



**ACT**  
Government

Economic Development

Volume 1

# ANNUAL REPORT 2010-2011



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# TABLE OF CONTENTS



Transmittal Certificate	v
Glossary	vi

## Section A

A1	The Organisation	2
A2	Overview	6
A3	Highlights	7
A4	Outlook	9
A5	Management Discussion and Analysis	11
A6	Financial Report	11
A7	Statement of Performance	11
A8	Strategic Indicators	12
A9	Analysis of Agency Performance	16
A10	Triple Bottom Line	41

## Section B

B1	Community Engagement	45
B2	Internal/External Scrutiny	59
B3	Legislative Assembly Committee Inquiries and Reports	62
B4	Legislation Report	74

# TABLE OF CONTENTS



## Section C

C1	Risk Management and Internal Audit	77
C2	Fraud Prevention	78
C3	Public Interest Disclosure	79
C4	Freedom of Information	80
C5	Internal Accountability	83
C6	Human Resource Performance	88
C7	Staffing Profile	91
C8	Learning and Development	94
C9	Workplace Health and Safety	96
C10	Workplace Relations	98
C 11	Strategic Bushfire Management Plan (SBMP)	100
C 12	Strategic Asset Management	101
C 13	Capital Works	103
C 14	Government Contracting	111
C 15	Community Grants/Assistance/Sponsorship	134
C 16	Territory Records Act 2002	138
C 17	Human Rights Act 2004	140
C 18	Commissioner for the Environment	141
C 19	ACT Multicultural Strategy	142
C 20	Aboriginal and Torres Strait Islander Reporting	145
C 21	Ecologically Sustainable Development	146
C 22	ACT Women's Plan 2010-2015	152
C 23	Model Litigant guidelines	154
C 24	ACT Strategic Plan for Positive Ageing 2010-2014	155



**ACT**  
Government  
Economic Development

Mr Andrew Barr  
Deputy Chief Minister  
Minister for Economic Development  
Minister for Tourism, Sport & Recreation  
ACT Legislative Assembly  
London Circuit  
CANBERRA ACT 2601

Dear Deputy Chief Minister

I am pleased to present to you the Annual Report for the Economic Development Directorate for the year ended 30 June 2011. This report has been prepared under section 5(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements referred to in the Chief Minister's Annual Report Directions. It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the Economic Development Directorate.

I hereby certify that the attached Annual Report is an honest and accurate account and that all material information on the operations of the Department of Land and Property Services during the period 1 July 2010 to 16 May 2011 and the Economic Development Directorate during the period 17 May 2011 to 30 June 2011 has been included and that it complies with the Chief Minister's Annual Report Directions.

I also hereby certify that fraud prevention has been managed in accordance with Public Sector Management Standard 2, Part 2.4.

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 3 months of the end of the financial year.

Yours sincerely

David Dawes  
Director-General  
Economic Development Directorate

22 September 2011



# Glossary

## ABBREVIATIONS

ACTAS	ACT Academy of Sport
ACTPLA	ACT Planning and Land Authority
ACTPS	ACT Public Service
AIM	Australian Institute of Management
ANU	Australian National University
AWAs	Australian Workplace Agreements
BAZ	Bushfire Abatement Zone
BID	Business and Industry Development
BIFM	Business in Focus Month
BOP	Bushfire Operational Plan
BOS	Business Online Services
CBC	Canberra Business Council
CEO	Chief Executive Officer
CHC	Community Housing Canberra Ltd
CIP	Canberra Information Portal
CMD	Chief Minister's Department
CIT	Canberra Institute of Technology
CNG	Compressed Natural Gas
COAG	Council of Australian Governments
CO2-e	Carbon Dioxide emissions
CRL	Canberra Research Laboratory
DA	Development Application
DECCEW	Department of the Environment, Climate Change, Energy and Water
DET	ACT Department of Education and Training
DHCS	Department of Disability, Housing and Community Service

