy and program of activities to guide the Asbestos Team's regulation of loose-fill asbestos demolition work.</p> <p>Government Response - Agreed</p> <p>Access Canberra plays an important role in the ACT Government's regulatory strategy and program:</p> <ul style="list-style-type: none"> • implementing the Government's regulation to protect our community and environment; and • cutting red tape and improving the connection to regulatory services for individuals and business. | <p>Finalisation of the two recommended governance frameworks (the Regulatory Approach and Program of Activities) also forms the basis of Government Response for Recommendations 2, 4, 5 and 6.</p> <p>In addition to the new governance frameworks, revised operational procedures for the Asbestos Team have been developed.</p> <p>Implementation of the new frameworks and procedures is predominantly via formal team meetings with outcomes documented and dedicated training sessions conducted with inspectors in the Asbestos Team (the Team) as required. On-going supervision will ensure continuing compliance with the revised frameworks.</p> | <p>In progress.</p> |

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| <p>These are the two principles that guide Access Canberra's activities.</p> <p>Access Canberra's publicly available Accountability Commitment establishes its overarching regulatory strategy. WorkSafe's Compliance Framework, used in conjunction with the Accountability Commitment, provides a sector specific framework focused on a risk based approach to compliance and enforcement. This supporting documentation was used by the Asbestos Team within WorkSafe to guide its regulatory response in monitoring the Mr Fluffy demolition program.</p> <p>Notwithstanding the abovementioned governance framework, Access Canberra acknowledges the recommendation to adopt a dedicated strategy and program specific to the work of the Asbestos Team. Access Canberra has developed and finalised two governance frameworks that will address this recommendation.</p> <p>1. Regulatory Approach: The purpose of this framework is to clearly articulate the objectives and general principles for WorkSafe ACT's role in the ACT Government Loosefill Asbestos (Mr Fluffy) Insulation Eradication Scheme.</p> <p>2. Program of Activities: This framework brings together existing documentation and procedures to set the regulatory methodology. This documentation covers the continuum of activities involved in this regulatory process, formally identifying the regulatory tools and inspection processes, and the delineation between mandatory process and when and how regulator discretion should be applied in this scheme.</p> | | |

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| <p>Recommendation 2</p> <p>Regulatory Program</p> <p>The program of activities to guide the Asbestos Team's regulation of the demolition of loose-fill asbestos contaminated houses should:</p> <ol style="list-style-type: none"> reflect existing documented guidance from Access Canberra (and the previous Office of Regulatory Services) in the program's development; specify which Asbestos Team workplace inspections are mandatory or discretionary. For discretionary inspections guidance should be provided on how this is to be determined; and be regularly reviewed and changes made in response to performance, emerging risks and lessons learnt. Reasons for changes should be formally documented. <p>Government Response - Agreed</p> <p>Access Canberra has developed a program of activities specific to the operational requirements of the Asbestos Team to address this recommendation. The program of activities brings together existing documentation from across Access Canberra, the previous Office of Regulatory Services and WorkSafe into one comprehensive document.</p> <p>The program of activities addresses the type of inspection activity to be undertaken, prioritisation of these activities and application of discretion via Access Canberra's existing risk and harm framework. The program of activities also formally steps out reporting requirements, which will in turn enable the Asbestos Team to formalise its culture of continuous improvement.</p> | <p>a) New documents have been developed to articulate the aim of the regulatory activity, define outcomes and describe actions to be taken in achieving the regulatory strategy:</p> <ul style="list-style-type: none"> WorkSafe ACT: Regulatory Approach ACT Government Loose-Fill Asbestos (Mr Fluffy) Insulation Eradication Scheme. Program of Activities – Asbestos Team's Regulation of Loose-Fill Asbestos Removal and Demolition Work. Operational Procedures for Asbestos Team – Inspection Process. <p>b) Access Canberra is committed to conducting four Work Place Visits (WPV) per demolition under the Scheme:</p> <ul style="list-style-type: none"> visits are mandatory, only the timings are discretionary based on workloads, risk assessment and contractor requirements; this requirement is addressed in both the Program of Activities and Operational Procedures; the use of discretion is referenced in the Program of Activities; new section added on use of discretionary powers based on the NSW Ombudsman guidance note on Discretionary Powers to the Program of Activities; new training on exercising discretionary powers is been introduced. <p>c) Consistent review with all information/decisions/justification being documented:</p> <ul style="list-style-type: none"> All documents will reflect the overarching Compliance Framework. The purpose behind each inspection will be stated. Management will analyse trends via review of completed WPV forms, one-on-one catch ups with inspectors and team meetings. Trends will be reflected in the updated work processes document. A briefing paper on the review (monthly) will be created identifying/justifying any changes. Where no changes are made, this will also be documented with some form of justification. | <p>In progress.</p> |
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| | Monitoring responsibilities are vested in the Asbestos Team Manager. | |
| <p>Recommendation 3</p> <p>Resourcing Analysis</p> <p>WorkSafe ACT should bring forward the resourcing review originally noted by the Eradication Scheme Steering Committee for mid 2017 to early 2017 and should take into account the regulatory strategy and program of activities for the Asbestos Team.</p> <p>Government Response - Agreed</p> <p>Access Canberra agrees to bring forward the resourcing review to include the regulatory strategy and program of activities for the Asbestos Team. Access Canberra will consider the staffing levels against mandatory requirements for each property as identified in the Auditor-General's report.</p> | Access Canberra has reviewed existing resources and projected requirements for the remainder of calendar year 2017 and the first half of 2018. | Complete. |

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| <p>Recommendation 4</p> <p>Performance Measures</p> <p>Performance measures for the Asbestos Team's regulation of the demolition of loose-fill asbestos contaminated houses should be established. These should include:</p> <p>a. internal performance measures that allow WorkSafe ACT to review individual and team performance in relation to program goals and targets; and</p> <p>b. measures that focus on the monitoring of compliance and improvements in safety standards.</p> <p>Government Response - Agreed</p> <p>In addition to the performance measures utilised by Access Canberra and our commitment to managing for performance, WorkSafe ACT has included performance measures in the Asbestos Inspection Team Regulatory Approach specific to the regulation of the Mr Fluffy scheme. The measures focus on good regulatory performance and outcome/activity based evidence. These measures will be used by team management to monitor and review the performance of the Asbestos Inspection Team on a regular basis.</p> <p>These performance measures coupled with individual performance reviews and performance development plans will support a culture of continuous improvement.</p> | <p>a) Performance measures of success outlined in the following documents:</p> <ul style="list-style-type: none"> • Program of Activities– Asbestos Team's Regulation of Loose-Fill Asbestos Removal and Demolition Work. • WorkSafe ACT: Regulatory Approach ACT Government Loose-Fill Asbestos (Mr Fluffy) Insulation Eradication Scheme. <p>Inspectors to be trained on the new internal performance measures. Measures to flow down from the above documents into operational procedures and reflected in Personal Development Plans.</p> <p>b) Review mechanisms will include formal review of a proportion of WPV documentation and monitoring of non-compliance through improved quality assurance processes.</p> <p>Team meetings will provide the forum for discussing improvements to safety standards across sites. These improvements will be formally documented in meeting minutes and adopted in governance documents as required.</p> <p>Inspectors to be trained in target performance measures and officers appointed to conduct review of actual performance against targeted performance.</p> | <p>In progress.</p> |
| <p>Recommendation 5</p> <p>Asbestos Team Regulatory Activities</p> <p>The implementation of the program of activities to guide the Asbestos Team's regulation of loose fill asbestos demolition work should be:</p> | <p>a) Situations where a regulatory activity has taken place – whether that be a site visit or the issuance of a notice - will be recorded and where discretion has been applied the inspector will note and provide justification on the WPV/file.</p> <ul style="list-style-type: none"> • This is consistent with the approach outlined for Recommendation 2(b). | <p>In progress.</p> |

| <p style="text-align: center;">Auditor General Report No.1 of 2017 WorkSafe ACT's Management of its Regulatory Responsibilities for the Demolition of Loose-Fill Asbestos Contaminated Houses Government Response Tabled 21 March 2017</p> | | |
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| <p>a. appropriately documented, stating the purpose of the activity, and how any permitted discretion has been applied;</p> <p>b. subject to quality assurance. This should include a review of documented records, particularly inspection reports, and records should be maintained of quality assurance activities such as meetings and supervisory discussion with inspectors;</p> <p>c. supported by documented probity procedures in order to protect Asbestos Team inspectors and regulated entities;</p> <p>d. informed by risk assessments. These need to be documented and reviewed, and be used as part of the prioritisation process in relation to programmed inspection planning, site and entity-based inspection activity, inspectors personal safety and ACT Government versus private owner initiated demolitions; and</p> <p>e. supported by procedures for documentation including specifying when documents are to be created and how they are to be managed. A managerial review of documentation should occur to check for completeness and accuracy of records.</p> <p>Government Response - Agreed</p> <p>A program of activities has been developed specific to the operational requirements of the Asbestos Team to address this recommendation. The program of activities brings together existing documentation from across Access Canberra, the previous Office of Regulatory Services and WorkSafe ACT into one comprehensive document.</p> <p>a. The program of activities includes a section on regulatory tools, which provides officers confirmation of their discretionary powers and specifically outlines how WorkSafe ACT Inspectors apply discretion in</p> | <ul style="list-style-type: none"> • Process will be outlined in the Program of Activity. • To also apply in circumstances where additional visits have occurred outside of mandatory site visits. • A statement on the appropriate use of discretion, its legislative basis and the importance of documenting it (where applied) is to be developed. <p>b) Quality assurance ensured through:</p> <ul style="list-style-type: none"> • A review mechanism focussed on qualitative (content of WPVs) and quantitative (number of visits) measures. • Inspectors will peer review each other's work. • Manager to review a proportion of WPVs that have been peer reviewed. • Regular team meetings. • One-on-one inspector meetings with manager and documenting outcomes. • Administration officer to check current levels of compliance with file requirements. • Final sign off to close job file to be completed in line with an agreed checklist. • Milestones on each job to be established which trigger a review. This ensures that files are kept up to date and there is no unnecessary lag period between operational work and the filing of documentation. <p>c) Possible regulatory capture to be addressed through:</p> <ul style="list-style-type: none"> • Procedures include a statement about the appropriate application of Inspector powers in relation to equity and objectivity. • The Asbestos Team Manager will be signing off on tasks assigned to Inspectors. This will avoid Inspectors repeatedly being allocated to the same principal contractors. • Decision rationale, risk management, quality assurance, outcome/output reporting and oversight mechanisms will be outlined. | |

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| <p>the execution of their duties. Furthermore, the revised Standing Operating Procedures and Workplace Visit Forms will also assist Inspectors in understanding the application and recording of discretion.</p> <p>b. Management procedures will be amended to ensure documented records, particularly inspection reports are subject to quality assurance.</p> <p>c. The Asbestos Team is already supported by the probity measures enshrined within the <i>Public Sector Management Act 1994</i> (PSM Act). Section 9 of the PSM Act relates to Public Sector Conduct and is the key driver behind the ACTPS Values, Signature Behaviours and the ACT Government's Code of Conduct. Access Canberra will continue to drive these behaviours across all its business units.</p> <p>d. The Access Canberra Accountability Commitment and WorkSafe ACT's Compliance Framework set the context of a risk based approach to regulation. The Asbestos Team Regulatory Approach framework focuses on the team's application of this risk based approach. The framework outlines Access Canberra's multi-layered approach to identifying and addressing risk through:</p> <ul style="list-style-type: none"> ○ CMTEDD Risk Management Framework; ○ development, maintenance and regular review of a Risk Management Plan and Strategic Risk Register; ○ the development, maintenance and regular review of a Divisional Risk Plan for each Division including WorkSafe ACT; ○ the development, maintenance and regular review of a Work, Health and Safety Risk Plan for | <ul style="list-style-type: none"> • All decisions to have justification (i.e. allocation of jobs, justification for particular courses of action having been taken in view of any non-compliance. <p>d)</p> <ul style="list-style-type: none"> • Risk assessments developed for the planning of inspections program will include an asbestos team risk register. • Procedural guidance on conducting personal risk assessment when conducting site visits included in operating procedures. • WPV forms include a template to be populated by the inspector before entering a work site for each type of workplace visit. <p>e) As outlined in other recommendations (2c specifically) record keeping practices will be enhanced by establishing a review mechanism to ensure the completeness of each file. Formal training on record keeping systems will also be provided.</p> | |

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| <p>each Division including WorkSafe ACT;</p> <ul style="list-style-type: none"> o the Compliance Assurance Framework which includes the key Governance and Risk Management Policies. <p>e. Access Canberra's Records Management Team will work together with WorkSafe ACT to review existing document storage and management practices. Work is also being undertaken to ensure Access Canberra's Customer Relationship Management (CRM) system is being used to its full potential.</p> | | |
| <p>Recommendation 6</p> <p>Asbestos Team Compliance Activities</p> <p>Compliance activities of the Asbestos Team should be:</p> <ul style="list-style-type: none"> a. clearly defined and articulated in accordance with WorkSafe ACT's Workplace Safety: Compliance Framework (June 2016); b. supported by a procedure to guide the validation, issuing and follow up of Improvement Notices and Prohibition-Notices and escalation of matters that warrant more than routine supervision by management; and c. monitored and reviewed in relation to the Asbestos Team-specific; response to the WorkSafe ACT Compliance Framework. <p>Government Response - Agreed</p> <p>The Compliance Model used for the ACT Government Loose-fill Asbestos Insulation Eradication Scheme utilises the various approaches outlined in the WorkSafe ACT Compliance Framework. The Regulatory Approach Framework has been developed as targeted guidance to assist and formalise the Asbestos Team's compliance activities.</p> | <p>a) The new regulatory documents have been drafted with the assistance of subject matter experts and in light of the Compliance Framework.</p> <p>b) Procedures:</p> <ul style="list-style-type: none"> • Address the different regulatory responses to similar issues. • Outline how non-compliance is addressed and recorded. • Outline that inspectors will consult the Asbestos Team Manager prior to issuing notices. Management must respond to instances where a notice has been issued – or at least record that they were consulted. • Examples for each compliance measure and their appropriate use to be developed. • Further training from the internal Legal Officer on aspects and implications of issuing notices. <p>c) All instances of non-compliance will be followed-up with detailed records regarding action also being documented.</p> <ul style="list-style-type: none"> • Specific non-compliance review and monitoring process instances (whether formal or informal) followed up not only by the responsible inspector, but also acknowledged by the Asbestos Team Manager. | In progress. |

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| <p>A central part of the compliance approach is the use of the engage, educate and enforce model to engage with Asbestos Contractors during the demolition phase of a project. This has two key aspects:</p> <ul style="list-style-type: none"> • the delivery of a strong educative response through regular and valuable interaction with the Asbestos Response Taskforce, Procurement and Capital Works, and contractors working on the ACT Government program to support safe delivery of works; and • the conduct of inspections during the demolition of an affected house. <p>These inspections are conducted by Inspectors in the WorkSafe ACT Asbestos Inspection Team who have received specific training. Inspectors are required to identify complying and non-complying matters when conducting these inspections to ensure the safe demolition of the identified site.</p> <p>WorkSafe acknowledges the need for a formal procedure to guide the validation, issuing and follow up of Improvement Notices and Prohibition Notices and escalation of matters. WorkSafe will be developing these documents.</p> | <ul style="list-style-type: none"> • Full cycle completion for issues identified including a statement in WPV or on the file identifying the issue has been dealt with by the contractor. | |

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| Recommendation No. and summary | Action | Status |
| <p>Recommendation 7</p> <p>Notifiable Incidents</p> <p>Procedures for WorkSafe ACT's management of notifiable incidents should be developed, approved and implemented. They should include, amongst other things, guidance for receiving and responding to notifiable incidents and encouragement for ACT Government employees to notify incidents (i.e. 'when in doubt, notify').</p> <p>Government Response - Agreed</p> <p>Access Canberra has engaged a Governance Adviser to review, assess current governance arrangements and develop and strengthen processes where recommended. Procedures for the management of notifiable incidents will be developed to ensure staff are using this regulatory tool in the most efficient and effective way possible.</p> | <p>A working group will be established to draft management of notifiable incident procedures based on existing Access Canberra arrangements. This to be incorporated into WorkSafe ACT operating arrangements.</p> | <p>In progress.</p> |

| <p style="text-align: center;">Auditor General Report No.1 of 2017 WorkSafe ACT's Management of its Regulatory Responsibilities for the Demolition of Loose-Fill Asbestos Contaminated Houses Government Response Tabled 21 March 2017</p> | | |
|---|--|---------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 8</p> <p>Conduct Of Investigations</p> <p>WorkSafe ACT's Standard Operating Procedure Serious Incident Inspection, Investigation and Prosecution (April 2011) and WorkSafe ACT's Inspection and Investigation Manual (February 2013) should be updated to include:</p> <ul style="list-style-type: none"> a. requirements for an investigation plan to be developed and approved for all major investigations {including terms of reference covering aim, scope and approach}; b. guidance on performance reviews relating to the conduct of investigations; and c. guidance on additional probity controls to be put in place when WorkSafe ACT is required to conduct a regulator's investigation of itself as a 'person conducting a business or undertaking'. <p>Government Response - Agreed</p> <p>Access Canberra has engaged a Governance Adviser to review, assess current governance arrangements and develop and strengthen processes where recommended. WorkSafe ACT's Standard Operating Procedure Serious Incident Inspection, Investigation and Prosecution (April 2011) and WorkSafe ACT's Inspection and Investigation Manual (February 2013) will be reviewed and revised with staff receiving further training as necessary.</p> | <ul style="list-style-type: none"> a. A draft investigation plan template has been developed. There is a separate template for complex investigations and simple investigations. b. An 'investigation' report document is being finalised. The Regulatory Advisory Committee (RAC) terms of reference to be amended so that updates are provided to RAC at key milestones and actions in the investigation and the use of CRM will allow for the tracking of investigations. c. Annexure to the procedures being drafted providing additional probity advice when WorkSafe ACT is required to conduct an investigation of itself as a PCBU. | <p>In progress.</p> |

| Auditor General Report No.2 of 2017 2016 ACT Election Government Response Tabled 8 June 2017 | | |
|--|--|---------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 6</p> <p>2020 Accommodation</p> <p>ACT Property Group and Elections ACT should finalise a Memorandum of Understanding with accommodation arrangements being agreed well in advance (two years) of the 2020 election. If this is not done, Elections ACT should seek assistance from the Head of Service.</p> <p>Government Response – Agreed in principle</p> <p>Elections ACT has agreed that it would be desirable to settle its additional office accommodation needs well in advance of the 2020 election. ACT Property Group will work with Elections ACT to ensure their space requirements are met for the 2020 Election in accordance with the Memorandum of Understanding.</p> | <p>Meeting to be arrange with Elections ACT in the last quarter of 2017 to discuss the Memorandum of Understanding, including possible locations for office accommodation.</p> | <p>In progress.</p> |

ACT OMBUDSMAN REPORTS

| ACT Ombudsman Report No.1 of 2016 Investigation of a complaint about certain procurement practices Government Response Tabled | | |
|--|---|---------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 1</p> <p>The Procurement Board and PCW review how tenders are initiated, approved and monitored so that PCW has visibility of instances of multiple related procurement activities in order to avoid unnecessary costs to business and Government.</p> <p>Government Response</p> <p>Procurement and Capital Works (PCW) has acquired a new project management and reporting system, which is currently being implemented in Chief Minister, Treasury and Economic Development, Health, and Transport Canberra and Territory Services Directorates, with a view to eventually rolling it out across government. This system will enable much greater visibility of procurement activities and provide an opportunity for PCW to identify related procurement processes and recommend alternative procurement approaches where appropriate.</p> | <p>PCW continue with the implementation of a Project Management and Reporting System (P-MARS). The minimum viable solution was delivered by the supplier, Open Windows in the first half of 2017 and User Acceptance and Testing is progressing. PCW project officers have commenced their orientation in P-MARS and use of the system will be rolled out to the three directorates identified in the Government response during 2017. All Capital Works projects will be managed and reported on through this new solution. P-MARS is a proven system that will support the management and reporting of Capital Works projects funded through the Territory Capital Works Program. The system will be linked to the TendersACT system to provide greater visibility of procurement activities across government agencies and assist in avoiding the duplication of related procurement activities.</p> | <p>In progress.</p> |
| <p>Recommendation 2</p> <p>The ACT Government review the capacity for the Procurement Board to undertake independent review of complaints or disputes that are made about procurement.</p> <p>Government Response</p> <p>There has been preliminary consideration given to enhancing the functions of the Government Procurement Board (Board) to enable it to be a review body for procurement processes covered by Free Trade Agreements to which the ACT Government is a signatory. It would be relatively straightforward to broaden this review role to encompass appeals in relation to all procurements conducted by the Territory.</p> | <p>Currently awaiting details on the implementation or otherwise of the Trans-Pacific Partnership Free Trade Agreement.</p> | <p>In progress.</p> |

| ACT Ombudsman Report No.1 of 2016 Investigation of a complaint about certain procurement practices Government Response Tabled | | |
|--|---|------------------|
| Recommendation No. and summary | Action | Status |
| <p>Recommendation 3</p> <p>The Procurement Board undertakes a review of its policy guidance to officers. That guidance should address the reasonable occasions where a criterion cap on costs should be used.</p> <p>Government Response</p> <p>It is only in rare circumstances that a cap on costs would be advised to the market and this would be a decision for the relevant delegate. It was used in RFT 26352.110 issued in June 2015 to signal that the Territory had a limit to its preparedness to pay for a project management service. Advising the market of a cap would effectively invite the market to bid up to that limit and could discourage the achievement of value for money. Issuing guidance on the 'reasonable occasions' when a cap might be advised in an approach to the market will be considered, noting that it is appropriate only in rare circumstances.</p> | <p>Since there are very few instances where a cap approach is used, an approach which considers the merits of each particular case is being employed.</p> | <p>Complete.</p> |

B.4 Risk Management

Risk Management in CMTEDD supports the directorate to meet strategic and operational objectives and supports the ACT Government's commitment to managing risk to meet its fiscal, social and environmental responsibilities.

The directorate's approach to risk management is based on the Australian and New Zealand Risk Management Standard (AS/NZS ISO 31000:2009) ('The Standard'). The *CMTEDD Risk Management Framework and Policy Statement* and the *CMTEDD Risk Management Plan* provide all staff with the foundation of risk management processes within the directorate to ensure a consistent, effective and efficient approach to the identification, treatment and management of risk.

Training across the directorate supported the effective application of the risk framework and plan. During the reporting period 350 staff participated in risk management training. The training offered included CMTEDD specific training at the introductory level and for the management of risk in projects; in addition to training accessed by staff provided by the ACT Insurance Authority.

The CMTEDD Audit and Risk Committee and Executive Management Group had oversight of risk management within the directorate. The ongoing monitoring and review of directorate risk registers ensures that the directorate's risk profile retains its accuracy and currency. The CMTEDD Strategic Risk Register and divisional risk registers are reviewed regularly. Existing risks were monitored and reported on utilising risk treatment action plans while emerging risks were identified, reported and reviewed to determine if they should be included in the directorate Strategic Risk Register.

Business continuity management is a core component of good governance and supports the directorate's commitment to undertaking the delivery of the directorate's critical business functions where a business interruption risk has been realised. During the reporting period the *CMTEDD Business Continuity and Disaster Recovery Framework and Policy* was formally endorsed. The framework and policy will be reviewed every two years to ensure business continuity planning is effective and continues to support organisational resilience.

The process to comprehensively review and update the directorates business continuity plans (BCP's) continued. Testing of the plans is undertaken utilising a combination of scenario exercises, walk through exercises and emergency simulations. Two tests, testing the response of four plans were undertaken during 2016-17 in accordance with the CMTEDD Testing Schedule.

Further information can be obtained from

Sue Hall
Executive Director
Corporate
+61 2 6207 0569
Sue.Hall@act.gov.au

B.5 Internal Audit

The CMTEDD Audit and Risk Committee (the Committee) assisted the Director-General in fulfilling her oversight and governance responsibilities. The Committee's functions were governed by an Audit and Risk Committee Charter. The current membership of the Committee includes an

independent Chair, Carol Lilley, an independent Deputy Chair, Peter Lewinsky, an executive from another ACT Government agency and three appointees from within the directorate.

Representatives from the ACT Audit Office and internal CMTEDD advisors regularly attended meetings.

Five general meetings were held during the year. The number of general meetings attended by committee members is as follows:

| Name of Member | Position | Duration | Meetings Attended |
|-----------------------|--|----------------------------|--------------------------|
| John Gordon | Independent Member and Chair (end of appointment February 2017) | July 2016 to February 2017 | 2 |
| Carol Lilley | Independent Member and Deputy Chair (end of appointment February 2017) | July 2016 to February 2017 | 2 |
| Carol Lilley | Independent Member and Chair (appointed February 2017) | March 2017 to June 2017 | 3 |
| Peter Lewinsky | Independent Member and Deputy Chair (appointed May 2017) | May 2017 to June 2017 | 1 |
| Geoffrey Rutledge | CMTEDD Member | July 2016 to June 2017 | 5 |
| Peter Murray | CMTEDD Member | July 2016 to June 2017 | 5 |
| Simon Tennent | CMTEDD Member | November 2016 to June 2017 | 2 |
| Ian Thompson | Independent Directorate Member | June 2016 to March 2017 | 0 |
| Gary Rake | Independent Directorate Member | June 2017 to June 2017 | 0 |

Internal audit services were provided by private audit firms. Internal audits were selected from an internal audit program developed by the directorate after identifying areas of operational and financial risk. The proposed internal audit program was then approved by the Director-General and overseen by the Committee.

Thirteen (13) audits were completed in the 2016-17 financial year as follows:

- > Data Integrity Review;
- > COBIT (Control Objectives for Information and Related Technologies) Process Capability Assessment Review;
- > System Under Development Review - Invoice Automation - Project Assurance;
- > System Under Development Review - Project Management and Reporting System (P-MARS);
- > Long Service Leave Process and Balance Review;
- > Compliance with Audit Office Recommendations – Shared Services;

- > Staff Entitlements;
- > Assurance Review Asbestos Response Taskforce.
- > Rego.ACT System Review;
- > Shared Services Governance Reporting;
- > Tax Compliance Review – CMTEDD;
- > Tax Compliance Review - Superannuation Provision Account; and
- > Shared Services Costing Model Review.

Field work was in progress or completed for a further five audits, all of which are expected to be presented to the Committee in August and November 2017. These audits are as follows:

- > Shared Services Data Analytics Review;
- > Shared Services Benefits Realisation Review;
- > Revenue Management Office - TRevs Gateway 5 Review;
- > 2016 Election Commitment Process Review; and
- > ACT Insurance Authority – Default Insurance Fund and Nominal Defendant Review.

Further information can be obtained from

Sue Hall
 Executive Director
 Corporate
 +61 2 6207 0569
Sue.Hall@act.gov.au

B.6 Fraud Prevention

The ACT Integrity Policy requires ACT Government directorates to prepare a *Fraud and Corruption Prevention Plan* and *Fraud Risk Assessment* every two years. As part of the review process, an integrity risk assessment must be undertaken assessing changes to the organisation’s operations and environment since the last plan.

The *CMTEDD Fraud and Corruption Prevention Plan* was reviewed and updated in January 2016 as part of the required review program. A review of the fraud risk assessment and register was completed in August 2016. The assessment rated CMTEDD’s overall fraud risk level as medium. Fraud risk issues will continue to be monitored and compliance auditing completed through the internal audit program with oversight through the CMTEDD Audit and Risk Committee and Executive Management Group and the compliance review and assurance program.

Fraud awareness and ethics were key themes for training and development within CMTEDD, including induction programs for new staff. During 2016-17, 198 staff participated in internal fraud awareness sessions. Fraud awareness education programs will continue to be made available to all employees in 2017-18.

INCIDENTS OF FRAUD REPORTED IN 2016-17

The Senior Executive Responsible for Business Integrity and Risk (SERBIR) made no findings in regard to fraudulent behaviour during 2016-17. One investigation was ongoing at 30 June 2017.

Further information can be obtained from

Sue Hall
Executive Director
Corporate
+61 2 6207 0569
Sue.Hall@act.gov.au

B.7 Work Health and Safety

Work Health and Safety (WHS) within CMTEDD continues to be a priority for the directorate and is managed in accordance with the statutory provisions of the *Work Health and Safety Act 2011* (the Act); and supported by the ACTPS Safety Management System Framework and the whole of government Safety Support team. The CMTEDD People and Capability Branch together with the CMTEDD Safety Support Team provided guidance and support to CMTEDD in implementing the requirements under the Act.

During the reporting period CMTEDD was not issued (under Part 10 of the Act) with any improvement, prohibition or non-disturbance notices, nor did the Agency fail to comply with any enforceable undertakings under Part 11 or Part 2 (Divisions 2.2, 2.3 and 2.4) of the Act.

HEALTH AND SAFETY STRUCTURES AND CONSULTATION ARRANGEMENTS

CMTEDD operates under a tiered Health and Safety Committee structure consisting of a directorate level committee (Tier 1), the WHS Network (Tier 2) covering the majority of CMTEDD staff working in safety and compliance roles as well as health and safety representatives and a localised Tier 2 Committee for Shared Services staff.

The CMTEDD Tier 1 Health and Safety Committee, the CMTEDD WHS Network meetings and the Shared Services localised committee were held quarterly to provide a mechanism for consultation, cooperation, coordination, information sharing and education. CMTEDD's Tier 2 committees reported to the CMTEDD Tier 1 Health and Safety Committee. The Committees monitored the effectiveness of the safety management system, considered injury prevention initiatives and programs, and promoted the achievement of improved health and safety outcomes. The CMTEDD, Safety Support Team attended Tier 1 and Tier 2 committees to provide safety advice.

The Executive Management Group received quarterly WHS updates and copies of the Health and Safety Committee meetings were uploaded to the staff intranet. As at 30 June 2017, there were 39 elected Health and Safety Representatives (HSRs) for the directorate.

During the reporting period:

- > a CMTEDD specific WHS Management System (WHSMS) was developed and implementation of the system commenced. This system aligns with the whole of government WHSMS Framework;
- > all CMTEDD WHS risk registers were completed; and
- > the Riskman Accident and Incident reporting tool continued to be promoted to staff across CMTEDD.

INJURY PREVENTION AND HEALTH AND WELLBEING

CMTEDD implemented a range of injury prevention and health and wellbeing initiatives and continued to promote a culture where health, safety and wellbeing are a part of everyday business. Initiatives implemented included:

- > Safety Promotion initiatives:
 - promotion of WorkSafe ACT's Safety Month with a range of activities held during the month to help reduce the risk of accidents and incidents within the office;
 - promotion of Safe Work Australia's Virtual Seminar Series; and
 - development of WHS policies and procedures as components of the CMTEDD WHSMS.
- > Health and Wellbeing initiatives:
 - 'Health and Wellbeing' reimbursement initiative (not exceeding \$100 per annum) to financially support employees to participate in health and wellbeing activities;
 - representation on the whole of government Health and Wellbeing Network and WHS Working group through CMTEDD Corporate People and Capability Branch representation;
 - user pays fitness classes such as pilates;
 - user pays access to seated massage;
 - influenza vaccinations offered onsite to staff;
 - mental health awareness promotion activities;
 - New Access information sessions for staff;
 - Mental Health First Aid training;
 - Domestic/Family Violence Awareness training;
 - Healthy Weight Week was held in February and promoted across the directorate including the delivery of a range of health promotion activities. For example, cooking demonstrations and nutrition seminars presented by Nutrition Australia; and
 - staff participated in a 10,000 steps a day challenge during Healthy Weight Week to improve health and wellbeing.
- > Health and Safety training initiatives:
 - briefing sessions were held on the CMTEDD WHSMS for staff, WHS Network members and Executives;
 - induction sessions that include WHS information;
 - management of workplace psychological illness in the workplace program for supervisors;
 - respect, equity and diversity training; and
 - First Aid Officer and HSR training;
- > Early intervention and injury management initiatives:
 - ongoing provision of workstation assessments;
 - Activity Based Work (ABW) environments at the Canberra Nara Centre and Cosmopolitan Centre were designed to support worker well-being. Every workstation features an electronic sit-to-stand desk, adjustable monitor arms and a high quality standard chair;
 - to support staff movements into ABW environments, occupational therapists were engaged to conduct workstation assessments for staff who requested them, or who were identified as having special requirements in their new work environment;

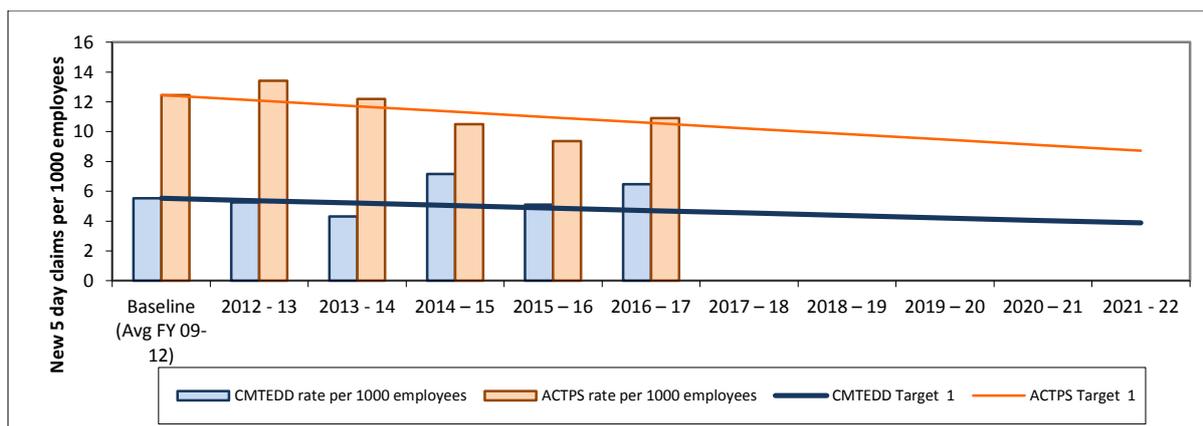
- during the first weeks following the move to ABW, occupational therapists were on site to train individual staff on how to correctly configure workstations in line with ergonomic requirements;
- engagement of rehabilitation providers for both compensable and non-compensable injuries/illnesses to support employees to an early, safe and supported return to the workplace;
- provision and promotion of professional and confidential counselling services available to staff and their families through the Employee Assistance Program (EAP); and
- provision and promotion of the EAP Manager Assist Program.

NOTIFIABLE INCIDENTS

There were 10 serious injury or illness and dangerous incidents that required notification to the regulator in accordance with Part 3 Section 38 of the *Work Health and Safety Act 2011*.

Target 1 – reduce the incidence rate of claims resulting in one or more weeks off work by at least 30 per cent

| | CMTEDD # new 5 day claims | CMTEDD rate per 1000 employees | CMTEDD Target 1 | ACTPS # new 5 day claims | ACTPS rate per 1000 employees | ACTPS Target 1 |
|----------------------------|------------------------------|--------------------------------------|--------------------|-----------------------------|-------------------------------------|----------------|
| Baseline (Avg FY 09-12) | 17.00 | 7.84 | 7.84 | 336.33 | 17.21 | 17.21 |
| 2012 - 13 | 16.00 | 6.99 | 7.61 | 371 | 18.17 | 16.69 |
| 2013 - 14 | 13.00 | 5.60 | 7.37 | 326 | 15.48 | 16.18 |
| 2014 – 15 | 20.00 | 7.95 | 7.14 | 280 | 12.89 | 15.66 |
| 2015 – 16 | 13.00 | 5.21 | 6.90 | 205 | 9.33 | 15.14 |
| 2016 – 17 | 17.00 | 6.47 | 4.71 | 243 | 10.91 | 10.58 |
| 2017 – 18 | | | 4.54 | | | 10.21 |
| 2018 – 19 | | | 4.37 | | | 9.84 |
| 2019 – 20 | | | 4.21 | | | 9.46 |
| 2020 – 21 | | | 4.04 | | | 9.09 |
| 2021 - 22 | | | 3.87 | | | 8.72 |



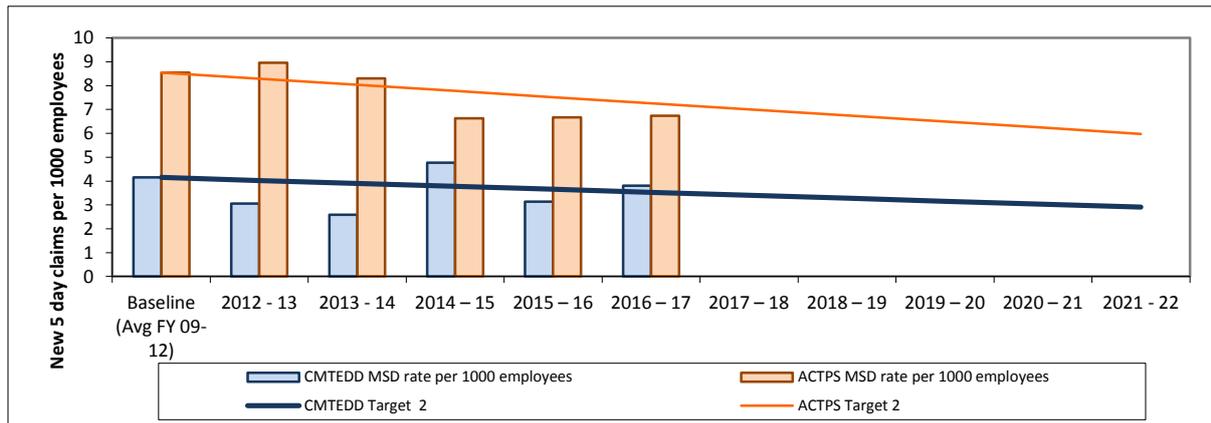
In 2016-17, CMTEDD has seen an increase of four new claims exceeding five days incapacity per 1000 employees (total 17). While in 2016-17, CMTEDD was above its Target of 4.71 at a rate of 6.47, the directorate's overall performance continues to compare well against the ACTPS target of 10.58 for 2016-17.

The directorate continues to work closely with the Injury Management Team to provide proactive case management services for both compensation and non-compensation matters and to support managers. Early intervention continues to be a priority for the directorate with an ongoing risk assessment and follow up of all accidents and incidents reported to prevent reoccurrence and further injury. The directorate continues to work with business units to assist with the development and implementation of strategies to support business units to ensure early intervention and a safe and quick return to work of injured workers.

Target 2: reduce the incidence rate of claims for musculoskeletal disorders (MSD) resulting in one or more weeks off work by at least 30 per cent

| | CMTEDD # new 5 day MSD claims | CMTEDD MSD rate per 1000 employees | CMTEDD Target 2 | ACTPS # new 5 day MSD claims | ACTPS MSD rate per 1000 employees | ACTPS Target 2 |
|-------------------------|-------------------------------|------------------------------------|-----------------|------------------------------|-----------------------------------|----------------|
| Baseline (Avg FY 09-12) | 12.67 | 5.84 | 5.84 | 224.67 | 11.50 | 11.50 |
| 2012 - 13 | 9 | 3.93 | 5.67 | 240 | 11.76 | 11.15 |
| 2013 - 14 | 6 | 2.59 | 5.49 | 213 | 10.11 | 10.81 |
| 2014 - 15 | 12 | 4.77 | 5.32 | 180 | 8.28 | 10.46 |
| 2015 - 16 | 8 | 3.21 | 5.14 | 146 | 6.64 | 10.12 |
| 2016 - 17 | 10 | 3.81 | 3.53 | 150 | 6.73 | 7.26 |
| 2017 - 18 | | | 3.40 | | | 7.01 |
| 2018 - 19 | | | 3.28 | | | 6.75 |

| | CMTEDD # new 5 day MSD claims | CMTEDD MSD rate per 1000 employees | CMTEDD Target 2 | ACTPS # new 5 day MSD claims | ACTPS MSD rate per 1000 employees | ACTPS Target 2 |
|-----------|-------------------------------------|--|--------------------|------------------------------------|---|----------------|
| 2019 – 20 | | | 3.16 | | | 6.49 |
| 2020 – 21 | | | 3.03 | | | 6.24 |
| 2021 - 22 | | | 2.91 | | | 5.98 |



Dates are based on those claims received by Comcare in each financial year

Data is taken at 30 June in each of the years to allow for direct comparisons to be made between years

The report includes accepted claims which result in one or more weeks off work

Data includes claims up to 30 June 2017

CMTEDD has seen a slight increase from the previous year at 3.21 (8 claims) to 3.81 (10 claims) for the incidence rate of claims for musculoskeletal disorders (MSD) resulting in one or more weeks off work. Whilst slightly above the CMTEDD target, the rate compares favourably against the ACTPS target of 7.26.

The directorate has established manual handling intervention strategies to support its workers including:

- > work station assessments and specific workstations assessments for Activity Based Work environments;
- > engagement of Occupational Therapists to conduct workstation assessments;
- > development of WHS risk registers for the directorate;
- > the CMTEDD induction program delivered quarterly included information about safe manual handling techniques; and
- > the CMTEDD WHSMS has established requirements for the management of risks arising from hazardous manual tasks.

Further information can be obtained from

Sue Hall
 Executive Director
 Corporate
 +61 2 6207 0569
Sue.Hall@act.gov.au

B.8 Human Resources Management

During 2016-17, the directorate's human resource priorities continued to be guided by the CMTEDD Corporate Framework, and as specified within the CMTEDD *Strategic People Plan 2015-17*, centred around:

- > culture: to develop and maintain a positive workplace culture that positions us as a collaborative workplace that optimises retention and engagement;
- > capability: to identify, develop and maintain a workforce with the skills and capabilities required to meet organisational goals now and into the future; and
- > accountability: to maximise relevant legislative and policy compliance and contribution to the One Government approach.

The directorate continued to work collaboratively across government at all levels, including participation in senior bodies for consideration of workforce related issues in the ACTPS, being the HR Collaboration Forum, HR Directors and the People Performance Council.

CULTURE

CMTEDD demonstrated its ongoing commitment to workplace inclusion through implementation of the CMTEDD Workforce Diversity Strategy. The Strategy is framed around building cultural awareness and understanding, in addition to supporting attraction and retention of a diverse workforce. Specific initiatives are incorporated in relation to Aboriginal and/or Torres Strait Islander peoples; People with Disability; people from Culturally and Linguistically Diverse backgrounds; Women; and those who identify as a Lesbian, Gay, Bisexual, Transgender, Intersex and/or Queer person.

The directorate conducted a Workforce Diversity Survey in late 2016 to gain baseline knowledge of the workforce's understanding of diversity. An outcome of the results of the Survey was the development of a working group with broad CMTEDD representation to support the drafting of an action plan that continues to build on the directorate's strengths as well as assisting in exploring and progressing identified opportunities.