EAP	Employee Assistance Program	OSCAR	Online System for Comprehensive Activity Reporting
EDD	Economic Development Directorate	PSM	Public Sector Management
EDP	Estate Development Plan	PSMA	<i>Public Sector Management Act</i>
ESA	Emergency Services Authority	PTE	Public Trading Enterprise
ESD	Economically Sustainable Development	RMP	Records Management Plan
ICN	Industry Capability Network	SBM	Skilled Business Migration
FMA	<i>Financial Management Act, 1996</i>	SCIMA	Standing Committee on Immigration and Multicultural Affairs
FOI	Freedom of Information		
FTE	Full Time Equivalent	SEA	Special Employment Arrangement
HIA	Housing Industry Association	SME	Small and medium enterprise
HRPPC	High Resolution Plant Phenomics Centre	SMP	ACT Government State Migration Plan
ITC	Information Technology and Communications	SOI	Statement of Intent
JACS	Department of Justice and Community Safety	SOL	Australian Government Skilled Occupation List
LAPS	Department of Land and Property Services	SRS	Sport and Recreation Services
LDA	Land Development Agency	SSC	Shared Services Centre
MBA	Master Builders' Association	TAMS	Department of Territory and Municipal Services
MNC	Multi-national Corporations	TTED	Training and Tertiary Education Directorate
MOU	Memorandum of Understanding	TVE	Territory Venues and Events
NBN	National Broadband Network	WhoG	Whole of Government

<b>Term</b>	<b>Definition</b>
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Greenfield	new residential area
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Joint Venture	partnership between government entity and commercial development partner to release serviced dwelling or multi-unit sites for dwellings
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Raw land	unserviced land
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# S e c t i o n

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# A

**PERFORMANCE AND FINANCIAL  
MANAGEMENT REPORTING**

## A.1 The Organisation

The Economic Development Directorate (EDD) commenced operation on 17 May 2011. The Directorate comprises part of the former Department of Land and Property Services (LAPS), plus seven other areas listed in **A.2 Overview**.

The Directorate's responsibilities include:

- ◆ bringing 18,500 new dwelling sites to market over the next four financial years;
- ◆ coordinating major strategic projects, such as the proposed Government Office Building in Civic;
- ◆ maximising the Territory's economic, social and environmental return through direct sale of land to community and commercial entities;
- ◆ promoting affordable and sustainable land development. The development of affordable land means ensuring that 20 per cent of land in all new greenfield land releases are priced within an affordable range. The upper limit for affordable house and land packages is \$328,000;
- ◆ continuing to develop the National Arboretum Canberra with the goal of planting 100 forests by the 2013 Centenary;
- ◆ managing business programs that support industry development, trade and investment activities and skilled business migration;
- ◆ increasing economic return from domestic and international visitations through marketing and development programs in partnership with the tourism industry;
- ◆ delivering major events for the community and visitors to the Territory; and
- ◆ develop and maintain infrastructure and programs for recreation and sport that support the needs of the city and region.

## Our Vision

*The ACT is a great place to do business, visit and live.*

### Our Role

Enhance economic development for the Australian Capital Territory's future.

We achieve this by balancing:

- ◆ economic and financial considerations;
- ◆ social aspects;
- ◆ environmental considerations; and
- ◆ short, medium and long term results.

### Our Approach

- ◆ Operate with the highest levels of integrity, model ethical behaviour and adhere to ACTPS values and Code of Conduct.
- ◆ Provide high quality proactive and responsive advice on economic development issues, taking into account local, national and international best practice.
- ◆ Engage with our external stakeholders to ensure that we understand both their issues and opportunities.
- ◆ Provide assistance in the whole of government management of issues working collaboratively with other directorates.
- ◆ Drive and support the implementation of endorsed government policy and priorities.
- ◆ Provide advice to support decision making by EDD's Executive, the Strategic Board, Cabinet, COAG and other national forums.



## A.1 The Organisation continued

- ◆ Explore synergies and ways to collaborate across the Directorate to leverage from our rich and diverse operational, skills and knowledge base.

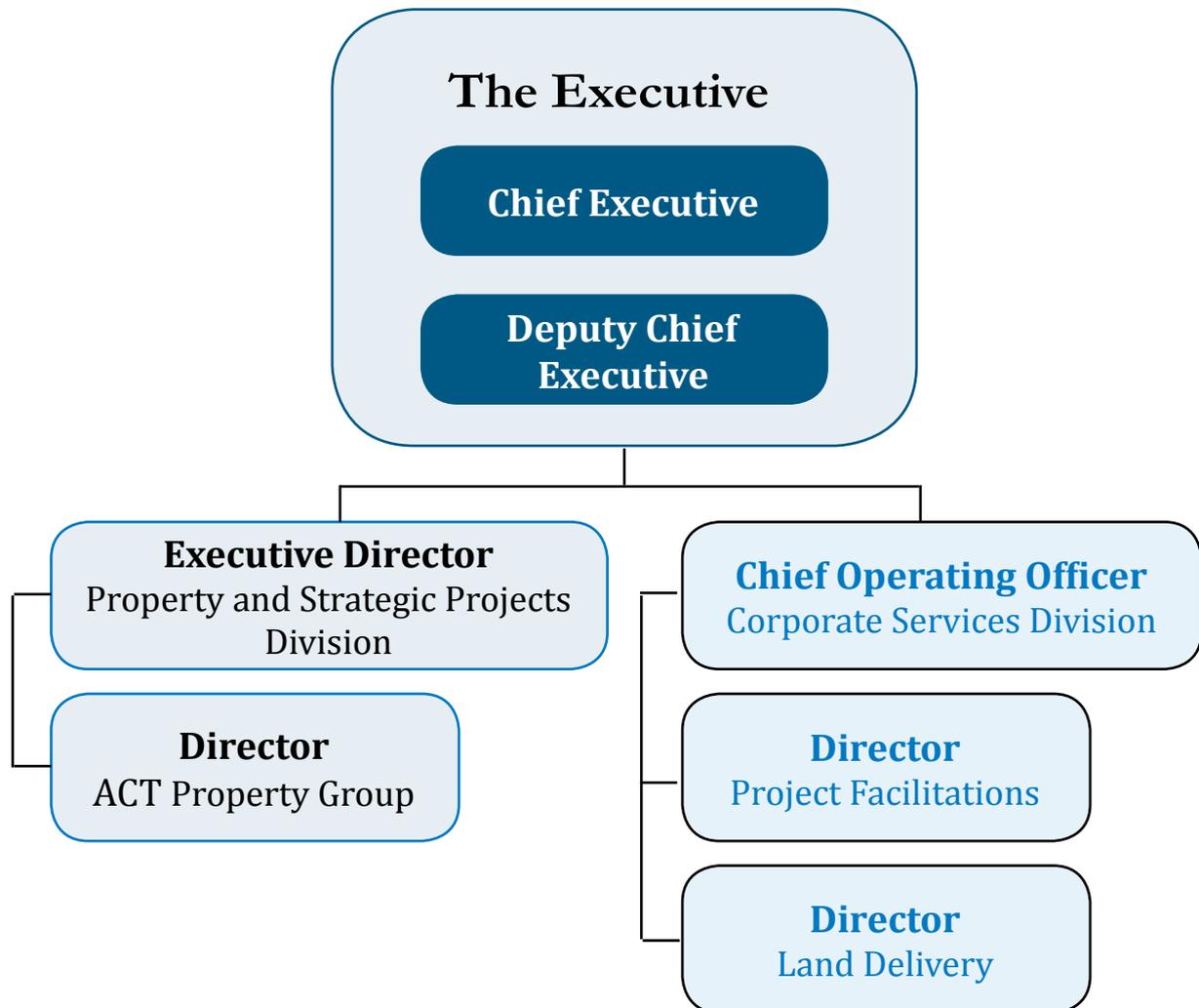
### Our principal stakeholders are:

- ◆ Minister for Economic Development; Minister for Tourism, Sport and Recreation;
- ◆ Chief Minister;
- ◆ Cabinet;
- ◆ ACT Legislative Assembly;
- ◆ Head of Service;
- ◆ other ACT Government Directorates and agencies;
- ◆ ACT residents;
- ◆ Community Councils and groups;
- ◆ industry and business institutions;
- ◆ ACT, Commonwealth and other State and Territory Government agencies and councils;
- ◆ Ministerial Councils;
- ◆ statutory and non-statutory committees;
- ◆ media; and
- ◆ suppliers and contractors.