The directorate continued to embed a high performance culture through the ongoing promotion of the ACTPS Performance Framework and recognition of values-aligned excellence through the CMTEDD Staff Awards.

Key initiatives progressed during the reporting period include:

- > the launch of the *CMTEDD Reconciliation Action Plan (RAP) 2017-19*, with an active RAP Working Group strongly engaged in progressing the organisation's reconciliation journey. The directorate has commenced the implementation phase and has already achieved a number of deliverables;
- > completion of a workplace accessibility review for multiple CMTEDD workplaces to assess physical barriers to inclusion;
- > completion of a workforce diversity survey to assess cultural barriers to inclusion, and the subsequent establishment of a working group to support the development of associated strategies and actions;
- > continuation of an Inclusion Traineeship Program for people who identify with Autism Spectrum Disorder;

- > development of a 'roadshow' seminar series, to engage with staff and enhance their capability to adopt human resource practices and principles at a business unit level;
- > increased support and provision of training to the CMTEDD Respect, Equity and Diversity (RED) Contact Officer Network, to support their ability to fulfil their role and advocate the RED principles across the directorate;
- > promotion of key significant dates, such as Harmony Day, International Day of People with Disability, National Reconciliation Week, NAIDOC Week, International Women's Day and White Ribbon Day; and
- > reaccreditation as a Breastfeeding Friendly Workplace through the Australian Breastfeeding Association.

The directorate also made use of whole of government activities to increase workforce diversity including:

- > engagement of two employees through the ACTPS Aboriginal and Torres Strait Islander Traineeship Program;
- > engagement of four employees through the ACTPS Inclusion Employment Program for People with Disability; and
- > placement of nine individuals through the Work Experience Support Program (Culturally and Linguistically Diverse).

CAPABILITY

CMTEDD continued to strengthen its workforce, build organisational capability, encourage retention and enhance ongoing performance. The CMTEDD Core Capability Framework was developed to complement the ACTPS Shared Capability Framework. The CMTEDD Framework was designed to assist staff and managers to identify key behaviours, skills and knowledge needed for development and career pathways. The CMTEDD Framework has been piloted across various areas of the directorate.

Employees were provided with access to a range of in-house learning and development opportunities in addition to utilisation of the ACTPS training calendar, attendance at conferences and various other specialist programs.

Learning and development activities offered in-house included, but were not limited to, the programs outlined below.

IN-HOUSE TRAINING

Respect, Equity and Diversity (General and Managers): These training programs were designed to increase awareness and understanding of the ACTPS RED Framework. The manager training looked specifically at managerial responsibilities, particularly their role in bullying prevention. A week dedicated to increased awareness and promotion of RED training and principles, 'RED Week', was piloted.

Cultural Awareness: This program increased staff understanding and awareness of Aboriginal and Torres Strait Islander cultures, and assisted in the development of effective communication and engagement with Aboriginal and Torres Strait Islander peoples.

Disability Awareness (General and Managers): These sessions developed an understanding of issues experienced by people with disability, knowledge of key disability legislation, and increased confidence in how to relate appropriately to people with disability.

LGBTIQ Awareness: Training was offered to HR practitioners and RED Contact Officer Network Co-ordinators to increase awareness and understanding of LGBTIQ issues and ways the directorate can continue to embed positive work cultures that are inclusive and respectful of all staff from diverse backgrounds, including sex and gender diverse people.

Domestic and Family Violence Awareness: This training was designed to assist staff and managers to identify the signs of domestic and family violence, respond appropriately to disclosures of information, and receive tools for support and referral.

Leadership and Management Program: The Leadership and Management Program was developed and piloted. The Program is designed to strengthen confidence and capability amongst SOGAs to lead a diverse workforce so that it is agile and responsive to government priorities within a dynamic, ever changing environment. The Program also aims to build stronger collegiate and collaborative working relationships amongst SOGAs across the directorate.

Supervisor Development Program: The Supervisor Development Program provides staff with the knowledge and skills to lead effective teams.

Recruitment and Selection Training: CMTEDD Recruitment and Selection training was developed and piloted. The training provides participants with the knowledge of the ACTPS recruitment and selection processes (including directorate specific requirements) and the skills needed to make robust recruitment and selection decisions for the directorate. The training encourages participants to think more strategically and use selection practices that are both innovative and being recognised as having a high degree of validity.

Work Health and Safety: A diverse range of WHS training is provided as outlined in Section B.7.

Information Privacy: Training provided staff with a sound understanding of the *Information Privacy Act 2014* and Territory Privacy Principles, and the specific legal obligations of ACT Public Sector agencies and contracted service providers when collecting and handling personal information.

Freedom of Information: The ACT Government Freedom of Information training introduced the operations of the *Freedom of Information Act 1989*, Freedom of Information processing and the exemption provisions.

Records Management Training: This training aims to deliver an understanding of the requirement and obligation we have to create, capture and maintain records as required by the *Territory Records Act 2002*.

Fraud and Ethics Awareness: This training is available to all staff and aims to raise the awareness of Ethics, Fraud and Corruption. The course provides attendees with an understanding of acceptable behaviour standards within CMTEDD, the relevant legislative framework and consequences of non-compliance, and the process for reporting and what to do if staff suspect fraud has occurred.

Emotional Intelligence Training: This training is provided for customer focused areas to improve relationship management capability.

OTHER INTERNALLY FACILITATED IN-HOUSE LEARNING AND DEVELOPMENT

SOGA Engagement Model: The purpose of the SOGA Engagement Model is to increase engagement of the SOGA cohort and build capability. As part of the Engagement Model, the first SOGA Capability Group was established to provide advice on mechanisms to best engage the SOGA cohort, provide advice on content of engagement (particularly around organisational change), act as a sounding

board and network with the broader SOGA cohort. The Capability Group was led by a senior executive.

Employee Mobility Program: The program was designed to contribute to workforce agility and employee engagement through the provision of opportunities to gain experience beyond current roles. A pilot program involving the SOGA cohort was undertaken.

Performance and Development Workshop: the workshop is designed to provide staff and managers with an understanding of the ACTPS Performance Framework. The workshop also highlights the importance of engaging in good quality two-way performance discussions so that everyone has a clear understanding of expectations and performance progress.

Staff Induction: The induction program provides new employees with an overview of the functions of CMTEDD, an understanding of expectations in the workplace, conditions of service, inclusion, workplace health and safety and staff consultative arrangements.

Executive Assistants Network: The Executive Assistants Network provides a forum for corporate information to be circulated, facilitates professional development opportunities as well as providing a platform to share ideas and improved ways of working across the directorate.

Risk Management Training: This training is tailored to the individual needs of the business unit which includes an overview of risk management principles based on the AS/NZS ISO 31000:2009 Risk Management Standard, CMTEDD Risk Management Framework and Risk Management Plan.

Business Continuity and Disaster Recovery Awareness: This session provides staff with an understanding of Business Continuity and Disaster Recovery principles and provides an outline for how Business Continuity and Disaster Recovery is managed within CMTEDD.

Managing Risk in Projects: This course aims to provide staff with an understanding of how to manage risk in projects including the development and implementation of time critical risk treatment action plans.

Security Awareness: Security implies a safe and secure environment in which people may work, but also applies to our physical assets and systems. The directorate has a range of guidelines, policies, practices and procedures that provide a protective security environment that is fundamental to sound management. This training touches on both physical and personal security.

Total Records Information Management (TRIM) Training: This training develops the skills of staff who use the TRIM dataset and provides the skills necessary to register documents and how to attach ministerial and executive approval processes.

Information Security – Dissemination Limiting Markers Training: This training provides officers with an understanding of our information security requirements and how and why we apply classifications and dissemination limiting markers to official information.

General Archiving Training: This training provides skills and practical tips on how to prepare records for archiving/storage as well as providing an introduction to the framework for sentencing and disposal of official records.

Performance Series: This training consisted of three modules to support the ACTPS Performance Framework. These modules included: Talking about Performance and Development, Managing Underperformance and Coaching.

SHARED SERVICES TRAINING

Shared Services Training Calendar was promoted to staff with approximately 425 staff attending training with an estimated cost of \$149,907.

STUDIES ASSISTANCE

CMTEDD continued its support for staff through the Studies Assistance Program, by providing paid and unpaid leave and payment of course costs. In 2016-17 CMTEDD invested approximately \$164,818 towards studies assistance for 106 staff.

OTHER WHOLE OF GOVERNMENT LEARNING AND DEVELOPMENT

During the year, CMTEDD continued its commitment to whole of government learning and development activities, including participation in the Executive Professional Development Presentation series and the Institute of Public Administration Australia Mentoring Program.

WORKPLACE RELATIONS

Conditions of employment for CMTEDD employees are provided by four stream based enterprise agreements which include administrative and related classifications, infrastructure, technical and other professionals, and legal professionals. These agreements continued operation throughout the 2016-2017 reporting period. Human Resources provided support and guidance to CMTEDD employees to ensure compliance with the enterprise agreement.

As per the terms of the enterprise agreement, the CMTEDD Consultative Committee, consisting of employee, management and union representation met quarterly throughout the reporting period.

CMTEDD continued to utilise attraction and retention incentives (ARIns) under the terms of the enterprise agreement to attract and maintain a skilled and diverse workforce. The table below shows 34 CMTEDD staff received additional remuneration paid under ARIns operating in the directorate. A total of 17 ARIns were terminated during the reporting year. This figure includes staff that resigned or were transferred or promoted to other positions.

| Description | No. of Individual ARIns |
|--|-------------------------|
| Number of ARIns at 30 June 2017 | 34 |
| Number of employees who transferred from Special Employment Arrangements during the period | 0 |
| Number of ARIns entered into during period | 1 |
| Number of ARIns terminated during period | 17 |
| Number of ARIns providing for privately plated vehicles as at 30 June 2017 | 0 |

| | Classification Range | Remuneration as at 30 June 2017 |
|----------------------------|----------------------|---------------------------------|
| Individual and Group ARIns | SOGB – SOGA | \$137,913 - \$193,903 |
| | SITC – SITA | \$117,820 - \$183,999 |
| | SPOA | \$156,958 - \$176,696 |
| | IM1 – IM2 | \$156,958 - \$176,696 |
| | TO3 | \$87,844 - \$87,844 |

STAFFING PROFILE

The staff numbers provided below are as at the last payday in 2016-17. The figures exclude board members, people on leave without pay and personnel seconded from other organisations or directorates. Staff members who separated from the directorate, but received a payment in June 2017 have been included, as have staff who are working in other directorates and whose costs are recovered.

FTE and Headcount by Business Unit/Branch

| Business Unit/Branch | FTE | Headcount |
|-------------------------------------|-------|-----------|
| Graduate Program | 16.0 | 16 |
| Chief Minister | | |
| Access Canberra | 552.2 | 571 |
| Corporate | 35.5 | 39 |
| Communications | 23.6 | 25 |
| Workforce Capability and Governance | 44.3 | 47 |
| Office of the Chief Digital Officer | 12.9 | 13 |
| Office of the Director-General | 3.0 | 3 |
| Policy and Cabinet | 43.7 | 45 |
| Strategic Finance | 23.5 | 24 |

| Business Unit/Branch | FTE | Headcount |
|--|----------------|------------------|
| Treasury | | |
| Economics and Financial | 36.5 | 38 |
| Expenditure Review | 9.7 | 10 |
| Finance and Budget | 42.6 | 44 |
| Infrastructure Finance and Advisory | 8.0 | 8 |
| Office of the Under Treasurer | 5.0 | 5 |
| Revenue Management | 115.7 | 120 |
| Shared Services | 804.0 | 831 |
| Workplace Safety and Industrial Relations | 59.7 | 61 |
| Economic Development | | |
| Enterprise Canberra | 178.4 | 193 |
| Land Development and Corporate | 40.3 | 42 |
| Office of the Director-General, Economic Development | 15.8 | 16 |
| Procurement and Capital Works | 141.4 | 147 |
| Sales, Marketing and Property Management | 150.5 | 159 |
| Total | 2,362.3 | 2,457 |

FTE and Headcount by Gender

| Business Unit/Branch | Female | Male | Total |
|-----------------------------|---------------|-------------|--------------|
| FTE by Gender | 1,157.2 | 1,205.0 | 2,362.3 |
| Headcount by Gender | 1,223 | 1,234 | 2,457 |
| % of Workforce | 49.8% | 50.2% | |

Headcount by Classification Group and Gender

| Classification Group | Female | Male | Total |
|--|--------------|--------------|--------------|
| Administration Officers | 759 | 423 | 1,182 |
| Executive Officers | 25 | 47 | 72 |
| General Services Officers & Equivalent | 1 | 69 | 70 |
| Information Technology Officers | 28 | 109 | 137 |
| Legal Officers | 3 | 1 | 4 |
| Professional Officers | 12 | 29 | 41 |
| Rangers | 0 | 4 | 4 |
| Senior Officers | 390 | 521 | 911 |
| Statutory Officer Holders | 0 | 1 | 1 |
| Technical Officers | 3 | 18 | 21 |
| Trainees and Apprentices | 2 | 12 | 14 |
| Total | 1,223 | 1,234 | 2,457 |

Headcount by Employment Category and Gender

| Employment Category | Female | Male | Total |
|---------------------|--------------|--------------|--------------|
| Casual | 7 | 11 | 18 |
| Permanent Full-time | 850 | 999 | 1,849 |
| Permanent Part-time | 167 | 19 | 186 |
| Temporary Full-time | 178 | 193 | 371 |
| Temporary Part-time | 21 | 12 | 33 |
| Total | 1,223 | 1,234 | 2,457 |

Headcount by Diversity Group

| | Headcount | Percentage of Agency Workforce |
|--|-----------|--------------------------------|
| Aboriginal and/or Torres Strait Islander | 27 | 1.1% |
| Culturally & Linguistically Diverse | 463 | 18.8% |
| People with Disability | 98 | 4.0% |

*NB: Employees may identify with more than one of the diversity groups.

Headcount by Age Group and Gender

| Age Group | Female | Male | Total |
|--------------|--------------|--------------|--------------|
| Under 25 | 80 | 62 | 142 |
| 25-34 | 335 | 317 | 651 |
| 35-44 | 327 | 293 | 618 |
| 45-54 | 306 | 310 | 615 |
| 55 and over | 175 | 252 | 427 |
| Total | 1,223 | 1,234 | 2,457 |

Average Length of Service by Gender

| | Female | Male | Total |
|--------------------------|--------|------|-------|
| Average years of service | 8.1 | 8.6 | 8.3 |

Recruitment and Separation Rates by Classification Group

| Classification Group | Recruitment Rate | Separation Rate |
|---------------------------------------|------------------|-----------------|
| Administrative Officers | 11.0% | 9.3% |
| Executive Officers | 16.6% | 9.7% |
| General Service Officers & Equivalent | 1.5% | 12.0% |
| Information Technology Officers | 11.4% | 1.6% |
| Legal Officers | 24.1% | 24.1% |

| Classification Group | Recruitment Rate | Separation Rate |
|--------------------------|------------------|-----------------|
| Professional Officers | 7.0% | 10.6% |
| Rangers | 0.0% | 0.0% |
| Senior Officers | 5.2% | 8.6% |
| Technical Officers | 4.7% | 0.0% |
| Trainees and Apprentices | 0.0% | 0.0% |
| Total | 7.8% | 8.2% |

***NB: Recruitment and separation are defined as commencing or departing the ACT Public Service respectively for permanent employees. Internal transfers between or within directorates are not included.**

Further information can be obtained from

Sue Hall
 Executive Director
 Corporate
 +61 2 6207 0569
Sue.Hall@act.gov.au

B.9 Ecologically Sustainable Development

COMMISSIONER FOR SUSTAINABILITY AND THE ENVIRONMENT

The directorate provided information to the Commissioner for Sustainability and the Environment on actions against the relevant recommendations of the *State of the Environment Report* and the *Climate Change and Greenhouse Gas Reduction Act 2010*. The directorate was also involved in the ongoing implementation of the *Carbon Neutral ACT Government Framework*.

Access Canberra Environment Protection officers worked with the Commissioner's Office in April 2017 in respect of the development of the environmental accounts for the *State of the Environment Report*. On 9 May 2017, the Commissioner personally acknowledged that the expertise provided real insights into how the accounts should and could be designed and had been of enormous assistance.

The Commissioner for Sustainability and the Environment was consulted in the development of the Haig Park Masterplan. The Commissioner has provided a written submission to the project.

CONTRIBUTION TO ECOLOGICALLY SUSTAINABLE DEVELOPMENT

During the reporting year the directorate updated its Resource Management Plan to incorporate Administrative Arrangement changes, and updated its Action Plan. The Resource Management Plan sets out the key principles of integrating efficient and effective use of resources within our operations, including energy, water, waste and recycling, sustainable transport, procurement and events.

To align to the Carbon Neutral ACT Government Framework to achieve carbon neutrality in government by 2020, CMTEDD has identified actions and initiatives to improve energy efficiency across priority facilities. The directorate has actively monitored progress against set targets via the Carbon Budget Quarterly Reports provided to the Carbon Neutral Government Implementation Committee, and reporting to the directorate's Executive Management Group.

SUMMARY PERFORMANCE AGAINST 2016-17 CMTEDD CARBON BUDGET:

The Carbon Budget for CMTEDD is set annually for the forward financial year based on the previous calendar year's results. CMTEDD's 2016-17 Carbon Budget target was for a 1 per cent reduction in electricity, with the directorate achieving a reduction in its total electricity usage of 4 per cent when compared to the 2015 calendar year, or 1.2 per cent compared to the 2015-16 financial year.

ACTIONS TO IMPROVE ECOLOGICALLY SUSTAINABLE DEVELOPMENT PERFORMANCE

Individual business units within the directorate have undertaken a range of activities to support ecologically sustainable development. These activities are summarised below.

Improve energy efficiency

Facility upgrades within the CMTEDD portfolio

- > LED Lighting upgrade within the Revenue Management tenancy at 220 Northbourne Avenue;
- > installation of motion-activated lighting in Canberra Nara Centre (meeting and conference rooms, kitchens and bathrooms). Canberra Nara Centre has also achieved a 4.5 stars NABERS energy rating;
- > continued LED lighting upgrades at the Canberra Stadium and Exhibition Park in Canberra;
- > roll out of LED lighting along the National Arboretum Canberra Events Terrace and Gallery of Gardens. The National Arboretum Canberra also has secured a Carbon Neutral Loan Fund to install a solar PV system to replace the existing diesel generators at the work depots;
- > GIO Stadium has 72 solar panels installed;
- > Winyu House in Gungahlin was built with a 74kW solar PV system which feeds into the base building, and uses an energy efficient intelligent lighting installation which includes zone controls, motion sensors, and timers. Winyu House has achieved NABERS energy rating 5 stars for both tenancy area and base building; and
- > CMTEDD has rolled out ABW environment in Canberra Nara Centre (Level 4 and 5) and Cosmopolitan Centre. This environment is conducive to more efficient use of office space.

Facility upgrades by ACT Property Group

ACT Property Group (ACTPG) provides accommodation services on behalf of the ACT Government. The agency conducted capital works on ACTPG custodian facilities to improve energy efficiency of major plant and equipment.

Energy efficiency and advisory services

ACTPG hosts four staff focussed on providing support to directorates in implementing and managing energy efficiency initiatives. These staff are part of the cross-directorate Carbon Neutral Government team. In 2016-17 the team:

- > worked with ACTPG staff to develop and implement a project replacing existing gas driven heating services with an innovative all-electric system at North Building;
- > conducted feasibility studies at numerous facilities to identify energy efficiency opportunities and assisted directorates in implementing suitable projects;
- > conducted LED lighting upgrades at over 20 facilities tenanted by CMTEDD and other directorates achieving significant energy savings, including government work depots, 20 schools, North Building, and Capital Linen Services; and
- > was a key participant in the Streetlight Energy Performance Contract (EPC), contributing to a strategic and novel contracting approach (first EPC for the asset class in Australia). It is expected the contract will result in substantial energy savings for the government.

ICT Infrastructure

During the reporting period, Shared Services ICT has been planning for the replacement of the old inefficient data centre in Macarthur House with a new state-of-the-art data centre. The new data centre (DC2) is estimated to have an improvement of approximate 29 per cent in Power Unit Efficiency (PUE), meaning 29 per cent less electricity is consumed to operate the same ICT workload.

ACT Government's purchase of Renewable Energy

ACTPG purchased 7,700 MWh (megawatt hours) of GreenPower on behalf of the ACT Government, representing an indicative 5 per cent of the ACT Government's energy consumption for 2016-17.

Improve water efficiency

Actions taken for water efficiency during the reporting period included:

- > Active Canberra continued to employ water minimisation strategies as part of a sustainable approach to effectively managing the ACT Government's sportsground assets, including the use of a computerised irrigation management system to better regulate watering across the asset base, the use of non-potable water sources where possible, application of synthetic turf surfaces, use of drought tolerant couch grasses and soil carbon enhancement practices;
- > The National Arboretum Canberra used non-potable water to irrigate the collection at the Arboretum; continued to follow mowing regimes that maintain adequate ground cover to reduce erosion and improve the quality of water captured in dams; and maintained the Discovery Garden at the Arboretum to educate and inform the community about managing water use in the home garden;
- > The National Arboretum Canberra worked closely with the University of Canberra (UC), as part of the 'Smart Cities and Suburbs Program' on future water efficiency strategies. This included the use of site specific soil moisture sensors, developed in-house by UC ICT technicians; the sensors

will enable accurate automatic irrigation, based on individual tree species requirements. This initiative will both save water and ensure the improved health of individual tree species; and

- > Irrigation controllers were used in GIO Stadium and at Stromlo Forest Park.

Reduce waste and improve recycling

Office locations

- > the majority of ongoing CMTEDD locations are ACTSmart Business (recycling) accredited;
- > all new staff are required to undertake ACTSmart recycling training following the CMTEDD Induction Program;
- > shared general and shared comingled waste bins have been in place within workspaces and kitchens as well as the removal of individual waste bins;
- > CMTEDD offices have a range of recycling options available including:
 - comingled recycling bins;
 - paper and cardboard recycling facilities;
 - organic worm bins;
 - battery recycling stations;
 - mobile phone recycling;
 - toner recycling; and
 - green waste recycling to mulch (at Major Venues and Active Canberra sites).

Events and Venues

- > EventsACT participates in the ACTSmart Public event program and works closely with them to reduce the waste generated to landfill for all major events, such as Floriade, Canberra Day and the Balloon Spectacular;
- > the major venues (Canberra Stadium, Manuka Oval, Exhibition Park in Canberra, and National Arboretum Canberra) are ACTSmart Business members and have recycling bins located around the venues for use by participants and attendees. Additionally event organisers, caterers and the general public are encouraged to reduce waste, recycle, and to use recyclable and reusable packaging;
- > Venues Canberra continues to install water bubblers and bottle fill stations at major venues. In 2016-17, installations were made at Exhibition Park in Canberra, GIO Stadium and Stromlo Forest Park. In addition to contributing to community health outcomes, this initiative also assists in reducing the number of disposable water bottles sold in the ACT;
- > to protect the natural environment, site users at Stromlo Forest Park are required to take all rubbish away; and
- > the National Arboretum Canberra has a green waste recycling facility on site.

Disposal of ICT assets

The method in which the Territory disposes of ICT devices and associated consumables is crucial in minimising our environmental waste footprint.

The rate of turnover of ICT assets (such as obsolete computer and television equipment, old cables and other ICT hardware) presents a significant waste impact. The responsible management of asset disposal requires a lifecycle assessment approach to evaluating the potential environmental impacts

of products. This includes maximising the useful life of ICT equipment, and appropriately recycling, reusing and disposing of ICT waste.

To help address this, the Territory has a contracted provider, Reuse RecycleIT, to manage the resale and disposal of ICT Assets on behalf of the Territory. The method in which the Territory disposes of ICT devices and associated consumables is crucial in minimising our environmental waste footprint.

Since the initial engagement of Reuse RecycleIT no ICT equipment processed has been sent to landfill. The 2016-17 return to consolidated revenue from disposed assets is \$500,000.

Reduce office paper consumption

In 2017-18, as part of the Smart Modern Strategic Procurement Reform Program, Shared Services ICT is implementing a whole of government ecologically sustainable business improvement to install the PaperCut software program. PaperCut is a printing system which only prints when the staff member accesses the printer using their ACT Government pass. This improvement is already in use at CIT, with a successful reduction in the number of prints being observed. CIT is now able to report on: Co2 saved; Trees saved; and Value saved (from cost per page).

CMTEDD uses 100 per cent recycled paper in its document printers wherever possible, and printer default settings have been set to print documents as double-sided and in black and white.

Reduce transport emission

Actions taken during the reporting period included:

- > as part of the whole of government fleet contract a standardised matrix of vehicles in different categories has been developed, including at least one hybrid vehicle in the hatch/sedan category;
- > a whole of government fleet policy has been drafted which incorporates the appropriate level of environmental considerations in leasing decisions, and allows for a weighted criterion of sustainability to be included in value-for-money evaluations before vehicles are leased;
- > the directorate leases five electric vehicles, which have no direct greenhouse gas emissions, using no fuel; additionally the directorate leases five hybrid vehicles to reduce the amount of fuel used;
- > the directorate ensures that any replaced vehicles are more fuel efficient to reduce emissions, and considers fuel use and carbon emission in any new fleet lease;
- > most fleet vehicles have electronic logbook system installed to more easily monitor distance travelled;
- > the directorate has participated in the ACT Government e-bike fleet trial project, and has two electric pedal assisted bikes (e-bikes) located at Canberra Nara Centre for staff to use for work travel. 81 CMTEDD staff have completed e-bike induction training in the reporting period. CMTEDD has also developed shared e-bike access arrangement with other agencies;
- > staff are encouraged to use sustainable transport options, including walking and riding e-bikes to travel to close meeting locations, and car pool or use buses to travel to meeting locations served by ACTION buses through the availability of MyWay Cards at a number of sites;
- > a suite of technology options is available to assist staff connecting without the need to travel, this includes Meet-Me phone conferencing and WebEx for use with stakeholders outside the ACT Government, and Jabber, teleconferencing and internet-based video conferencing for use within government; and
- > end of trip facilities are available in most facilities to encourage staff to ride, walk or run to work.

Sustainable Infrastructure

The City Renewal Program is a key element of environmentally sustainable development. It supports increased density within the city precinct and along major transport corridors, encouraging increased active travel and patronage of public transport.

While the majority of the City Renewal Project is in its early planning stages, construction of stage 1 of the West Basin waterfront commenced during the reporting period and included:

- > the West Basin design comprises multiple paths for active travel at different speeds. By improving the quality, accessibility and amenity of the West Basin waterfront, this project supports increased pedestrian and cyclist activity, and health and wellbeing outcomes; and
- > water sensitive urban design is a key feature of the West Basin waterfront project. Site planning currently incorporates a combination of treatment technologies that are sequentially placed to provide an efficient way of targeting a range of environmental pollutant reduction measures and have a positive impact on the environment.

The Public Housing Renewal Taskforce (now within EPSDD) is implementing the Public Housing Renewal Program which will improve the overall quality and energy efficiency of the public housing portfolio. The Public Housing Renewal Program will also support the renewal of Canberra's urban areas, with increased density along major transport corridors to encourage increased patronage on public transport.

Other sustainable infrastructure managed by PCW included:

- > for new site developments, requirements related to ecologically sustainable design were included in the functional brief for the accommodation of local arts organisations at Kingston Arts Precinct. These requirements related to building design, construction and operation; and
- > soil conservation works at Stromlo Forest Park were completed in 2016-17. Through careful design these works will assist in protecting the park's natural environment from the impact of erosion on the mountain bike trail system.

Sustainable Procurement

In 2016-17, PCW developed and promulgated a new whole of government Sustainable Procurement Policy, as an action under the Carbon Neutral Government Framework. The Policy is principles-based rather than prescriptive, and provides guidance to ACT Government directorates and agencies to incorporate sustainability into their procurement activities.

- > PCW has begun work on its action in the Climate Change Adaptation Strategy Implementation Plan to introduce minimum sustainability requirements for capital works;
- > PCW works in collaboration with directorates to develop construction project briefs that include sustainability criteria. For example, buildings may include a number of measures, such as solar passive design, energy efficient building engineering services, solar panels, rainwater harvesting, air quality monitoring, and water efficient landscaping. Briefs for all construction projects include waste management plans. Tenderers are asked to describe what actions they will take to reduce waste, such as disposal methods and using recycled materials. Project briefs seek advice from tenderers regarding ways to decrease the use of potable water, for example by installing alternative grass mixtures (that use less water) and planting Australian natives or drought tolerant plants; and
- > PCW also works in collaboration with directorates to include ecologically sustainable criteria in both the assessment criteria and product or service specifications in Goods and Services procurements where applicable and possible.

SUSTAINABLE DEVELOPMENT PERFORMANCE: CURRENT AND PREVIOUS FINANCIAL YEAR

| Indicator as at 30 June | Unit | Current FY ¹ | Previous FY | Percentage change |
|---|---------------------------------|-------------------------|-------------|-------------------|
| Directorate/ public sector body staff and area | | | | |
| Directorate/public sector body staff ² | FTE | 2,358.3 | 2,422.5 | -2.7% |
| Workplace floor area (office based only) ³ | Area (m ²) | 29,651 | 34,086 | -13.0% |
| Stationary energy usage | | | | |
| Electricity use ^{4, 5, 6} | Kilowatt hours | 13,131,166 | 13,285,521 | -1.2% |
| Natural gas use ^{4, 7} | Megajoules | 12,234,608 | 10,611,805 | 15.3% |
| Diesel ⁸ | Kilolitres | 6.7 | n/a | n/a |
| Transport fuel usage | | | | |
| Electric vehicles ^{9,10} | Number | 5 | 5 | 0% |
| Hybrid vehicles ^{9,10} | Number | 5 | 3 | 66.7% |
| Other vehicles (that are not electric or hybrid) ⁹ | Number | 215 | 220 | -2.3% |
| Total number of vehicles ¹⁰ | Number | 225 | 228 | -1.3% |
| Total kilometres travelled | Kilometres | 3,110,957 | 3,441,140 | -9.6% |
| Fuel use – Petrol | Kilolitres | 66 | 106 | -37.7% |
| Fuel use – Diesel | Kilolitres | 308 | 284 | 8.5% |
| Fuel use – Liquid Petroleum Gas (LPG) | Kilolitres | 0 | 0 | n/a |
| Fuel use – Compressed Natural Gas (CNG) | Cubic Metres (Cm ³) | 0 | 0 | n/a |
| Water usage | | | | |
| Water use ¹¹ | Kilolitres | 1,160,515 | 1,335,140 | -13.1% |

| Indicator as at 30 June | Unit | Current FY ¹ | Previous FY | Percentage change |
|---|---------------------------|-------------------------|-------------|-------------------|
| Resource efficiency and waste | | | | |
| Reams of paper purchased ¹² | Reams | 98,791 | 113,882 | -13.3% |
| Recycled content of paper purchased ¹³ | Percentage | 81.4 | 83.1 | -2.0% |
| Waste to landfill ^{14, 16} | Litres | 2,645,936 | 3,110,543 | -14.9% |
| Co-mingled material recycled ¹⁴ | Litres | 2,406,980 | 2,374,465 | 1.4% |
| Paper & Cardboard recycled (incl. secure paper) ¹⁴ | Litres | 1,717,060 | 2,071,230 | -17.1% |
| Organic material recycled ¹⁴ | Litres | 309,562 | 248,571 | 24.5% |
| Waste to landfill ¹⁵ | | | | |
| (Major Public Events) | Litres | 177,000 | n/a | n/a |
| Co-mingled material recycled ¹⁵ | | | | |
| (Major Public Events) | Litres | 61,900 | n/a | n/a |
| Paper & Cardboard recycled (incl. secure paper) ¹⁵ (Major Public Events) | Litres | 3,220 | n/a | n/a |
| Organic material recycled ¹⁵ | | | | |
| (Major Public Events) | Litres | 6,970 | n/a | n/a |
| Greenhouse gas emissions | | | | |
| Emissions from stationary energy use | Tonnes CO ₂ -e | 8,012 | 10,400 | -23.0% |
| Emissions from transport | Tonnes CO ₂ -e | 1,040 | 1,070 | -2.8% |
| Total emissions ¹⁷ | Tonnes CO ₂ -e | 9,052 | 11,470 | -21.1% |

Note:

1. Organisational change occurred during the reporting year: the Asbestos Response Taskforce was transferred to EPSDD in November 2016.
The directorate's data (for both years' measures with the exception of FTE) include the ACT Insurance Authority and Superannuation Provision Account as it cannot be readily separated.
2. For details of FTE figures refer to section B.8 Human Resource Management.
3. For details of workplace floor area for office locations refer to section C.4 Asset Management.

4. Energy and water data was extracted from the Enterprise Sustainability Platform (ESP) on 22 August 2017. In some instances data for the prior year has been updated from that previously reported to allow for updates to agency occupancy and historical consumption data and to annual adjustments to ACT specific electricity emissions factors.
5. The indicator 'renewable electricity use' is discontinued in 2016-17. ACTPG purchased 7,700 MWh (Megawatt hours) of GreenPower on behalf of the ACT Government, representing an indicative 5 per cent of the ACT Government's energy consumption in 2016-17. Reported electricity usages do not include any renewable energy from solar PV systems on site, such as Canberra Stadium, Winyu House base building, and Canberra Nara Centre solar hotwater system.
6. The reduction in electricity consumption is due to the consolidation of office accommodation sites, the transfer of the Asbestos Response Taskforce in 2016-17, and various energy efficiency measures applied during the reporting year, including LED lighting upgrades, installation of sensor-controlled lighting, and optimising temperature control and HVAC system in various CMTEDD facilities.
7. Gas use for space heating is predominantly weather dependent. It is reported that the number of heating degree days (HDDs) in 2016-17 was higher than the previous year, which contributed to increased gas use for space heating. It is expected that, unrelated to weather considerations, the directorate's gas consumption will reduce next year due to the closure and decommissioning of Macarthur House and the Dickson Motor Vehicle Registry – two significant users of gas.
8. Diesel use under stationary energy usage is a new indicator in 2016-17. Diesel is used for on-site generators at the National Arboretum Canberra work depots, and for major public events held by Events ACT (eg 1,687 litres of diesel used for generators for Enlighten in March 2017). For the Arboretum it is estimated that 20 per cent of the diesel purchased is used for the diesel generator for the depots, with the remainder used for equipment such as lawn mowers, scissor lift, trailers, which are included under the transport diesel fuel usage.
9. Indicators on the numbers of electric vehicles and hybrid vehicles are new for 2016-17 reporting. The numbers for 2015-16 have been provided for comparative purposes.
10. The net reduction in total vehicle numbers and total distance travelled, relate to the transfer of Asbestos Response Taskforce vehicles to EPSDD, the non-renewal of vehicles in a number of business areas offset by an increase in inspection vehicles by Access Canberra. The reduction in fuel use is related to the reduction in size of the vehicle fleet and a focus on leasing higher fuel efficiency vehicles including the transition of more vehicles to diesel; and the promotion/uptake of sustainable transport options.
11. Over 90 per cent of the water used by the directorate was to irrigate and maintain ACT Government sportsgrounds and ovals. The demand for irrigation can vary significantly on an annual basis, subject to a number of parameters including rainfall, timing of rain events, evaporation rates, wind, maintenance activities and asset growth. Active Canberra is required to irrigate sportsgrounds and ovals to ensure they remain fit for purpose. Reduced water use for irrigation was mainly due to increased rainfall in 2016-17 compared to the previous year. The Bureau of Meteorology reported that rainfall in Canberra during 2016 was 28 per cent above average at Canberra Airport, the wettest year since 2010; and the four months from June to September 2016 were the wettest such period on record.
Reported water use for both years includes non-potable water supplied from the North Canberra Treated Water Supply to irrigate some Government sportsgrounds and ovals at Ainslie, Campbell, O'Connor and Reid.
12. The decrease in purchase of paper relates to the increased use of Electronic Document Records Management Systems, the increasing use of laptops/tablets reducing the need to print papers such as for meetings, and a general move towards 'paper-lite' working, such as in the ABW environments at the Canberra Nara Centre and the Cosmopolitan Centre.
13. The decrease in recycled content of paper purchased largely reflects one large business unit's change of process to purchasing 50 per cent recycled paper rather than 100 per cent. The business unit has now changed their practice to again purchase 100 per cent recycled content paper. Quarterly monitoring of purchases and communication of the priority of purchasing 100 per cent recycled paper continues.
14. Waste and recycling data has been collected from all CMTEDD locations and has been calculated on a basis of Total (L) = capacity of bins (L) x No. of bins x No. of times emptied during the reporting year. Data related to locations that have been accredited under the ACTSmart Business (recycling) Program is extracted from the ACTSmart scorecards provided by the ACTSmart Office at EPSDD. Waste to landfill and cardboard recycling is managed by building owners, and the data is reported in proportion of occupancy by CMTEDD. Green waste collected and recycled as mulch by the National Arboretum Canberra and Active Canberra are excluded in this report.
15. Waste and recycling data related to major events held by Events ACT (including the Canberra Nara Candle Festival, New Year's Eve in the City, Australia Day Fireworks Spectacular, Symphony in the Park, Canberra Day, Canberra Balloon Spectacular, and Floriade) is reported the first time this year, as a separate line item for each recycling stream. Events ACT participates the ACTSmart Public Events Program and ensures recycling is in place in all major events. Food oil recycling data is excluded in this report.
16. The significant reduction in waste to landfill is due to the consolidation of office locations during the reporting year, continued emphasis to staff of recycling options, and that GIO Stadium undertook three major clean-up activities in the prior year (2015-16).
The decrease in paper and cardboard recycling is broadly in line with the reduction in paper purchased during the year, and the transition towards Electronic Document Records Management Systems, and towards 'paper-lite'

working.

The increase in organic material recycled is encouraging, and is considered to be reflective of almost all CMTEDD locations being accredited through the ACTSmart Business Recycling program, which requires organics recycling to be implemented.

17. The reduction in greenhouse gas (GHG) emissions is largely due to the increased proportion of renewable energy purchased by the ACT Government. GHG emissions for electricity consumption have been calculated using the following emissions factors based on the latest (April 2017) ACT Electricity Emissions Factor Report:
- a. In 2015-16 a factor of 0.732 kilogram (kg) CO₂-e/kilowatt hour (kWh) or 0.32 tonne (t) CO₂-e/megawatt hour (MWh). This is based on actual historical data and is a retrospective adjustment of -0.041 (5.3 per cent reduction) of the 0.773 factor original used for 2015-16 annual reporting.
 - b. In 2016-17 a factor of 0.549 kilogram (kg) CO₂-e/kilowatt hour (kWh) or 0.549 tonne (t) CO₂-e/megawatt hour (MWh).

The emissions factors include total GreenPower purchases for the ACT calculated in the third quarter of the respective financial years and are specific to the ACT. These emission factors (Scope 2 + Scope 3) reflect the increasing contribution of renewable electricity generated under the ACT's 100 per cent Renewable Energy Target (RET). Consequently they are lower than those reported in the latest National Greenhouse Accounts (NGA) Factors.

Further information can be obtained from

Sue Hall
Executive Director
Corporate
+61 2 6207 0569
Sue.Hall@act.gov.au

PART C

PART C:
FINANCIAL
MANAGEMENT
AND REPORTING

C.1 Financial Management Analysis

Details of the directorate's 2016-17 Financial Management Analysis is included in Volume 2 of the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report.

C.2 Financial Statements

The directorate's 2016-17 Financial Statements are included in Volume 2 of the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report.