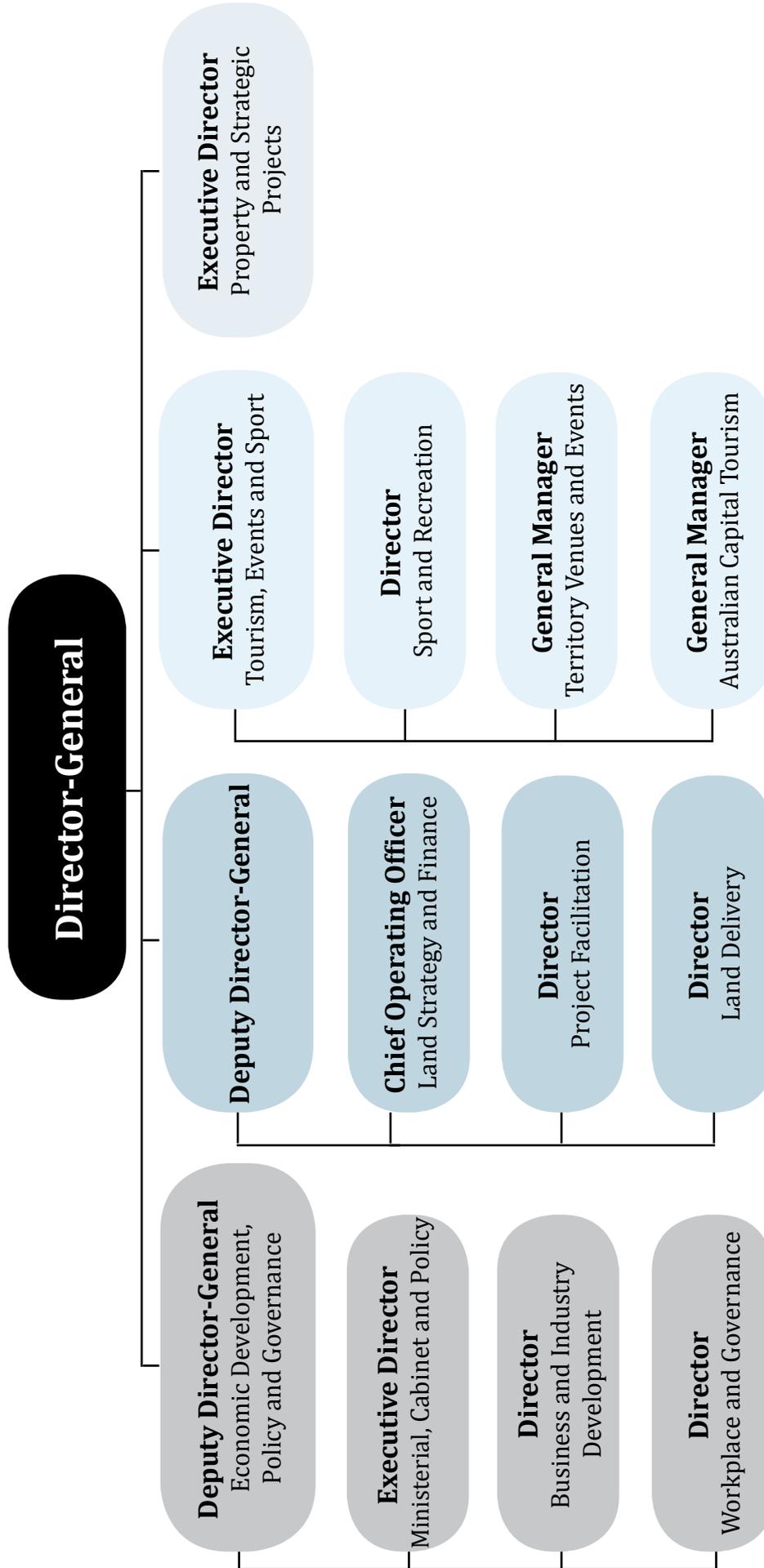
# STRUCTURE

Department of Land and Property Services (LAPS) as at 16 May 2011



### Draft Interim Structure Economic Development Directorate (EDD) as at 30 June 2011\*

At 30 June 2011, the structure of EDD including its relationship with the LDA was still being refined in consultation with the Minister, Head of the Service, staff and unions.