C.3 Capital Works

CAPITAL WORKS TABLE

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|--|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| New Projects | | | | | | |
| Arboretum and Buildings | Complete | 250 | 250 | 0 | 251 | 251 |
| Arts Buildings and Facilities | Sep-17 | 325 | 325 | 0 | 274 | 274 |
| Better Roads for Gungahlin – Gungahlin Town Centre road network improvements | Jun-19 | 4,500 | 4,500 | 0 | 109 | 109 |
| Better Roads for Gungahlin – Horse Park Drive pedestrian overpass | Jun-19 | 400 | 400 | 0 | 203 | 203 |
| Better Roads for the Inner South – Yarralumla Estate | Jun-18 | 250 | 250 | 0 | 111 | 111 |
| Better Services – Dickson Motor Vehicle Inspection Station | Nov-17 | 800 | 800 | 0 | 607 | 607 |
| Better Services – Weston Creek and Stromlo Swimming Pool and Leisure Centre | Jun-20 | 33,000 | 33,000 | 0 | 10 | 10 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|--|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| Blaxland Centre upgrades | Complete | 510 | 510 | 0 | 510 | 510 |
| Building and Safety Upgrades at various Government Buildings | Sep-17 | 510 | 510 | 0 | 494 | 494 |
| Building refurbishment including roofing, energy efficiency upgrades and internal remediation at various buildings | Complete | 500 | 500 | 0 | 500 | 500 |
| Building renovations and extensions including modifications to amenities at various buildings | Sep-17 | 500 | 500 | 0 | 345 | 345 |
| Caring for our Environment – Lake Tuggeranong Water Quality Improvement – Stage 2 | Jun-19 | 9,000 | 9,000 | 0 | 0 | 0 |
| Childcare Centre Upgrades | Complete | 470 | 470 | 0 | 470 | 470 |
| City to the Lake – New Civic Pool | Jun-18 | 400 | 400 | 0 | 0 | 0 |
| Exhibition Park | Sep-17 | 540 | 540 | 0 | 306 | 306 |
| Facilities Improvement Program | Sep-17 | 1,315 | 1,315 | 0 | 1,229 | 1,229 |
| Fire services upgrades at various Government Buildings | Sep-17 | 155 | 155 | 0 | 128 | 155 |
| Floriade | Complete | 272 | 272 | 0 | 272 | 272 |
| GIO Stadium | Complete | 485 | 485 | 0 | 488 | 488 |
| Grounds upgrades including fencing and landscaping at various buildings | Complete | 150 | 150 | 0 | 88 | 88 |
| Hazardous material removal at various Government Buildings | Sep-17 | 400 | 400 | 0 | 57 | 57 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|--|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| Improving Community Facilities – Building refurbishments and upgrades in Tuggeranong | Complete | 100 | 100 | 0 | 100 | 100 |
| Improving Our City – Woden Bus Interchange improvements | Dec-17 | 300 | 300 | 0 | 318 | 318 |
| Improving Our Suburbs – New Molonglo Valley infrastructure | Jun-19 | 32,970 | 32,970 | 0 | 258 | 258 |
| Land release infrastructure | Sep-17 | 288 | 288 | 0 | 22 | 22 |
| Manuka Oval | Sep-17 | 380 | 380 | 0 | 116 | 116 |
| Manuka Oval Cricket Broadcast and Media Facilities | Nov-18 | 0 | 320 | 0 | 342 | 342 |
| Narrabundah Ballpark Upgrade – Best little ballpark in Australia | Dec-17 | 4,500 | 4,500 | 0 | 144 | 144 |
| National Arboretum Canberra – Water Security – Stage 2 | Jun-18 | 1,700 | 1,700 | 0 | 1,456 | 1,456 |
| Pools Improvement Program | Sep-17 | 785 | 785 | 0 | 432 | 432 |
| Renovation of the Tidbinbilla Visitors Centre | Complete | 250 | 250 | 0 | 250 | 250 |
| Securing Electricity Supply in the ACT – Second supply network | Jun-19 | 500 | 500 | 0 | 13 | 13 |
| Stromlo Forest Park | Sep-17 | 160 | 160 | 0 | 23 | 23 |
| Upgrades to address ageing infrastructure at various Government Buildings | Complete | 395 | 395 | 0 | 395 | 395 |
| Upgrades to Heritage Buildings | Complete | 155 | 155 | 0 | 155 | 155 |
| Water System Upgrade Program | Sep-17 | 540 | 540 | 0 | 0 | 0 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|--|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| Works in Progress | | | | | | |
| Belconnen Arts Centre Stage 2 (Feasibility and Forward Design) | Jul-17 | 300 | 300 | 273 | 5 | 278 |
| Better Public Housing – New public housing properties | Jun-20 | 357,202 | 357,202 | 275,323 | 65,328 | 340,651 |
| Better Roads for Gungahlin – Enhanced Town Centre road network | Dec-17 | 13,959 | 10,006 | 4,982 | 4,604 | 9,586 |
| Better Roads for Gungahlin – Horse Park Drive duplication | Jun-19 | 17,127 | 14,983 | 706 | 10,976 | 11,682 |
| Canberra Regional Visitors Centre Relocation | Jun-18 | 0 | 5,294 | 313 | 3,838 | 4,151 |
| City to the Lake - West Basin Public Waterfront (Design) | Dec-17 | 0 | 3,470 | 3,035 | 64 | 3,099 |
| City to the Lake - New Canberra Theatre (Feasibility) | Jun-17 | 0 | 170 | 70 | 15 | 85 |
| City to the Lake - Arterial Roads (Concept Design) | Dec-17 | 2,750 | 2,750 | 2,136 | 616 | 2,752 |
| Conservation Management Plans for Heritage Buildings (Feasibility) - GPO | Dec-17 | 800 | 657 | 653 | 0 | 653 |
| Cravens Creek Water Quality Control Pond | Jun-18 | 21,000 | 10,923 | 9,332 | 1,348 | 10,680 |
| Dickson Group Centre Intersections – Upgrade | Dec-17 | 3,380 | 3,103 | 2,225 | 885 | 3,110 |
| Digital Canberra – Protecting our data | Jun-18 | 620 | 620 | 0 | 20 | 20 |
| Fyshwick Depot – Fuel storage tanks removal and site remediation | Dec-17 | 1,500 | 1,500 | 369 | 258 | 627 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|---|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| Government Budget Management System | Jun-18 | 5,302 | 5,302 | 1,206 | 700 | 1,906 |
| Government Office Accommodation and Relocation Fitout | Jun-18 | 5,270 | 7,170 | 6,432 | 450 | 6,882 |
| Grant for Development of a New Basketball Centre and Player Amenities | Jun-18 | 3,000 | 3,000 | 1,753 | 1,064 | 2,817 |
| iConnect | Jun-19 | 15,875 | 17,146 | 712 | 7,286 | 7,998 |
| ICT Transformation - Hybrid Cloud Computing (69641) | Jun-19 | 6,080 | 6,080 | 5,080 | 0 | 5,080 |
| Improved Arts Facilities for Canberra – Street Theatre | Aug-17 | 180 | 180 | 0 | 0 | 0 |
| Improving Arts Facilities - Safety Upgrades | Complete | 496 | 496 | 70 | 195 | 265 |
| Improving Road Safety - Traffic camera adjudication system upgrades | Dec-17 | 1,160 | 1,160 | 0 | 0 | 0 |
| Isabella Weir Spillway – Upgrades | Jun-18 | 10,100 | 10,100 | 1,499 | 3,538 | 5,037 |
| Land release infrastructure design for earthworks, roads, stormwater, sewers, water supply, utilities and landscaping | Jun-18 | 276 | 276 | 196 | 74 | 270 |
| Land Title Business System Modernisation | Jun-18 | 1,790 | 1,790 | 120 | 357 | 476 |
| Lyneham Precinct Redevelopment Stage 3 | Jun-18 | 4,200 | 4,600 | 4,010 | 17 | 4,027 |
| Majura Parkway to Majura Road – Link road | Jun-19 | 9,856 | 14,756 | 5,353 | 6,199 | 11,552 |
| Molonglo 2 – Uriarra Road Upgrade | Dec-17 | 17,000 | 12,601 | 11,930 | 571 | 12,501 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|--|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| Molonglo 2 – Water Quality Control Ponds, Sewers and Cyclepath (Design) | Jun-19 | 1,000 | 1,000 | 291 | 0 | 291 |
| Molonglo 2 – Water Supply, Trunk Sewer and Stormwater Infrastructure – Stage 1 | Dec-17 | 10,000 | 7,942 | 7,327 | 511 | 7,838 |
| Molonglo 2 Sewer and Pedestrian Bridge over Molonglo River | Dec-17 | 12,400 | 12,400 | 11,624 | 64 | 11,688 |
| Molonglo Infrastructure Investment | Dec-17 | 17,000 | 15,738 | 14,050 | 986 | 15,036 |
| Molonglo Valley – Environmental Impact Statement for Deferred Area (Feasibility) | Jun-18 | 200 | 200 | 0 | 0 | 0 |
| More Efficient Public Service Administration - Long Service Leave calculations | Jun-18 | 1,883 | 1,883 | 0 | 527 | 527 |
| More Men's Sheds | Dec-17 | 200 | 200 | 113 | 23 | 136 |
| NAC - Demountable Upgrades | Aug-17 | 0 | 137 | 17 | 122 | 139 |
| NAC - Water Security Amended | May-18 | 0 | 328 | 55 | 0 | 55 |
| Narrabundah Ball Park – Stage 2 – Design | Jun-18 | 0 | 500 | 236 | 186 | 422 |
| Netball Infrastructure Upgrades (Design) | Oct-16 | 0 | 200 | 0 | 169 | 169 |
| New Stadium Feasibility Study | Jun-18 | 0 | 300 | 203 | 0 | 203 |
| North Building - Upgrade of HVAC system | Dec-17 | 4,941 | 4,941 | 327 | 1,720 | 2,047 |
| Office Accommodation | Ongoing | 432,196 | 2,300 | 300 | 907 | 1,207 |
| Public Arts Scheme | Dec-17 | 7,571 | 7,348 | 7,056 | 80 | 7,136 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|--|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| Refurbishment of the National Convention Centre | Jun-18 | 5,381 | 5,381 | 2,528 | 2,109 | 4,637 |
| Rego.ACT - Ongoing Investment | Ongoing | 2,661 | 2,661 | 735 | 806 | 1,541 |
| Remediation of Fuel Storage Facilities | Complete | 1,000 | 2,010 | 2,010 | 0 | 2,010 |
| Revenue Collection Transformation (69352) | Apr-18 | 30,202 | 30,202 | 11,617 | 12,176 | 23,793 |
| Smart Parking | Dec-17 | 2,100 | 2,100 | 1,908 | 0 | 1,908 |
| Smart Parking - Stage 2 | Jun-18 | 1,363 | 1,363 | 1,111 | 283 | 1,394 |
| Smarter Regulation - Red tape reduction | Jun-18 | 2,510 | 2,510 | 0 | 627 | 627 |
| Stromlo Forest Park – Enclosed Oval (Feasibility) | Jun-18 | 200 | 200 | 0 | 0 | 0 |
| Stromlo Forest Park – Implementation of Bushfire Management Plan | Jun-18 | 1,650 | 1,650 | 1,310 | 15 | 1,325 |
| Stromlo Forest Park Planning and Infrastructure | Jun-18 | 2,800 | 2,800 | 1,700 | 109 | 1,809 |
| Throsby – Access road and western intersection | Jun-18 | 5,300 | 5,300 | 4,607 | 172 | 4,779 |
| Throsby Multisport Complex (Design) | Jun-18 | 500 | 500 | 315 | 0 | 315 |
| Upgrading infrastructure for land release | Jun-19 | 281 | 281 | 253 | 31 | 284 |
| Urban Renewal Program – Better Public Housing – Allawah Court | Jun-18 | 45,110 | 45,110 | 27,023 | 19,111 | 46,134 |
| Urban Renewal Program – Better Public Housing – Karuah | Jun-18 | 17,661 | 17,661 | 10,111 | 6,247 | 16,358 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|---|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| Urban Renewal Program – Better Public Housing – Owen Flats | Jun-18 | 13,120 | 13,120 | 9,743 | 3,264 | 13,007 |
| Urban Renewal Program – Better Public Housing – Red Hill housing precinct | Jun-18 | 56,148 | 41,148 | 28,047 | 13,181 | 41,228 |
| Urban Renewal Program – City to the Lake – West Basin infrastructure | Dec-18 | 10,098 | 10,098 | 4,262 | 6,218 | 10,480 |
| Urban Renewal Program – Civic and Braddon public realm improvements | Dec-18 | 1,500 | 1,500 | 1,167 | 817 | 1,984 |
| Urban Renewal Program – Melrose football precinct | Feb-18 | 6,653 | 6,653 | 214 | 5,823 | 6,037 |
| Urban Renewal Program – Molonglo 3 infrastructure | Jun-19 | 2,970 | 2,970 | 340 | 1,015 | 1,355 |
| Urban Renewal Program – Phillip Oval upgrade | Mar-18 | 4,613 | 4,613 | 4,193 | 1,137 | 5,330 |
| Water management system upgrades | Sep-17 | 528 | 528 | 341 | 330 | 671 |
| Woden Bus Interchange Redevelopment – Stage 1 | Dec-17 | 3,250 | 3,840 | 1,517 | 2,332 | 3,849 |
| Woden Valley Stormwater Retardation Basins (Design) Amended | Jun-18 | 400 | 400 | 387 | 10 | 397 |
| Complete (pending final physical and financial acquittal) | | | | | | |
| Community facilities upgrades to public amenities | Jun-17 | 551 | 551 | 505 | 0 | 505 |
| Data Storage Infrastructure | Jun-17 | 5,066 | 5,066 | 4,413 | 653 | 5,066 |
| Digital Canberra - ACT Government data warehouse and analytics framework | Jun-17 | 310 | 310 | 0 | 268 | 268 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|---|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| Employee Self-service and Automated Help Desk Tools | Jun-17 | 180 | 180 | 180 | 0 | 180 |
| Exhibition Park Amenity Upgrades | Jun-17 | 566 | 566 | 566 | 0 | 566 |
| Facilities Improvement Program 2015-16 | Jun-17 | 1,476 | 1,476 | 565 | 1,146 | 1,711 |
| GIO Stadium amenity upgrades | Jun-17 | 440 | 440 | 277 | 163 | 440 |
| Gungahlin Town Centre Roads (Design) Amended | Jun-17 | 1,000 | 795 | 762 | 0 | 762 |
| Holt Preschool Refurbishment | Jun-17 | 500 | 500 | 439 | 59 | 498 |
| Horse Park Drive Water Quality Control Pond | Jun-17 | 7,500 | 3,433 | 3,386 | 110 | 3,496 |
| Human Resources Information Management System Upgrade | Jun-17 | 3,605 | 1,905 | 1,905 | 0 | 1,905 |
| ICT Sustainability - Desktop computer and printer energy management | Jun-17 | 249 | 228 | 228 | 0 | 228 |
| Improve operational efficiency and public amenity at GIO Stadium | Jun-17 | 460 | 460 | 460 | 0 | 460 |
| Improve operational efficiency and public amenity at Stromlo Forest Park | Jun-17 | 40 | 40 | 12 | 32 | 44 |
| Improve operational efficiency and public amenity including upgrades to media facilities at Manuka Oval | Jun-17 | 625 | 625 | 625 | 0 | 625 |
| Infrastructure Planning and Design (Land Release) | Jun-17 | 270 | 270 | 270 | 2 | 272 |
| Invoice Automation (69640) | Jun-17 | 2,190 | 2,190 | 839 | 1,351 | 2,190 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|---|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| John Gorton Drive Extension to Molonglo 2 and Group Centre | Jun-17 | 34,000 | 56,577 | 56,424 | 219 | 56,643 |
| Kingston Visual Arts Hub (Feasibility) | Jun-17 | 300 | 300 | 245 | 11 | 256 |
| Major Venues – Facilities Upgrades - Minor upgrades to improve operational efficiency and public amenity at Manuka Oval | Jun-17 | 450 | 450 | 450 | 0 | 450 |
| Manuka Oval amenity upgrades | Jun-17 | 513 | 513 | 486 | 27 | 513 |
| Megalo Print Studio Relocation | Jun-17 | 0 | 814 | 814 | 11 | 825 |
| Molonglo – North-South Arterial Road Bridge and Pedestrian Bridge (Feasibility) | Jun-17 | 300 | 300 | 300 | 0 | 300 |
| Molonglo 3 – Hydraulic Services Concept Masterplanning (Feasibility) | Jun-17 | 450 | 450 | 450 | 0 | 450 |
| Molonglo 3 – Major Electrical Infrastructure Relocation (Feasibility) | Jun-17 | 350 | 350 | 300 | 15 | 315 |
| Motorsports Fund – Capital improvements to Fairbairn Park (Design) | Jun-17 | 500 | 180 | 173 | 0 | 173 |
| NAC - Events Terrace amended | Jun-17 | 0 | 1,185 | 273 | 912 | 1,185 |
| NAC - NAC Circuit Trail | Jun-17 | 0 | 24 | 24 | 0 | 24 |
| NAC Safety improvements Pod Playground | Jun-17 | 0 | 196 | 196 | 0 | 196 |
| Narrabundah Velodrome upgrade | Jun-17 | 0 | 1,500 | 1,399 | 101 | 1,500 |
| Pools Improvement Program 2015-16 | Jun-17 | 764 | 764 | 743 | 21 | 764 |

| Projects | Estimated Completion Date | Original Project Value (\$'000) | Revised Project Value (\$'000) | Prior Year Expenditure (\$'000) | 2016-17 Actual Expenditure (\$'000) | Total Expenditure to Date (\$'000) |
|---|---------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
| Replacement of Canberra Seniors Centre (Design) | Jun-17 | 650 | 650 | 650 | 0 | 650 |
| Safer Roads – Mobile camera program expansion | Jun-17 | 207 | 207 | 0 | 216 | 216 |
| Stromlo Forest Park amenity upgrades | Jun-17 | 200 | 200 | 190 | 10 | 200 |
| Stromlo Forest Park soil conservation works | Jun-17 | 200 | 200 | 170 | 23 | 193 |
| Temporary Seating for Manuka Oval and other Venues | Jun-17 | 2,500 | 2,500 | 2,413 | 87 | 2,500 |
| Throsby – Access Road (design) | Jun-17 | 1,000 | 868 | 840 | 8 | 848 |
| Urban Renewal Program – Better Public Housing | Jun-17 | 1,236 | 1,236 | 777 | 992 | 1,769 |
| West Belconnen – Roads and traffic (Feasibility) | Jun-17 | 325 | 325 | 325 | 0 | 325 |
| Whole of Government Digital Network (68968) | Jun-17 | 10,887 | 10,887 | 10,887 | 0 | 10,887 |
| Woden/Weston Creek Community Hub (Feasibility and Forward Design) | Jun-17 | 550 | 550 | 550 | 11 | 561 |
| Yarralumla – Canberra Brickworks Site Remediation | Jun-17 | 2,900 | 2,900 | 2,870 | 30 | 2,900 |

RECONCILIATION SCHEDULES

Reconciliation of current year capital works program financing to Capital Injection as per cash flow statement

| | |
|----------------------------------|---------|
| Original capital works financing | 282,260 |
| Add: Instruments and Transfers | 3,971 |

| | |
|--|----------|
| Less: Net reprofiling of funding from 2016-17 to future years | (82,995) |
| Less: Savings returned to Budget | (15,000) |
| Revised Capital Works Program financing | 188,236 |
| Add: Revised financing for ICT and PPE projects | 38,710 |
| Add: Capital Injection financing for non-capital works | 27,413 |
| Less: Financing for projects funded by Controlled Recurrent Payments | (1,943) |
| Less: Provision for Capital Injection rollovers from 2016-17 to future years | (19,035) |
| Capital Injection Financing | 233,381 |
| Capital Injections per cash flow statement | 233,381 |
| Variance | - |

Reconciliation of Current Year Expenditure to Capital Injection

| | |
|---|----------------|
| Total current year capital works expenditure | 177,116 |
| Add: Expenditure for ICT and PPE projects | 30,595 |
| Less: Less expenditure for projects funded by Controlled Recurrent Payments | (2,363) |
| Add: Expenditure for non-capital works | 28,033 |
| Total Capital Expenditure | 233,381 |
| Capital Injections per cash flow statement | 233,381 |
| Variance | - |

Further information can be obtained from

Paul Ogden
Chief Finance Officer
Strategic Finance
+61 2 6207 9114
Paul.Ogden@act.gov.au

C.4 Asset Management

ASSETS MANAGED

The Directorate managed assets with a total value of \$1,628.7 million as at 30 June 2017, comprising \$1,287 million of property, plant and equipment, \$330.5 million of capital works in progress and \$11.2 million of intangible assets.

Assets managed by CMTEDD as at 30 June 2017 are summarised in the table below.

| Asset | Value (\$million) |
|-------------------------------|-------------------|
| Land | 221.3 |
| Land Improvements | 233.4 |
| Buildings | 425.5 |
| Leasehold Improvements | 14.9 |
| Plant and Equipment | 66.1 |
| Community and Heritage Assets | 274.2 |
| Infrastructure Assets | 51.6 |
| Capital Works in Progress | 330.5 |
| Intangible Assets | 11.2 |
| Total | 1,628.7 |

During 2016-17, assets added to CMTEDD's asset register included:

- > \$13.9 million of land purchases of asbestos affected properties under the Loose-Fill Asbestos Insulation Eradication Scheme;
- > \$52 million of additions from the progression of the capital works program; and
- > other assets acquired in the ordinary course of business, including building and land improvements at sports facilities and office fitouts.

During 2016-17, assets removed from the Directorate's asset register included:

- > \$368.2 million Loose-Fill Asbestos Eradication Scheme land transferred to the Environment, Planning and Sustainable Development Directorate on 1 November 2016, following the Administrative Arrangements of that date;
- > \$40 million of assets classified as held for sale, pending their expected sale during 2017-18;
- > \$4 million of assets transferred to other ACT Government Directorates; and

> other assets disposed of in the ordinary course of business.

ASSET MAINTENANCE AND UPGRADES

Expenditure on assets (not including works funded and reported through the capital works program) completed during 2016-17 totalled \$38.2 million, comprising mainly maintenance and repairs undertaken on behalf of other ACT Government Directorates by ACT Property Group, office buildings, sports grounds, stadiums and arts facilities.

Further information can be obtained from

Paul Ogden
Chief Finance Officer
Strategic Finance
+61 2 6207 9114
Paul.Ogden@act.gov.au

OFFICE ACCOMMODATION

As at 30 June 2017 the Chief Minister, Treasury and Economic Development Directorate occupied a total of 29,651 square metres of office space across 10 office locations.

The average area occupied by each employee is 13.0m².

| Location | Address | Staff Numbers | Area Occupied (m ²) |
|--|--------------------------------------|---------------|---------------------------------|
| Winyu House | 125 Gungahlin Place, Gungahlin | 730 | 7,410 |
| Canberra Nara Centre | 1 Constitution Avenue, Canberra City | 478 | 6,974 |
| Cosmopolitan Centre | 21 Bowes Street, Woden | 313 | 3,726 |
| Macarthur House | 12 Wattle Street, Lyneham | 256 | 3,726 |
| 220 Northbourne Avenue | 220 Northbourne Avenue, Braddon | 144 | 2,464 |
| Dame Pattie Menzies House | 16 Challis Street, Dickson | 114 | 1,725 |
| 255 Canberra Avenue | 255 Canberra Avenue, Fyshwick | 85 | 1,172 |
| 221 London Circuit | 221 London Circuit, Canberra City | 61 | 761 |
| TransACT House (note: transferred to EPSDD from 1 July 2017) | 470 Northbourne Avenue, Dickson | 55 | 898 |
| Callam Offices | Easty Street, Woden | 26 | 795 |

| Location | Address | Staff Numbers | Area Occupied (m ²) |
|----------|---------|---------------|---------------------------------|
| | | Total | 2,273 |
| | | | 29,651 |

OTHER LOCATIONS

The table above outlines measures for the 10 office based locations for the directorate. The directorate's facilities also include a number of non-office based locations including:

- > Record Services mailroom, Mitchell;
- > The Canberra and Region Visitors' Centre (Regatta Point);
- > Exhibition Park in Canberra;
- > GIO Stadium Canberra;
- > Manuka Oval;
- > Stromlo Forest Park;
- > National Arboretum Canberra;
- > Holt sportsground depot (*note: transferred to TCCS from 1 July 2017*);
- > Waramanga sportsground depot (*note: transferred to TCCS from 1 July 2017*);
- > ACT Academy of Sport (at the Lyneham Hockey Centre and the Australian Institute of Sport);
- > Hume Motor Vehicle Inspection Station;
- > Access Canberra Service Centres:
 - Mitchell;
 - Gungahlin;
 - Belconnen;
 - Dickson (Dame Pattie Menzies House and Dickson Motor Vehicle Registry sites);
 - Civic; and
 - Tuggeranong.

Note: the Woden Access Canberra Service Centre staff numbers and area occupied has been included in the data for the Cosmopolitan Centre.

CHANGES FROM PREVIOUS REPORT

During 2016-17 a large number of changes were made to the office space footprint of the directorate compared to that reported in 2015-16.

Changes to premises occupied

- > due to an Administrative Arrangements change in November 2016, one floor of 221 London Circuit (occupied by the Asbestos Response Taskforce) was transferred to EPSDD;
- > due to leases ending, the directorate (Shared Services) vacated premises at Eclipse House (November 2016) and 40 Allara Street (May 2017);
- > in line with the Chief Minister's announcement of the relocation of ACT Government staff to the Woden Town Centre, Access Canberra occupied new premises at the Cosmopolitan Centre from February 2017. The data in the table above includes the new Access Canberra shopfront; the old Service Centre adjacent to Woden Library closed in February 2017;

- > the process to consolidate Access Canberra into a northside and southside hub continued, with the closure of the Fyshwick shopfront (reduction in office footprint at 255 Canberra Avenue) and staff vacating Callam Offices in February 2017;
- > the new Motor Vehicle Inspection Station began operating at Hume from May 2017, with the old Dickson Motor Vehicle Registry (DMVR) closing. The Access Canberra Services Centre however remained operational as at 30 June 2017; and
- > as part of changes to a number of agencies resulting from the Asset Recycling Initiative, the directorate vacated 470 Northbourne Avenue (Goods and Service Procurement) in late January 2017.

Notes

- > the staffing numbers reflected in the table above are not the same as the staffing numbers (either FTE or headcount) listed in section B.8 Human Resource Management. The numbers above reflect the workpoints occupied at CMTEDD's office locations and may include seconded officers, contractors, consultants or volunteers, as well as employees, but do not include staff located at non-office based locations (as outlined above) nor embedded staff within other directorates (such as Shared Services ICT staff);
- > the staff numbers and area occupied listed in the table in relation to the Canberra Nara Centre are inclusive of the ACT Insurance Authority; and
- > the staff numbers reflected in the table above are based on the Accommodation Utilisation report prepared by ACT Property Group in April/May 2017. Account has been made for any changes to premises occupied after that time.

Further information can be obtained from

Sue Hall
Executive Director
Corporate
+61 2 6207 0569
Sue.Hall@act.gov.au

C.5 Government Contracting

The directorate undertakes procurement activities for a range of goods, services and works. Details of those contracts on the Contracts Register valued at \$25,000 or more, with an execution date between 1 July 2016 and 30 June 2017, listed against the Chief Minister Treasury and Economic Development Directorate are provided in Appendix 1.

C.6 Statement of Performance

The directorate's 2016-17 Statement of Performance is included in Volume 2 of the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report.

PART D

PART D:
NOTICES OF NON
COMPLIANCE

D.1 DANGEROUS SUBSTANCES

No infringement notices against the *Dangerous Substances Act 2004* were served on the directorate during 2016-17.

D.2 MEDICINES, POISONS AND THERAPEUTIC GOODS

No notices of noncompliance were served against the directorate during 2016-17.



AGENCY SPECIFIC
ANNUAL REPORT
REQUIREMENTS

E. CHIEF MINISTER, TREASURY AND ECONOMIC DEVELOPMENT

TOBACCO COMPLIANCE TESTING

The directorate did not undertake compliance tests under the *Tobacco Act 1927* during the financial year.

F. EDUCATION AND TRAINING

The Chief Minister, Treasury and Economic Development Directorate has no responsibility for the investigation of complaints under section 22 of the *Education Act 2004* nor for the Teachers Quality Institute and therefore has no items to report against this section.

G. HEALTH

The Chief Minister, Treasury and Economic Development Directorate has no responsibility for reporting under the *Mental Health (Treatment and Care) Act 1994*, this responsibility lies with the Chief Psychiatrist and Care Coordinator.

H. GAMBLING AND RACING

The Chief Minister, Treasury and Economic Development Directorate has nothing to report against this section as it relates specifically to reporting by the Gambling and Racing Commission.

I. MINISTERIAL AND DIRECTOR-GENERAL DIRECTIONS

This section relates to reporting of Ministerial and Director-General Directions under the following acts:

- > *ACT Teacher Quality Institute Act 2010*;
- > *Board of Senior Secondary Studies Act 1997*;
- > *Cultural Facilities Corporation Act 1997*;
- > *Director of Public Prosecutions Act 1990*;
- > *Education Act 2004*;
- > *Gambling and Racing Control Act 1999*;
- > *Nature Conservation Act 1980*; and
- > *Planning and Development Act 2007*.

The Chief Minister, Treasury and Economic Development Directorate did not receive any directions under the above acts.

J. PUBLIC LAND MANAGEMENT PLANS

Albert Hall is managed by ACT Property Group as the custodian of behalf of the Territory; the Land Management Plan overarching this site applies to the entirety which includes the building and the immediate surrounding grounds.

The ACT Government has set out three main objectives for the preparation and implementation of the Land Management Plan. These were to:

- > ensure the preservation of an important community and cultural asset;
- > ensure continued community access; and
- > deliver these objectives in a financially sustainable way.

A reference group was established to provide ongoing input into the management of Albert Hall in conjunction with the Land Management Plan. The inaugural reference group meeting was held in May 2017. The reference group has an advisory role, with final decisions about operational matters and management of the building and its surrounds remaining with the ACT Government.

A copy of the Land Management Plan can be found: www.legislation.act.gov.au/di/2016-78/default.asp

K. THIRD PARTY INSURANCE

The Chief Minister, Treasury and Economic Development Directorate has no responsibility to report against this matter. Information on this matter is reported in the ACT Compulsory Third Party Insurance Regulator Annual Report, which is annexed to this report.

L. VICTIMS OF CRIME

The Chief Minister, Treasury and Economic Development Directorate has no responsibility for reporting under the *Victims of Crime (Financial Assistance) Act 1983*.

M. WASTE MINIMISATION CONTRAVENTIONS

The Chief Minister, Treasury and Economic Development Directorate has no responsibility to report under section 18 *Waste Minimisation Act 2001*, information against this section should be included in the Transport Canberra and City Services Directorate Annual Report.



WHOLE OF
GOVERNMENT
REPORTING

As part of the focus on the one-ACT Public Service some specific matters are reported at a whole of government level within the Annual Report of one directorate. Details of these matters are provided below.

N. COMMUNITY ENGAGEMENT AND SUPPORT

The Chief Minister, Treasury and Economic Development Directorate is responsible for reporting on all community engagement or support provided by the ACT Public Service during 2016-17. Details are provided in Volume 3 of the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report.

O. JUSTICE AND COMMUNITY SAFETY

The Chief Minister, Treasury and Economic Development Directorate has provided input to the Justice and Community Safety Directorate in relation to bushfire risk management, freedom of information, human rights and legal services directions for inclusion in the 2016-17 Justice and Community Safety Directorate Annual Report.

P. PUBLIC SECTOR STANDARDS AND WORKFORCE PROFILE

The Chief Minister, Treasury and Economic Development Directorate has provided input to the Commissioner for Public Administration in relation to the directorate's culture and behaviours, Public Interest Disclosures and workforce profile for inclusion in the 2016-17 State of the Service Report.

Q. TERRITORY RECORDS

The Chief Minister, Treasury and Economic Development Directorate has provided input to the Director of Territory Records on the directorate's records management program for inclusion in the 2016-17 Director of Territory Records Annual Report, which is annexed to this report.



APPENDIX 1:
CMTEDD
CONTRACTS

CMTEDD CONTRACTS

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|-----------------------------------|-----------------|----------------|-------------|
| TCH Building 19 Lvl 3 - Cool Room Works | quotation | works | O'Connor Commercial Refrigeration | \$263,603.89 | 06-Jul-16 | 06-Aug-16 |
| Grevillea Park Infrastructure Works (Barton Section 33 Blocks 24 26 27 and 28) | public | works | BMD Constructions Pty Ltd | \$1,165,504.78 | 07-Jul-16 | 25-Oct-17 |
| BSMImpact | quotation | services (non-consultancy) | BSMImpact | \$88,831.00 | 08-Jul-16 | 08-Jan-17 |
| Copland College - Upgrade fire detection | quotation | works | Pyrosolv Pty Ltd | \$65,780.00 | 11-Jul-16 | 13-Aug-16 |
| HRIMS Feasibility Study | quotation | consultancy | The Hackett Group | \$210,971.00 | 15-Jul-16 | 26-Aug-16 |
| Panel for Supply and Delivery of Antibiotic Infusers and Associated Accessories and Consumables on behalf of ACT Health Directorate for The Canberra Hospital (TCH) | public | goods | Panel Contract P25540 | Panel Contract | 19-Jul-16 | 08-Dec-21 |
| Relocation of Existing Sewer Main, Block 17 Section 61 Downer, including ICON WATER Sewer Upgrade | public | works | Cord Civil Pty Ltd | \$1,311,793.24 | 20-Jul-16 | 20-Jun-18 |
| Provision of Plumbing Maintenance for Sportsgrounds in South Canberra | public | services (non-consultancy) | Brindabella Water Pty Ltd | \$1,619,491.00 | 21-Jul-16 | 31-Oct-16 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|--|-------------------------|----------------------------|---|-----------------|----------------|-------------|
| Williamsdale Site Auditor Services | public | services (non-consultancy) | Ramboll Environ Australia P/L | \$40,000.00 | 23-Jul-16 | 23-Aug-16 |
| Provision of Early Intervention Physiotherapy Services to ACT Public Service Employees | quotation | services (non-consultancy) | Panel Contract 21857 | Panel Contract | 25-Jul-16 | 25-Jul-17 |
| Provision of Early Intervention Physiotherapy Services to ACT Public Service Employees | quotation | services (non-consultancy) | CityWest Physiotherapy | Panel Contract | 25-Jul-16 | 25-Jul-17 |
| Provision of Early Intervention Physiotherapy Services to ACT Public Service Employees | public | services (non-consultancy) | Capital Physiotherapy and Rehabilitation Services | Panel Contract | 25-Jul-16 | 25-Jul-17 |
| Provision of Early Intervention Physiotherapy Services to ACT Public Service Employees | quotation | services (non-consultancy) | Barrett Investments Pty Ltd and Olsen J Pty Ltd | Panel Contract | 25-Jul-16 | 25-Jul-17 |
| Communication and Change Management Role for SMS Program | quotation | consultancy | Megan Amanda Bonny | \$245,000.00 | 27-Jul-16 | 27-Jul-17 |
| Majura Link Road Construction Stage 2 | public | works | Woden Contractors Pty Ltd | \$7,882,554.84 | 27-Jul-16 | 08-Oct-17 |
| Various Schools - Tree Assessments | quotation | works | TREEWORKS | \$57,095.01 | 05-Aug-16 | 05-Sep-16 |
| Panel of Suppliers to Provide Environmental Specialist Advisory Services | public | consultancy | WSP Environmental PTY LTD | Panel Contract | 07-Aug-16 | 07-Aug-17 |
| West Basin Point Park Principal's Authorised Person (PAP) Services | public | consultancy | Cardno (NSW/ACT) Pty Ltd | \$317,717.00 | 10-Aug-16 | 10-Aug-18 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|--|-------------------------|----------------------------|------------------------------------|-----------------|----------------|-------------|
| Panel of Suppliers to Provide Environmental Specialist Advisory Services | public | consultancy | Douglas Partners Pty Ltd | \$38,632.00 | 13-Aug-16 | 13-Aug-16 |
| Panel of Suppliers to Provide Environmental Specialist Advisory Services | public | consultancy | Navin Officer Heritage Consultants | Panel Contract | 13-Aug-16 | 13-Aug-17 |
| Variation Software Supply, Installation and support - Mobilex -Diary Management Software | public | goods | Random Computing Services Pty Ltd | \$226,578.00 | 15-Aug-16 | 30-Jun-17 |
| Strategic Sourcing Services | public | consultancy | RPV Consultants Pty Ltd | \$1,449,980.00 | 15-Aug-16 | 30-Sep-17 |
| Provision of Enterprise Term Licence Agreement (ETLA) between the Territory and Adobe Systems Software Ireland Limited (Adobe) | select | services (non-consultancy) | acronymIT | \$1,994,667.00 | 17-Aug-16 | 22-Aug-19 |
| Shared Services 2016 Customer Satisfaction Survey | quotation | services (non-consultancy) | ORIMA Research | \$141,862.50 | 22-Aug-16 | 21-Aug-17 |
| Moncrieff East Stage 6B Landscape Works | public | consultancy | Able Landscaping Pty Ltd | \$3,355,352.04 | 23-Aug-16 | 21-Mar-18 |
| TCH - Supply & Install Tioing Cables | quotation | works | Martin Donnelly Pty Ltd | \$39,130.30 | 23-Aug-16 | 23-Sep-16 |
| Technical Officer National Arboretum Canberra Water Security Irrigation Control System | single select | consultancy | Total Irrigation Designers Pty Ltd | \$92,125.00 | 23-Aug-16 | 30-Jun-17 |
| Provision of Sales Program Maintenance Services on Remediated Blocks | single select | services (non-consultancy) | Eden Brae Services Pty Ltd | \$100,000.00 | 25-Aug-16 | 24-Nov-16 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|---|-----------------|----------------|-------------|
| Majura Link Road Design Services During Construction | public | consultancy | SMEC Australia | \$24,950.00 | 25-Aug-16 | 29-Dec-17 |
| Cross Border Public Transport Issues and Options | single select | consultancy | MRCagney | \$77,000.00 | 25-Aug-16 | 23-Dec-16 |
| Scheduler for the SMS Program | quotation | services (non-consultancy) | PAKA Management Consultants PTY LTD | \$48,000.00 | 29-Aug-16 | 28-Aug-17 |
| Design and development of public-facing Canberra Region website Region | quotation | services (non-consultancy) | Oskey Interactive | \$43,725.00 | 31-Aug-16 | 30-Jun-17 |
| Professional Coaching Services for Personal Support Team | quotation | services (non-consultancy) | People Dynamics Australia Pty Ltd | \$65,934.00 | 01-Sep-16 | 31-Aug-17 |
| Blaxland Centre - Window Replacement Stage 3 | single select | works | Monarch Building Solutions | \$507,499.99 | 02-Sep-16 | 02-Oct-16 |
| Moncrieff East Stage 6B Landscape Superintendence Consultancy | public | consultancy | Calibre Consulting (ACT) Pty Ltd | \$199,245.00 | 02-Sep-16 | 01-Sep-18 |
| Provision of Leisure Facility Management Services for the Canberra Olympic Pool | select | services (non-consultancy) | Young Man's Christian Association of Sydney | \$440,000.00 | 07-Sep-16 | 30-Jun-19 |
| Enterprise System for Capital Works Management and Reporting | public | services (non-consultancy) | Open Windows Software Pty Ltd | \$3,744,222.76 | 08-Sep-16 | 09-Sep-21 |
| Co-ordination of Physical Education Pulse Network | quotation | services (non-consultancy) | Physical Activity Foundation Limited | \$165,000.00 | 13-Sep-16 | 30-Jun-18 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|--|-----------------|----------------|-------------|
| Majura Link Road Stage 2 - Resident Engineer and Contract Administration Support Services | public | consultancy | Cardno (NSW/ACT) Pty Ltd | \$493,235.00 | 14-Sep-16 | 14-Mar-18 |
| Dickson Pool Storeroom Repairs | select | works | Cobul Constructions | \$32,395.00 | 16-Sep-16 | 28-Oct-17 |
| Blaxland Centre - Scissor Lift & Scaffold Hire | public | works | Monarch Building Solutions | \$38,500.00 | 20-Sep-16 | 20-Oct-16 |
| Erindale Education and Recreation Complex BMS Upgrade | public | works | Veolia Energy Technical Services Pty. Ltd. | \$520,273.20 | 20-Sep-16 | 31-Jan-18 |
| Noahs Ark Childcare Centre HVAC Works | public | works | King Air Pty Ltd | \$207,020.00 | 21-Sep-16 | 21-Oct-16 |
| National Arboretum Water Security & Irrigation Control System Installation | public | works | Able Landscaping Pty Ltd | \$1,495,568.80 | 23-Sep-16 | 30-Jun-18 |
| Panel Management Portal SaaS | select | services (non-consultancy) | Vendor Panel Pty Ltd | \$100,000.00 | 27-Sep-16 | 16-Oct-18 |
| Storage of Access Canberra Records | quotation | services (non-consultancy) | The Information Management Group | \$26,211.00 | 27-Sep-16 | 26-Sep-17 |
| Contract for the Redesign and Maintenance of the Skills Canberra Website | select | services (non-consultancy) | Pursuit Technology Australia PTY LTD | \$48,840.00 | 30-Sep-16 | 30-Jun-17 |
| Provision of Asbestos Response Taskforce Site Survey Services Panel | public | consultancy | Kerry Surveys | Panel Contract | 05-Oct-16 | 01-Nov-20 |
| Comparative TRA for Teach Anywhere and Schools Administration System | quotation | consultancy | Foresight IT Consulting Pty Ltd | \$72,600.00 | 14-Oct-16 | 11-Nov-16 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|--|-------------------------|----------------------------|--|-----------------|----------------|-------------|
| iConnect Program Review- Lead Services | single select | consultancy | ValueSourcing | \$33,000.00 | 17-Oct-16 | 30-Nov-16 |
| Curatorial Advisor to the Office of the Legislative Assembly | single select | consultancy | Gates, Merryn Olive | \$42,097.50 | 24-Oct-16 | 13-Dec-18 |
| Northbourne Avenue Corridor Sewer and Stormwater Design Upgrade | public | consultancy | Calibre Consulting (ACT) Pty Ltd | \$213,735.00 | 25-Oct-16 | 16-Dec-16 |
| Deed of Agreement PllaS Ricoh Australia | select | services (non-consultancy) | Ricoh Australia | \$20,000,000.00 | 26-Oct-16 | 01-Nov-19 |
| Kippax Oval Subsurface Drainage Installation | select | works | Complete Turf & Landscaping | \$127,380.00 | 28-Oct-16 | 28-Feb-17 |
| Seeking Residential Properties for Public Housing Renewal | public | works | BCH (Canberra) Pty Limited | \$2,900,000.00 | 01-Nov-16 | 01-Dec-17 |
| Demolition for Block 45 Section 100 Narrabundah (Former Narrabundah Business Park) | public | works | Delta Group | \$1,171,109.50 | 01-Nov-16 | 28-Feb-17 |
| Project Management of Canberra Week in Wellington | quotation | services (non-consultancy) | BDW Special Events Management | \$63,910.00 | 07-Nov-16 | 31-Dec-16 |
| Canberra Week in Wellington PR and Communications | quotation | consultancy | Sputnik | \$99,000.00 | 08-Nov-16 | 30-Nov-16 |
| Erindale Education and Recreation Complex - BMS Upgrade | quotation | works | Veolia Energy Technical Services Pty. Ltd. | \$520,273.20 | 14-Nov-16 | 14-Feb-17 |
| Cabiria PTY. LIMITED | public | goods | Lo Pilato Bros | Panel Contract | 16-Nov-16 | 17-Nov-20 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|--|-------------------------|----------------------------|--|-----------------|----------------|-------------|
| Carnavalesca PTY LTD | public | goods | Paragalli Haulage | Panel Contract | 16-Nov-16 | 17-Nov-20 |
| Executive Search | single select | services (non-consultancy) | Ian Hansen & Associates | \$60,000.00 | 21-Nov-16 | 21-Mar-17 |
| ACT Electronic Tendering System | select | services (non-consultancy) | Morton Blacketer | \$395,400.00 | 23-Nov-16 | 26-Mar-18 |
| Provision of Hygiene Services for GIO Stadium, EPIC, Manuka Oval & Stromlo Forest Park | quotation | services (non-consultancy) | Initial Hygiene | \$52,564.49 | 30-Nov-16 | 30-Nov-18 |
| Teloepa School - Exterior Painting | public | works | Glendening Commercial Painting and Maintenance Pty Ltd | \$27,192.00 | 01-Dec-16 | 01-Mar-17 |
| Customer Contract for Fieldglass Vendor Management System | single select | services (non-consultancy) | SAP Australia Pty. Ltd | \$250,000.00 | 02-Dec-16 | 31-Oct-19 |
| 490 Northbourne Ave- Carpet Tiles | single select | works | Godfrey Hirst Australia Pty Ltd | \$18,700.00 | 07-Dec-16 | 07-Mar-17 |
| Narrabundah ECS - Retaining and Acoustic Walls | public | works | A Better Place Landscapes | \$131,607.91 | 08-Dec-16 | 08-Mar-17 |
| Post Implementation Review Commercial Advisor | public | consultancy | Deloitte Financial Advisory Pty Limited | \$182,050.00 | 09-Dec-16 | 09-Dec-17 |
| Engineering Consultancy: Taylor 3 Estate Development Plan | public | consultancy | Indesco Pty Ltd | \$1,175,273.00 | 09-Dec-16 | 09-Dec-18 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|----------------------------------|-----------------|----------------|-------------|
| National Convention Centre - Recarpeting of Stair Access | public | works | Canberra Floorcraft | \$55,889.80 | 13-Dec-16 | 13-Mar-17 |
| Beam Truck Design and Supply | public | goods | Stagecraft Pty. Ltd. | \$19,201.60 | 14-Dec-16 | 31-Jul-17 |
| HVAC Upgrade North Building 180 London Circuit - Canberra | public | works | Built Pty Ltd | \$5,552,278.00 | 15-Dec-16 | 31-Jan-18 |
| GIO Stadium Sports Presentation Upgrade | quotation | goods | Videocraft | \$66,759.00 | 16-Dec-16 | 31-Mar-17 |
| ACT Health Clinical Record Scanning Solution | public | services (non-consultancy) | InfoMedix Pty Ltd | \$1,411,868.05 | 19-Dec-16 | 19-Dec-20 |
| Canberra Brickworks Access Road and Dudley Street Upgrade Design Service | public | consultancy | AECOM Australia | \$399,487.00 | 20-Dec-16 | 31-Dec-18 |
| Hume Stage 3 Subsoil Drainage Installation Construction Works | public | works | Complex Civil | \$339,370.19 | 21-Dec-16 | 30-Apr-18 |
| Greenway Lakeside East Residential Estate - Construction Services Engineering & Superintendence Consultancy | public | consultancy | Calibre Consulting (ACT) Pty Ltd | \$389,414.00 | 21-Dec-16 | 30-Oct-18 |
| Data Management Practice Pilot Technology Platform | quotation | services (non-consultancy) | Sliced Tech | \$85,000.00 | 22-Dec-16 | 31-Mar-17 |
| Expert Advisors Panel to Principal's Senior Executive | public | consultancy | C2C Consultancy | Panel Contract | 22-Dec-16 | 31-Dec-19 |
| Data on Supply of Multi-Unit Buildings in the ACT | quotation | consultancy | Colliers International | \$143,550.00 | 23-Dec-16 | 31-Aug-20 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|--|-------------------------|----------------------------|--|-----------------|----------------|-------------|
| Provision of Architectural Projections Enlighten 2017-2020 | public | services (non-consultancy) | PM Production Design & Management PTY. Limited | \$423,500.00 | 09-Jan-17 | 09-Jan-18 |
| Construction of Moncrieff Community Recreational Irrigated Park (CRIP) | public | works | Canberra Contractors Pty Ltd | \$6,087,612.94 | 09-Jan-17 | 30-Sep-18 |
| Expert Advisors Panel to Principal's Senior Executive | public | consultancy | blueVisions | Panel Contract | 09-Jan-17 | 31-Dec-19 |
| Sales Program Maintenance Services | public | services (non-consultancy) | Panel Contract 27895 | Panel Contract | 11-Jan-17 | 31-Dec-18 |
| Expert Advisors Panel to Principal's Senior Executive | public | consultancy | Xact Project Consultants Pty Ltd | Panel Contract | 11-Jan-17 | 31-Dec-19 |
| Expert Advisors Panel to Principal's Senior Executive | public | consultancy | ISG Projects Pty Ltd | Panel Contract | 11-Jan-17 | 31-Dec-19 |
| Sales Program Maintenance Services Panel | public | services (non-consultancy) | Eden Brae Property Services | Panel Contract | 11-Jan-17 | 31-Dec-18 |
| Manuka Oval Media Centre | single select | consultancy | Populous | \$126,000.00 | 12-Jan-17 | 30-Jun-17 |
| National Convention Centre - Additional Chairs | quotation | works | Sebel Furniture Ltd | \$59,840.00 | 12-Jan-17 | 12-Mar-17 |
| Investment Attraction Framework Development | quotation | consultancy | Rod Glover Consulting | \$94,600.00 | 13-Jan-17 | 13-Apr-17 |
| Sales Program Maintenance Services Panel | public | services (non-consultancy) | PBS Building (ACT) Pty Ltd | Panel Contract | 16-Jan-17 | 31-Dec-18 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|---|-----------------|----------------|-------------|
| Sales Program Maintenance Services Panel | public | services (non-consultancy) | Caylamax Demolitions Pty Ltd | Panel Contract | 17-Jan-17 | 31-Dec-18 |
| Sales Program Maintenance Services Panel | public | services (non-consultancy) | AGH Demolition & Asbestos Removal Pty Ltd | Panel Contract | 18-Jan-17 | 31-Dec-18 |
| ACT Taxi Subsidy Scheme | single select | services (non-consultancy) | Cabcharge Australia Limited | \$330,000.00 | 19-Jan-17 | 30-Jun-19 |
| Revitalisation of Haig Park and Braddon Mixed Used Area Construction | public | works | RAM Constructions | \$678,817.20 | 23-Jan-17 | 11-Jun-18 |
| Narrabundah Ballpark Upgrade Detailed Design and Tender Phase Services | public | consultancy | Cardno (NSW/ACT) Pty Ltd | \$293,995.50 | 24-Jan-17 | 11-Jul-17 |
| Hume Stage 2 - Paspaley Street Kerb Turning Head and Subsoil Drainage Installation Construction Works | public | works | Bost Civil Pty Ltd | \$224,127.80 | 01-Feb-17 | 26-Apr-18 |
| Expert Advisors Panel to Principal's Senior Executive | public | consultancy | Guardian Property & Construction Pty Ltd | Panel Contract | 03-Feb-17 | 31-Dec-19 |
| Actuarial Services to the Default Insurance Fund | public | consultancy | Taylor Fry Consulting Actuaries | \$100,000.00 | 06-Feb-17 | 05-Feb-22 |
| Isabella Weir and Wetland / Water Quality Improvement Construction | public | works | Guideline ACT Pty Ltd | \$14,471,098.94 | 10-Feb-17 | 22-Jun-18 |
| Isabella Weir and Wetlands Principals Authorised Person (PAP) and Contract Administration Services | public | consultancy | Professional Engineering Service | \$685,160.00 | 15-Feb-17 | 30-Apr-18 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|--|-------------------------|----------------------------|---|-----------------|----------------|-------------|
| CMTEDD Audit and Risk Committee Chair | quotation | services (non-consultancy) | Bethomas Consulting Pty Ltd | \$110,880.00 | 20-Feb-17 | 20-Feb-19 |
| Haig Park Masterplan and CMP Consultancy Contract | quotation | consultancy | Tait Waddington | \$134,420.00 | 22-Feb-17 | 31-Jan-18 |
| Executive Search, Deputy Director General, Enterprise Canberra | quotation | services (non-consultancy) | Ian Hansen & Associates | \$35,000.00 | 24-Feb-17 | 31-Mar-17 |
| Lake Ginninderra College - Spring Timber Floor | public | works | Ace Floors & Coatings Pty Ltd | \$134,002.00 | 27-Feb-17 | 31-Mar-17 |
| Work health and safety benchmark survey design and analysis | quotation | services (non-consultancy) | Royal Melbourne Institute of Technology | \$147,712.00 | 27-Feb-17 | 27-Aug-17 |
| Cinerea & Corin Cottages - Adaptive Re-use Upgrades to PACS Cottages | public | works | Aris Building Services Pty Ltd | \$139,175.99 | 27-Feb-17 | 27-May-17 |
| Upgrade of Objective ECM to ver 10.x | single select | services (non-consultancy) | Objective Corporation Limited | \$170,500.00 | 27-Feb-17 | 23-May-17 |
| Management Consultancy Services for the iConnect Program | quotation | consultancy | Synergy Group Australia Pty Ltd | \$196,762.50 | 27-Feb-17 | 28-Feb-18 |
| Supply of software, licences and support for Smartforms | single select | services (non-consultancy) | Avoka Technologies Pty Ltd | \$900,000.00 | 01-Mar-17 | 28-Feb-19 |
| Belconnen Demolition of buildings Remediation of the Site Block 29 Section 149 | public | works | Delta Group | \$428,717.00 | 01-Mar-17 | 30-Jun-17 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|-----------------------------------|-----------------|----------------|-------------|
| Dickson College - Air Conditioning works for Staff Rooms and Teaching Areas | public | works | Carrier Australia Pty Ltd | \$186,670.00 | 06-Mar-17 | 06-Jun-17 |
| 2017 ACT Training Awards Presentation Event Venue | quotation | services (non-consultancy) | QT Hotels and Resorts PTY Limited | \$50,400.00 | 09-Mar-17 | 03-Nov-17 |
| Molonglo 3 Road and Infrastructure Principal's Authorised Person (PAP) and Contract Administration Services | public | consultancy | Calibre Consulting (ACT) Pty Ltd | \$776,661.60 | 09-Mar-17 | 24-Dec-19 |
| SFIA Data Repository, Self-Assessment Tool, Role Profiling and Reporting System | single select | goods | Skills TX | \$42,050.00 | 14-Mar-17 | 31-Mar-18 |
| Planning Design Services Consultancy Whitlam Stages 1 to 4 Estate Development Plan | public | consultancy | SPACELAB Studio Pty Ltd | \$1,990,745.00 | 14-Mar-17 | 30-Jun-21 |
| Engineering Design Services Consultancy for Whitlam Stages 1 and 2 Estate Development Plan | public | consultancy | Calibre Consulting (ACT) Pty Ltd | \$2,666,070.00 | 14-Mar-17 | 30-Jun-21 |
| Ian Hansen and Associates - Executive Search Searches (Rossarden Pty Ltd) | quotation | services (non-consultancy) | Ian Hansen & Associates | \$35,000.00 | 16-Mar-17 | 07-May-17 |
| Provision of Consultancy Services for the Human Resource Information Management System (HRIMS) project | single select | consultancy | The Hackett Group | \$491,700.00 | 17-Mar-17 | 18-Aug-17 |
| Provision of Horticulture Services at National Arboretum Canberra | quotation | services (non-consultancy) | Complete Turf & Landscaping | \$208,355.00 | 20-Mar-17 | 23-Jun-17 |
| Monash Block 7 Sect 52 Road Extension | public | works | Bost Civil Pty Ltd | \$298,116.70 | 21-Mar-17 | 13-Jun-18 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|--|-----------------|----------------|-------------|
| Kingsford Smith High - Remove Basketball Courts, Install Supplied Trees and Establish Grassed Areas | public | works | Leaves Away Pty Ltd | \$33,396.00 | 23-Mar-17 | 23-Jun-17 |
| Melba High School - Fire System Upgrade | public | works | Pyrosolv Pty Ltd | \$71,500.00 | 23-Mar-17 | 23-Jun-17 |
| Calwell High School - Fire System Upgrade | public | works | Pyrosolv Pty Ltd | \$60,500.00 | 23-Mar-17 | 23-Jun-17 |
| Kaleen High School - Fire System Upgrade | public | works | Pyrosolv Pty Ltd | \$66,000.00 | 23-Mar-17 | 23-Jun-17 |
| Access Canberra Woden Library - Make good to area | public | works | Monarch Building Solutions | \$68,926.00 | 29-Mar-17 | 29-Jun-17 |
| Waste Removal and Disposal Services for ACT Government Sportgrounds | public | services (non-consultancy) | SUEZ | \$909,600.00 | 29-Mar-17 | 29-Mar-20 |
| Digital Initiative Program: Whole of Government digital research subscription | quotation | services (non-consultancy) | Ovum Pty Ltd | \$108,900.00 | 31-Mar-17 | 02-Apr-18 |
| Evaluation of ACT Taxi Industry, post reforms | quotation | consultancy | The Centre for International Economics | \$51,700.00 | 31-Mar-17 | 15-Oct-17 |
| Phillip Health Centre - Install addressable fire system option 2 | public | works | SMI Fire Pty. Ltd. | \$53,856.00 | 04-Apr-17 | 04-Jul-17 |
| Provision of Specialist Executive and Board Recruitment Services | single select | consultancy | NGS GLOBAL PTY LTD | \$195,111.42 | 07-Apr-17 | 30-Jun-17 |
| Flynn Community Hub - UST removal and reporting | public | works | Northwood Environmental | \$43,676.60 | 12-Apr-17 | 12-Jul-17 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|---|-----------------|----------------|-------------|
| An Economic Analysis of Defence Activities in the ACT and Surrounding Region | single select | consultancy | KPMG | \$49,500.00 | 13-Apr-17 | 26-May-17 |
| Provision of Executive Job Sizing and Evaluation Services | single select | consultancy | Mercer Consulting (Australia) Pty Ltd | \$330,000.00 | 14-Apr-17 | 31-Mar-19 |
| ACT Second Electricity Supply Preliminary Design & Cost Estimate | single select | consultancy | Calibre Consulting (ACT) Pty Ltd | \$17,127.00 | 18-Apr-17 | 30-Jun-17 |
| Project Management Consultancy Services for Major Civil Construction Projects | public | consultancy | KSIP Pty Ltd | \$566,400.00 | 27-Apr-17 | 29-Apr-19 |
| CMITEDD Audit and Risk Committee - Deputy Chair | quotation | services (non-consultancy) | The Trustee for PJ & DJ Lewinsky Family Trust | \$59,400.00 | 01-May-17 | 01-May-18 |
| Coombs 3A Pedestrian Network and Open Space Landscaping | public | works | RAM Constructions | \$1,610,218.66 | 04-May-17 | 02-Nov-18 |
| Data Management Practice Technical Expertise | quotation | services (non-consultancy) | Servian Pty Ltd | \$44,000.00 | 09-May-17 | 30-Jun-17 |
| Hume West Stage 2A - Detail Design | select | consultancy | Indesco Pty Ltd | \$99,924.00 | 11-May-17 | 20-Jun-17 |
| Flooding and Drainage Study for Dickson and Lyneham Subcatchment | public | works | Cardno (NSW/ACT) Pty Ltd | \$32,546.00 | 15-May-17 | 15-Aug-17 |
| Actuarial Services for the CTP Insurance Regulator, Lifetime Care and Support Fund, and the PSWCS | public | consultancy | Finity Consulting Pty Limited | \$709,686.83 | 29-May-17 | 29-May-20 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|----------------------------------|-----------------|----------------|-------------|
| Moncrieff Maintenance Tracks, Bridge and Amaroo School Paths | public | works | Cord Civil Pty Ltd | \$2,498,778.79 | 30-May-17 | 27-Nov-19 |
| Compliance and Quality Officer | quotation | consultancy | JA and MT Consulting Pty Ltd | \$198,000.00 | 31-May-17 | 04-Jun-18 |
| Molonglo River Bridge and John Gorton Drive Extension Procurement Options and Delivery Model Study | public | consultancy | Indesco Pty Ltd | \$150,144.50 | 02-Jun-17 | 30-Jun-18 |
| Federal Highway and Old Well Station Road Intersection Signalisation Upgrade Design and Tender Services | public | consultancy | Calibre Consulting (ACT) Pty Ltd | \$219,670.00 | 05-Jun-17 | 28-Feb-18 |
| National Convention Centre - Remove and Reinstate carpet tiles to Royal Theatre | public | works | Canberra Floorcraft | \$70,958.80 | 05-Jun-17 | 05-Sep-17 |
| Sterilisation Chiller Replacement Project - Mitchell | public | works | King Air Pty Ltd | \$463,100.00 | 08-Jun-17 | 31-Aug-18 |
| Sportsground Booking System - 2017 | single select | goods | Rollercoaster Digital | \$145,606.50 | 08-Jun-17 | 28-Feb-19 |
| Athlon Drive Depot - UST Removal & Site Validation | public | works | SMEC Australia | \$69,029.93 | 20-Jun-17 | 20-Sep-17 |
| Cook Community Hub - Ust Removal & Site Validation | select | works | SMEC Australia | \$61,771.60 | 20-Jun-17 | 20-Sep-17 |
| Irrigation Maintenance for Sportsgrounds in South Canberra | public | services (non-consultancy) | Brindabella Water Pty Ltd | \$1,560,000.00 | 21-Jun-17 | 22-Jun-20 |

| Contract Title | Procurement Methodology | Procurement Type | Contractor Name | Contract Amount | Execution Date | Expiry Date |
|---|-------------------------|----------------------------|--|-----------------|----------------|-------------|
| Shared Services Staff Survey 2017 | select | services (non-consultancy) | ORIMA Research | \$28,300.00 | 22-Jun-17 | 30-Jun-17 |
| Weston Community Hub - UST Removal & Site Validation | select | works | Northwood Environmental | \$114,323.00 | 22-Jun-17 | 22-Sep-17 |
| Whole of Government DigiMail Services | public | services (non-consultancy) | SEMA | \$2,000,000.00 | 22-Jun-17 | 26-Jun-20 |
| Recruitment of Chief Executive Officers for City Renewal Authority (CRA) and Suburban Land Agency (SLA) | quotation | consultancy | Hudson | \$89,953.39 | 23-Jun-17 | 31-Aug-17 |
| Lake Ginninderra College - Installation of new Boiler A Block | select | works | Capital Boiler and Burner Services Pty Ltd | \$36,314.47 | 23-Jun-17 | 23-Sep-17 |
| Mitchell Depot Building 4 - Replace Fire Doors | quotation | works | Wormald Australia Pty Ltd | \$53,913.20 | 28-Jun-17 | 28-Sep-17 |



ANNEXED
REPORTS

ACT Executive

OVERVIEW

The ACT Executive consists of the Chief Minister and other Ministers and their staff. The ACT Executive has powers under the *Australian Capital Territory (Self Government) Act 1988* to govern the Territory and execute and maintain enactments and laws.

During the reporting period the responsibility for the administration of the budget appropriation for the ACT Executive rested with the Chief Minister, Treasury and Economic Development Directorate. Governance oversight, including Audit and Risk Committee, forms part of the governance structure within the directorate. The ACT Executive financial results, including asset management, and the Management Discussion and Analysis are reported in Volume 2 of the *2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report*.

BARR MINISTRY

| | |
|-------------------|--|
| Andrew Barr | Chief Minister Treasurer Minister for Economic Development Minister for Tourism and Major Events |
| Yvette Berry | Deputy Chief Minister Minister for Education and Early Childhood Development Minister for Housing and Suburban Development Minister for the Prevention of Domestic and Family Violence Minister for Women Minister for Sport and Recreation |
| Meegan Fitzharris | Minister for Health and Wellbeing Minister for Transport and City Services Minister for Higher Education, Training and Research |
| Mick Gentleman | Minister for Police and Emergency Services Minister for the Environment and Heritage Minister for Planning and Land Management Minister for Urban Renewal |
| Gordon Ramsay | Attorney-General Minister for Regulatory Services Minister for the Arts and Community Events Minister for Veterans and Seniors |
| Shane Rattenbury | Minister for Climate Change and Sustainability Minister for Justice and Consumer Affairs Minister for Corrections Minister for Mental Health |

Rachel Stephen-Smith Minister for Community Services and Social Inclusion
 Minister for Disability, Children and Youth
 Minister for Aboriginal and Torres Strait Islander Affairs
 Minister for Multicultural Affairs
 Minister for Workplace Safety and Industrial Relations

STAFF

Staff are employed under the *Legislative Assembly (Members Staff) 1989 Act* (LAMS Act).

Number of staff employed at 30 June 2017

| Classification | Staff FTE |
|--------------------------|-----------|
| Executive Chief of Staff | 0.8 |
| Chief Adviser | 1.4 |
| Senior Adviser L2 | 7.7 |
| Senior Adviser L1 | 12.6 |
| Adviser L2 | 9.7 |
| Adviser L1 | 14.1 |
| TOTAL | 46.3 |

Gender breakdown at 30 June 2017

| LAMS – ACT Executive | Female | Male | Total |
|-------------------------|--------|------|-------|
| FTE by gender | 20.7 | 25.6 | 46.3 |
| Percentage of workforce | 45% | 55% | |

Financial management and associated reporting was provided to the ACT Executive through the Chief Minister, Treasury and Economic Development Directorate. The provision of payroll services was through Shared Services.

Accommodation and building security was controlled by the Office of the Legislative Assembly, who also provided oversight of workplace health and safety and associated risk management, facilities management and workplace environmental management. Reporting on these issues is contained in the *2016-17 Office of the Legislative Assembly Annual Report*.

Corporate administrative and financial support, including protocol matters, awards, functions and events, were provided by the Chief Minister, Treasury and Economic Development Directorate. Administrative operations are subject to the same governance controls in relation to risk management, fraud prevention and records management as the Chief Minister, Treasury and

Economic Development Directorate, and reporting is included in the relevant section of the directorate's Annual Report.

The Executive's legal services are provided by the ACT Government Solicitor's Office, which review any issues to ensure compliance with the Model Litigant Guidelines.

Further information may be obtained from:

Sue Hall
Executive Director
Corporate
Chief Minister, Treasury and Economic Development Directorate
+61 2 6207 0569
sue.hall@act.gov.au

ACT Architects Board

TRANSMITTAL CERTIFICATE



Architects Board of the ACT

Mr Mick Gentleman MLA
Minister for Planning and Land Management
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Minister

2016-17 ACT Architects Board Annual Report

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

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

I certify that information in the attached annual report is an honest and accurate account and that all material information on the operations of the ACT Architects Board has been included for the period 1 July 2016 to 30 June 2017.

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

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

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ben Green'.

Ben Green
Registrar of Architects
17 July 2017

COMPLIANCE STATEMENT

The ACT Architects Board Annual Report must comply with the 2017 Annual Report Directions (the Directions). The Directions are found at the ACT Legislation Register:

<http://www.legislation.act.gov.au/ni/2017-280/notification.asp>

The Compliance Statement indicates the subsections, under the five Parts of the Directions, that are applicable to the ACT Architects Board and the location of information that satisfies these requirements:

PART 1 DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and records keeping of annual reports. The ACT Architects Board Annual Report complies with all subsections of Part 1 under the Directions.

In compliance with section 13 Feedback, Part 1 of the Directions, contact details for ACT Architects Board are provided within the ACT Architects Board Annual Report to provide readers with the opportunity to provide feedback.

PART 2 AGENCY ANNUAL REPORT REQUIREMENTS

The requirements within Part 2 of the Directions are mandatory for all directorates and public sector bodies and ACT Architects Board Annual Report complies with all subsections. The information that satisfies the requirements of Part 2 is found in the ACT Architects Board Annual Report as follows:

- > Transmittal Certificate, see page 246;
- > Organisational Overview and Performance, inclusive of all subsections, see page 248;
- > Financial Management Reporting, inclusive of all subsections, is contained within the CMTEDD Annual report.

PART 3 REPORTING BY EXCEPTION

The ACT Architects Board has nil information to report by exception under Part 3 of the Directions for the 2016-17 reporting period.

PART 4 DIRECTORATE AND PUBLIC SECTOR BODY SPECIFIC ANNUAL REPORT REQUIREMENTS

There are no specific annual report requirements for the ACT Architects Board.

PART 5 WHOLE OF GOVERNMENT ANNUAL REPORTING

All subsections of Part 5 of the Directions apply to the ACT Architects Board. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACT Public Service Directorates, as follows:

- > N. Community Engagement and Support, see the annual report of Chief Minister, Treasury and Economic Development Directorate;
- > O. Justice and Community Safety, including all subsections O.1 – O.4, see the annual report of the Justice and Community Safety Directorate;
- > P. Public Sector Standards and Workforce Profile, including all subsections P.1 – P.3, see the annual State of the Service Report; and

- > Q. Territory Records, see the annual report of Chief Minister, Treasury and Economic Development Directorate.

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

ORGANISATIONAL OVERVIEW AND PERFORMANCE

ORGANISATIONAL OVERVIEW

The ACT Architects Board (the Board) is established under the *Architects Act 2004* (the Act). The Board ensures registered architects provide services to the public in a professional and competent manner. The Board has a range of powers to investigate complaints against architects and to discipline those who are found to have acted unprofessionally or incompetently. The Board's functions are to:

- > register architects;
- > investigate complaints given to the Board about registered people and people who have been registered;
- > consider whether it is necessary to take disciplinary action against registered people and people who have been registered and, if it is, to take the necessary action;
- > consider and report to the Minister about issues referred to the Board by the Minister for advice;
- > advise the Minister in relation to the practice of architecture, for example, about codes of professional conduct;
- > further a common and harmonious approach to the administration of legislation about architects by cooperation with local jurisdictions;
- > accredit courses of study in architecture; and
- > provide general advice to consumers about the professional conduct and standards of competence expected of registered architects.

The ACT Architects Board is also part of a national network of Boards which administer the State and Territory legislation pertaining to Architectural education and the registration of Architects. The eight State and Territory architect registration Boards are nominating bodies of the Architects Accreditation Council of Australia (AACA). AACA was established by the Boards to ensure national consistency in the pathways that lead to registration as an Architect in Australia. The Architects Board of the ACT is represented by the Registrar and the Board Chair, as are the other State and Territory Registration Boards.

The AACA is recognised as the national organisation responsible for advocating, coordinating and facilitating national standards for the registration of architects in Australia and for the recognition of Australian architects overseas by the relevant registration authorities. The AACA also has the responsibility for assessment of overseas qualifications in architecture for the purposes of migration to Australia under the Australian Government's Skilled Migration program.

REGISTRAR FUNCTIONS

The role of the Registrar under the Act is to manage the administration of the Board and to maintain the register of Architects.

COMPLAINTS AND DISCIPLINARY ACTIONS

In each State and Territory of Australia it is a legal requirement that any person using the title Architect, or offering services to the public as an Architect, must be registered with the architect registration Board in that jurisdiction. Architect legislation has been enacted to protect consumers and the public. Only people whose names appear on a State or Territory architect registration Board register can use the title 'Architect' in that jurisdiction. Therefore, it is illegal for people to use the title 'Architect' or offer architectural services if they are not on a register of architects in the State or Territory in which they are practicing.

Non compliance with this requirement in the legislation is seen by the Board as a serious matter, and acting against all reasonable efforts to protect consumers and the public.

During 2016-17 the Board did not receive any formal complaints.

YEAR PAST AND YEAR AHEAD

In September 2016 the Registrar and Board Chair attended the AACA annual forum and Annual General Meeting in Melbourne. This conference was attended by the Registrars and Board chairs from all other Australian jurisdictions. The meeting provided an opportunity for Registrars and Board Chairs to share information about what was happening in each of the jurisdictions and to look at ways to work together in the progression of architecture across Australia.

As part of the ACT Government's commitment to digital service delivery, the ACT Architects Board updated its web information and introduced a digital registration renewal reminder.

The Board will meet early in the 2017-18 financial year to determine the priorities for the coming year.

ARCHITECTS REGISTRATIONS

Table 1: Registrations from 1 July 2016 to 30 June 2017

| Type of registration | No. of registrations |
|-------------------------------|----------------------|
| New architects | 20 |
| Re-issue | 46 |
| Renewed architects | 288 |
| New mutual recognition | 16 |
| Current registered architects | 330 |

INTERNAL ACCOUNTABILITY

Membership of the Board

Section 70 of the Act stipulates that the Board consists of the following members:

- > 1 member nominated in writing by a representative body;
- > 1 member who is, or has recently been, an academic architect;

- > 1 member who is registered;
- > 1 member who is a commercial lawyer; and
- > 1 member to represent community interests who is not registered.

The Minister must appoint the board members and an appointment must be for a term of no longer than three years.

Table 2: Membership of the Board as appointed by the Ministers at 30 June 2017

| Members | Name |
|-------------------------------------|----------------------------------|
| Peak Body Representative | Catherine Townsend (Board Chair) |
| Academic architect representative | Annabelle Pegrum |
| Registered architect representative | Alan Morschel |
| Legal representative | Maurice Falcetta |
| Community interests representative | Alex Sloan |

BOARD MEETINGS

The ACT Architects Board is required to meet at least four times a year.

During 2016-17 the Board met on the following occasions:

- > 26 October 2016;
- > 13 December 2016;
- > 16 February 2017; and
- > 22 March 2017.

Table 3: Board Members' attendance

| Member | Meetings attended |
|----------------------------------|-------------------|
| Catherine Townsend (Board Chair) | 4 |
| Annabelle Pegrum | 3 |
| Alan Morschel | 4 |
| Maurice Falcetta | 3 |
| Alex Sloan | 4 |

REMUNERATION

In accordance with the *Remuneration Tribunal Act 1995*, the remuneration rate for the Chair of the ACT Architects Board is \$510 (per diem) and for a Member of the Board is \$435 (per diem).

Further information may be obtained from:

Mr Ben Green

Registrar ACT Architects Board

Phone: +61 2 6207 7387

Email: architectsboard@act.gov.au

ACT Compulsory Third Party Insurance Regulator

SECTION B – PERFORMANCE REPORTING

B.1 ORGANISATIONAL OVERVIEW

The Australian Capital Territory Compulsory Third-Party Insurance Regulator (CTP regulator) is an independent Territory authority established under section 14 of the *Road Transport (Third-Party Insurance) Act 2008* (CTP Act) to regulate compulsory third-party (CTP) insurance in the Territory.

The CTP Act is administered by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD). Under section 14 of the CTP Act, the Minister must appoint a public servant as the CTP regulator which must be for not longer than 5 years. The Executive Director, Economic and Financial, CMTEDD was appointed by the Minister as the CTP regulator for a period of 5 years commencing from 9 June 2015. The position is currently held by Ms Karen Doran.

The functions of the regulator are supported by the Financial Framework Management and Insurance Branch of Economic and Financial, within CMTEDD. The regulator's stakeholders include the members of the ACT community, particularly persons injured in road crashes, motorists who are required by law to purchase CTP insurance, and the licensed insurers.

B.1.1 Principal Objectives

The role of the CTP regulator is to regulate the CTP insurance scheme in the ACT under the CTP Act. The objectives of the Act under section 5A are to:

- > continue improving the system of CTP insurance, and the scheme of statutory insurance for uninsured and unidentified vehicles operating in the ACT;
- > promote competition for CTP premiums;
- > keep the costs of insurance at an affordable level;
- > provide for the licensing and supervision of insurers;
- > encourage the speedy resolution of personal injury claims;
- > promote and encourage the rehabilitation of people injured in motor accidents;
- > maintain an accurate register of motor accident claims to help the administration of the statutory insurance scheme and the detection of fraud; and
- > promote measures directed at eliminating or reducing causes of motor accidents and mitigating their results.

B.1.2 Functions

The functions of the CTP regulator are specified in section 14A of the CTP Act and include:

- > regulating the licensing of CTP insurers;
- > monitoring the behaviour of licensed CTP insurers in relation to their obligations under the Act;
- > improving health outcomes for claimants;
- > monitoring the efficiency of the CTP scheme under the Act and identifying areas for amendment; and

- > ensuring that all premiums meet the fully funded test and are not excessive.

B.1.3 Highlights

Competition and CTP premium reductions

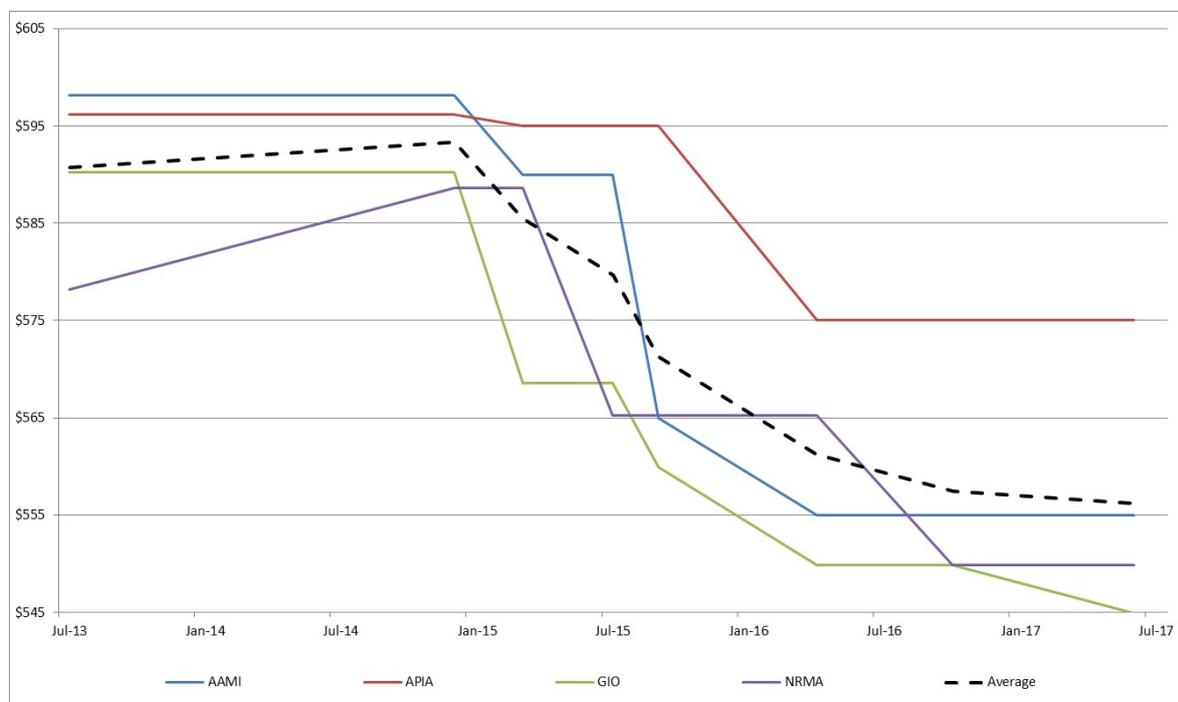
Since the successful introduction of competition to the ACT CTP insurance market commencing in July 2013, the three new entrants – AAMI, APIA and GIO – have consolidated their position alongside NRMA insurance in the market.

Competition has continued to drive innovative products and product choice, with the insurers adopting differing strategies to deliver targeted benefits to motorists. This has seen the market become more sophisticated over time, with benefits taking different forms, including:

- > varied multi-policy discounts being offered on associated insurance products, such as NRMA’s comprehensive or home and contents insurance;
- > localised support being provided to ACT institutions, such as GIO’s recent campaign to donate \$5 to The Canberra Hospital Foundation for every CTP policy renewed between 7 November to 31 December 2016;
- > differing benefits being offered through the at-fault driver cover product; and
- > a \$75 pre-paid eftpos card being provided as an after-market ancillary benefit in return for purchasing APIA CTP insurance.

Importantly, during 2016-17, motorists also continued to benefit from further reductions in premiums, as shown in Figure 1. Since competition commenced in the ACT CTP market in July 2013 up until 30 June 2017, the average private passenger vehicle premium has fallen by \$34.50, or 5.8 per cent.

Figure 1 – Fall in CTP premium prices since the introduction of competition



Peer-to-Peer car sharing

Peer-to-peer car sharing (P2P car sharing) has been developing for a number of years as another element of the sharing economy. This form of car sharing generally involves offering cars that are owned by private owners or company fleets for short term rental.

Car Next Door (CND) has approached the ACT Government regarding setting up its operations in the ACT (CND currently operates in Sydney and Melbourne). CND focuses on offering privately owned cars for rent, from a few hours and up to one day, through a web-based platform.

As part of entering the ACT market, CND entered into discussions with the CTP regulator regarding CTP insurance arrangements and a suitable premium for its vehicles in the context of its operating framework. During 2016-17, the CTP regulator facilitated a review by the insurers of the risks associated with a person being injured by a CND vehicle. As many of the metrics and risks were similar to rideshare, and the CND platform focused on private cars offering 'neighbourhood' P2P services, the risks were assessed to be substantially lower than for a commercial rental car. In this context, and given the need to ensure the CTP scheme remains contemporary and reflects the appropriate risks of different vehicle classes, a new CTP class 25B - personal share vehicle (PSV) was created parallel to CTP class 25A - rideshare vehicle.

Changes to the CTP subordinate legislation were made during 2016-17 to facilitate the new PSV arrangements, with the *Road Transport (Third-Party Insurance) Amendment Regulation 2017 (No 2)* being notified on 13 July 2017. CTP insurers are expected to file premiums for the new CTP PSV class in August 2017, with CND expected to enter the market shortly thereafter.

Light Rail Vehicles

During 2016-17 the CTP regulator contributed to the [Road Transport Reform \(Light Rail\) Legislation Amendment Bill 2017](#), which amended various Road Transport legislation to allow the ACT's light rail vehicle (LRV) network to become operational in 2018.

From a CTP perspective, amendments to the CTP legislation were required to extend the scheme coverage to include any personal injuries arising from a traffic accident involving an LRV. Key changes included:

- > amending the definition of vehicle so that it includes an LRV;
- > ensuring that an LRV is a vehicle that can be insured under a CTP policy;
- > outlining the process for how CTP insurance for light rail vehicles will be selected; and
- > creating a new CTP class for LRVs.

The CTP regulator has passed on a range of information to assist insurers to initially review a CTP premium to be charged for each LRV. Insurers will be requested to file premiums for the new CTP class 26 - LRV in 2017-18. The LRV operator will then be required to select an insurer for the mandatory CTP coverage of each LRV. This process will be completed in time for the commencement of the testing phase of the LRVs, prior to their scheduled operation in 2018.

Streamlining the CTP premium filing process

During 2016-17 the CTP regulator worked with insurers on a 'streamlined' premium filing process.

With the arrival of competition in the ACT CTP market, there have been a number of noticeable trends in relation to premium filings. While the CTP Act requires insurers to file once a year, insurers are:

- > filing more often than annually;
- > filing relatively smaller changes in premiums;
- > requesting a shorter timeframe in the assessment and actioning of their premium filings; and
- > requesting more disaggregated market share information, such as the types of vehicles (vehicle classes) being insured, to allow them to undertake more detailed analysis for strategic planning and pricing purposes.

To respond to these changes, a number of options were proposed to provide a more streamlined and efficient premium filing process, for all parties involved, while also encouraging more affordable premiums through ongoing competition. Insurers provided in-principle agreement to the new arrangements.

Final comments from the insurers on the proposed streamlining arrangements were received in late 2016-17. Subject to further deliberation on some of the parameters, it is expected that the streamlining arrangements will be finalised and put into operation in 2017-18.

The insurers also agreed with a proposal put forward by the CTP regulator regarding the provision of more detailed market share information based on premiums collected by vehicle class. The first report on this basis was provided to the insurers in August 2017 (containing July 2017-18 market share data).

Autonomous Vehicles

Working with the National Transport Commission (NTC)

In November 2015 the NTC was tasked by the Transport and Infrastructure Council¹ to identify any regulatory or operational barriers associated with automated road and rail vehicles.

During 2016-17, the CTP regulator responded to a number of discussion papers conducted by the NTC on automated vehicles (AVs). The outcome was the NTC Regulatory reforms for automated road vehicles policy paper which outlined recommendations to address a number of regulatory barriers preventing the progress of highly or fully automated vehicles. The NTC considered that regulatory changes were required to permit on-road trials, remove unnecessary legal barriers and provide for the safe operation of AVs.

Within the CTP framework, of particular importance were the decisions made in 2016 by Transport Ministers that:

- > the human driver remains in full legal control of a vehicle that is partially or conditionally automated, which has given clarity to arrangements for CTP coverage of AV trials. This will allow the ACT to undertake future innovative AV trials – see ‘Seeing Machines’ trial below; and

¹ The Transport and Infrastructure Council, comprised of Commonwealth, state, territory and New Zealand Ministers, reports to COAG, and plays a key role in delivering national reforms to improve the efficiency and productivity of Australia’s infrastructure and transport systems.

- > jurisdictions undertake a joint review during 2017-18 to identify any eligibility barriers to occupants of an AV or those involved in a crash with an AV accessing CTP and NIIS schemes.

Seeing Machines AV trial

The ACT Government recently agreed to provide \$1.35 million in funding to Seeing Machines for a trial using AVs. It is proposed that the program will comprise a number of AVs operating unrestricted on ACT public roads with up to 40 drivers each engaging in the driving of an AV for a two week period.

The trial vehicles will be level 3 'conditional automation' vehicles which involve the automation of the dynamic driving task (the AVs are capable of self-driving most of the time) with the expectation that the human driver will respond appropriately to a request to intervene. That is, the person in the AV is still required to be in control of the vehicle.

The trial intends to study the change in driving behaviour from the use of these AVs. Seeing Machines' devices and software will monitor the drivers' facial movements and expressions to determine whether they are paying sufficient attention and an alert is sounded if the driver needs to look at the road and retain full control of vehicle.

During 2016-17 the CTP regulator commenced working with Innovate Canberra regarding CTP insurance arrangements for the trial. Subject to Seeing Machines' AVs being registrable for the trial and meeting other conditions (including the full business case meeting the requirements of government), the CTP regulator expects that the CTP scheme would be in a position to cover personal injuries to third parties arising from accidents occurring as a result of the AVs trial.

The trial AVs are expected to commence operating on Canberra roads by early 2018. This matter is to be further progressed in 2017-18 in order to meet the trial commencement date.

Road Safety initiatives

In 2016-17 the CTP regulator contributed \$20,000 to an Australasian New Car Assessment Program (ANCAP) Safer Vehicle Choices road safety initiative, working in conjunction with the Road Safety Policy unit in the Justice and Community Safety Directorate (JACSD) and ANCAP itself.

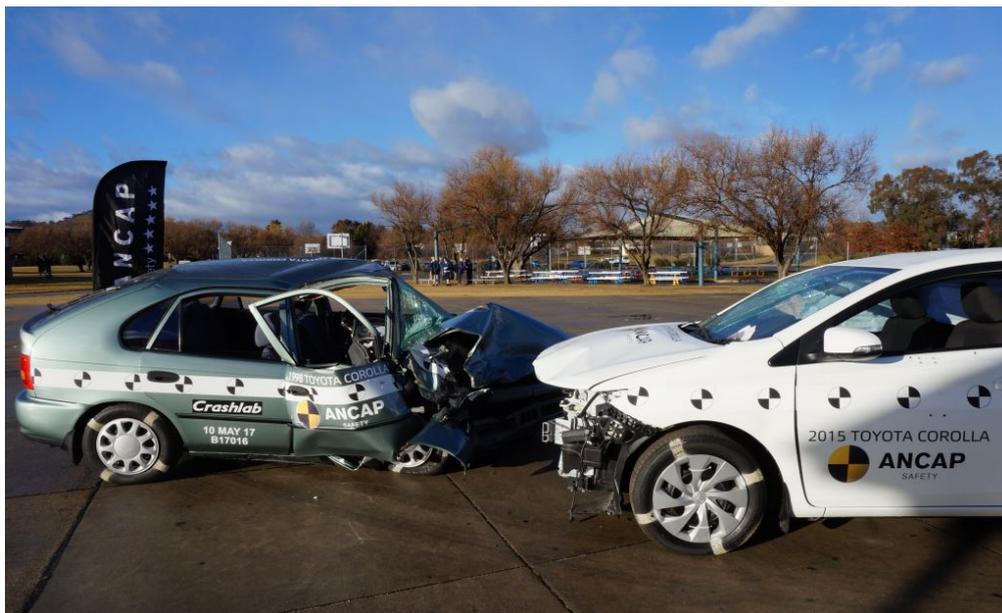
The strategy promoted safer vehicles to young and older drivers, who have a significantly greater risk of crashing than other drivers, with these motorists encouraged to purchase the safest car (with the highest ANCAP star rating) that they could afford. Evidence indicates that a person has 'twice the chance of being killed or seriously injured in a 3 star rated car compared to a 5 star rated car'.² The campaign was aimed at not only reducing crashes and hence personal injuries, but also reducing the severity of the injuries sustained in motor vehicle crashes.