\*Note: The Economic Development Directorate portfolio has three statutory authorities, the Land Development Agency, ACT Gambling and Racing Commission, and Exhibition Park Corporation. Each of these authorities produces its own annual report.

## A.2 Overview

From the beginning of the 2010 financial year until 12 May 2011 the Department of Land and Property Services reported to Jon Stanhope MLA, Minister for Land and Property Services.

Following the resignation of Mr Stanhope as Chief Minister and Minister for Land and Property Services, the land portfolio became the responsibility of Andrew Barr MLA, Minister for Economic Development.

The ACT Government accepted most of the recommendations made by Dr Allan Hawke AC<sup>1</sup> to significantly restructure the ACT public service as a single government department comprising nine Directorates. The changes are intended to assist us serve the community as a single identity rather than by single line agencies, creating greater alignment, coordination and cohesiveness across the ACT Public Service.

The Economic Development Directorate (EDD) began operation on 17 May 2011 and brought together the following business units and statutory entities:

- ◆ the former Department of Land and Property Services excluding ACT Property Group;
- ◆ Australian Capital Tourism, Special Events unit and Live in Canberra from the Chief Minister's Department;
- ◆ Business and Industry Development from the Chief Minister's Department;
- ◆ Territory Venues and Events from Territory and Municipal Services;
- ◆ Sport and Recreation Services from the Territory and Municipal Services;
- ◆ Exhibition Park Corporation<sup>2</sup>
- ◆ ACT Gambling and Racing Commission<sup>2</sup> from Treasury; and
- ◆ Land Development Agency<sup>2</sup>.

In line with Dr Hawke's recommendation, the Director-General is also charged with cross-government coordination of complex delivery activities.

As part of the changes, the ACT Property Group, responsible for the day-to-day maintenance and lease of Government property, has returned to the Territory and Municipal Services Directorate.

As at 30 June 2011 the Directorate was in the process of developing a draft Strategic Plan.

It provides strategic direction that will assist in establishing and strengthening a shared sense of purpose as EDD matures over the next 12-18 months as a high performing Directorate in a fresh era of ACT governance.

The Strategic Plan incorporates the Government's announced priorities for 2011-12 for this Directorate and builds on the Government response in the Hawke Report.

### Our Objectives

- ◆ Establish foundations that support and optimise economic and social dividends.
- ◆ Develop frameworks and policies to enhance economic and social dividends to the ACT.
- ◆ Lead and facilitate programs, projects and events to deliver timely economic and social dividends.
- ◆ Build a professional, ethical and high performing organisation that values and respects its employees and clients.
- ◆ Communicate effectively and build robust internal and external relationships.

<sup>1</sup> Dr Allan Hawke AC was the author of 'Governing the City State: One Government – One ACT Public Service'

<sup>2</sup> Statutory entities prepare their own Annual Report.

## A.3 Highlights



- ◆ Release of 5048 dwelling sites to market, 48 sites more than originally planned. This is the highest number of dwelling sites released since self-government in 1989.
- ◆ 80 per cent of initiatives within the Affordable Housing Action Plan implemented, including legislative, planning and taxation changes.
- ◆ Work progressed on projects to provide accommodation for Canberra's at-risk groups of low income aged and homeless.
- ◆ Design, planning, financial, environmental sustainability and change management studies completed for the ACT Government Office Project. The accommodation will consolidate 3,500 ACT public servants in one building and encourage efficient service delivery, achieve high environmental standards and reduce rental costs.
- ◆ Planting of 20 new forests at the National Arboretum Canberra, increasing the forest numbers in the Arboretum to a total of 71 - moving towards the goal of 100 forests for Canberra's Centenary in 2013.
- ◆ Design for the visitor's centre at the National Arboretum Canberra finalised and construction commenced.
- ◆ Occupancy rate of ACT Government office buildings reaches 99.1 per cent, considered an excellent result.
- ◆ Innovation support funding under InnovationConnect totalled \$456,780 to 18 Canberra businesses.
- ◆ International business support through TradeConnect gives support to 19 ACT businesses.
- ◆ Five ACT businesses supported for participation in the Global Acceleration Pilot Program.
- ◆ Lighthouse Business Innovation Centre supports 178 clients.
- ◆ In partnership with the Australian Government, implementation of the *Inspiring Australia* program locally, to promote science careers and science in the community.
- ◆ ACT Government certified or nominated 877 employer-sponsored and independent skilled migrant applications for occupations in demand in Canberra under the first year of the ACT's State Migration Plan.
- ◆ \$1.1 million in funding to support federal research into genetic functioning in plants.
- ◆ Promotion of science through an arrangement with the CSIRO Discovery Centre.
- ◆ Live-in Canberra website records its 400,000<sup>th</sup> visitor since its inception in 2006. Over 1,500 new residents attend 12 "Welcome to Canberra" events.
- ◆ Flagship tourism event Floriade records its highest attendance level - 471,979 people.