A multi-pronged communication strategy was implemented, with the safer vehicle choices message being disseminated:

- > via a launch event at St Mary MacKillop College in Isabella Plains on Friday 28 July, with an ANCAP display of a 1998 and 2015 Corolla which were crashed head on at 64km/h, with the message: 'in the 2015 car you walk away, in the '98 model you're unlikely to survive' (Figure 2):

² ANCAP website - <https://www.ancap.com.au/safety-ratings-explained>.

Figure 2 – Launch of the ANCAP Safer Vehicle Choices campaign



- > by way of printed material being included with driver licence renewals for both young and older drivers commencing in August 2017;
- > via 'Safer vehicle choices saves lives' postcards and posters throughout the ACT's libraries, the Fitness to Drive Medical Clinic and ACT Police Stations;
- > on social media including Twitter, Instagram and Facebook;
- > on video screens inside Access Canberra shopfronts;
- > via the following roadside Variable Messaging Signs; and

SAFER VEHICLE CHOICES SAVE LIVES
ancap.com.au

WHAT'S YOUR ANCAP ?
VISIT ancap.com.au

- > targeted young and old driver vehicle signage being displayed on Transport Canberra buses over the period August to October 2017, such as the one shown in Figure 3 below.

Figure 3 – ANCAP campaign – targeted young drivers bus advertisement



In 2016-17 the CTP regulator also contributed \$50,000 towards a Tailgating campaign with television advertisements running through June, July and August 2017 highlighting the risks of driving too closely to the vehicle in front of you.

Just under half of all reported crashes are rear end crashes in the ACT, where tailgating is a major causal factor. The commercials raised the awareness of tailgating and were aimed at reducing motor vehicle crashes and personal injuries as a result of this occurrence.

Australian Prudential Regulatory Authority (APRA) Agreement

One of the main objectives of the CTP regulator is to regulate the licensing of insurers operating under the CTP scheme and to supervise licensed insurers.

Having appropriate access to information from APRA, the national prudential regulator of the insurance (and banking) industry, that highlights potential risk factors that may impact on the financial health of the insurance industry as a whole, or emerging risks in particular insurers licensed to write CTP insurance in the ACT would assist the CTP regulator to meet its obligations concerning the solvency of insurers.

In this context, during 2016-17 the CTP regulator liaised with APRA to develop a Memorandum of Understanding (MOU) which provides a framework for the exchange of financial information to assist both agencies in respect of their regulation functions.

The MOU was signed in August 2017. Staff of the CTP regulator's office have already attended a biannual APRA meeting in May 2017 to discuss regulatory and supervisory matters in respect to CTP insurers.

Other highlights

The CTP regulator also:

- > introduced a new joint Motor Accident Notification Form and Motor Accident Medical Report (MANF / MAMR) and a revised Notice of Claim Form (NoC), with the former obviating the need for the claimant to request a medical practitioner to complete two MAMRs – these forms were notified and became effective 16 November 2016;
- > introduced revised Early Payment Guidelines to reflect the operation of the new MANF / MAMR form and clarified the claims process that allows claimants to submit claims forms to the at-fault insurer if the at-fault vehicle is known – the Guidelines were effective November 2016;
- > met with the ACT CTP insurers, the ACT Nominal Defendant and the Insurance Council of Australia to share information and discuss a range of topical issues, with the aim of continually refining the operation of the CTP Insurance scheme; and
- > maintained the CTP website and responded to feedback from the public received by way of telephone calls through Access Canberra, via the CTP website at <http://apps.treasury.act.gov.au/compulsorytpi/feedback>, and general written correspondence.

B.1.4 Market Share

The ACT Government established competition to, amongst other things, introduce innovative CTP insurance products; place downwards pressure on premiums; encourage more direct pathways to rehabilitation and treatment; and encourage a quicker return to health while obviating as many long-term injuries as possible.

Market share indicates the proportion of the CTP market held by each insurer. It provides an indication of how the ACT community is reacting to a competitive market as well as reflecting how the new insurers are establishing themselves in the market.

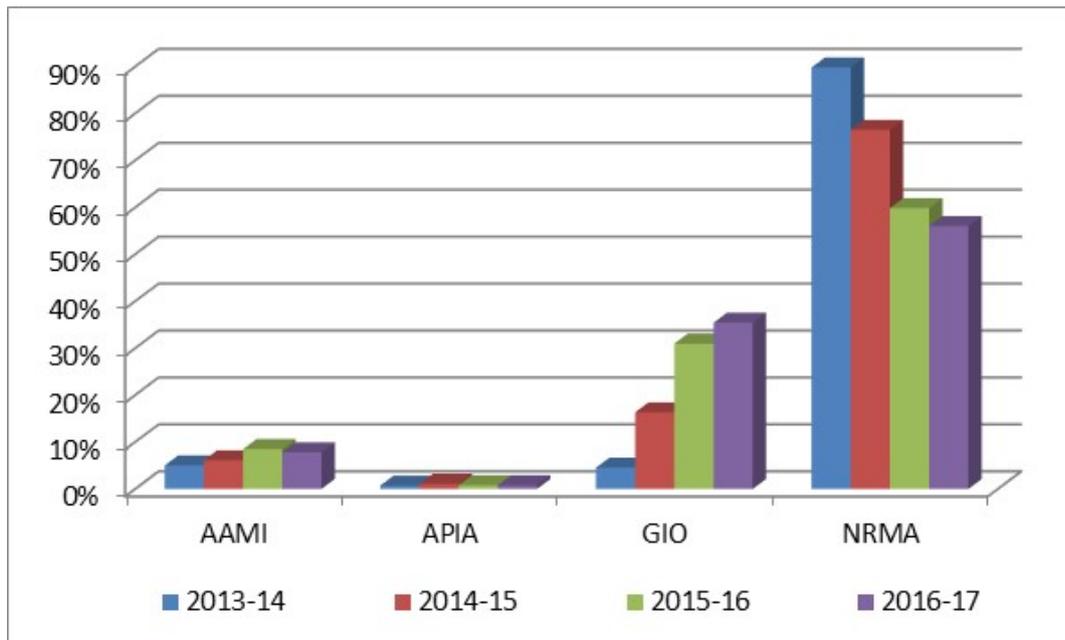
Information from insurers indicates that a significant proportion of motorists are changing CTP provider based on the premiums on offer at the time of renewal. This was reinforced by the findings of the section 275 Review report which found that: “The ACT CTP market has exhibited considerable price sensitivity with relatively small reductions leading to increased market share for respective brands.”³

Figure 4 shows the average market share over each of the financial years from 2013-14 when competition began, through to the end of the latest financial year of 2016-17. Market share is based on premiums collected by insurers.

Over the period shown in the following figure, Suncorp’s leading brand – GIO – continued to gain market share rising to 35.4 per cent over the 2016-17 financial year [a gain of 4.5 percentage points compared to the market share over the 2015-16 financial year], albeit the rate of the gain slowed, compared with NRMA’s share declining to 56.0 per cent over the 2016-17 financial year (a decline of 3.8 percentage points compared to the market share over the 2015-16 financial year). AAMI and APIA continue to hold relatively small market shares at 7.8 per cent and 0.8 per cent over the 2016-17 financial year respectively.

³ Review of the operation of the *Road Transport (Third-Party Insurance) Act 2008*, 16 March 2016, page 1.

Figure 4 – Movement in insurers’ average market share since the introduction of competition



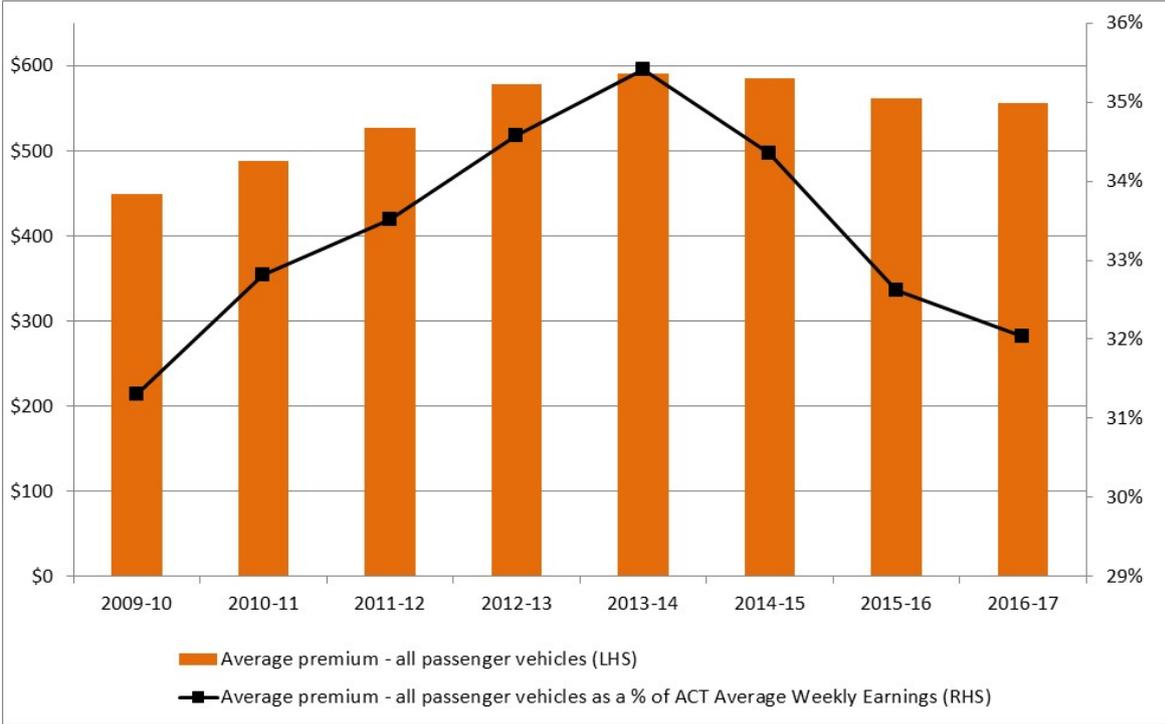
B.1.5 Premiums and scheme affordability

One of the objectives of the CTP Act is to keep the costs of insurance at an affordable level.

The premiums charged by insurers reflect the benefit structure underlying the ACT’s CTP insurance scheme. The ACT’s scheme design differs from that of other State CTP schemes which tend to contain limits on benefits. For example, other CTP schemes limit access to common law and damages for non-economic loss (general damages and pain and suffering) to severe injuries – the ACT scheme has no such restrictions. The ACT arrangements are reflected in the higher premiums motorists pay in the Territory and hence impact on the relative affordability of the scheme.

Affordability, measured as premiums as a proportion of ACT average weekly earnings (AWE), declined over the period 2009-10 to 2013-14. This reflects average premiums increasing at a faster rate than the increase in AWE throughout this period. However, consistent with competition being introduced to the CTP scheme in July 2013, affordability has improved since this time as evidenced by the recent trend in premium reductions. This has also occurred despite slow wage growth.

Figure 5 – Average Premiums for Private Passenger Vehicles and as a Proportion of ACT Average Weekly Earnings



B.1.6 Average cost of claims and claims frequency

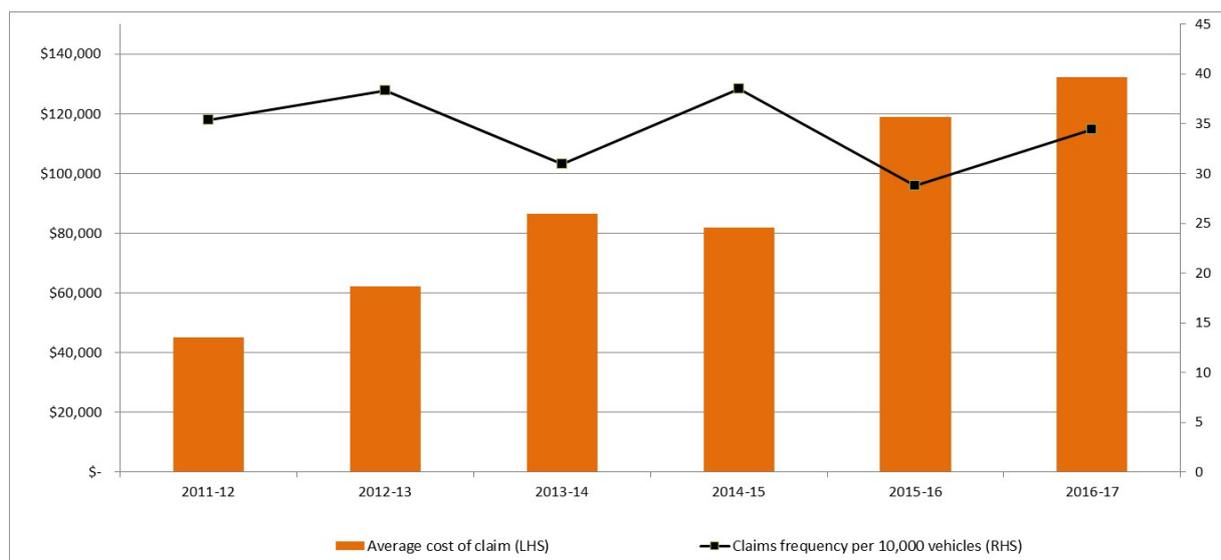
The claims frequency and average cost of a claim are important drivers of CTP insurance premiums. The higher the claims frequency and average cost per claim, the more funding insurers need to cover future claim payments and hence the need to set higher premiums.

Figure 6 demonstrates that the average claims cost for 2016-17 increased by \$13,095 or 11.0 per cent from 2015-16 to \$132,204. This increase was due in part to several multi-million dollar claims being finalised in the June 2017 quarter. Total payments made in the over \$1 million category during 2016-17 (which related to a number of accidents over the period 2010-2013) were over twice that made during 2015-16.

Claims frequency is an important measure as it indicates the proportion of the Territory’s motor vehicles that are involved in an at-fault motor vehicle accident that caused an injury. It is calculated by dividing the number of CTP claims by the number of registered vehicles.

The frequency of claims increased in 2016-17 relative to 2015-16, but was in line with the average frequency over the period 2011-12 to 2016-17. For the CTP Scheme overall, claims frequency has remained within a fairly tight band over the 2011-12 to 2016-17 period, hovering between a low of 29 and a high of 39 (that is, 29 to 39 in every 10,000 motor vehicles were involved in an accident).

Figure 6 – Average Claim Costs and Claims Frequency



Notes:

In deriving claims frequency, the number of claims are those added in the quarter and converted to a yearly basis, which are divided by the number of ACT registered vehicles with a CTP policy (excludes trailers and non-engine caravans / campervans).

The average cost per claim is based on the payments made for the number of claims finalised in the quarter and converted to a yearly basis.

B.1.7 Claims payments

Figure 7 provides details on claim payments by heads of damage. The data shown captures payments for claims that have been finalised in the relevant financial year, but which relate to earlier accident periods. So, for example, for the claims payments finalised in 2016-17, these data relate to claims for the accident period of 2010 to 2017.

As the bulk of the claims finalised during 2016-17 relate to the 2014 and 2015 accident periods,⁴ with some claims payments also made in regard to earlier years, this highlights the length of time taken to settle claims between parties and the access that injured persons have to the courts, where judgments take time to be finalised.

In relation to the 2016-17 CTP finalised claim payments:

- > general damages was the largest payment type and represented 27.8 per cent of payments;
- > treatment and care costs for injured persons were \$29.4 million, or 26.9 per cent of payments;
- > legal costs represented 25.8 per cent of payments (not including solicitor-client fees); and
- > economic loss costs constituted 19.5 per cent of claim payments.⁵

⁴ Claims also relate to the 2016 and 2017 accident periods.

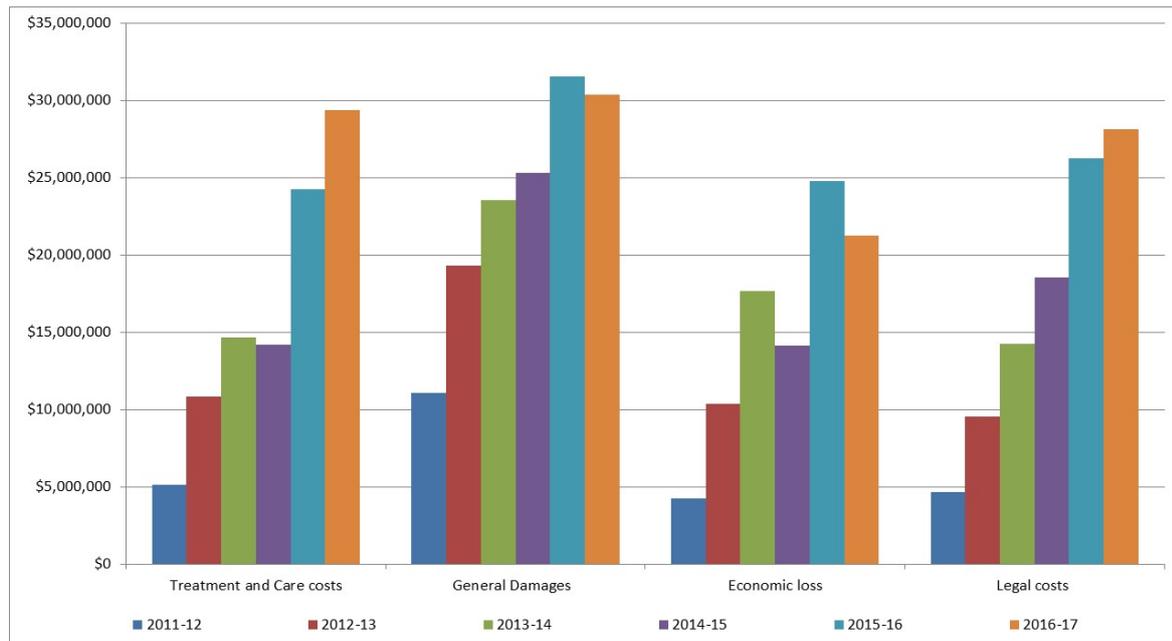
⁵ A small component for ‘other costs and recoveries’ totalling (\$0.499) million has been excluded from the heads of damage breakdown.

Over the period 2011-12 to 2016-17 claim payments for economic loss; treatment and care; and legal costs were the fastest growing components at 51.1 per cent per annum; 46.9 per cent per annum; and 46.5 per cent per annum respectively.

Treatment and care costs grew substantially between 2015-16 and 2016-17 as a result of several large multi-million dollar payments being finalised in the June 2017 quarter for this heads of damage. This also led to an increase in legal costs over the same period.

These trends reflect both the existing CTP Scheme design as well as the percentage of claimants who choose to pursue a court settlement for their claim.

Figure 7 – Distribution of Claims Payments by Heads of Damage



Note:

Treatment and care costs comprise ‘treatment costs’ and ‘past and future care costs’.

General Damages comprise ‘General Damages costs’ and **Economic Loss costs** comprise ‘Economic Loss costs’.

Legal costs comprise ‘Defendant legal costs’, ‘Investigation costs’ and ‘Plaintiff Legal costs’, but not solicitor-client fees.

B.1.8 Fraud

One of the objectives of the CTP Act is to establish and keep a register of motor accident claims to assist with the administration of the statutory insurance scheme and the detection of fraud. The electronic Personal Injury Register (PIR) is the database of all motor accidents occurring in the ACT.

The CTP regulator is aware of cold calling and claims farming practices. There is evidence that these issues are occurring in the ACT and other CTP schemes around Australia, and that the claims farming practices are becoming more sophisticated.

The CTP regulator will continue to analyse the ACT’s scheme data and work co-operatively with other Heads of Motor Accident Insurance Schemes and the ACT CTP insurers in regard to fraud issues and monitoring.

B.1.9 Scheme Data

During 2016-17, the CTP regulator completed stage 1 of the PIR project which involved Shared Services ICT installing the PIR onto the ACT Government's ICT platform as its own self-standing system; identifying changes to ensure the operational integrity of the PIR; and documenting the existing coding base to facilitate the proficient future ICT support of the PIR system.

In 2017-18, the CTP regulator intends to commence stage 2 of the PIR project to enhance the statistical analysis and reporting capabilities of the PIR.

B.1.10 Profit Margins

Section 46 of the CTP Act requires that the CTP regulator must assess the profit margin included in the CTP premium and the actuarial basis on which the profit is calculated. The assessments must be reported on annually.

During 2016-17 relevant filing documents were received from NRMA in July 2016 and from GIO in November 2016. An additional premium filing was also received from NRMA in April 2017. Premium filings were due from AAMI and APIA in April 2017, however, Suncorp requested an extension for these filings until 30 September 2017, which was granted by the CTP regulator. A high level review of AAMI and APIA's current premiums was also undertaken to ensure that the premiums were still valid for the extension period.

All the insurers' profit margins were assessed as being in a reasonable range. These profits are expected profits at the time premiums are filed.

The range for the industry as assessed by the scheme actuary in 2016-17 was 8 per cent to 11 per cent (in 2015-16 the range was 8 per cent to 12 per cent).

B.1.11 Premium Determinations

Section 38 of the CTP Act provides that insurers are only permitted to charge a premium approved by the regulator.

The regulator usually receives a premium filing from licensed insurers at least annually. The regulator makes an assessment of each premium filing, based on expert independent actuarial advice, and may approve a premium if it is assessed that it will fully fund the insurer's liabilities and is not considered to be excessive. If a premium filing is not received within a year, the regulator has to review and assess the existing premium in accordance with the same criteria.

A premium filing assessment considers claims frequency, claim size, investment returns, administrative expenses, legal expenses and insurer profit – generally elements that serve to make up the overall cost of service for an insurer participating in the ACT CTP market.

The role of the CTP scheme actuary is to provide expert actuarial advice to the CTP regulator. During 2016-17, in the lead up to the existing contract with Cumpston Sarjeant Consulting Actuaries expiring, a review of the contractual arrangements of the CTP scheme actuary was undertaken. To achieve inter alia, scale related efficiencies, a bundled contract comprising actuarial services for CTP insurance, the Lifetime Care and Support Scheme and the Private Sector Workers' Compensation Scheme was put out to tender. Finity Consulting Pty Limited was successful for all these services and was contracted as the new CTP scheme actuary, commencing effective from 29 May 2017.

B.1.12 Licensed Insurers

Under section 184 of the CTP Act, the regulator may license an insurer to provide CTP insurance in the ACT.

No new applications from other insurers to become licensed insurers in the ACT were received during 2016-17.

B.1.13 Loadings on Short Term Premiums

The following loadings apply to premiums on CTP policies with a duration of less than 12 months ('Short Term Premiums'):

- > insurer's administration loading: \$2.50; and
- > insurer's lost investment income loading.

The CTP Premium Guidelines require the CTP regulator to publish the insurer's lost investment income loading each year in the annual report. These loadings will be applied to short term premiums by the rego.act system in accordance with the formula in section 3.5.4 of the premium guidelines. The amount is determined by the scheme actuary and will apply for the relevant financial year. The loading for the 2017-18 financial year is 0.177 per cent per month.

B.1.14 CTP Average Annual Risk Premium

The regulator is required to publish the average annual risk premium for CTP in the ACT. The risk premium represents the base risk amount that each insurer bears when providing CTP insurance in the ACT. Presently there are four licensed CTP insurers in the ACT. As such, the risk premium has been derived using a weighted average of data from all of the insurers and the Nominal Defendant in order to determine the average risk premium price per policy.

The average risk premium price per policy for 2016-17 was \$422.73.

B.1.15 Nominal Defendant

The Nominal Defendant is liable for claims against uninsured or unidentified motor vehicles (including unregistered vehicle permits) for which a CTP insurer cannot be identified. Under section 13 of the CTP Act, the Australian Capital Territory Insurance Authority (ACTIA) is the Nominal Defendant.

Section 3.5.2 of the CTP Premium Guidelines requires the Nominal Defendant Loading to be assessed on a yearly basis by the scheme actuary. The Nominal Defendant loading that will 'apply to the next financial year' is to be published in the CTP regulator's annual report.

At the request of the CTP regulator, the scheme actuary has undertaken a review of the Nominal Defendant loading for 2017-18. As a result of increasing claims costs, predominantly due to an increase in the number of claims, as well as an increase in the average claim size, it has been determined that the Nominal Defendant Loading will increase to 4.5 per cent (the loading was 4.0 per cent in 2016-17).

B.1.16 Outlook

Priorities in 2017-18 and over the next three financial years relate to the objectives of the CTP Act. In this context, the CTP regulator will:

- > review, in conjunction with all States and the NTC, the regulatory impacts of autonomous vehicles on the CTP and national injury insurance schemes (NIIS) to identify any eligibility barriers to accessing these schemes by occupants of an automated vehicle, or those involved in a crash with an automated vehicle, and amend the CTP scheme where required;
- > finalise the CTP premium filing process for personal share vehicles (PSVs) to ensure that peer-to-peer car sharing operators, such as Car Next Door, are able to enter the ACT market;
- > finalise the CTP premium filing process for light rail vehicles (LRVs) to ensure that personal injuries arising from a traffic accident involving a LRV are treated in a consistent manner with accidents involving other vehicles;
- > review, in conjunction with all States, the feasibility of implementing a system to seamlessly transfer the registration and CTP policies of heavy vehicles between jurisdictions (to overcome the need to establish a new registration in the State of migration);
- > progress the modification of the PIR to allow improved fraud detection and analysis of scheme statistics and trends to be undertaken;
- > implement a streamlined CTP premium filing process for specified (lower risk) filings to enhance the efficiency of the process for all impacted parties, while also encouraging more affordable premiums through ongoing competition;
- > identify other improvements to the scheme and processes as necessary; and
- > contribute to targeted road safety initiatives that assist in reducing motor accidents and personal injuries, and mitigating their impact.

B.2 PERFORMANCE ANALYSIS

The ACT Compulsory Third-Party (CTP) Insurance regulator's 2016-17 performance indicators are included in the Statement of Intent, and are reported as part of the regulator's Statement of Performance.

The 2016-17 financial year saw the CTP regulator develop and accomplish the following indicators.

Explanation of Performance Indicators

a. CTP Premiums are approved in accordance with the Road Transport (Third-Party Insurance) Act 2008

The CTP regulator is required to approve or reject a premium application under section 41 of the *Road Transport (Compulsory Third-Party Insurance) Act 2008* (CTP Act). Under section 42, there are two grounds that permit the CTP regulator to reject a premium filing. These grounds are that the premiums applied for by CTP insurers are too low (the fully funded test) or are too high (the excessive premium test).

Premium filings were received from NRMA in July 2016 and from GIO in November 2016. An additional premium filing was also received from NRMA in April 2017. Premium filings were due from AAMI and APIA in April 2017, however, Suncorp requested an extension for these filings until 30 September 2017, which was granted by the CTP regulator. A high level review of the current premiums for AAMI and APIA was undertaken to ensure that the current premiums were still valid

for the extension period. All of the premium filings (and granted extensions) were assessed and approved in accordance with the Act.

b. The scheme is fully funded

All premium filings by licensed CTP insurers are reviewed by the scheme actuary to ensure they are fully funded. Review of the premium filings ensures that the scheme is able to pay out all present and future liabilities. Where an insurer does not make a premium submission during the financial year, the CTP regulator will request an independent actuarial review of the insurers' books to ensure that the ACT CTP Insurance scheme will continue to be fully funded. The scheme actuary considered that all insurers' premiums met the fully funded test in 2016-17.

c. Make guidelines under the Act

The guidelines under the Act were discussed as a standing item at the 2016-17 Industry Council of Australia (ICA) meetings, as well as out-of-session with insurers.

A range of matters have been discussed throughout 2016-17 that will be incorporated into guideline amendments in 2017-18 once they have been finalised.

The Early Payment Guidelines were revised to provide guidance on the submission of the early payment claim form following amendments to the claims forms, and became effective 18 November 2016.

No other guidelines have been implemented under the Act in 2016-17.

d. To continue to refine the system of CTP insurance for vehicles in the ACT in conjunction with the insurers

The CTP regulator and insurers met twice during 2016-17 at meetings facilitated by the ICA (out-of-session correspondence was also conducted with insurers on important issues). The meetings and emails included discussion of matters relating to improving the operation of the CTP scheme, namely:

- > reviewing the circumstances and approach to personal share vehicles (peer-to-peer car sharing);
- > reviewing the treatment of light rail vehicles;
- > streamlining of the premium filing process to improve efficiency;
- > discussing the results of an online CTP insurance quiz undertaken in 2016 aimed at increasing ACT motorists' awareness and understanding of the CTP scheme;
- > developing Sharing Guidelines for the Industry Deed;
- > revising claims forms; and
- > finalising implementation of the Personal Injury Register.

e. Promote public awareness of the causes of motor accidents through funding measures directed at reducing causes of motor vehicle accidents

The CTP regulator contributed \$70,000 in 2016-17 to various road safety strategies aimed at mitigating third-party motor vehicle injuries. This comprises:

- > \$50,000 for a tailgating campaign; and
- > \$20,000 for a vehicle safety campaign.

f. Complaints handling within 10 working days of receipt of the complaint

In 2016 -2017, the CTP regulator achieved 100 per cent compliance with this performance indicator, in cases where no further information was required from another directorate.

B.3 SCRUTINY

During the reporting period the CTP regulator did not participate in any Legislative Assembly Committee inquiries related to its activities.

There were no Audit Office reports with recommendations in respect to the CTP regulator, and no Ombudsman reports.

B.4 RISK MANAGEMENT

The CTP regulator has a risk management plan in accordance with the Australian/New Zealand risk management AS/NZS ISO 31000:2009 and the ACT Government's "Enterprise Wide Risk Management Framework". The CTP regulator has overall responsibility for risk management, and for ensuring compliance with the risk management plan.

The risk management plan identifies the key risk areas as operational, financial, legal and reputational risk. The risk management plan has identified the following potential risks:

- > CTP regulator not meeting stakeholder expectations;
- > insufficient staff and/or resources available to achieve outcomes;
- > failure to meet legislative requirements; and
- > Personal Injury Register being unavailable on the ACT ICT platform.

These risks are mitigated through the use of appropriate governance structures, application of risk based management strategies and financial reporting processes.

B.5 INTERNAL AUDIT

The CTP regulator is part of the CMTEDD Audit and Risk Committee.

CMTEDD's Annual Report section on Internal Audit Committee applies to the CTP regulator.

No internal audits of the CTP regulator were undertaken during 2016-17.

B.6 FRAUD PREVENTION

The functions of the CTP regulator are supported by the Financial Framework Management and Insurance Branch of Economic and Financial, CMTEDD who adhere to the CMTEDD Fraud and Corruption Prevention Plan.

B.7 WORKPLACE HEALTH AND SAFETY

The CTP regulator does not employ any personnel.

The functions of the CTP regulator are supported by the Financial Framework Management and Insurance Branch of Economic and Financial, CMTEDD who adhere to the directorate's Workplace Health and Safety practices.

B.8 HUMAN RESOURCE MANAGEMENT

The CTP regulator does not employ personnel. The functions of the CTP regulator are supported by the Financial Framework Management and Insurance Branch of Economic and Financial, CMTEDD.

The CMTEDD's Annual Report section on HR management applies to the CTP regulator.

B.9 ECOLOGICALLY SUSTAINABLE DEVELOPMENT

The CMTEDD's Annual Report section on Ecologically Sustainable Development applies to the CTP regulator.

SECTION C FINANCIAL MANAGEMENT REPORTING

C.3 CAPITAL WORKS

The CTP regulator did not undertake any Capital Works Projects in the 2016-17 financial year.

C.4 ASSET MANAGEMENT

The CTP regulator has one intangible asset, in addition to its operational bank account. The intangible asset relates to software upgrades to the ACT Personal Injury Register and is amortised on a straight line basis over its useful life of 5 years.

C.5 GOVERNMENT CONTRACTING

The CTP regulator is party to the following agreements:

External Sources of Labour and Service (Total contract value exceeds \$200,000)

| Name | Description and Reason for Contract | Cost \$ (GST Exclusive) | Procurement Type | Contract Date |
|--|-------------------------------------|-------------------------|------------------|---------------|
| Cumpston Sarjeant Consulting Actuaries | Provide actuarial review and advice | \$37,977 | Public Tender | Jan 2014 |
| Finity Consulting Pty Limited | Provide actuarial review and advice | \$29,595 | Public Tender | May 2017 |

ACT Construction Occupations

TRANSMITTAL CERTIFICATE

Mr Gordon Ramsay MLA
Minister for Regulatory Services
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Minister

2016-17 ACT Construction Occupations Annual Report

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

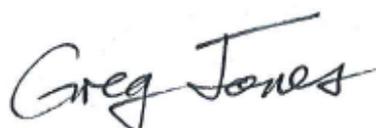
It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the ACT Construction Occupations Registrar.

I certify that information in the attached annual report is an honest and accurate account and that all material information on the operations of the ACT Construction Occupations Registrar has been included for the period 1 July 2016 to 30 June 2017.

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

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

Yours sincerely



Greg Jones
ACT Construction Occupations Registrar

25 July 2017

COMPLIANCE STATEMENT

The ACT Construction Occupations Registrar's Annual Report must comply with the 2017 Annual Report Directions (the Directions). The Directions are found at the ACT Legislation Register: <http://www.legislation.act.gov.au/ni/2017-280/notification.asp>

The Compliance Statement indicates the subsections, under the five Parts of the Directions, that are applicable to the ACT Construction Occupations Registrar and the information that satisfies these requirements:

PART 1 DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and records keeping of annual reports. The ACT Construction Occupations Registrar's Annual Report complies with all subsections of Part 1 under the Directions.

In compliance with section 13 Feedback, Part 1 of the Directions, contact details for ACT Construction Occupations Registrar are provided within the ACT Construction Occupations Registrar's Annual Report to provide readers with the opportunity to provide feedback.

PART 2 AGENCY ANNUAL REPORT REQUIREMENTS

The requirements within Part 2 of the Directions are mandatory for all directorates and public sector bodies and the ACT Construction Occupations Registrar's Annual Report complies with all subsections. The information that satisfies the requirements of Part 2 is found in the ACT Construction Occupations Registrar's Annual Report as follows:

- > Transmittal Certificate, see page 270;
- > Organisational Overview and Performance, inclusive of all subsections, see page 272;
- > Financial Management Reporting, inclusive of all subsections, is contained within the CMTEDD Annual report.

PART 3 REPORTING BY EXCEPTION

The ACT Construction Occupations Registrar has nil information to report by exception under Part 3 of the Directions for the 2016-17 reporting period.

PART 4 DIRECTORATE AND PUBLIC SECTOR BODY SPECIFIC ANNUAL REPORT REQUIREMENTS

There are no specific annual report requirements for the ACT Construction Occupations Registrar.

PART 5 WHOLE OF GOVERNMENT ANNUAL REPORTING

All subsections of Part 5 of the Directions apply to the ACT Construction Occupations Registrar. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACT Public Service Directorates, as follows:

- > N. Community Engagement and Support, see the annual report of CMTEDD;
- > O. Justice and Community Safety, including all subsections O.1 – O.4, see the annual report of the Justice and Community Safety Directorate;
- > P. Public Sector Standards and Workforce Profile, including all subsections P.1 – P.3, see the annual State of the Service Report; and

> Q. Territory Records, see the annual report of CMTEDD.

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

CONSTRUCTION OCCUPATIONS (LICENSING) ACT 2004 (COLA)

This annual report has been prepared according to the *Construction Occupations (Licensing) Act 2004* (s.112 Annual Report by Registrar) and the *Construction Occupations (Licensing) Regulation 2004* (s.44 Information in report to Minister).

COLA INSPECTORATES

The Construction Occupations Registrar utilises three key inspectorates to audit activities within the construction industry – the Construction Audit team, the Electrical Inspectorate and the Plumbing/Gasfitting Inspectorate. The teams focus on compliance of each of the licensed occupations within the construction industry, and the auditing and inspection of the works of licensees, specifically around the safety aspects of compliance of their work and installations.

Responsibilities rely on effective carriage and operation under a range of construction industry laws including the *Building and Construction Industry (Security of Payment) Act 2009*, the *Building Act 2004*, the *Construction Occupations (Licensing) Act 2004* (COLA), the *Electricity Safety Act 1971*, the *Gas Safety Act 2000*, the *Planning and Development Act 2007*, the *Water and Sewerage Act 2000*, and the *Dangerous Substances Act 2004* and various regulations and instruments.

The Construction Audit team conducts audits and site inspections of the work of building certifiers, builders and building assessors, predominantly within the housing and residential apartment sectors.

The Electrical Inspectorate conducts mandatory inspections on all new electrical installations in relation to electrical safety compliance with the *Electricity Safety Act 1971* and all associated Australian Standards.

The Plumbing and Gasfitting Inspectorate inspects plumbing, drainage and gasfitting work undertaken by licensed plumbers, drainers and gasfitters. The Inspectorate validates submissions for the installation of Type B gas appliances in domestic and commercial applications and also investigates complaints and undertakes disciplinary actions where necessary.

CONSTRUCTION AUDIT

The Construction Audit team is responsible for auditing the performance of licensed builders, building surveyors, building assessors and works assessors against the provisions of the COLA and the relevant operational laws including the *Building Act 2004*.

This is achieved by undertaking random and targeted audits of building work and associated documentation. The audits have two main purposes, firstly, to identify deficiencies in the operations of individual licensees, and secondly, to identify trends within industry. The results of audits provide an evidence base for the review of operational and strategic policy within the construction industry.

The team reports directly to the Construction Occupations Registrar, and works closely with other areas of the Construction, Environment and Workplace Protection Branch within Access Canberra, in progressing matters of non-conformance and providing input for future policy development.

The team also conducts audits on a range of residential energy ratings issued by licensed building assessors on new building work and on energy efficiency rating statements for sale and lease of

residential premises. The *Civil Law (Sale of Residential Property) Act 2003* and *Residential Tenancies Act 1997* require that an energy efficiency rating statement be provided by owners of certain residential premises.

Performance

The following tables list the work undertaken by the Construction Audit team during 2016-17.

Table 1: Number of audits of residential building approval 1 July 2016 – 30 June 2017

| Audit Type | Number |
|---|--------|
| Number of new approved building work | 4722 |
| Audit physical site inspections BCA building class 1-10 | 270 |
| Number of desktop audits BCA building class 1-10 | 62 |
| Total building approval audits BCA building class 1-10 | 332 |

Table 2: Proportion of audits of residential building approval 1 July 2016 – 30 June 2017

| | Number |
|---|--------|
| Building approval audits as a percentage of BCA building class 1-10 | 7.03% |
| Non conformances found BCA building class 1-10 | 134 |
| Non conformances resolved BCA building class 1-10 | 130 |
| Demerit points issued BCA building class 1-10 | 40 |

Table 3: Number of audits of Class 2 building approval 1 July 2016 – 30 June 2017

| | Number |
|---|--------|
| Number of new approved building work (distinct sites) | 87 |
| Number of distinct class 2 sites audited | 27 |
| Audit physical site inspections BCA building class 2 | 73 |
| Number of desktop audits BCA building class 2 | 12 |
| Total building approval audits BCA building class 2 | 85 |

Table 4: Proportion of audits of Class 2-9 building approval 1 July 2016 – 30 June 2017

| | Number |
|---|--------|
| Building approval (distinct sites) audits as a percentage of BCA building class 2 | 31.03% |
| Non conformances found BCA building class 2 | 35 |
| Non conformances resolved BCA building class 2 | 35 |
| Demerit points issued BCA building class 2 | 0 |

Table 5: Number of audits of residential energy ratings 1 July 2016 – 30 June 2017

| | Number |
|--|--------|
| New approved building work building energy rating submissions for Class 1, 2 and 4 | 4,045 |
| Total building approval energy rating audits | 222 |
| Sale or lease of premises EER Ratings registered | 7,162 |
| Audit by physical inspection | 10 |
| Total sale of premises energy rating audits | 384 |
| Total audits of residential energy ratings 1 July 2016 – 30 June 2017 | 606 |

Table 6: Proportion of audits of residential energy ratings 1 July 2016 – 30 June 2017

| | Number |
|---|--------|
| New house/apartment energy rating audits as a percentage of BCA building class 1, and sole occupancy units in class 2 and 4 building approval submissions | 5.50% |
| Sale or lease of premises audits as a percentage of energy efficiency rating statements submitted | 5.36% |
| Non conformances found for all residential energy ratings | 1,264 |
| Demerit Points issued | 3 |

Notes:

1. Audits involve a comparison of the energy efficiency rating against approved building plans and submitted documentation.
2. Audits involved a comparison of the energy efficiency rating statement against available building information.
3. A single dwelling approval may contain multiple dwellings.
4. **class of a building** means the classification of the building under the building classifications under the Building Code of Australia (BCA), which in summary are as follows.

5. **class 1** means one or more buildings not located above or below another dwelling or another class of building other than a private garage.
6. **class 2** means a building containing two or more sole-occupancy units each being a separate dwelling.
7. **class 3** means a residential building, other than a building of class 1 or 2, which is a common place of long term or transient living for a number of unrelated persons.
8. **class 4** means a dwelling in a building that is class 5, 6, 7, 8 or 9 if it is the only dwelling in the building.
9. **class 5** means an office building used for professional or commercial purposes, excluding buildings of class 6, 7, 8 or 9.
10. **class 6** means a shop or other building for the sale of goods by retail or the supply of services direct to the public.
11. **class 7** means a building which is a carpark, storage, or display of goods or produce for sale by wholesale.
12. **class 8** means a laboratory or a building in which a handicraft or process for the production, assembling, altering, repairing, packing, finishing, or cleaning of goods or produce is carried on for trade, sale, or gain.
13. **class 9** means a building of a public nature.
14. **class 10** means a non-habitable building or structure.

ELECTRICAL INSPECTORATE

The Electrical Inspectorate team inspects electrical wiring work undertaken by licensed electricians, assists other investigation branches of Access Canberra and other Government agencies with investigations of electrical complaints and incidents, and where necessary, imposes disciplinary actions or sanctions against licence holders. The team also investigates electric shock incidents and monitors product safety.

During 2016-17 the Electrical Inspectorate:

- > received 25,015 Certificates of Electrical Safety lodgements;
- > undertook 8,852 inspections of new electrical work; and
- > conducted 9,673 inspections on a random basis of alterations and additions to existing electrical installations.

The Electrical team continues to work closely with Environment, Planning and Sustainable Development Directorate in assisting with their delivery of energy efficiency programs and with the installation of battery backup systems to existing and new renewal energy systems.

In the 2016-17 financial year, 30 apprentices were hosted by the electrical inspectors for varying periods between 1 to 5 days, to assist the apprentices with preparations for their final exam and to expose them to the electrical testing work the inspectors perform. The inspection team also hosted three Canberra Institute of Technology (CIT) trainers, to assist the CIT with their professional development plans. This is a new program for 2017, with the view to host all CIT electrical trainers in the coming years.

PLUMBING AND GASFITTING INSPECTORATE

The Plumbing and Gasfitting Inspectorate inspects plumbing, drainage and gasfitting work undertaken by licensed plumbers, drainers and gasfitters. The team also investigates complaints and undertakes disciplinary action where necessary.

The Inspectorate validates submissions for the installation of Type B gas appliances in domestic and commercial applications. Type B gas appliances are described as gas appliances with gas consumption over 10 megajoules per hour for which a certification scheme does not exist.

During 2016-17 the Plumbing and Gasfitting Inspectorate:

- > inspected 13,557 plumbing installations and 2,813 gas installations, which was an increase of 3,529 plumbing installations and a decrease of 1,500 gas installations on the previous financial year;
- > validated 74 Type B gas validations, which was an increase of 12 validations on the previous year;

- > the Inspectorates management has been proactive in working with CIT on a successful validation of assessment project; and
- > management also attended several meetings of the Master Plumbers Association to keep industry informed of any regulatory changes.

NATIONAL FORUMS

The Inspectorates support the Deputy Director-General, Access Canberra, Director, Construction and Workplace Protection and the Construction Occupations Registrar in various national forums.

The branch is engaged in reforms initiated by the National Construction Code and the work of the National Strategy on Energy Efficiency as it relates to building, construction and regulated equipment. Officers from the branch provide valuable input to national standards and policy reforms.

The level of activity and call for officers to participate in national discussions continues to be high, particularly for any national licensing reforms and safety and environmental standards. Officers represent the ACT and its interests in the following national forums:

- > National Plumbing Regulators Forum;
- > National Building Code Committee;
- > Plumbing Code Committee;
- > Electrical Regulatory Authorities Council;
- > Builders Licensing Australasia;
- > Australasian Building Certifiers Forum;
- > Gas Technical Regulators Committee;
- > Energy Supply Industry Safety Committee;
- > Australian Standards Committees; and
- > Industry Skills Councils.

LICENSING

Access Canberra is responsible for assessing licence applications under COLA. There were 2,384 decisions made on new applications for a construction occupations licence in 2016-17.

In February 2017 the licensing team commenced issuing licence renewal reminders via SMS and e-mail. The licensing team send between 500 and 700 SMS/e-mails per month to construction licence holders. The notification to licensees includes a link to Access Canberra's online renewal form. This was an important step in furthering the area of digital services for licence holders.

New Builder Licensing

New builder licence applicants, excluding owner builder licence applicants, applying direct to the ACT (not under the Mutual Recognition Act) accounted for 150 of the total decisions made on licence applications. Only 57 per cent of the decisions made resulted in applicants being granted the licence they applied for.

In November 2016 the licensing team started offering pre-application meetings for individuals wishing to obtain a builders licence; 51 people have taken up this offer. The pre-application meetings offer individuals a chance to talk one-on-one with a licensing officer to get clarity about eligibility requirements for a licence.

COMPLAINTS

COLA Complaints

During 2016-17, Access Canberra received approximately 166 formal complaints relating to building and construction under the COLA. Some complaints related to multiple licensees under various occupations pertaining to individual building sites.

The types of complaints received against specific occupations include:

- > Builders
 - non-compliance with the National Construction Code;
 - non-compliance with approved plans;
 - no approved plans;
 - no development approval; and
 - building quality - defective work.
- > Building Surveyors
 - breach of planning laws;
 - unlawful building approval;
 - breach of building code;
 - refusal to lodge papers for certificate of occupancy and use; and
 - improper association with builders.
- > Electricians
 - poorly installed electrical installations;
 - faulty wiring; and
 - electrical complaints in general.
- > Plumbers
 - Non-compliant works relate to sewerage, drainage, water plumbing, rainwater installations and grey water installations.

Since the establishment of Access Canberra, the compliance approach has been to avoid protracted, complex and costly litigation where possible and instead, assist owners and builders to reach agreement on defective and non-compliant building works. The rectification process under Part 4 of the COLA will be considered in certain cases and if collaboration fails. Opportunities have been taken to better educate complainants on the legal process and alternative methods for resolving complex building rectifications.

In 2016-17, Access Canberra has not referred any complaint to ACAT or issued a Rectification Order.

DISCIPLINARY ACTIONS

Below are the details about occupational discipline under the COLA during 2016-17.

Table 7: Occupational discipline under the COLA during 2016-17

| Name of licensee/ former licensee and occupation | Type of contravention | Disciplinary action taken | Result of any review of the decision to take disciplinary action |
|--|--|--|--|
| John Bates (building certifier) | Section 29 of the <i>Building Act 2004</i> – certifier could not be satisfied that the building would comply with <i>Building Act 2004</i> | Appeal by Registrar to Court of Appeal | <p>The decision analyses the legislative scheme in relation to the appointment of certifiers (s.19/19A) as well as requirements for building approval (s.26, 28, 28A) and when building approval is not to be issued (s.30) under the <i>Building Act 2004</i>.</p> <p>The Court of Appeal found that both the Supreme Court and ACAT erred in their analysis of the case and decided to remit the case to ACAT to be determined according to law.</p> |
| Rodney Ian Thomas (Gas Appliance Worker) | Various breaches under the Gas Safety Act 2001 and the Gas Safety (Appliance Worker Accreditation Code) Approval 2007 | On 23 January 2017 the Registrar made a reprimand under s.56(1)(b) of the <i>Construction Occupations (Licencing) Act 2004</i> | No review. |

ADVISORY BOARDS

Under Part 10 of the *Construction Occupations (Licencing) Act 2004*, the registrar must establish an advisory board for a construction occupation.

Three Boards are established, the Building Advisory Board, the Electrical Advisory Board and the Plumbing Advisory Board. They have the following functions:

- > to provide advice about qualifications for the construction occupation if asked by the Minister;
- > to help with investigations for the construction occupation if asked by the registrar; and
- > to help develop and maintain information about emerging issues in the construction industry related to the construction occupation if asked by the registrar.

Building Advisory Board

The COLA Building Advisory Board did not meet during 2016-17. However the board convened by email to review the changes to the mandatory qualifications to introduce the Class C Builder licence examination.

Table 8: Members of the Building Advisory Board

| Name | Member |
|------------------------------|----------------------------------|
| Vince Ball | Member from the education sector |
| Neil Evans | Member representing industry |
| Jerry Howard / Jason Grieves | Member who is a licensee |
| Ivan Juric | Member who is a licensee |
| Glenn Chambers | Member who is a licensee |
| Gill Fergie | Community representative |
| Tony Thew | Lawyer |

ELECTRICAL ADVISORY BOARD

The COLA Electrical Advisory Board did not meet during 2016-17.

Table 9: Members of the Electrical Advisory Board

| Name | Member |
|-----------------|--|
| Tony Thew | Community representative and lawyer |
| Paul Wright | Member from the education sector |
| Robert Donnelly | Member representing industry and member who is a |
| Paul Hincksman | Member who is a licensee |
| Robert Taylor | Member representing industry |
| Mick Koppie | Member representing industry |
| Celia Balfour | Member who is a licensee |
| Darrell Hills | Member who is a licensee |

PLUMBING ADVISORY BOARD

The COLA Plumbing Advisory Board did not meet during 2016-17.

Table 10: Members of the Plumbing Advisory Board

| Name | Member |
|-----------|-------------------------------------|
| Tony Thew | Community representative and lawyer |

| | |
|------------------|--|
| Adrian Clarke | Member from the education sector |
| Peter O'Halloran | Member who is a licensee |
| Gerard Sloan | Member who is a licensee |
| John Stephens | Member representing industry and member who is a |
| Matt McCain | Member representing industry |

Further information may be obtained from:

Mr David Middlemiss
Deputy Director
Construction Environment and Workplace Protection, Access Canberra
+61 2 6207 7397
david.middlemiss@act.gov.au

Mr Ben Green
Deputy Director
Licensing and Registrations, Access Canberra
+61 2 6207 7387
ben.green@act.gov.au

ACT Government Procurement Board

TRANSMITTAL CERTIFICATE

Minister Andrew Barr MLA
Minister for Economic Development
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2602

Dear Minister Barr

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

It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) and is annexed to the CMTEDD Annual Report.

I certify that information in the attached Annual Report is an honest and accurate account and that all material information on the operations of the ACT Government Procurement Board has been included for the period 1 July 2016 to 30 June 2017.

I hereby certify that fraud prevention has been managed in accordance with *Public Sector Management Standards, Part 2* by CMTEDD on the Board's behalf.

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you cause a copy of the Report to be laid before the Legislative Assembly within 4 months of the end of the financial year.

Yours sincerely



Karen Doran
Chair
Government Procurement Board
27 July 2017

ORGANISATIONAL OVERVIEW AND PERFORMANCE

ORGANISATIONAL OVERVIEW

The ACT Government Procurement Board (the Board) was established on 1 August 2001 by the *Government Procurement Act 2001* (the Act). The Board's functions, as specified under section 6 of the Act, are:

- > to review, and give advice to territory entities on, procurement issues;
- > to review, and give advice on:
 - procurement proposals and activities referred to the board by a Minister or responsible Director-General; or
 - procurement proposals for procurement matters declared by the Minister;
- > to review procurement proposals of territory entities in accordance with the relevant regulation;
- > to consider, advise on and, if appropriate, endorse procurement practices and methods for use by territory entities;
- > to provide advice to the Minister on any issue relevant to the procurement activities of territory entities or the operation of this Act; and
- > to exercise any other function given to the board under this Act or any other Territory law.

The Government Procurement Regulation 2007 specifies the types of procurements that must be considered by the Board.

The regulations prescribe that the Board must review procurement proposals with an estimated value of \$5 million or more, or \$1 million or more for procurements:

- > being undertaken by a territory entity other than a public service directorate;
- > involving development or redesign of information and communications technology systems; or
- > involving disposals of assets.

The Board's purpose, to advise Government on practices and processes that will deliver better procurement outcomes for the Territory, is underpinned by the principle prescribed in section 22A of the Act: 'A territory entity must pursue value for money in undertaking any procurement activity'. In pursuing value for money, the entity must have regard to probity and ethical behaviour; management of risk; open and effective competition; optimising whole of life costs; and anything else prescribed by regulation.

The Board seeks to ensure that processes for major procurements comply with the Government's procurement framework, which includes legislation and policies available from the Procurement website (www.procurement.act.gov.au).

The Board does not set policy; it provides support and advice to the Government on the implementation of procurement policy. The Board operates through the Procurement and Capital Works in the Chief Minister, Treasury and Economic Development Directorate, the role of which is to provide procurement and project delivery services to directorates. The Board's involvement on individual procurements seeks to support Government by ensuring that procurement and project management risks are appropriately treated and relevant Government policies are applied.

The Board is not responsible for procurement decisions. This responsibility rests with Directors-General, who are responsible for all operations associated with the running of their directorates, and the heads of other relevant entities.

INTERNAL ACCOUNTABILITY

Membership of the Board

Section 11 of the Act stipulates that the Board consists of nine part-time members:

- > a Chair, who is a public employee member;
- > a Deputy Chair, who is a public employee member;
- > three other public employee members; and
- > four non-public employee members.

Note: 'Public employee', as per the dictionary, part 1, of the *Legislation Act 2001* (ACT), means (a) a public servant; or (b) a person employed by a territory instrumentality; or (c) a statutory officeholder or a person employed by a statutory officeholder.

The Chair of the Board at 30 June 2017 was Ms Karen Doran, Executive Director, Economic and Financial, Chief Minister, Treasury and Economic Development Directorate. The position of Chair, like all the Board memberships, is part-time, appointed by the Minister for Economic Development (the Minister) under the Act. The Chair reports directly to the Minister in relation to her role on the Board.

When filling member vacancies, priority is given to significant management experience in procurement and/or capital works delivery. The Board also seeks to have expertise in ICT, law, finance and risk management, as well as experience in the private sector, across its membership.

The ACT Government has a policy of achieving and maintaining 50 per cent representation of women on its boards and committees. The Office for Women (Community Services Directorate) is consulted each time a Board vacancy is being filled.

Eight Board membership positions were occupied at 30 June 2017, with three of these positions, including the Chair and Deputy Chair, held by women.

In December 2016, Ms Bronwen Overton-Clarke resigned as the Chair of the Government Procurement Board. Ms Karen Doran was appointed Chair on 6 March 2017, having previously held the position of Deputy Chair. Ms Meredith Whitten was appointed Deputy Chair on the 6 March 2017 having previously been appointed to the Board on 2 August 2016 – at the same time as Mr Shaun Strachan and Mr Graham Tanton. Mr Richard Bear and Mr Roger Broughton were reappointed as non-public employee members on the 11 July 2016.

Table 1: Membership of the Board as at 30 June 2017

| Members | Name | Position |
|---------------------------------------|---------------------|---|
| Public employee member (Chair) | Ms Karen Doran | Executive Director, Economic and Financial, Chief Minister, Treasury and Economic Development Directorate |
| Public employee member (Deputy Chair) | Ms Meredith Whitten | Deputy Director-General, Business Services Division, Education Directorate |

| Members | Name | Position |
|------------------------|--------------------|--|
| Public employee member | Mr Graham Tanton | Executive Director, Shared Services, Chief Minister, Treasury and Economic Development Directorate |
| Public employee | Mr Shaun Strachan | Deputy Director-General Corporate, Health Directorate |
| Non-public employee | Mr Stephen Goggs | |
| Non-public employee | Ms Virginia Shaw | |
| Non-public employee | Mr Roger Broughton | |
| Non-public employee | Mr Richard Bear | |

Board Meetings

The Board met on 28 occasions during 2016-17.

Table 2: Board deliberations in comparison with previous years

| | 2012-13 | 2013-14 | 2014-15 | 2015-2016 | 2016-2017 |
|---|---------|---------|---------|-----------|-----------|
| Total Board Meetings | 22~ | 30# | 32* | 34 | 28 |
| Business Meetings | 1 | 0 | 1 | 1 | 0 |
| Proposal Meetings | 19 | 30# | 31* | 33 | 28 |
| Proposals considered | 37 | 49 | 67 | 63 | 67 |
| Estimated Value of Proposals (\$ million) | 1,371 | 844 | 2,096 | 1,908 | 913 |

~ This includes 2 meetings held for briefings, where proposals and Board business were not considered

This includes 6 meetings held electronically, that is, via email

* This includes 3 meeting held electronically, that is, via email

Table 3: Board Members' attendance

| Member | Meetings attended | Comments |
|---------------------------|-------------------|---|
| Ms Bronwen Overton-Clarke | 14 | Chairperson last meeting 13 December 2016 |
| Ms Karen Doran | 27 | Chairperson Deputy Chairperson |

| Member | Meetings attended | Comments |
|---------------------|-------------------|--|
| Ms Meredith Whitten | 21 | Deputy Chairperson Member first meeting 9 August 2016 |
| Mr Graham Tanton | 18 | First meeting 9 August 2016 |
| Mr Shaun Strachan | 20 | First meeting 9 August 2016 |
| Mr Stephen Goggs | 23 | |
| Ms Virginia Shaw | 24 | |
| Mr Richard Bear | 23 | First meeting after reappointment 12 July 2016 |
| Mr Roger Broughton | 22 | First meeting after reappointment 12 July 2016 |

Mr George Tomlins, Executive Director Procurement and Capital Works and Mr Glenn Bain, Executive Director Procurement Projects attended the Board as *ex officio* members. This assisted the Board by providing greater insight into procurement policies, practices, arising matters and created efficient communication channels from the Board to Procurement and Capital Works to aid its operations.

CONSIDERATION OF PROPOSALS

The Board considered 67 proposals in 2016-2017.

Following consultation with the Board during 2016, from 1 January 2017 Procurement and Capital Works introduced a new process for consideration of large Goods and Services procurements which involved a two stage process. The first stage is a presentation to the Board on the proposed strategic approach to the procurement in which directorates outline the procurement options that have been considered to support the strategic objectives, identify strategic risks, discuss opportunities for cross agency collaboration, and application of contract management principles. The second stage is presentation of the final procurement proposal. There were 10 proposals considered under this new process, included in the total 67, at the first stage of the two stage process.

Of the 57 proposals presented for endorsement by the Board, 53 were endorsed in the reporting period. Two proposals were endorsed only after more information was presented to the Board and four proposals were not endorsed with the Board recommending review of the procurement strategies.

Appendix 1 provides a summary of procurement proposals considered by the Board in 2016-17 by type.

An important aspect of the Board's role in assisting the Territory pursue value for money in its procurement activities is to ensure territory entities are effectively managing risk in their procurement proposals. Procurement proposals presented to the Board must contain a risk plan. Risk plans identify the risks and assess the likelihood and consequence of each risk in order to reach a risk rating. Often the Government has treatments in place (for example, requiring construction consultants and contractors to have and maintain prequalification) that will lower the risk rating. Proponents for procurement proposals must also indicate what other treatments they will provide

for each risk rated as high or above and re-assess the likelihood and consequence following that treatment. A risk rated as high following treatment does not mean the treatment is not adequate – sometimes the consequences of the risk occurring would be severe although the likelihood of the event occurring is very small.

REMUNERATION

Remuneration for non-public employee members of the Board as at 30 June 2017 is set out in the ACT Remuneration Tribunal's amended Determination 12 of 2016, which commenced on 1 November 2016. This determination set the remuneration for non-public employee Board members at \$24,730 per annum.

Public sector members receive no remuneration for their Board membership. All staffing matters in respect of public employee members are managed by their home directorates.

SUPPORT STAFFING AND FINANCIAL RESOURCES

Section 21(1) of the Act enables the Board to arrange with the Director-General of the relevant directorate for directorate officers to provide administrative support to the Board. In 2016-17, this was the Chief Minister, Treasury and Economic Development Directorate.

The Board Secretariat supports the Board in undertaking its functions, including management of Board papers, meetings and all general administrative and financial arrangements. The Secretariat was located in Procurement and Capital Works, a business unit within Chief Minister, Treasury and Economic Development Directorate.

Allowances for non-public employee members' remuneration, Secretariat staff salaries, accommodation and office infrastructure, and the provision of technology and communications services, were covered within Procurement and Capital Works. All associated financial reporting was included in the Chief Minister, Treasury and Economic Development Directorate accounts.

CONFLICT OF INTEREST

The Board has instituted arrangements to manage conflicts of interest, in recognition that members, during the course of the year, would potentially be faced with potential conflicts of interest due to their other responsibilities.

The Board has instituted the following arrangements:

- > members are aware and support the Board's Charter and have signed a Code of Conduct agreement;
- > members are requested to identify whether they have a potential conflict of interest in respect of a proposal or policy matter prior to the related documents being considered. Members with a conflict of interest in a matter are not involved in the decision-making in relation to that matter;
- > prior to the commencement of all meetings, members are also invited to state any conflict of interest that may arise due to the business to be considered at the meeting; and
- > the minutes of the meeting reflect the identification of any potential conflict(s) of interest and any action taken by the Board in respect of any conflict(s).

Further information on the Government Procurement Board's operations can be obtained from:

Karen Doran
Chair, ACT Government Procurement Board
karen.doran@act.gov.au
Ph: (02) 6207 0337

Vanessa Althorp
Secretariat Government Procurement Board
vanessa.althorp@act.gov.au
Ph: (02) 6207 7352

APPENDIX

SUMMARY OF PROCUREMENT PROPOSALS CONSIDERED BY THE BOARD IN 2016-17

During 2016-17, in accordance with the Government Procurement Regulation 2007, the Board considered 67 presentations and proposals with an estimated total value of \$913 million.

Breakdown by Procurement Method

| Procurement Method | Number | Percentage of Number* | Estimated Value (\$M) | Percentage of Value* |
|--|--------|-----------------------|-----------------------|----------------------|
| Two Pass Strategic Review | 10 | 15 | N/A | N/A |
| Public Tender | 27 | 40 | 567 | 62 |
| Variations | 7 | 10 | 24 | 3 |
| Select Tender (includes selection from a panel established by public tender) | 9 | 13 | 292 | 32 |
| Single Select Tender | 4 | 6 | 28 | 3 |
| Presentation | 10 | 15 | N/A | N/A |

Note that some procurement proposals appeared before the Board on more than one occasion. For example, the Expression of Interest (EOI) and Request for Tender (RFT) components of two-stage procurement may be submitted separately for Board consideration.

*Percentages and Estimated Values may not total 100 per cent due to rounding of figures.

Breakdown by Directorate

| Directorate | Number | Percentage of Number* | Estimated Value (\$M) | Percentage of Value* |
|---|--------|-----------------------|-----------------------|----------------------|
| Chief Minister, Treasury and Economic Development | 20 | 30 | 331 | 36 |
| Justice and Community Safety | 1 | 1 | 8.5 | 1 |
| Community Services | 6 | 9 | 26 | 3 |
| Education | 3 | 4 | 61 | 7 |
| Health | 2 | 3 | 21 | 2 |
| Transport and City Services | 19 | 28 | 323 | 35 |

| Directorate | Number | Percentage of Number* | Estimated Value (\$M) | Percentage of Value* |
|--|--------|-----------------------|-----------------------|----------------------|
| Land Development Agency | 9 | 13 | 52 | 6 |
| Environmental Planning and Sustainable Development Directorate | 2 | 3 | 67 | 7 |
| Asbestos Taskforce | 2 | 3 | NIL | 0 |
| Capital Metro Agency | 3 | 4 | 22 | 3 |

*Percentages and Estimated Values may not total 100 per cent due to rounding of figures.

Breakdown by Procurement Classification

| Procurement Classification | Number | Percentage of Number | Estimated Value (\$M) | Percentage of Value |
|--|--------|----------------------|-----------------------|---------------------|
| Infrastructure and Capital works | 19 | 33 | 423 | 46 |
| Goods and Services (not including ICT) | 38 | 67 | 490 | 54 |

*Percentages and Estimated Values may not total 100 per cent due to rounding of figures.

ABBREVIATIONS

| | |
|----------|--|
| Act | <i>Government Procurement Act 2001</i> |
| ACT | Australian Capital Territory |
| Board | ACT Government Procurement Board |
| IT / ICT | Information Technology / Information and Communications Technology |
| Minister | Minister for Economic Development |

Default Insurance Fund

THE ORGANISATION

The *Workers Compensation Act 1951* (the Act) was established to provide compensation to workers employed in the private sector for injuries arising out of or in the course of their employment.

The Default Insurance Fund (DI Fund) was established under the Act effective 1 July 2006. It provides a safety net to meet the cost of workers' compensation claims made by workers in circumstances where:

- > an employer does not have a workers' compensation insurance policy and cannot meet the claim costs payable under the Act; or
- > an employer's insurance company is wound up under the Corporations Act or cannot provide the indemnity required to be provided under a compulsory workers' compensation policy.

Funds are held in trust under the *Financial Management Act 1996* in two separate accounts:

- > the Uninsured Employer Fund (UEF); and
- > the Collapsed Insurer Fund (CIF).

All claims and administration costs are met from the Fund.

The DI Fund meets the cost of any awards and claims for workers' compensation, including the payment of weekly compensation, medical expenses and rehabilitation costs, as well as compensation settlements and any common law judgments or settlements.

A public servant appointed by the Director-General, Chief Minister, Treasury and Economic Development Directorate, manages the Fund. Mr. John Fletcher, General Manager, ACT Insurance Authority, is the current DI Fund Manager.

Administrative operations are subject to the same governance controls in relation to risk management, fraud prevention and records management as the ACT Insurance Authority. The Authority's reporting on these operations is included in the relevant sections of the ACT Insurance Authority Annual Report.

The Authority also oversees workplace health and safety and associated risk management, accommodation, facilities management and workplace environmental management. Reporting on these issues is contained in the Authority's Annual Report.

The Default Insurance Fund Advisory Committee is established under Schedule 3 of the Act. Their role is to monitor the operations of the DI Fund and, if requested by the Minister or the DI Fund Manager, advise on matters relating to the operation of the Act.

The Committee comprises the Executive Director, Continuous Improvement and Workers' Compensation (Chair), the DI Fund Manager and three members appointed by the Minister.

The membership of the DI Fund Advisory Committee is:

- > Michael Young – Executive Director, Continuous Improvement & Workers' Compensation (Chair);
- > Graciete Ferreira – Master Builders Association ACT (Employer Representative);
- > Susie Walford – GIO Insurance (Insurer Representative);
- > Dean Hall – CFMEU (Employee Representative) (exited 22nd August 2016);

- > Rosalind Read – CFMEU (Employee Representative) (commenced 23rd February 2017); and
- > John Fletcher – DI Fund Manager.

The Committee met on three occasions during 2016-17. At each meeting, a report on the status of the DI Fund was provided and a schedule detailing the status of all open claims was considered.

UNINSURED EMPLOYER FUND (UEF)

This component of the Fund currently administers claims which have arisen when a worker has been injured and the employer failed to hold an ACT Workers' Compensation Policy. Where the employer does not or cannot meet the cost of claims, the UEF responds on behalf of the employer as the default insurer.

CLAIMS

When a claim is received the UEF undertakes an insurer search in an attempt to locate an insurer for the injured worker. In some cases an insurer is identified and the claim is then forwarded to the appropriate insurer.

When satisfied that an insurance policy is not in place, the DI Fund acts as the default insurer for the injured worker. The DI Fund arranges and facilitates appropriate rehabilitation and medical treatment for injured workers with the aim of returning an injured worker back to their pre-injury state where possible. Claims are managed within the auspices of the Act, and the DI Fund meets the cost of all legislated entitlements for injured workers including medical expenses, rehabilitation costs, weekly compensation and lump sum settlements.

Uninsured Employer Fund - Claims

| | |
|---|----|
| Total claims opened during the reporting period | 13 |
| <hr style="border-top: 1px dotted black;"/> | |
| Total claims closed during the reporting period | 11 |
| <hr style="border-top: 1px dotted black;"/> | |
| Current open claims | 31 |
| <hr style="border-top: 1px dotted black;"/> | |

REVENUE

The *Workers Compensation Act 1951*, Section 168A requires the Fund Manager to undertake a review of the Uninsured Employer Fund each year to determine the appropriate levy on workers compensation insurers.

A funding model introduced in 2010-11 to address under-funding of the UEF aims to build on reserves to cover the unfunded component of the current claims provision and administrative expenses of the fund. As of 30 June 2016 the Fund reached a fully funded position.

In considering an appropriate levy for 2016-17, the Fund Manager took into consideration a range of issues including a sensitivity analysis of the volatility of the DI Fund, the potential for an increase in claims costs, and claim numbers in the current and future insurance years.

The Fund Manager imposed contributions from insurers and self insurers equal to 1.4 per cent of the gross written premiums equating to the collection of \$2.663 million in levy revenue.

EXPENSES

The total expenses for 2016-17 were \$0.386 million.

BALANCE SHEET

The Fund holds \$10.188 million in cash and cash equivalents and total receivables of \$1.163 million as at 30 June 2017.

The total outstanding claims provision for the UEF as at 30 June 2017 is \$8.177 million.

The Fund total equity as at 30 June 2017 is \$3.102 million.

COLLAPSED INSURER FUND (CIF)

This component of the Fund currently administers claims which have arisen from a previously approved Workers' Compensation Insurer that has been wound up or is under liquidation. Currently the Fund administers claims for two collapsed insurers, National Employers' Mutual Association Ltd in 1990 (NEM) and HIH Insurance in 2001 (HIH).

CLAIMS

When satisfied that an insurer is unable to pay, the DI Fund acts as the default insurer for the injured worker. The DI Fund arranges and facilitates appropriate rehabilitation and medical treatment for injured workers with the aim of returning an injured worker back to their pre-injury state where possible. Claims are managed within the auspices of the Act, and the DI Fund meets the cost of all legislated entitlements for injured workers including medical expenses, rehabilitation costs, weekly compensation and lump sum settlements.

The liquidators for NEM have completed final statutory and administrative matters and the liquidation is now complete.

As at 30 June 2017 there was one open claim against NEM and two open claims against HIH.

The Fund Manager is the fund representative on the committee of inspection for the HIH liquidation.

| Collapsed Insurer Fund - Claims | |
|--|---|
| Total claims opened during the reporting period | 1 |
| Total claims re-opened during the reporting period | 2 |
| Total claims closed during the reporting period | 1 |
| Current open claims | 3 |

REVENUE

The Fund is not levying insurers and self-insurers for the CIF at present.

The Fund can appropriately and responsibly manage the impact of any future insurance collapses within the workers' compensation industry through the retention of its current reserve and the imposition of a tailored levy on employers in the event of a collapse.

EXPENSES

The total expenses paid by the Fund during the year were \$0.013 million, \$47,000 in supplies and services and (\$34,000) in Claims Expense. The claims expense consisted of \$64,000 compensation payments and a decrease in the provision for claims payable of (\$98,000) as the result of the 2016-17 actuarial valuation.

BALANCE SHEET

As at 30 June 2017, the CIF had cash and cash equivalents totalling \$18.29 million with an estimated outstanding claims provision of \$0.948 million.

The Fund total equity as at 30 June 2017 is \$17.34 million.

The DI Fund financial statements are reported in Volume 2 of the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report.

Further information may be obtained from:

John Fletcher
General Manager
ACT Insurance Authority
+61 2 6207 0268
john.fletcher@act.gov.au

Director of Territory Records

TRANSMITTAL CERTIFICATE



Our ref: CM2017/1345

Mr Andrew Barr MLA
Chief Minister
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Chief Minister

2016–17 Director of Territory Records Annual Report

This report has been prepared in accordance with section 7(2) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements under the Annual Report Directions.

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

I certify that information in the attached annual report, and information provided for whole of government reporting, is an honest and accurate account and that all material information on the operations of Director of Territory Records has been included for the period 1 July 2016 to 30 June 2017.

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

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

Yours sincerely

Danielle Wickman
Director of Territory Records

25 July 2017

Chief Minister, Treasury and Economic Development
GPO Box 158 Canberra ACT 2601 | phone: 132281 | www.act.gov.au

COMPLIANCE STATEMENT

The Director of Territory Records Annual Report must comply with the 2017 Annual Report Directions (the Directions). The Directions are found at the ACT Legislation Register: www.legislation.act.gov.au.

The Compliance Statement indicates the subsections, under the five Parts of the Directions that are applicable to the Director of Territory Records Annual Report, and the location of information that satisfies these requirements:

PART 1 DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and records keeping of annual reports. The Director of Territory Records Annual Report complies with all subsections of Part 1 under the Directions.

In compliance with section 13 Feedback, Part 1 of the Directions, contact details for the Director of Territory Records are provided within the Director of Territory Records Annual Report to provide readers with the opportunity to provide feedback.

PART 2 DIRECTORATE AND PUBLIC SECTOR BODY ANNUAL REPORT REQUIREMENTS

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

- > Transmittal Certificate, see page 295;
- > Organisational Overview and Performance subsections 1 and 2, see page 297. Subsections 3 to 9 are contained within the CMTEDD Annual Report;
- > Financial Management Reporting, inclusive of all subsections, is contained within the CMTEDD Annual Report.

PART 3 REPORTING BY EXCEPTION

The Director of Territory Records has nil information to report by exception under Part 3 of the Directions for the 2016-17 reporting period.

PART 4 DIRECTORATE AND PUBLIC SECTOR BODY SPECIFIC ANNUAL REPORT REQUIREMENTS

There are no specific annual report requirements for the Director of Territory Records.

PART 5 WHOLE OF GOVERNMENT ANNUAL REPORTING

All subsections of Part 5 of the Directions apply to the Director of Territory Records. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACT Public Service Directorates, as follows:

- > N. Community Engagement and Support, see the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report;
- > O. Justice and Community Safety, including all subsections N.1 – N.4, see the 2016-17 Justice and Community Safety Directorate Annual Report;

- > P. Public Sector Standards and Workplace Profile, including O.1–O.3, see the 2016-17 State of the Service Report; and
- > Q. Territory Records, the Territory Records Office’s own recordkeeping arrangements are reported with those of the Chief Minister, Treasury and Economic Development Directorate in this report.

ACT Public Service Directorate annual reports are found at the following web address:

www.cmd.act.gov.au/open_government/report/annual_reports.

ORGANISATION OVERVIEW AND PERFORMANCE

ORGANISATIONAL OVERVIEW

The Territory Records Office supports the Director of Territory Records to provide leadership to the ACT Public Service on policy and practice for records management. The Director has particular responsibilities to develop recordkeeping standards for ACT Government agencies, to oversee the disposal of government records and assist members of the public to have access to ACT Government archives.

The main purposes of the *Territory Records Act 2002* (the Act) are to:

- > encourage open and accountable government by ensuring that Territory records are made, managed and, if appropriate, preserved in accessible form;
- > support the management and operation of Territory agencies;
- > preserve Territory records for the benefit of present and future generations; and
- > ensure that public access to records is consistent with the principles of the *Freedom of Information Act 1989*.

The Act enables the Director of Territory Records to encourage consistency in records management between agencies, examine the operation and compliance of agencies’ records management programs and to give assistance and advice on records management.

The Territory Records Act establishes the statutory position of the Director of Territory Records. The Territory Records Office is an administrative unit within Policy and Cabinet, Chief Minister, Treasury and Economic Development Directorate. The Office is made up of 5.4 full time equivalent staff, including the Director.

TERRITORY RECORDS ADVISORY COUNCIL

The Territory Records Advisory Council is established by the Act, and advises the Director on a range of records management issues, particularly in relation to access to and disposal of records, and on the protection of records about Aboriginal and Torres Strait Islander heritage.

Members of the Council are appointed on a part-time basis by the Minister, and appointments must be made from the range of categories set out in section 44 of the Act. The Director of Territory Records is also a member of the Council. Members, apart from the Director, are appointed for a term of three years and may be reappointed. Members not in full-time employment are paid a sitting fee at the rate determined by the Remuneration Tribunal for the ACT Heritage Council.

The activities of the Council are funded from within the Territory Records Office’s budget, and financial oversight, including risk management, audit and fraud control arrangements, are managed within the Chief Minister, Treasury and Economic Development Directorate’s control systems. No specific code of conduct has been established for Territory Records Advisory Council members,

but members are required to sign a conflict of interest declaration as part of the appointment process. The Council has not established any sub committees.

Territory Records Advisory Council met four times during 2016-17. Membership of the Council during the year and the number of meetings each attended is as follows:

| Name | Role | Meetings attended |
|-----------------------------------|--|-------------------|
| Ms Anne Buttsworth (Chair) | Public administration, governance, public accountability | 4/4 |
| Mr Michael Piggott (Deputy Chair) | Records management and archives | 4/4 |
| Professor Chris Aulich | Public administration, governance, public accountability | 4/4 |
| Ms Roslyn Brown | Aboriginal and Torres Strait Islander heritage | 0/4 |
| Mr David Brumby | Records management and archives | 3/4 |
| Ms Amanda Harris* | History and heritage | 2/2 |
| Mr Geoffrey Rutledge | ACT Government agencies | 2/4 |
| Mr Nick Swain | History and heritage | 4/4 |
| Ms Danielle Wickman | Director of Territory Records | 3/4 |
| Mr David Horne | Director of Territory Records (acting) | 1/1 |

* Ms Harris resigned from the Council in December 2016.

The Council receives regular reports on public access, relations with government agencies and progress against the Territory Records Office's business plan. The Director keeps the Council informed of, and seeks its advice on, significant initiatives of the Office. During 2016-17 the Council considered and advised on matters such as the Chief Minister's Governance Lecture and the finalisation of the digital recordkeeping project.

The Council has a particular role in advising the Director on the disposal of ACT Government records. The retention and disposal of records is authorised through Records Disposal Schedules, issued under section 19 of the Territory Records Act. All draft schedules are referred to the Council for advice before they are approved by the Director. During 2015-16 the Council considered 22 new or revised Records Disposal Schedules.

The Council has been supportive of the Territory Records Office's work to engage with ACTPS agencies on their recordkeeping performance. Members have been particularly interested in the development of tools and services to support the Territory Records Office's revised Standard and Guidelines, including the Better Records Advice and Support Service. Council also takes seriously its role in advising on issues relating to publicly accessible records. Members are pleased with the continuing success of the Find of the Month in garnering broad attention for the Office's public

reference service, ArchivesACT, and providing an avenue for the Canberra community to engage with its archives. The Council meeting agenda also includes a standing item on decisions to restrict archives from public access under section 28 of the Act. There were no requests from agencies for section 28 declarations during 2016-17.

The 2017-18 budget includes funding for the ACT Heritage Library to move to larger premises at Fyshwick, and the ArchivesACT service will be part of this move. The Council notes in particular that the larger space will allow ArchivesACT to store some ACT Government archives materials on site, and that this will support better staff and community access to the collection. Council members have had a long-standing interest in securing centralised storage and management of the ACT archival collection in the form of a dedicated archives repository. Such a facility would further enhance the security, preservation and public accessibility of the ACT's most significant government archives.

During 2016-17 the Territory Records Office undertook a review of the terms of reference and appointments processes for the Territory Records Advisory Council. The review concluded that the membership requirements set out under the Territory Records Act continued to provide a good spread of skills and experience with which to advise the Director. The review identified additional selection criteria that could be used in conjunction with a public call for expression of interest, as required by the ACT Government's new guidelines on appointments to ACT boards and committees. Those criteria were used to advertise for Council vacancies in May 2017, and consideration of potential appointees is ongoing.

PERFORMANCE OVERVIEW AND HIGHLIGHTS FOR 2016–2017

In the 2016-17 reporting year the Territory Records Office has begun to build on the significant outputs delivered in previous years. Last year's review of our Standard and Guidelines has provided a solid foundation from which to build a range of other tools and services that support improvements in the creation and management of and access to ACT Government records. We also continued our digital recordkeeping project into 2016–17, and pursued a range of new and continuing approaches to promoting public access to archives.

Digital recordkeeping

The Territory Records Office concluded its digital recordkeeping project on schedule in October 2016. The project delivered on its goals to:

- > develop and implement a standard configuration for electronic document and records management system (EDRMS) in use in the ACTPS;
- > set up a number of demonstrator sites across government that can verify the standard configuration and establish the efficiencies and other benefits that can be gained from a transition to digital recordkeeping; and
- > recommend a governance structure for managing the new system on a business as usual basis.

The project demonstrated the feasibility of whole of government digital recordkeeping approaches in the ACTPS and recommended a governance framework to manage these systems across directorate boundaries. During the project the Territory Records Office, in partnership with Shared Services Records Services, established a whole of government instance of Hewlett Packard Enterprises Records Manager software (known as HPRM or TRIM), as a means of consolidating the different instances of HPRM in use across the ACTPS. This system complements the Objective EDRMS software also in use in other parts of the ACTPS.

Following completion of the project the whole of government HPRM database continues to be operated on a business as usual basis by Shared Services Records Services. The Territory Records

Office continues to advocate across government for the use of digital recordkeeping systems, and is working with Records Services and other parts of government to support the ongoing rollout of these systems. Trustworthy and reliable digital recordkeeping systems are essential to support all aspects of the work of the ACT Government, and in particular the transition of ACTPS offices to Activity Based Working and the delivery of the Chief Digital Officer's ACT Government Digital Strategy 2016-2019.

Recordkeeping Standard, Guidelines and Tools

Last year the Office released its revised Standard and Guidelines for Records, Information and Data Management. During 2016-17 we have been developing additional tools and services to support agencies to comply with the new Standard. The first of these is a self-assessment checklist, which agencies are able to use to understand whether they are meeting their basic compliance requirements. The checklist also articulates a maturity model that allows agencies to understand how they might improve aspects of their recordkeeping practices and the value they add to their organisations.

The checklist is intended to support a new service of the Territory Records Office, which was developed and tested in 2016-17 and will be rolled out in 2017-18. The Better Records Advice and Support Service will provide detailed, targeted analysis of agency recordkeeping practices and make recommendations for better practice. Territory Records Office staff have been working with the Education Directorate to test our processes to ensure that the service delivers real value and meaningful recommendations that improve the contribution good recordkeeping can make to government business.

A major piece of work completed during 2016-17 was the review of the Territory Records Office's Common Functions Thesaurus. The Territory Records Office maintains a whole of government thesaurus which agencies use to classify records so that they can be more easily identified and understood, and so that their authorised disposal can be efficiently managed. An important element of the thesaurus is a group of 'common functions' that all parts of government are likely to contribute to. These include the management of government finances, personnel and property. The Territory Records Office conducted a full review of 16 of these common functions to make them simpler to use and to reduce the decision-making required as part of the records creation process. The previous 16 function terms have now been reduced to eight, and the number of second-level classification terms, referred to as activities, has also been substantially reduced. The Office has had good feedback from records managers across government about the revised arrangements.

Chief Minister's Governance Lecture

On 17 August 2016 the Office presented the second annual Chief Minister's Governance Lecture. The Lecture is intended to highlight the rich resources that can be found in ACT Government archives, and their links with the debates in our city today. The 2016 event was a fascinating and engaging discussion on "Making the City: Innovative Governance and Urban Policy in the Nation's Capital", delivered by Dr Tim Williams. Dr Williams is the Chief Executive Officer of the Committee for Sydney and Principal with global consultancy Arup. Earlier in 2016 Dr Williams partnered with the ACT Government to deliver a vision for Canberra called Canberra: A Statement of Ambition. Dr Williams' lecture drew on events in our planning history to talk about the 'Canberra advantage' and its implications for the city's future design and growth.

The annual lecture event provides the opportunity for a researcher of some standing to explore a topic relevant to the history of the administration of the ACT through the use of newly released archival records. The aim of the lecture is to encourage substantial use of the Territory's archives and to share the results of that research with the broader community through a public event.

Public access to Territory archives

ArchivesACT provides access to ACT Government archives for members of the public on behalf of government agencies and promotes archival materials to the community more broadly. Since developing its Marketing and Promotions Strategy in 2013, ArchivesACT continues in particular to focus on maximising self-service opportunities for researchers and providing additional assistance to targeted researchers and groups.