- ◆ Promotion of ACT innovation and investment opportunities through the Shanghai World Expo via Silver Sponsor partnership with Australian Government.
- ◆ Stage 1 of the redevelopment of the Lyneham Sports Precinct completed.
- ◆ Outstanding performances by ACTAS scholarship holders at the 2010 Commonwealth Games.
- ◆ Collaboration with the ACT sport and recreation industry to develop the ACTIVE 2020 Strategic Plan to nurture and promote sport and active recreation over the period 2011-2020.
- ◆ Negotiation of 10-year partnership with the AFL to secure Giants match content in the ACT.
- ◆ Stromlo Forest Park hosts the 2010 World Solo 24 Hour Mountain Bike Championships, the first time this event has been staged outside North America.
- ◆ Canberra Stadium hosts its first Nitro Circus Live event in March 2011.
- ◆ ACT Skills Symposium brought together business, education and government stakeholders to capture skills and workforce development issues across the economy in a report.
- ◆ ACT Screen Investment Fund launched in November 2010 to support the development of the ACT screen industry by co-investing in market ready screen projects. The fund will provide \$1.8 million over three years. First round of funding resulted in \$75,000 for military history documentary.

## A.4 Outlook

The Directorate will start the new financial year by consolidating and refining its priorities through the Directorate's Strategic Plan.

During 2011-12 the Directorate will undertake a broad range of activities including:

- ◆ addressing unmet demand for residential land by increasing residential land releases for the affordable and sustainable development of the ACT;
- ◆ optimising the Territory's economic social and environmental return from land releases through engagement with commercial, industrial, community and residential entities;
- ◆ continuing to work with other agencies to implement the Government's affordable housing policies;
- ◆ optimising the Government's triple bottom line outcomes of its accommodation portfolio;
- ◆ progressing the Government Office Building in Civic and provision of Government Office accommodation in Gungahlin;
- ◆ continuing development of the National Arboretum Canberra;
- ◆ building an inventory of urban renewal opportunities;
- ◆ continuing work on the Gungahlin Enclosed Oval and the infrastructure within the Gungahlin Wellbeing precinct. This includes the design of the Gungahlin Leisure Centre;
- ◆ progressing activities associated with the development and implementation of the ACTIVE 2020 Strategic Plan. This will involve the development of a performance management framework for ACTIVE 2020, including reporting requirements;
- ◆ providing support to scholarship athletes in their preparation for the 2012 London Olympic and Paralympic Games;
- ◆ refining the event management focus to encompass event development and delivery through a range of programs including the Special Event Fund, event support funds, core community events and major events such as Floriade, Floriade NightFest and Enlighten;
- ◆ stage 2 upgrading of Commonwealth Park to better facilitate the staging of Floriade and Floriade NightFest;





- ◆ developing an Industry Development Strategy to support the private sector economy over the medium to longer term;
- ◆ developing a Clean Economy Strategy to support the Territory's transition to a clean economy. The development of the strategy is guided by a University of Canberra scoping study – *Framework for an Australian Capital Territory Clean Economy Strategy*;
- ◆ developing a framework for action in response to issues raised in the Skills Symposium in conjunction with the ACT Education and Training Directorate; and
- ◆ exploring support and facilitation roles to help business realise new opportunities with the rollout of the National Broadband Network.