Our key project for 2016-17 has been the development of our ACT Memory online archives database. The service will make information about publicly available ACT Government archives more accessible, and will allow researchers to, for the first time, conduct their own searches for these materials. The system will use open source, cloud-hosted software developed with the sponsorship of the International Council on Archives, called Access to Memory, or AtoM. We will be sharing our ACT Memory database with the ACT Heritage Library, and expect to begin making information publicly available in the first half of 2017-18.

Another of ArchivesACT's aims is to partner with individuals and organisations whose work with ACT archival materials will help us to reach a broader audience. During the Canberra and Region Heritage Festival in April and May this year ArchivesACT partnered with the Turner School to celebrate inclusion and the 40th anniversary of the 1967 referendum on the treatment in the Australian Constitution of Indigenous people. Minister for Community Services and Social Inclusion, Rachel Stephen-Smith, spoke to a very engaged year 5 and 6 group about the significance of the Referendum and the meaning of social inclusion. Territory Records Advisory Council member Aunty Roslyn Brown performed a Welcome to Country for students and guests, and the students had the opportunity to ask Wiradjuri man and ACT Heritage Council member Mr Gary Shipp about the meaning of the Referendum for his family. As part of the event ArchivesACT staff provided Turner School teachers with information about curriculum resources for their studies in civics and citizenship. The event was held in conjunction with the ACT Heritage Library.

Our regular Find of the Month continues to be one of our most important avenues for allowing the community to engage with ACT archives. Each month, ArchivesACT staff identify and share with the community some of the interesting and quirky items to be found in the archives. In 2016-17 we have told stories about the history of gun control in Canberra, 1930s eucalyptus oil distilleries at Tidbinbilla, the early development of Braddon, and a proposal for a movie studio at Weston Creek.

OUTLOOK

The coming year will see the finalisation of some important transitional initiatives for the Territory Records Office. Delivering our new Better Records Advice and Support Service and moving it to business as usual operations will signal a significant change in the way the Office interacts with ACT Government agencies. The service will allow us to be more strategic, collaborative and proactive in our approach to supporting better practice government recordkeeping. Similarly, the establishment of ACT Memory will change the way we interact with public researchers, allowing them to explore the riches of the ACT's government archives for themselves. We expect that this will free up staff time to add to our users' experience in other ways, and to put greater effort into promoting the archives more widely amongst the Canberra community.

A new initiative for the Territory Records Office in 2017-18 will be the development of approaches to the open access provisions of the *Freedom of Information Act 2016*. The new Act, which comes into force on 1 January 2018, requires agencies to be more proactive in the way they publish many types of routine documents. The Territory Records Office has been tasked with developing guidelines and mechanisms for agencies that will help them to embrace the open government culture that underpins the new Act and make information more freely available to the public.

The 2017-18 budget includes funding to move the ACT Heritage Library and ArchivesACT from their current location at the Woden Library to Fyshwick. This move to larger premises will be a significant one for ArchivesACT, as it will allow a small collection of archival materials to be held on site. This will allow staff to explore the archives in more depth and be more innovative in the ways archives are promoted to Canberrans. We look forward to working with our colleagues in the ACT Heritage Library to plan the transition, which we expect to happen late in 2017-18. Find of the Month and the Chief Minister's Governance Lecture will remain key elements of our public engagement activities.

WHOLE OF GOVERNMENT REPORTING ON TERRITORY RECORDS

The ACT Government's Annual Report Directions require information about agency records management arrangements to be consolidated in the Director of Territory Records' Annual Report. The reporting requirements and agencies' responses are set out below.

Directorates and public sector bodies must provide a statement that indicates whether:

- > a current Records Management Program has been approved by the directorate/public sector body's Principal Officer and submitted to the Director of Territory Records;
- > Records Management Procedures have been created and implemented throughout the directorate/public sector body; and
- > appropriate training and resources are made available to all staff in the directorate/public sector body.

The statement must:

- > provide details of how the public can inspect the Records Management Program as required by section 21(1) of the Act;
- > outline the arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage; and
- > list the approved Records Disposal Schedules by name and Notifiable Instrument.

Records Management Programs

| Entity | RMP approved on this date | RMP under review, completion scheduled on this date | The RMP being developed, completion scheduled on this date | The RMP of this Directorate has been adopted |
|---|---------------------------|---|--|--|
| Chief Minister, Treasury and Economic Development | 2016 | | | |
| ACT Compulsory Third Party Regulator | | | | CMTEDD |
| ACT Insurance Authority | 2010 | | | |
| Cultural Facilities Corporation | 2015 | | | |

| Entity | RMP approved on this date | RMP under review, completion scheduled on this date | The RMP being developed, completion scheduled on this date | The RMP of this Directorate has been adopted |
|---|---------------------------|---|--|--|
| Independent Competition and Regulatory Commission | | 2017 | | |
| Land Development Agency | | | | CMTEDD |
| Long Service Leave Authority | 2016 | | | |
| Community Services | 2012 | | | |
| Housing ACT | | | | CSD |
| Education | 2014 | | | |
| ACT Teacher Quality Institute | 2016 | | | |
| Environment, Planning and Sustainable Development | 2016 | | | |
| Commissioner for Sustainability and the Environment | | | | EPSDD |
| Health | 2014 | | | |
| Justice and Community Safety | | 2018 | | |
| Human Rights Commission | | | | JACS |
| Public Trustee and Guardian | | | 2018 | |
| Transport and City Services | 2015 | | | |

RECORDS MANAGEMENT PRACTICES

Chief Minister, Treasury and Economic Development Directorate

The public can request access to the Records Management Program by submitting a request to the Records Manager.

Records management procedures have been created and are available to all staff via the appropriate intranet.

The entities' policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

The Records Manager ensures that all records identified for disposal are actively reviewed prior to destruction to ensure that records that establish links or should otherwise be retained are properly identified.

ACT Insurance Authority

The Authority performs the function of Fund Manager for the Office of the Nominal Defendant of the ACT and the Default Insurance Fund and therefore the Authority's Records Management Program also applies to these entities.

The public can inspect the Records Management Program by contacting the ACT Insurance Authority Records Management Delegate through the reception contact details found at the Authority's website apps.treasury.act.gov.au/insurance-and-risk-management.

Records management procedures have been created and are available to all staff in the ACT Insurance Authority through WIRE (its approved Electronic Document Records Management System).

The entity's policy and procedures do not include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage. However, staff have been made aware of this requirement and instructed to let the Records Management Delegate know if a record establishes a link.

Cultural Facilities Corporation

The public can inspect the Records Management Program by viewing it on the CFC website located at www.culturalfacilities.act.gov.au or by applying to:

Cultural Facilities Corporation
PO Box 939
CIVIC SQUARE ACT 2608

Records management procedures have been created and are available to all staff in the CFC via the internal shared drive and the CFC website.

The entity's policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage. The CFC staff members understand the sensitivities relating to records about Aboriginal and Torres Strait Islander people and the need for these records to be preserved for possible future access and reference. The Canberra Museum and Gallery owns a number of works of art by Indigenous artists. Records of these works of art are kept both on Territory Records files and on a database. These records can be accessed by members of the public by applying to:

The Registrar
Canberra Museum and Gallery
GPO Box 939
CIVIC SQUARE ACT 2608

Independent Competition and Regulatory Commission

The public will be able to inspect the Commission's Records Management Program by downloading it from our website at www.icrc.act.gov.au

Records management procedures have been created and are available to all staff in the Commission via its internal network.

The Commission has adopted practices which meet the document retention and disposal requirements and the file registry requirements of the ACT Government. The Commission's records management practices are embedded in the Commission's business continuity plans, risk management plans, internet policy and processes, and administrative procedures.

Land Development Agency

The public have been able to request access to the Records Management Program by submitting a request to the Records Manager within CMTEDD.

Records management procedures have been created and are available to all staff via the CMTEDD intranet.

The entity's policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

The Records Manager ensures that all records identified for disposal are actively reviewed prior to destruction to ensure that records that establish links or should otherwise be retained are properly identified.

Long Service Leave Authority

The public can inspect the Records Management Program by requesting a copy of the Program from the Authority.

Records management procedures have been created and are available to all staff in via accessing the Authority's common drive.

Community Services Directorate

The public can inspect the Records Management Program by contacting the Principal Officer or the Records Manager during ordinary working hours.

Records management procedures have been created and are available to all staff in Community Services Directorate via the organisation's Intranet under Records Management Resources.

The directorate's policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage. Records that could be used to establish links are identified and noted in the directorate's recordkeeping system (HPRM) and they are preserved in secure but readily accessible facilities.

The ACT Government made the decision that Disability ACT will not exist as a service provider and direct funder of services beyond 30 June 2017. The target date reflects the Territory's commitment to continue to provide quality services to the Canberra community during the transition of clients into the National Disability Insurance Scheme. During 2016-17 and as part of the closure, Disability ACT undertook a digitisation project to capture client records to electronic form to facilitate easier access to former client information and provide a smooth transition for new service providers.

Education Directorate

The public can inspect the Records Management Program by requesting a copy of the document by submitting a request to the Education Directorate's Records Management Section email box (DET-Records_Management_Unit@act.gov.au) or visiting the directorate's internet site and viewing it on the Publication & Policy page www.education.act.gov.au/publications_and_policies/publications_a-z

Records management procedures have been created and are available to all staff in Education Directorate via the Intranet.

The entity's policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage. The Records Management Unit know if a record establishes links, links are noted in TRIM/Objective, awareness and instructions are provided as part of the entity's training program.

ACT Teacher Quality Institute

The public can inspect the Records Management Program by visiting the TQI office at 170 Haydon Drive, Bruce or by requesting a copy – tqi@act.gov.au.

Records management procedures have been created and are available to all staff in the ACT Teacher Quality Institute via the TQI shared digital work space.

The entity's policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

Environment, Planning and Sustainable Development Directorate

The EPSDD Records Management Program is available to the public via www.environment.act.gov.au or by email to epdcorporate@act.gov.au.

The information provided in this report applies to the Environment, Planning and Sustainable Development Directorate, including the Asbestos Response Taskforce (ART, the Taskforce). ART joined EPSDD on 1 November 2016 and information pertaining to the period of 1 November 2016 to 30 June 2017 has been incorporated.

The revised Records Management Program was added to the EPSDD SharePoint site to make it accessible to staff across the directorate.

Records management procedures have been created and are available to all staff in EPSDD via the Directorate Intranet and via the Directorate's Electronic Document and Records Management System (EDRMS). Due to the sensitivity of the records managed by ART, the Taskforce has specific procedures for the management of records and use of the Taskforce's EDRMS (Objective).

The entity's policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

Health Directorate

The public can inspect the Records Management Program by a request in writing to the agency's Principal Officer or the directorates' records management unit via recordsmanagementcentre@act.gov.au

Records management procedures have been created and are available to all staff in ACT Health via the Records Management intranet site. The intranet site is updated regularly and includes links to the Territory Records Office intranet and website.

The Administrative Recordkeeping Procedures Manual provides a framework for ACT Health to systematically capture, register, classify, use, store, retain and dispose of records. The entity's policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

Links with Aboriginal and Torres Strait Islander Heritage has been included in the Administrative Records Management Policy. Records created, received and discovered which contain information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage will be appropriately managed, protected and made accessible if needed. All records management staff are aware and understand the sensitivities relating to records about Aboriginal and Torres Strait Islander people, and the need for these records to be preserved for possible future access and reference.

The current Disposal Schedule has identified a small quantity of Aboriginal and Torres Strait Islander people records requiring permanent retention.

Justice and Community Safety Directorate

The public can inspect the Records Management Program by contacting the Directorate Records Manager at:

Email: JACSFOI@act.gov.au

Phone: (02) 6207 2167

The JACS Records Management Program, the authorising legislation, policy and procedures are available to all staff in JACS via the JACS intranet.

The directorate's records management policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage. Under the procedures, business units are advised to contact the directorate's Records Manager to discuss any records that might be used to establish such links to ensure appropriate preservation practices are put in place.

The 2015-2017 JACS Records Management Program states that the directorate will regularly review its level of compliance with the *Territory Records Act 2002*. To satisfy this commitment, business units are required to undertake a self-assessment of their recordkeeping practices every two years. This was undertaken and finalised in late 2016, with the results indicating that awareness and implementation of key recordkeeping practices has improved since the previous assessment held in 2014. The directorate will continue to work with business units to ensure they are aware of their responsibilities under the *Territory Records Act 2002*.

Public Trustee and Guardian

The public can inspect the Records Management Program by requesting a copy of the Program.

Records Management Procedures have been created and are available to all staff in Public Trustee and Guardian via PTG's Intranet.

The entity's policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

Transport Canberra and City Services Directorate

This is the first records management report for the new directorate, bringing together records of light rail, ACTION buses, libraries, roads, recycling and waste, local shopping centres and public spaces.

The Transport Canberra and City Services (TCCS) Records Management Program has been approved by the entity's Principal Officer and submitted to the Director of Territory Records. The public can inspect the Records Management Program by viewing it on the TCCS website.

Records management procedures have been created and are available to all staff in TCCS via the intranet.

TCCS policy and procedures include specific arrangements for preserving records containing information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

RECORDS MANAGEMENT TRAINING AND RESOURCES

Chief Minister, Treasury and Economic Development Directorate

Record Management training for all staff is actively encouraged. Training is provided to new staff via the induction programs, while internal tailored training is provided by records management officers, to staff and areas that have particular requirements. Staff also have access through the ACTPS training calendar to a number of courses provided by external training organisations.

Internal training was delivered to approximately 315 CMTEDD staff and covered areas such as general records management requirements, archiving and disposal, information security, and training in the use of recordkeeping systems (HPRM8 and Objective).

In particular, as a result of significant changes to the common administrative functions, training was developed and delivered to 117 staff to assist with the transition to the new terms and disposal schedules.

Chief Minister, Treasury and Economic Development Directorate has a central full-time Records Manager within the directorate with approximately four (full-time equivalent) other staff in the directorate engaged in maintaining and supporting recordkeeping systems and records management processes.

All other staff are responsible for undertaking a range of records management activities and are supported and encouraged to undertake recordkeeping in a way that is consistent and accountable.

ACT Insurance Authority

The ACT Insurance Authority has one Records Management Delegate who is the internal and external liaison point for all records management related enquiries.

Training is provided to all new staff via the ACT Insurance Authority induction process. Training for existing staff is provided if/when the Records Management Program changes.

The activity of arranging for records to be archived is conducted by staff as necessary.

Cultural Facilities Corporation

The CFC staff members have been advised of their responsibilities to make accurate records of their activities; to ensure that such records are incorporated into the CFC's record-keeping system; and to comply with all Records management procedures. Records management training is available to appropriate CFC staff members.

A staff member represents the CFC in the Records and Information Management Community of Practice (RIMCoP) meetings facilitated by the Territory Records Office and also attended the inaugural Digital Records Capability Working Group meeting facilitated by Records Services.

Independent Competition and Regulatory Commission

Training opportunities are available for new employees, as well as through ongoing staff meetings and development.

Whilst all staff are aware of their legislative responsibilities for recordkeeping, the Office Manager is dedicated to the ordering of registry files in order that file naming conforms to the Whole of Government recordkeeping Thesaurus.

The Commission has also developed an Office Manual covering higher level elements of records keeping. The Office Manual is a part of the Records Management Program.

Land Development Agency

Record Management training for all staff is actively encouraged and has been provided to new staff via induction programs both through LDA and CMTEDD.

In line with audit recommendations, LDA strengthened its record management training through sourcing and promoting additional training sessions led by CMTEDD records management staff. Internal records management training was delivered to LDA staff and covered areas such as general records management requirements, archiving and disposal and information security.

Information sessions regarding changes to the records management thesaurus was provided to at least five staff and approximately 20 staff have access to and use the Electronic Document and Records Management System (EDRMS) used within CMTEDD.

Through the LDA Governance Program, a Records and Document Management Framework and Protocols guide staff on the principles of good document management including records management. Staff can access external records management training through the ACTPS training calendar.

The Chief Minister, Treasury and Economic Development Directorate and Land Development Agency shared a full-time Records Manager within the directorate. The directorate engaged four (full-time

equivalent) staff to maintain and support recordkeeping systems and records management processes.

LDA staff are responsible for undertaking a range of records management activities and are supported and encouraged to undertake recordkeeping in a way that is consistent and accountable. One executive has implemented peer-reviews of official files as a means of educating staff and encouraging accurate and consistent record keeping practices.

Long Service Leave Authority

The Authority provides staff with suitable training opportunities to ensure the continuation of sound record keeping practice.

Community Services Directorate

The Community Services Directorate continues to provide core capability and online records management training. The directorate provides monthly updates on recordkeeping issues and information to all staff through its intranet site to better educate and raise awareness of the importance of records management. The directorate has a dedicated records management resources web page that includes policy, procedures, guidelines and advice sheets. The Records Manager also regularly attends line area meetings to provide advice and guidance on recordkeeping.

There are currently five staff members working in the Directorate's Records Management Unit which is led by a SOGC with 2 x ASO4s and 1 x ASO1. There are also four other staff located at Housing ACT Records Management Unit which includes 1 x ASO3 and 3 x ASO1s. Record disposal schedules and functional thesauri continue to be reviewed, developed and implemented to ensure consistency and uniformity with the management and control of the directorate records. As part of the directorate's records management continuous improvement program, a review of onsite record holdings via a file census was undertaken throughout the directorate (excluding Housing ACT).

Education Directorate

Training

Records management training opportunities are available to all staff via a monthly workshop and refresher training advertised through the professional learning calendar.

Resources

The directorate's current resources are six full time employees that are responsible for registering, archiving and providing access to the directorate's records.

ACT Teacher Quality Institute

TQI provides staff training as part of the induction process. Refresher training is available. Additional training is scheduled to communicate records management changes.

TQI has three staff with specific records management responsibilities:

- > Senior Manager, Data and Systems Projects
- > Senior Manager, Governance and Information
- > Assistant Manager, Strategic Data and Digital Services

TQI is using an EDRMS framework for records management compliance. This includes the automated, real time transfer of key data from its business system to its record keeping system.

Environment, Planning and Sustainable Development Directorate

EPSDD are committed to best practice records management, and as such provide induction training related to recordkeeping and use of the Objective EDRMS to all staff commencing with the directorate. In addition to this induction training the records management team provide refresher training to staff on an as-required basis, and regularly attend team meetings to address questions and provide updates on changes in internal processes.

The EPSDD Information Management Team includes two staff dedicated to records management tasks. This is reflective of both the size of the directorate, and the directorate's focus on enabling all staff to be confident and capable record-keepers, rather than relying on one team of experts.

The staff in the EPSDD Information Management team have a broad range of responsibilities, including records management, privacy, customer complaints, and public access, and have relevant industry qualifications suitable to their principle responsibilities. The Asbestos Response Taskforce (ART) Information Management Team includes three staff with responsibility for records management. This is reflective of the significance of the work undertaken by the Taskforce, and the importance of the retention and protection of records associated with this program. The staff within the ART Information Management Team have responsibility for records management, public access processes, secretariat support, as well as a wide range of governance responsibilities. Staff within this team have extensive experience that supports the needs of the specific needs of the Taskforce.

Health Directorate

The ACT Health Administrative Recordkeeping Procedures Manual and associated policy have recently been reviewed and endorsed by the ACT Health Policy Advisory Committee. Electronic copies of both documents are available on the Records Management intranet site as well as on the ACT Health Policy Register. This ensures compliance with legislation across all ACT Health sites. Records Management for administrative records is included in the Managers Orientation Program, conducted monthly and coordinated by the Staff Development Unit. Records Management staff provide on the job training to ACT Health staff. The e-learning package has recently been reviewed and approved; this is available to staff, to reinforce the awareness of the requirements for compliance of record keeping and management.

A HP Record Manager (HP RM) Basic User Manual has been finalised and is available on the Records Management intranet site. Training is also available for new and current HP RM users.

RIMCoP meetings are attended by staff from Records Management.

The Records Manager is a corporate nominee of Records and Information Management Professionals Australasia.

Justice and Community Safety Directorate

Records Management training is available through the directorate and ACT Government training calendars.

JACS Governance continues to work with business units to assist them in meeting their recordkeeping requirements.

The records manager participates in branch meetings across the directorate to give an overview on records management requirements and to answer questions.

Public Trustee and Guardian

Training

All staff go through induction, training, business unit meetings.

Records staff e.g. professional development opportunities.

Resources

PTG has an Office Services Unit comprising two staff. The OSU manages PTG records management program.

Transport Canberra and City Services Directorate

Internal training sessions are provided for all TCCS staff. During 2016-17 records management training was provided to 13 TCCS staff.

RECORDS DISPOSAL SCHEDULES

Records disposal schedules are issued under section 19 of the Territory Records Act to identify the records that must be retained by ACT Government agencies as Territory archives, and which others may be destroyed when they no longer have significant value to the agency, the government or the community.

A core group of records disposal schedules covers functions commonly undertaken by all government agencies. In addition, agencies must have in place records disposal schedules that are relevant to their specific business functions. Agencies cannot destroy a Territory government record unless a relevant records disposal schedule has been issued and that schedule has been identified in the agency's records management program.

Record Disposal Schedules for use by Whole of Government

| Schedule name | Date Effective | Instrument No |
|---|------------------|----------------------------|
| Finance and Treasury Management Records | 27 February 2017 | NI2017-83 |
| Government and Stakeholder Relations Records | 27 February 2017 | NI2017-84 |
| Human Resources Records | 27 February 2017 | NI2017-79 |
| Information and Communications Technology Records | 27 February 2017 | NI2017-85 |
| Property Equipment and Fleet Records | 27 February 2017 | NI2017-86 |
| Records and Information Management Records | 27 February 2017 | NI2017-87 |
| Solicitor and Legal Services Records | 27 February 2017 | NI2017-88 |
| Source Records | 25 March 2011 | NI2011-170 |

| Schedule name | Date Effective | Instrument No |
|--|------------------|----------------------------|
| Strategy and Governance Records | 27 February 2017 | NI2017-89 |
| Preserving records containing information that may allow people to establish links with their Aboriginal and Torres Strait Islander heritage | 25 March 2011 | NI2011-162 |
| Protection of records relevant to the Royal Commission into Institutional Responses to Child Sexual Abuse | 1 February 2013 | NI2013-42 |

Record Disposal Schedules reported by Chief Minister, Treasury and Economic Development

| Schedule name | Date Effective | Instrument No |
|---|-------------------|----------------------------|
| Arts and Cultural Development Records | 18 June 2004 | NI2004-179 |
| Business Development Records | 9 January 2009 | NI2009-9 |
| Community Development Records | 14 July 2006 | NI2006-257 |
| Development Approval and Asset Acceptance Records | 28 October 2005 | NI2005-400 |
| Disability Services Records | 11 March 2016 | NI2016-121 |
| Disaster Recovery (Human Services) Records | 6 May 2005 | NI2005-157 |
| Environmental Management Records | 25 March 2011 | NI2011-86 |
| Gambling and Racing Regulation Records | 15 December 2004 | NI2004-476 |
| Government Coordination Records | 14 September 2007 | NI2007-280 |
| Government Insurance Services Records | 11 December 2009 | NI2009-630 |
| Independent Competition and Regulation Records | 3 February 2006 | NI2006-28 |
| Industry Development Records | 26 September 2006 | NI2006-347 |
| Industry Long Service Leave Records | 14 July 2006 | NI2006-256 |
| Inquiries & Commissions Records | 6 May 2005 | NI2005-155 |
| Land Development Records | 21 April 2006 | NI2006-136 |
| Legislative Assembly Secretariat Records | 18 June 2004 | NI2004-177 |

| Schedule name | Date Effective | Instrument No |
|---|-------------------|----------------------------|
| Milk Vending Records | 9 October 2007 | NI2007-311 |
| Parks, Reserves and Public Places Records | 8 March 2011 | NI2011-94 |
| Procurement Records | 9 October 2007 | NI2007-312 |
| Public Sector Management Records | 3 February 2006 | NI2006-29 |
| Road and Rail Management Records | 7 July 2015 | NI2015-359 |
| Security Coordination Records | 11 September 2009 | NI2009-452 |
| Sport and Athlete Development Records | 14 December 2006 | NI2006-448 |
| Tourism Records | 14 November 2003 | NI2003-455 |
| Traffic and Transport Records | 7 July 2015 | NI2015-362 |
| Training and Tertiary Education Records | 7 July 2015 | NI2015-363 |
| Venue & Event Management Records | 28 October 2005 | NI2005-402 |
| WorkCover Records | 28 October 2005 | NI2005-399 |
| Workplace & Safety Policy Records | 8 March 2011 | NI2011-96 |

Record Disposal Schedules reported by Community Services

| Schedule name | Date Effective | Instrument No |
|---|-------------------|----------------------------|
| Child and Youth Protection Services Records | 14 October 2016 | NI2016-567 |
| Community Development Records | 14 July 2006 | NI2006-257 |
| Disability Services Records | 11 March 2016 | NI2016-121 |
| Disaster Recovery (Human Services) Records | 6 May 2005 | NI2005-157 |
| Parenting Services Records | 26 September 2006 | NI2006-349 |

Record Disposal Schedules reported by Education

| Schedule name | Date Effective | Instrument No |
|---|------------------|----------------------------|
| Education Strategy Records | 30 August 2013 | NI2013-375 |
| External Education Relations (Non-Government) Records | 30 August 2013 | NI2013-374 |
| Health Treatment and Care Records | 24 December 2013 | NI2013-589 |
| School Management Records | 30 August 2013 | NI2013-373 |
| Student Management Records | 7 July 2015 | NI2016-568 |
| Teacher Quality Records | 30 August 2013 | NI2013-376 |
| Training and Tertiary Education Records | 7 July 2015 | NI2015-363 |

Record Disposal Schedules reported by Environment, Planning and Sustainable Development

| Schedule name | Date Effective | Instrument No |
|---|----------------|----------------------------|
| Corporate Governance Records | 9 January 2009 | NI2009-10 |
| Environmental Management Records | 25 March 2011 | NI2011-86 |
| Land, Planning and Building Records | 16 April 2004 | NI2004-91 |
| Ombudsman Complaint Management Records | 8 March 2011 | NI2011-93 |
| Parks, Reserves and Public Places Records | 8 March 2011 | NI2011-94 |
| Road and Rail Management Records | 7 July 2015 | NI2015-359 |
| Traffic and Transport Records | 7 July 2015 | NI2015-362 |

Record Disposal Schedules reported by Health

| Schedule name | Date Effective | Instrument No |
|---|------------------|----------------------------|
| Health Treatment and Care Records | 24 December 2013 | NI2013-589 |
| Patient Services Administration | 24 December 2013 | NI2013-590 |
| Population Health Care Management and Control Records | 8 May 2009 | NI2009-209 |
| Public Health Protection Records | 5 August 2016 | NI2016-423 |

| Schedule name | Date Effective | Instrument No |
|---|-----------------|----------------------------|
| Student Management Records | 14 October 2016 | NI2016-568 |
| Training and Tertiary Education Records | 7 July 2015 | NI2015-363 |

Record Disposal Schedules reported by Justice and Community Safety

| Schedule name | Date Effective | Instrument No |
|---|-------------------|----------------------------|
| ACT Director of Public Prosecutions Records | 8 March 2011 | NI2011-89 |
| ACT Law Courts and Tribunals Records | 15 December 2004 | NI2004-478 |
| Advocacy Services Records | 7 July 2015 | NI2015-357 |
| Audit Services Records | 3 February 2006 | NI2006-26 |
| Corporate Governance Records | 9 January 2009 | NI2009-10 |
| Corrective Services Records | 26 September 2006 | NI2006-345 |
| Emergency Awareness Records | 13 April 2012 | NI2012-184 |
| Emergency Management Records | 13 April 2012 | NI2012-185 |
| Fair Trading Records | 28 October 2006 | NI2005-401 |
| Government Coordination Records | 14 September 2007 | NI2007-280 |
| Human Rights and Discrimination Records | 7 September 2004 | NI2004-335 |
| Inquiries and Commissions Records | 6 May 2005 | NI2005-155 |
| Ombudsman Complaint Management Records | 8 March 2011 | NI2011-93 |
| Public Trustee Services Records | 3 February 2006 | NI2006-30 |
| Security Coordination Records | 11 September 2009 | NI2009-452 |
| Victims Support and Redress Records | 8 May 2009 | NI2009-211 |
| WorkCover Records | 28 October 2005 | NI2005-399 |
| Workplace and Safety Policy Records | 28 February 2011 | NI2011-96 |

Record Disposal Schedules reported by Transport Canberra and City Services

| Schedule name | Date Effective | Instrument No |
|---|------------------|----------------------------|
| ACT Government Veterinarian Records | 8 March 2011 | NI2011-87 |
| Cemeteries and Crematoria Management Records | 15 December 2004 | NI2004-477 |
| Development Approval and Asset Acceptance Records | 28 October 2005 | NI2005-400 |
| Environmental Management Records | 25 March 2011 | NI2011-86 |
| Parks Reserves and Public Places Records | 8 March 2011 | NI2011-94 |
| Road and Rail Management Records | 3 July 2015 | NI2015-359 |
| Stormwater Drainage Records | 15 December 2004 | NI2004-475 |
| Traffic and Transport Records | 6 July 2015 | NI2015-362 |
| Waste Management Records | 7 September 2004 | NI2004-336 |

OTHER INFORMATION AND PROJECTS

Chief Minister, Treasury and Economic Development Directorate

The use of Electronic Records Management Systems has been expanded in the directorate with close to 880 users currently using one of the approved systems. The further expansion of these systems will continue to be encouraged as a means of improving our capacity to better meet the requirements of the *Territory Records Act 2002*.

As part of our requirement to protect and provide access to significant records, work is being undertaken to preserve and digitise the top ten entrants to the National Arboretum design contest.

Cultural Facilities Corporation

The CFC has continued the rollout to digitise our records where possible using the WIRE interface/Whole of Government HP Records Manager. Records Services have provided staff with support and training.

CFC has provided Records Services with notification of unregistered records that require disposal in accordance with approved disposal schedules. These records have been registered on the Record Services database and destroyed onsite at CFC.

Land Development Agency

Implementation of the recent administrative arrangements will see a number of LDA staff transition to Objective as their EDRMS through EPSDD.

Community Services Directorate

As part of the strategic management of the directorate's records, the legal opinions (LORD) database together with the Child Development Services have their records created and controlled (as part of the pilot project overseen by the Territory Records Office) on the whole of government electronic document records management system (EDRMS). This initial step is a progressive stride towards the complete management of records in electronic form.

The directorate's ongoing records disposal program to sentence and dispose of time expired records not only ensures efficiencies in records management but also to reduce storage costs.

Education Directorate

The directorate is currently piloting EDRMS solutions using Business System and SharePoint integration with HP RM8.

Health Directorate

In late 2016, the ACT Health Records Management team created and conducted a customer satisfaction survey to gain a level of understanding surrounding how records management services are received by ACT Health staff. The aim of the customer satisfaction survey was in line with the ACT Health strategic goal of Quality.

The survey provided a great deal of information regarding ACT Health staff's perception of records management services. From this feedback, ACT Health Records Management has developed an action plan to monitor and review the internal procedures, processes and education programs. The final customer satisfaction report has been made available on the Records Management intranet site. In addition, a repeat survey will be conducted in late 2017.

Justice and Community Safety Directorate

The directorate is also implementing an organisational compliance assurance program which incorporates a requirement for Executives to confirm their compliance level with the *Territory Records Act 2002*. This tool will further assist the Principal Officer in obtaining that level of assurance from all JACS business units.

Public Trustee and Guardian

PTG is currently implementing an EDRMS under which all records will be captured and held in electronic form from the commencement date. Back-scanning will only be undertaken in respect to PTG's Will and Enduring Powers of Attorney.

Transport Canberra and City Services Directorate

Significant records events of 2016-17:

- > Majura Parkway Records Archived; and
- > Move from Macarthur House saw 1,768 boxes of records archived.

Further information can be obtained from

Danielle Wickman

Director

Territory Records Office

+61 2 6207 0194

Dani.Wickman@act.gov.au

Environment Protection Authority

TRANSMITTAL CERTIFICATE

Mr Gordon Ramsay MLA
Minister for Regulatory Services
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Minister

2016-17 Environment Protection Authority Annual Report

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

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

I certify that information in the attached annual report is an honest and accurate account and that all material information on the operations of the Environment Protection Authority has been included for the period 1 July 2016 to 30 June 2017.

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

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

Yours sincerely



Greg Jones
ACT Environment Protection Authority

25 July 2017

COMPLIANCE STATEMENT

The ACT Environment Protection Authority (EPA) Annual Report must comply with the 2017 Annual Report Directions (the Directions). The Directions are found at the ACT Legislation Register: www.legislation.act.gov.au/ni/2017-280/notification.asp.

The Compliance Statement indicates the subsections, under the five Parts of the Directions, that are applicable to the ACT EPA and the information that satisfies these requirements:

PART 1 DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and records keeping of annual reports. The ACT EPA Annual Report complies with all subsections of Part 1 under the Directions.

In compliance with section 13 Feedback, Part 1 of the Directions, contact details for the ACT EPA are provided within the ACT EPA Annual Report to give readers the opportunity to provide feedback.

PART 2 AGENCY ANNUAL REPORT REQUIREMENTS

The requirements within Part 2 of the Directions are mandatory for all directorates and public sector bodies and ACT EPA Annual Report complies with all subsections. The information that satisfies the requirements of Part 2 is found in the ACT EPA Annual Report as follows:

- > Transmittal Certificate, see page 320;
- > Organisational Overview and Performance, inclusive of all subsections, see page 322;
- > Financial Management Reporting, inclusive of all subsections, is contained within the CMTEDD Annual report.

PART 3 REPORTING BY EXCEPTION

The ACT EPA has nil information to report by exception under Part 3 of the Directions for the 2016-17 reporting period.

PART 4 DIRECTORATE AND PUBLIC SECTOR BODY SPECIFIC ANNUAL REPORT REQUIREMENTS

There are no specific annual report requirements for the ACT EPA.

PART 5 WHOLE OF GOVERNMENT ANNUAL REPORTING

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

- > N. Community Engagement and Support, see the annual report of Chief Minister, Treasury and Economic Development Directorate;
- > O. Justice and Community Safety, including all subsections O.1 – O.4, see the annual report of the Justice and Community Safety Directorate;
- > P. Public Sector Standards and Workforce Profile, including all subsections P.1 – P.3, see the annual State of the Service Report; and
- > Q. Territory Records, see the annual report of Chief Minister, Treasury and Economic, Development Directorate.

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

LEGISLATIVE FRAMEWORK AND FUNCTIONS

The EPA is established by the *Environment Protection Act 1997* (the EP Act). As a statutory position, the EPA is responsible for administering the EP Act. Construction, Environment and Workplace Protection within Access Canberra supports the EPA in administering regulatory functions of the EP Act and other legislation administered by the EPA.

The objectives of the EPA include:

- > protecting and enhancing the quality of the environment;
- > preventing environmental degradation and risk of harm to human health;
- > achieving effective integration of environmental, economic and social consideration in decision-making processes;
- > establishing a single and integrated regulatory framework for environmental protection and provide for monitoring and reporting of environmental quality on a regular basis;
- > facilitating the implementation of national environment protection measures and laws;
- > ensuring contaminated land is managed having regard to human health and the environment; and
- > encouraging responsibility by the whole community for the environment – general environmental duty of care.

The EPA meets these objectives by working with the community, business and government agencies, granting environmental authorisations, promoting environmental awareness, entering into environmental protection agreements, developing guidance and policies with stakeholders and issuing notices, environment protection orders and a range of other legislative instruments.

ENVIRONMENT PROTECTION POLICY

The EPA is responsible for regulation of the EP Act. The Environment, Planning and Sustainable Development Directorate (EPSDD) is responsible for the legislation and for developing policy and guidelines to facilitate its implementation. These policies and guidelines help clarify and apply the regulations made under the legislation.

For more information on Environment Protection Policy see the EPSDD Annual report.

ACCREDITED CODES OF PRACTICE

Codes of Practice are formal documents developed by particular industries and approved by the Minister. Codes set out ways of minimising environmental harm and ensuring compliance with the general environmental duty. Codes may be either specific to the particular activity or activities to which they relate, or may apply across an industry. There is one Code accredited under the EP Act:

- > The ACT commercial waste industry has an accredited Code of Practice, developed in 1998, dealing with operating hours, maintenance of equipment and complaint handling procedures.

ENVIRONMENT PROTECTION ACT

ENVIRONMENTAL AUTHORISATIONS

An Environmental Authorisation (EA) is a form of licence granted under section 49 of the EP Act. An EA sets out the conditions under which activities with a significant potential to cause environmental harm may be conducted. The number of authorisations is generally consistent with previous years. The EPA received and considered 31 applications for EAs during 2016-17. It currently administers a total of 309 EAs. All EAs are subject to review; EAs granted for an unlimited period are subject to review periods of up to five years based on a risk assessment of the activity and authorisation holder. There were 199 reviews of EAs during 2016-17.

Table 1: Number of Environmental Authorisations granted per activity

| Activity (Schedule 1 Class A of the Act) | 2015-16 Authorisations | 2016-17 Authorisations | Current Authorisations |
|--|---------------------------|---------------------------|---------------------------|
| Controlled Burns | - | - | 2 |
| Commercial incineration, sterilisation of clinical waste | - | - | 1 |
| Composting | - | - | 2 |
| Material crushing, grinding or separation | - | 3 | 9 |
| Commercial production of alcoholic beverages | - | - | - |
| Crematorium | - | - | 1 |
| Extraction of material from a waterway | 3 | 3 | 7 |
| Firewood | 3 | - | 20 |
| Keeping poultry | - | - | 1 |
| Commercial landfills | - | - | 2 |
| Logging | - | - | 1 |
| Milk production | - | - | 1 |
| Motor sports | 1 | 1 | 4 |
| Motor sports and outdoor concerts | - | - | 1 |
| Outdoor concerts | 12 | 7 | 2 |

| Activity (Schedule 1 Class A of the Act) | 2015-16 Authorisations | 2016-17 Authorisations | Current Authorisations |
|---|------------------------|------------------------|------------------------|
| Commercial use of agricultural and veterinary chemicals | 20 | 9 | 130 |
| Petroleum storage | - | 2 | 67 |
| Road building material production | - | - | 2 |
| Concrete production | - | - | 9 |
| Sewerage treatment | - | 1 | 4 |
| Incineration | - | - | 1 |
| Placement of soil on land | 1 | 6 | 13 |
| Transportation within the ACT of regulated waste | 6 | 2 | 17 |
| Transport of controlled waste | 9 | 1 | 8 |
| Timber milling | - | - | 2 |
| Waste petroleum recovery | - | - | 1 |
| Operation of a firearm shooting range | - | - | 5 |
| Wool-on sheepskin tanning | - | - | - |
| Treatment of contaminated soil | - | - | 2 |
| Total | 55 | 35 | 315 |

Notes:

1. The total EAs listed in the activity table above of 315 is higher than the 309 EAs administered by the EPA, as some EAs have been granted for multiple Class A activities.
2. Similarly, new EAs granted in 2016-2017 total 35 activity types but there were only 34 new EAs granted.

ENVIRONMENTAL PROTECTION AGREEMENTS

Environmental Protection Agreements are formal, non-binding agreements between the EPA and businesses. These agreements are designed to help businesses manage their environmental performance. Section 38 of the EP Act provides for the EPA to enter into Environmental Protection Agreements and allows the agreements to be used instead of Environmental Authorisations where people are conducting certain activities that entail a moderately significant risk of environmental harm (those listed in Schedule 1 Class B of the Act).

The following table shows 52 Environmental Protection Agreements were made during the year, bringing the number of agreements currently being administered by the EPA to 175.

Table 2: Number of Environmental Protection Agreements per Activity

| Activity (Schedule 1 Class B of the Act) | 2014 – 15 Agreements | 2015–16 Agreements | 2016–17 Agreements | Current Agreements |
|--|----------------------|--------------------|--------------------|--------------------|
| Land development/construction | 51 | 54 | 47 | 162 |
| Municipal services | - | - | - | - |
| E-Waste Dismantling and Storage | 1 | - | - | 1 |
| Wastewater reuse | - | 2 | 1 | 2 |
| Contaminated sites | 7 | - | 4 | 10 |
| TOTAL | 59 | 56 | 52 | 175 |

Notes:

Of the 175 agreements, 162 relate to builders and developers undertaking construction works on sites greater than 0.3 hectares.

EROSION AND SEDIMENT CONTROL PLANS

A condition of the Environmental Protection Agreements requires the endorsement by the EPA of an erosion and sediment control plan prior to works commencing.

During 2016-17:

- > the EPA received and endorsed 96 erosion and sediment control plans; and
- > undertook 344 inspections of development sites greater than 0.3 hectares.

There were 10 agreements for contaminated land which related to the requirement to implement on-going site management plans, primarily related to sites impacted by residual bonded asbestos.

CONTAMINATED LAND NOTIFICATIONS

The EPA received 2 contaminated land notifications under section 23A of the EP Act during the reporting period. They related to hydrocarbon impacts to soil and groundwater at the site. There have been 92 notifications since the contaminated land provisions were enacted in 1999.

CONTAMINATED SITES

During 2016-17:

- > 12 independent contaminated land audits into site suitability by EPA approved auditors were reviewed and endorsed by the EPA. These primarily related to service station and other fuel storage site redevelopments and the redevelopment of rural land for residential and other purposes;
- > 2 independent audits into the adequacy of site management plans and remedial action plans were reviewed by the EPA. These related to the assessment and remediation of the Capital Metro Project alignment and the proposed remediation of rural land for residential and other purposes;

- > a total of 55 contaminated land environmental assessment reports into the suitability of sites for their proposed uses were reviewed and endorsed; and
- > 965 inspections were carried out of known or potential contaminated sites to review whether activities were being conducted without appropriate approval and whether redevelopment activities were underway or completed.

REGISTER OF CONTAMINATED SITES

On 10 June 2015 legislative amendments to the Register of contaminated sites came into effect. The amendments added additional criteria for sites to be included on the Register. As of 30 June 2017, there are 154 sites recorded on the Register. The information contained on the Register is publicly available on the Access Canberra website and can also be obtained by contacting the EPA.

CONTAMINATED LAND SEARCHES AND DATA

The EPA maintains records of known, potentially contaminated and remediated land in the ACT. This information is made available through the Lease Conveyancing Enquiry through the ACT Planning and Land Authority and Contaminated Land Search through Access Canberra to ensure persons with an interest in the land have access to records held by the EPA. The information is also provided under agreement to utility providers, their contractors and other areas of the ACT Government for their operational requirements for installation and maintenance of infrastructure.

During 2016-17:

- > the EPA entered into two agreements with directional boring operators; and
- > received and responded to 473 Contaminated Land Search enquires.

BENEFICIAL REUSE APPROVALS

Beneficial reuse involves the reuse both on and off-site of soil which has a level of contamination but does not pose, subject to appropriate management, a risk to human health or the environment for a particular land use. The applications for reuse are undertaken by suitable qualified environmental consultants and are subject to rigorous assessment in accordance with the nationally adopted guidelines endorsed by the EPA.

During 2016-17:

- > the EPA received, assessed and approved 47 applications for the beneficial reuse of approximately 90,000 cubic metres of low level contaminated soil.

PLANNING AND DEVELOPMENT

During 2016-17, the EPA commented on 1,129 Development Applications and other planning documents referred from the Planning and Land Authority and the National Capital Authority.

COMPLAINT HANDLING

During 2016-17:

- > the EPA received 843 new complaints covering a range of issues, resulting in 2,716 actions for new and ongoing complaints, as shown in the following table.

Table 3: Environmental issues and actions taken

| Environmental Issues and Actions Taken | 2014-15 | 2015-16 | 2016-17 |
|--|---------|---------|---------|
| Air | 195* | 293 | 319 |
| Asbestos | 3 | - | 4 |
| Firewood | - | - | 3 |
| Illegal fishing | 8 | 4 | 5 |
| Land contamination | 8 | - | 2 |
| Light pollution | 26 | 41 | 33 |
| Noise | 1,357 | 1,510 | 2,100 |
| Other hazardous materials | 11 | 10 | 5 |
| Ozone | - | - | - |
| Pesticides | - | 2 | 7 |
| Power boats | 3 | 1 | 1 |
| Oil Spill | 12 | 4 | - |
| Dirt on Roads | 13 | 23 | 3 |
| Sediment and Erosion Control | 32 | 21 | 51 |
| Solid fuel heaters | 127 | 82 | 100 |
| Trees | - | - | - |
| Water Pollution | 56 | 70 | 83 |
| Total | 1,851 | 2,061 | 2,716 |

Notes:

1. *Due to a data reporting error for the year 2014-15, total air complaints were reported as 77 which did not include 118 complaints related to burning off.

During 2016-17, there was a 31 per cent increase overall in complaint handling from the 2015-16 reporting period. The increase in actions stems from a:

- > 39 per cent increase in noise complaints;
- > 100 percent increase in Mechanical Plants & Equipment Noise; and
- > 142 percent increase in complaints concerning sediment and erosion control.

This is mainly due to an increase in urban densities, construction activities and Mechanical Plants & Equipment Noise and increased wet weather during the reporting period. Other noise-related complaints remained relatively static, which is likely due to continued educational programs and

planning initiatives to ensure appropriate management and design of developments, particularly in commercial mixed use areas.

Having received a number of complaints about authorised activities under the EP Act, it was identified to add this as a new activity in the system to reflect the complaints received.

NOISE COMPLAINTS

The highest number of complaints in 2016-17, as with previous years, related to people affected by noise.

The tables below provide a breakdown of the complaints and complaint actions by noise type.

Table 4: Number of Complaints received

| New complaints | 2014-15 | 2015-16 | 2016-17 |
|---|---------|---------|---------|
| Air Conditioner/Fans/Heaters Noise | 23 | 34 | 40 |
| Alarms Noise | 13 | 10 | 12 |
| Amplified Music Noise | 223 | 233 | 251 |
| Building Work Noise | 94 | 102 | 127 |
| Garden Maintenance or Improvement Noise | 17 | 14 | 16 |
| Gym Equipment Noise | - | 3 | 6 |
| Mechanical Plants & Equipment Noise | 5 | 19 | 39 |
| PA System Noise | 2 | - | 2 |
| Vehicle Noise | 16 | 23 | 30 |
| Waste Collection Noise | 5 | 8 | 16 |
| Noise Others | 55 | 29 | 42 |
| Total | 453 | 475 | 581 |

Table 5: Noise Complaints actions taken

| Enforcement action | 2014-15 | 2015-16 | 2016-17 |
|---|---------|---------|---------|
| Air Conditioner/Fans/Heaters Noise | 128 | 229 | 234 |
| Alarms Noise | 24 | 20 | 20 |
| Amplified Music Noise | 834 | 821 | 1,127 |
| Building Work Noise | 168 | 215 | 251 |
| Garden Maintenance or Improvement Noise | 33 | 25 | 31 |

| Enforcement action | 2014-15 | 2015-16 | 2016-17 |
|-------------------------------------|---------|---------|---------|
| Gym Equipment Noise | 1 | 10 | 65 |
| Mechanical Plants & Equipment Noise | 13 | 68 | 111 |
| PA System Noise | 6 | - | 7 |
| Vehicle Noise | 47 | 44 | 67 |
| Waste Collection Noise | 24 | 12 | 64 |
| Noise Others | 103 | 66 | 123 |
| Total | 1,381 | 1,510 | 2,100 |

EDUCATIONAL ACTIVITIES

Information and guidelines for industry and the general public in relation to the EP Act are available on the Access Canberra website. Information is also routinely shared through social media informing builders to ensure sediment controls are in place prior to commencing works and regularly maintained, particularly for major rain events.

In 2016, the EPA and EPSDD undertook a residential noise campaign aimed at educating the ACT community on how noise may affect their neighbours and encouraged ACT residents to speak to their neighbours if their noise affected them. A part of the campaign included targeting suburbs with the highest number of noise complaints. The EPA is responsible for regulation of activities that have the potential to cause environmental harm under the provisions of the EP Act. The EPA is also responsible for the preparation and implementation of Environment Protection Policies under this Act with current administrative arrangements placing the policy functions with EPSDD.

These policies and guidelines help clarify and apply the provisions of and regulations made under the EP Act.

For more information on Environment Protection Policy see the EPSDD Annual report.

ENFORCEMENT ACTIVITIES FOR BREACHES OF THE EP ACT

Individuals or businesses may incur penalties such as on-the-spot fines, Environment Protection Orders (EPO) or prosecution for breaches of the EP Act. On-the-spot fines have been issued for minor breaches of the EP Act, mainly at building sites and for discharges to stormwater and excessive noise. More serious matters are subject to orders or prosecution.

During 2016-17, one EPO was served for the illegal placement of soil on a rural block.

The following table lists the total notices and orders served and prosecutions completed since the EP Act commenced on 1 July 1998, and actions taken in recent years.

Table 6: Total number of Enforcement Action taken under the EP Act

| Enforcement action | 2014–15 | 2015–16 | 2016–17 | Total since 1998 |
|-------------------------------|---------|---------|---------|------------------|
| Service of first infringement | 12 | 5 | 6 | 397* |
| Service of final infringement | 1 | - | 1 | 124** |
| Environment protection orders | - | 2 | 1 | 38 |
| Environment improvement plan | - | - | - | - |
| Prosecution | - | - | - | - |
| Out-of-court settlement | - | - | - | - |
| Total | 13 | 7 | 8 | - |

* In the process of data cleansing this number has been revised to 397 Service of First Infringements

** In the process of data cleansing this number has been revised to 124 Service of Final Infringements

LAKES ACT

The Delegate of Lakes is responsible for administering provisions of the *Lakes Act 1976* (Lakes Act) including responsibility for works approval on the lakes and lake warnings and closures due to pollution incidents.

During 2016-17:

- > the Molonglo Reach water ski area remained closed to the general public due to submerged and floating debris. There are currently three active licences issued under the Lakes Act for use of the Molonglo Reach water ski area - one to the ACT Waterski Association for use of the main basin area for training and competition purposes only and two other licences to marine repair businesses; and
- > six new powerboat licences were issued making a total of twelve powerboat licences to cover the use of specific purposes across the Lakes within the ACT.

WATER RESOURCES ACT

The EPA has responsibility for administering the *Water Resources Act 2007* (the WR Act), which aims to ensure the use and management of the Territory's water resources are sustainable while protecting the ecosystems that depend on the waterways. It is also designed to protect waterways and aquifers from damage.

Water is considered a commodity (based on demands from irrigation and industrial use) with water entitlements being commonly traded in Australia, both within and between jurisdictions. However, demand for trades in the ACT is low as the ACT does not have large irrigation dams or large-scale irrigation businesses. During 2016-17, there was only one new water access entitlement issued in the ACT.

Licences are issued under the WR Act for regulating potential harmful activities ranging from water abstraction, bore drilling and construction of dams or modification of waterways (rivers, creeks and large stormwater drains).

During 2016-17:

- > there were 192 active licences to take water with 3 new licences issued;
- > 25 waterway works licences were issued; and
- > the number of waterway works licences was the same as the previous year, which indicates continued greenfields developments during the reporting period.

The table below indicates the number of licences issued compared to previous years.

Table 7: Number of Licences issued per type under the WR Act

| Licence type | 2014–15 | 2015–16 | 2016–17 |
|-----------------------------|---------|---------|---------|
| Bore works licence | 0 | 3 | 0 |
| Drillers licence | 5 | 18 | 6 |
| Waterway works licence | 20 | 25 | 25 |
| Licence to take water (new) | 16 | 6 | 3 |
| Water access entitlements | 25 | 4 | 1 |

ENFORCEMENT ACTIVITIES FOR BREACHES OF THE LAKES ACT AND THE WR ACT

Licensees are regulated in accordance with the Access Canberra enforcement policy through an educative process, with a progression to punitive consequences for non-compliance. People are given advisory notices and warnings when potential compliance issues arise and fines if non-compliance continues. This process can prevent serious harm to our water resources and avoid remediation actions.

The below table indicates the number of Enforcement Action taken in previous years.

Table 8: Total number of Enforcement Action taken under the Lakes Act and the WR Act

| Enforcement action | 2014-15 | 2015-16 | 2016-17 |
|----------------------------|---------|---------|---------|
| Written caution (advisory) | 14 | 18 | 0 |
| Written formal warning | 3 | 6 | 0 |
| Direction | 4 | 1 | 0 |
| Infringement notice | 3 | 0 | 0 |
| Prosecution | 0 | 0 | 0 |
| Total | 24 | 25 | 0 |

Enforcement activity in 2016-17 changed from the previous years because of a number of factors:

- > the intensive, detailed enforcement actions performed under the data gathering and analysis phase of the National Framework for Compliance and Enforcement systems for Water Resource Management have ended;

- > the restructuring of regulatory arrangements within Access Canberra moved to a risk based assessment of the need for compliance actions with a preference for a less formal engagement model with stakeholders;
- > favourable rainfall through the year (generally resulting in lower water use for irrigation); and
- > the effect of four years intensive regulation being realised with a resultant behaviour change by licence holders.

Further Information can be obtained from:

Mr Greg Jones
Environment Protection Authority
Phone: 13 22 81
Email: environment@act.gov.au
www.accesscanberra.act.gov.au

Lifetime Care and Support Fund

SECTION B – PERFORMANCE REPORTING

B.1 ORGANISATIONAL OVERVIEW

The Lifetime Care and Support Scheme (LTCSS) was established under the *Lifetime Care and Support (Catastrophic Injuries) Act 2014* (LTCS Act) and commenced operation on 1 July 2014. The LTCSS provides reasonable and necessary on-going treatment and care to people who have been catastrophically injured as a result of a motor accident in the Australian Capital Territory, on or after 1 July 2014.

The scheme covers pedestrians, cyclists, motor bikes and motor vehicles so long as there is at least one registrable vehicle involved in the motor accident, regardless of where fault is attributable for the accident. As a result, it extends motor vehicle accident coverage for catastrophic injuries beyond what was previously available under Compulsory-third Party (CTP) Insurance to include those persons who may be considered to be at-fault, or someone who is involved in a single vehicle accident, or even a blameless accident.

The *Lifetime Care and Support (Catastrophic Injuries) Amendment Act (No 2) 2016*, which passed the ACT Legislative Assembly in May 2016, broadened the LTCS Scheme to cover private sector workers. The Scheme commenced covering work injuries from 1 July 2016. The inclusion of work accidents in the LTCSS applies to catastrophic work injuries that occur from 1 July 2016 and includes all types of injuries currently covered under the LTCS Scheme, such as spinal cord injuries, traumatic brain injury, amputations, severe burns and permanent blindness.

As a result, an injured worker who is a lifetime participant of the LTCS Scheme will no longer claim under *Workers Compensation Act 1951* for lifetime treatment and care needs covered by the LTCSS. They will still be able to seek compensation for economic and non-economic loss.

As it is a no-fault scheme, the LTCSS reduces the stress on those injured and their families that has previously been associated with litigating claims to meet ongoing treatment costs. It ensures early access to medical and rehabilitation care. Further, as treatment and care is on-going, those injured no longer have to worry whether a lump sum payment will meet their needs for the rest of their life and whether they will receive the ongoing treatment and care they need.

Examples of treatment and care provided to participants in the Scheme include:

- > medical treatment;
- > rehabilitation;
- > attendant care services; and
- > home and transport modification.

For motor accident injuries, the LTCSS is funded by a levy on compulsory third-party insurance policies. The extension to cover injured workers is fully funded through a separate levy collected from workers compensation insurers and self-insurers. The financial operations of the LTCSS are reflected in the LTCS Fund which is a separate financial reporting entity.

The LTCS Act is administered by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD). Under section 10 of the LTCS Act, the Minister must appoint a public servant as the LTCS Commissioner of the Australian Capital Territory (ACT). Ms Karen Doran, Executive Director of

Economic and Financial, CMTEDD was appointed by the Minister as the LTCS Commissioner commencing 1 July 2014. Ms Doran was reappointed for a further 3 years commencing 13 May 2016.

The functions of the LTCS Commissioner are supported by the Financial Framework Management and Insurance Branch of Economic and Financial, within CMTEDD.

B.1.1 LTCS Commissioner Responsibilities

Under the provisions of the LTCS Act, some of the key responsibilities of the LTCS Commissioner are to:

- > determine the LTCS levy amount;
- > issue and monitor guidelines for the LTCSS;
- > assess applications for eligibility for Scheme participation;
- > assess reasonable and necessary treatment and care needs of participants; and
- > pay assessed treatment and care needs.

B.1.2 Highlights

As 2016-17 was the third year of operation of the LTCSS, the key priorities during the financial year were to:

- > complete implementation of guidelines and protocols for the extension of the LTCS coverage to catastrophic work injuries;
- > administer the LTCSS in accordance with the requirements of the LTCS Act and Guidelines;
- > continue to improve procedures for the efficient and effective delivery of the LTCSS, including implementation of the Intergovernmental Agreement (IGA) signed by the ACT Government in February 2015 with NSW, that enabled the NSW Lifetime Care and Support Authority (LTCSA) to provide co-ordinated lifetime care and support services on behalf of the LTCS Commissioner to participants in the ACT; and
- > monitor how the Scheme is operating including whether it is meeting participant expectations.

Against these priorities, the LTCS Commissioner:

- > commissioned and received the second LTCS participant feedback report on the administration and effectiveness of the Scheme services provided to participants, including recommendations on ways service delivery may be enhanced; and
- > determined, having regard to independent actuarial advice, the LTCS levy for motor vehicles and the LTCS levy for work injuries in 2017-18.

B.1.3 Our Participants

Any person who is catastrophically injured in a motor vehicle accident in the ACT can apply to become a participant in the LTCSS, regardless of their role in the motor accident. An ACT private sector worker catastrophically injured at work on or after 1 July 2016 can now also apply.

An applicant must however meet certain injury criteria to be eligible (more information can be found at <http://apps.treasury.act.gov.au/lcscs>).

The LTCS Commissioner received two new applications in the 2016-17 financial year for participation in the Scheme, one of which has been subsequently accepted as an interim participant in August 2017. As at 30 June 2017 there are five participants who are receiving co-ordinated treatment

and care benefits through the Scheme. Of the five participants accepted into the Scheme, four are lifetime participants into the LTCSS and one is an interim participant.

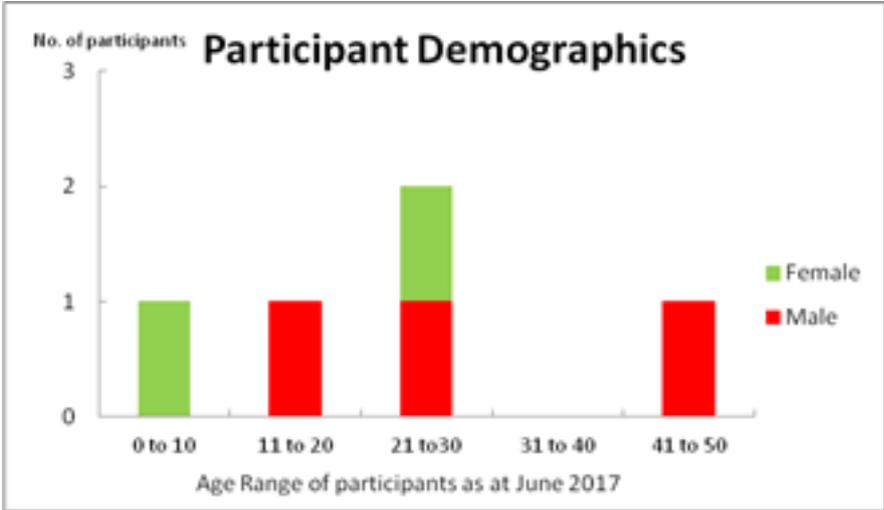
Applying to the Scheme

All participants commence as ‘interim participants’ for up to two years. During this time, the Scheme will pay for any reasonable and necessary treatment, rehabilitation and care related to the motor accident injury.

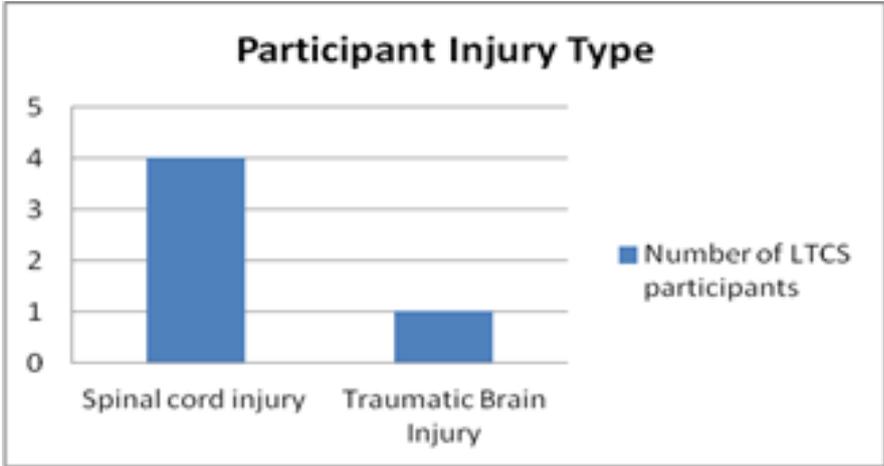
After two years, an interim participant may be eligible to become a ‘lifetime participant’. Children do not apply for lifetime eligibility until they are at least five years old.

Our participant profile

The LTCSS has quite a young age demographic with the average participant age at the time of injury just less than eighteen years of age. Of the five participants in the Scheme as at 30 June 2017, two were under ten years of age when their accident occurred.

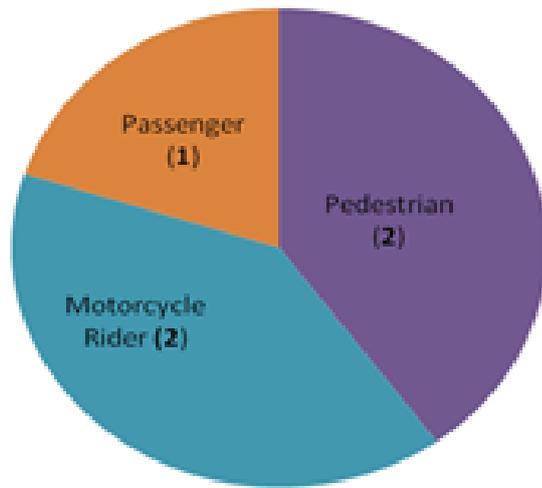


The Scheme covers five types of catastrophic injuries – traumatic brain injury, spinal cord injury, amputations, burns and vision loss. Four participants (80 per cent) have suffered a traumatic brain injury.



Our Scheme participants under ten years of age were a passenger and a pedestrian in the accidents that caused their injuries. Of the two drivers injured, both were motorcycle riders.

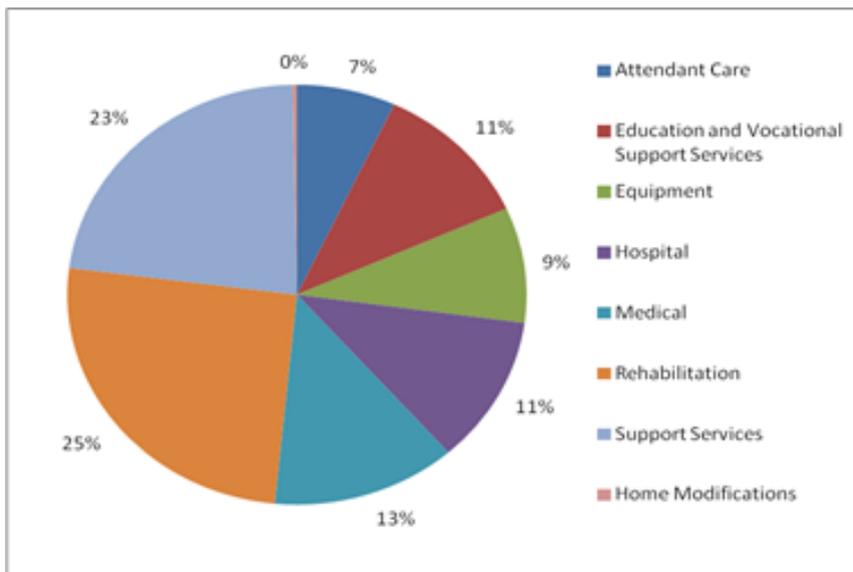
Participant's Role in Accident



Provided Treatment, Rehabilitation and Care

In 2016-17, the LTCS Commissioner spent a total of \$472,447 on services for participants. As expected, given there were no new participants in the year, the majority of expenses for the existing participants related to rehabilitation and support care services. The largest expenditure category was rehabilitation services (25 per cent). The second largest expenditure type was support services at 23 per cent which comprise mainly case management fees and travel expenses for participants and service providers to access/provide treatment and medical review. Medical was the third largest expense category. Education and Vocational Support Services (11 per cent) and Hospital (11 per cent) were the fourth largest expense categories.

Participant Expenses 2016-17



In comparison, in 2015-16, the LTCS Commissioner spent a total of \$423,000 on services for participants. Similar to the 2016-17 expenditure, the largest expenditure in 2015-16 related to rehabilitation and support services.

Accessing Services – How the scheme works with participants

The LTCS Scheme provides reasonable and necessary treatment, rehabilitation and care as it is required throughout the person's life and assists them to plan their rehabilitation and care services.

Participants are supported as needed by a LTCSS coordinator. The coordinator arranges for a case manager to help plan services required by the participant.

The case manager will work with the participant and their service providers to request approval for services. Services are organised as required and the participant and their families are closely involved in each of these requests. Usually payment of approved treatment and care needs is made by the LTCSS directly to the supplier of the services.

Eligibility for lifetime participation

Decisions about whether an interim participant is accepted as a lifetime participant are made before the end of the interim participation period. Around six months prior to the end of the interim participation period, a participant's eligibility to remain in the Scheme is assessed to determine whether the person may have sufficiently recovered to the extent that they no longer meet the eligibility criteria after the two year period. If it is assessed that the injured person is likely to meet the eligibility criteria beyond two years, the person is accepted into the Scheme for life.

During 2016-17, three interim participants were assessed and accepted for lifetime participation in the LTCS Scheme. To date four interim participants have been assessed for lifetime participation and all have been accepted.

Accessing Services – Participants' perception of the eligibility process for lifetime participation

Feedback from participants obtained through a research survey in April 2017 of their experience with the assessment process of their lifetime application reported positive experiences with the process and continuity of Scheme services in the period leading up to the decision of their acceptance as lifetime participants in the Scheme:

'It was all very well done. I felt very confident about the process.'

'We never had to ask for anything while we were waiting, there was a sense of urgency to get certain things done but things were in place over the review period.'

... I feel that if I need to ring for anything I could have ... It ran very well"⁶

⁶ Dr Sandra Rickards *ACT LTCS Participant Feedback Research 2017 – Research Report*.

B.1.4 Outlook

Strategic priorities in 2017-18 for the LTCSS include:

- > developing/amending LTCS guidelines and determinations when required to streamline delivery of benefits to participants living overseas;
- > collecting feedback from participants on their expectations and experience with the LTCSS;
- > continuing to improve guidelines and procedures for the efficient and effective delivery of the LTCSS in consultation with our administration partners – the NSW Lifetime Care and Support Authority;
- > developing a memorandum of understanding with the National Disability Insurance Agency for the exchange of information about LTCS treatment and care expenses of LTCS scheme participants; and
- > undertaking investments in accordance with the Fund’s investment strategy.

B.2 PERFORMANCE ANALYSIS

The LTCSS’ 2016-17 performance indicators are included in the Budget Portfolio Statements for the LTCS Fund, and are reported as part of the LTCS Fund’s Statement of Performance.

The LTCS Fund achieved all its accountability targets in 2016-17, with the exception of its investment earning rate.

Explanation of Performance Indicators

a. Independent actuarial review to advise on the required fund contribution

The LTCS levies are crucial to the funding of the Scheme, with a levy applying to all CTP policies payable at the time of vehicle registration and from 1 July 2016, a levy applied to private sector workers’ compensation insurers. As required by the LTCS Act, the levies are set by the LTCS Commissioner based on independent actuarial advice. The level at which the levies are set in any given year is intended to secure sufficient funds to meet the costs of all estimated present and future liabilities of new participants of the LTCSS in that year. The LTCS Levies are for a financial year and are set in May/June before the commencement of a financial year on 1 July.

In accordance with section 83 of the LTCS Act, the LTCS Commissioner obtained before the beginning of the contribution period, a report from an independent actuary in relation to the amounts needed to be contributed to the LTCS fund for the contribution period.

Two actuarial reports for the 2017-18 contribution period were undertaken by Finity for the purposes of setting the 2017-18 LTCS Levy for motor vehicle injuries and the LTCS levy for work injuries. The final actuarial reports were received in March 2017.

b. Determine LTCS Levies

The LTCS Commissioner determined that the LTCS levy of \$35 for a twelve-month CTP policy would be unchanged in 2017-18, for all vehicles except those that are subject to distance restrictions applicable as part of the ACT’s Concessional Vintage Vehicle Registration (CVVR) Scheme. A LTCS Levy of \$7 for a twelve-month CTP policy has been determined for the CVVR Scheme. The Levy determination for the 2017-18 contribution period was notified on the Legislation Register on 2 June 2017 for motor vehicles.

The levy amounts for the private sector workers compensation insurers and self-insurers were notified on 2 June 2017.

The LTCS Commissioner has determined these LTCS levies based on the best available data. Further, as the Scheme will only be in its fourth year of operation for motor vehicle accidents and in its second year of operation for work accidents, a high degree of uncertainty still remains with respect to the number of participants and the costs of providing services. By the very nature of the injury type covered by the Scheme, the experience can be expected to be volatile from year to year. Noting that it will take many years of experience before more robust scheme data becomes available the LTCS Commissioner will continue to reassess yearly the levy amounts, on the basis of updated advice of an independent actuary.

c. Undertake an annual client feedback process

A survey of the LTCS participants was conducted by Modd Research and Evaluation Pty Ltd in April 2017 with a final report received in June 2017. The purpose of the research was to gain feedback from the participants and/or their nominated persons (respondents) specifically to understand participant expectations of and experience with the two-year review process that determined lifetime eligibility in the LTCS.

Overall the research reported that respondents had very positive experiences with the review process. Specifically, all participants interviewed felt supported by their case manager, treatment, rehabilitation and care team. Relationships and communication lines were well-established and participants reported they felt confident that they could ask questions at any time and receive timely answers. Respondents considered that flagging the lifetime participation review process approximately six months prior to the two-year review was an appropriate timing. Participants reported that there was a continuity of services and equipment throughout the review period.

Within this positive context, participants also suggested improvements. These centred on the need for more information about the review process (i.e. the decision process, including who was involved and the eligibility criteria) and on information for those deemed ineligible to remain in the Scheme. The suggested improvements give rise to some recommendations around confirmation of lodgement of an application; inclusion of information around the timeframe for the review; the decision process and the eligibility criteria.

As the majority of the findings relate to the coordination and management of the two year review process by the LTCSA, a copy of the research report and findings has been provided to the LTCSA and the findings discussed with them. Separately, the ACT will also consider ways to improve the communication of information about the two-year review process to ACT participants.

d. LTCS Guidelines available – include workers

With the extension of the LTCS Scheme to include work injuries from 1 July 2017, the LTCS Guidelines have been amended to include workers. The guidelines also include new arrangements that govern how the required fund contribution determined for work injuries will be apportioned between insurers and self-insurers as a levy. The guidelines were effective from 1 July 2016.

e. Application Form – for workers

An Application Form for work injuries was developed and incorporated into the LTCS guidelines with the extension of the LTCS Scheme to cover work injuries on 1 July 2016. To facilitate the smooth transition of new catastrophic work injury claims and rehabilitation handling and management from workers compensation insurers to LTCS Scheme, an agreed operation and communication protocol

was also developed in close consultation with workers compensation insurers and self-insurers and the NSW Lifetime Care and Support Authority.

f. *Difference between the investment earning rate and the benchmark is ≥ 0*

In 2016-17, the LTCS investment return has been less than the benchmark due to the current small size of the funds' total investment relative to the size of each investment. This means there is currently a material impact on the fund's annual returns from the transaction costs payable each time funds are invested. This is likely to persist for some years until the fund reaches a certain size and maturity relative to the size of the new investments being made in a given year. The indicator has been amended in 2017-18 as the unit funds that the LTCS fund invests in is a passive fund, (it largely matches the companies included in the market indices) and it is hence unlikely to exceed the benchmark return performance.

B.3 SCRUTINY

During the reporting period the LTCSS did not participate in any Legislative Assembly Committee inquiries related to its activities. There were no Audit Office performance audit reports with recommendations in respect of the LTCSS, and no Ombudsman Reports.

B.4 RISK MANAGEMENT

The LTCSS is part of CMTEDD. As such, it is covered in CMTEDD's risk management arrangements.

B.5 INTERNAL AUDIT

The LTCSS is part of the CMTEDD Audit and Risk Committee. CMTEDD's Annual Report section on the Internal Audit Committee applies to the LTCSS.

No internal audits of the LTCSS were undertaken during 2016-17.

B.6 FRAUD PREVENTION

The LTCSS is part of CMTEDD. As such, it is covered in CMTEDD's Fraud and Corruption Prevention Plan.

B.7 WORKPLACE HEALTH AND SAFETY

The LTCSS is part of CMTEDD. CMTEDD's Annual Report section on Workplace Health and Safety practices applies to the LTCSS.

B.8 HUMAN RESOURCE MANAGEMENT

The LTCSS is part of CMTEDD. CMTEDD's Annual Report section on HR management applies to the LTCSS.

B.9 ECOLOGICALLY SUSTAINABLE DEVELOPMENT

The CMTEDD's Annual Report section on Ecologically Sustainable Development applies to the LTCSS.

SECTION C FINANCIAL MANAGEMENT REPORTING

C.3 CAPITAL WORKS

The LTCS Commissioner did not undertake any Capital Works Projects in the 2016-17 financial year.

C.4 ASSET MANAGEMENT

The LTCS Commissioner has no intangible assets.

C.5 GOVERNMENT CONTRACTING

The LTCS Commissioner is party to the following agreements:

External Sources of Labour and Service (Total contract value exceeds \$200,000)

| Name | Description and Reason for Contract | Cost \$ (GST Exclusive) | Procurement Type | Contract Date |
|-------------------------------|-------------------------------------|-------------------------|------------------|---------------|
| Finity Consulting Pty Limited | Provide actuarial review and advice | \$19,227 | Public Tender | May 2017 |

Office of the Nominal Defendant of the ACT

THE ORGANISATION

The ACT Insurance Authority is the Office of the Nominal Defendant of the ACT (the Fund) as defined under Section 13 of the *Road Transport (Third Party Insurance) Act 2008*.

The objectives of the Fund are to:

- > provide a safety net mechanism to meet the costs of third party personal injury claims made by injured parties where:
 - the vehicle involved does not have a compulsory third party (CTP) insurance policy; or
 - the injured person is unable to identify the driver and vehicle at fault;
- > ensure that persons, who are injured in the circumstances listed above, receive the same entitlements as an injured person would receive where the vehicle did have CTP insurance;
- > collect recoveries from uninsured drivers at fault to the sum paid out by the Fund; and
- > receipt levies collected from each licensed CTP insurer in the Territory as well as the Commonwealth and ACT Governments.

Claims are managed within the auspices of the *Road Transport (Third Party) Insurance Act 2008*, and the Fund meets the cost of all legislated entitlements for injured people including medical expenses, rehabilitation costs, and lump sum settlements.

FINANCE

REVENUE

Total income recognised by the Fund during the year amounted to \$8.41 million.

The CTP regulator imposes a levy on licensed insurers and recognised self insurers to meet the cost of nominal defendant claims in accordance with the *Road Transport (Third Party Insurance) Act 2008*.

The amount required to meet the cost of nominal defendant claims is apportioned among the insurers having regard to the amount of third party premium income received. Funds are transferred to the Fund on a quarterly basis.

In addition, revenue is received by the Fund from the following sources:

- > any penalties or penalty interest imposed under the Act;
- > amounts recovered by the Fund;
- > unregistered Vehicle Permits liability contributions to fund cost of nominal defendant claims in relation to unregistered vehicle permits;
- > interest accruing from the investments; and
- > unregistered vehicle fines liability contributions to assist in the funding of the cost of nominal defendant claims.

The following table details funds received as other revenue during the period totalling \$1.82 million.

| Source | Amount |
|------------------------------|--------------------|
| Unregistered Vehicle Permits | \$567,317 |
| Unregistered Vehicle Fines | \$384,414 |
| Insured Recoveries | \$769,287 |
| Uninsured owners & drivers | \$101,152 |
| Total | \$1,822,170 |

EXPENSES

The total expenses paid by the Fund during the year was \$9.48 million.

The total claims expense for the reporting period was \$8.66 million.

EQUITY

The Fund had total assets of \$29.71 million and liabilities of \$31.24 million.

As at 30 June 2017 the total equity of the Fund was (\$1.53) million.

CLAIMS

During the reporting period the Fund received 51 new claims.

There are 128 open claims remaining as at 30 June 2017 with a combined total provision for outstanding claims of \$31.01 million.

Of the 128 open claims, unidentified vehicles account for 36 per cent, unregistered and uninsured vehicles for 59 per cent and five per cent are related to unregistered vehicle permits.

DEBTOR RECOVERIES

There are currently 37 'recovery only' claim files open. These files are claims that have either settled or been finalised and the Fund is pursuing recovery from unregistered vehicle owners and the drivers of unregistered vehicles responsible for the accident.

Where the Fund has made payments on a claim involving an uninsured motor vehicle, attempts are made to recover the cost of those payments from the owner or driver concerned.

Recovery prospects are poor in the majority of matters as often it is difficult to identify or locate the driver/owner and when located, generally they do not have the capacity to repay any/all of the costs incurred.

The Office of the Nominal Defendant of the ACT financial statements are reported in Volume 2 of the 2016-17 Chief Minister, Treasury and Economic Development Directorate Annual Report.

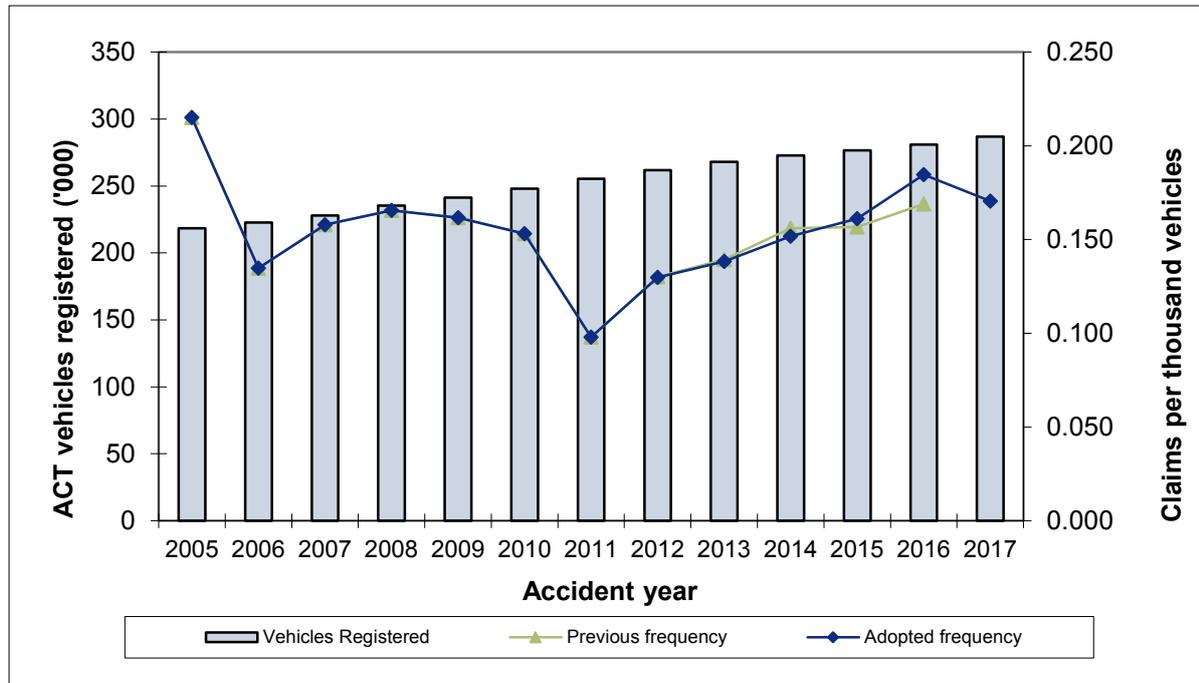
CLAIMS FREQUENCY AND VEHICLE REGISTRATIONS

The Australian Capital Territory has 286,808 registered vehicles.

During the reporting period there were approximately 0.17 claims per 1,000 vehicles registered.

A comparison between the number of vehicles registered and the number of claims made to the Fund is shown in the following table.

Claim frequency and vehicle registrations



Source: Nominal Defendant Liability Valuation Report as at 30 June 2017 produced by KPMG Actuarial.

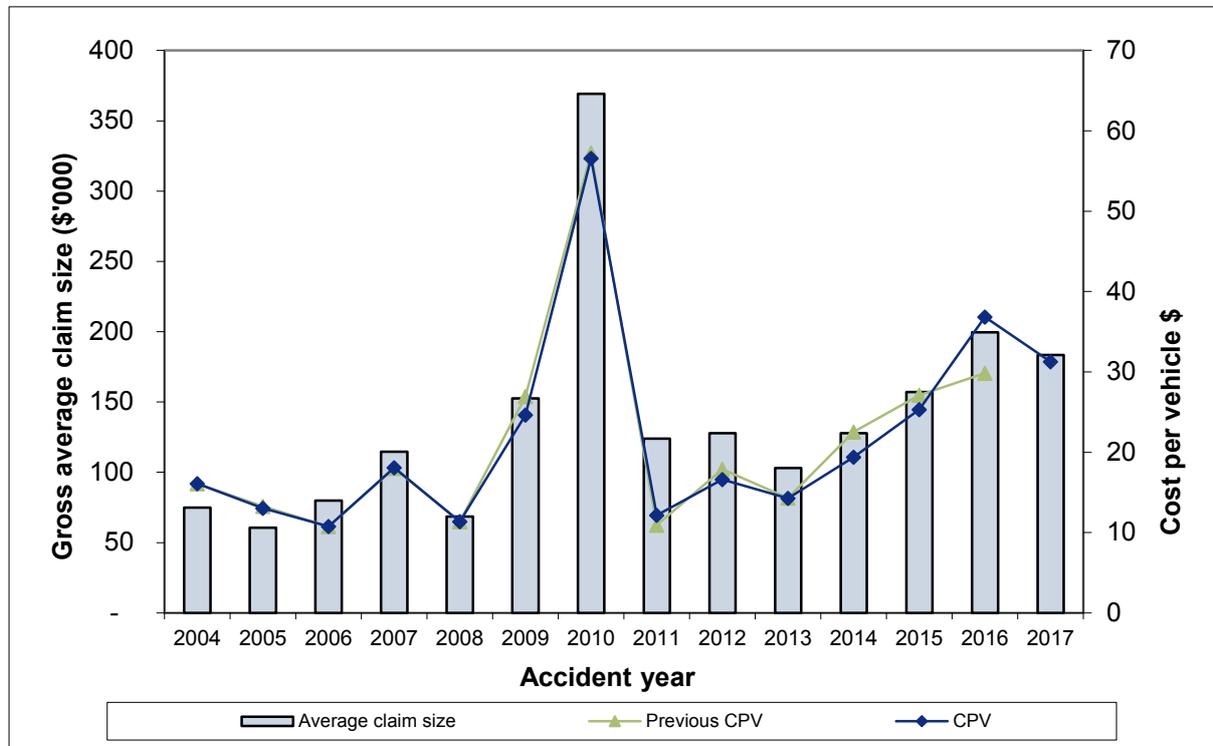
Note:

1. The vehicle registrations for 2017 are sourced from Road User Services ACT, and other years from previous actuarial reports.
2. Claim frequency refers to number of road incidents giving rise to a claim, whether one or more claimants. The measure is expressed per thousand vehicles registered.

AVERAGE CLAIMS SIZE AND COST PER POLICY

A comparison between the average size of a claim and the cost of a CTP policy is shown in the following table. The average claim size in the period was \$0.184 million while the average CTP Claim per policy cost was \$31.28.

Average claim size and cost per policy by accident year (inflated and undiscounted)



Source: Nominal Defendant Liability Valuation Report as at 30 June 2017 produced by KPMG Actuarial.

Note:

1. Average claim size and Cost Per Policy are in expected payment date values, but without allowance for time value of money (i.e. present value discounting), and are gross of all recoveries.
2. The historical data component is sourced from previous actuarial reports.

Further information may be obtained from:

John Fletcher
 General Manager
 ACT Insurance Authority
 +61 2 6207 0268
john.fletcher@act.gov.au

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