- ◆ implementing a range of marketing campaigns to encourage visits to Canberra. These will include spring, autumn, winter and Centenary campaigns;
- ◆ continuing to support and partner the Canberra Convention Bureau and National Capital Educational Tourism Project to increase Canberra's position as an innovative and influential business destination;
- ◆ working with the Canberra International Airport to develop and attract international routes to Canberra;

## A.5 Management Discussion and Analysis

Financial results are reported in Volume 2 of the 2010-11 *Economic Development Directorate Annual Report*. Volume 2 contains annual financial results for LAPS and EDD, along with a Management Discussion and Analysis for each reporting entity and the Statements of Performance.

### **FURTHER INFORMATION CAN BE OBTAINED FROM:**

Ian Thomson

A/g Executive Director - Land Strategy and Finance

Phone: +61 2 6205 3997

Email: [ian.thomson@act.gov.au](mailto:ian.thomson@act.gov.au)

## A.6 Financial Report

Financial results are reported in Volume 2 of the 2010-11 *Economic Development Directorate Annual Report*.

### **FURTHER INFORMATION CAN BE OBTAINED FROM:**

Ian Thomson

A/g Executive Director - Land Strategy and Finance

Phone: +61 2 6205 3997

Email: [ian.thomson@act.gov.au](mailto:ian.thomson@act.gov.au)

## A.7 Statement of Performance

The Directorate's Statement of Performance is reported in Volume 2 of the 2010-11 *Economic Development Directorate Annual Report*. Narrative of the performance measures is also included in Section A.9 Analysis of Agency Performance.

## A.8 Strategic Indicators

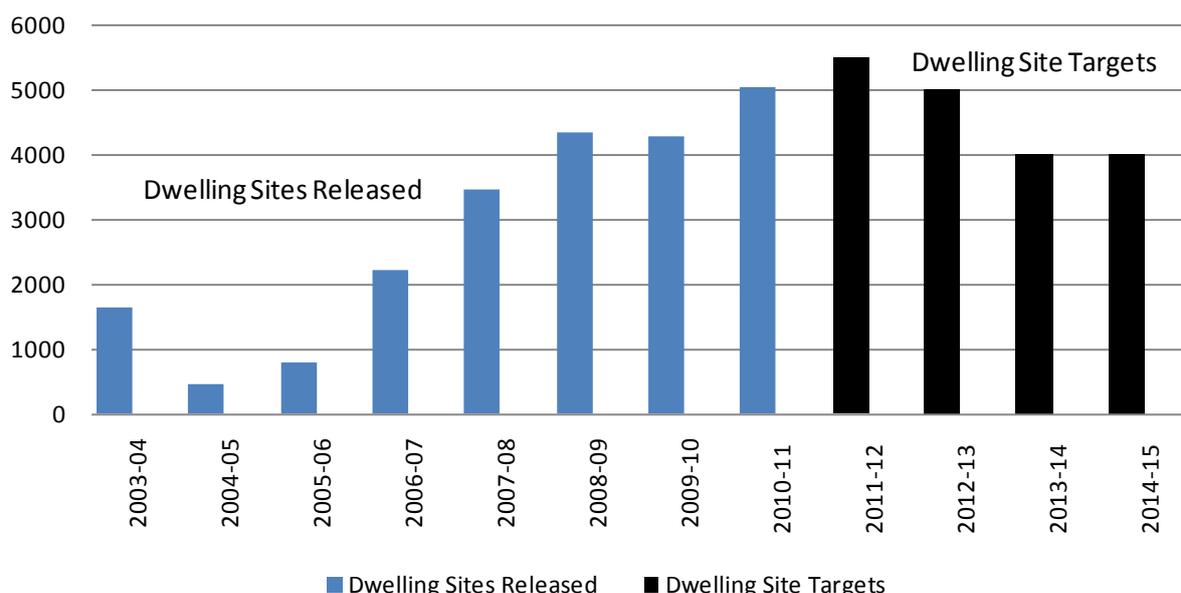
The Directorate has identified five strategic indicators for 2010-11, four from LAPS and one from CMD.

Below are the details of the Directorate's performance against these indicators.

### STRATEGIC INDICATOR - RELEASE LAND TO MEET UNMET DEMAND

The Directorate prepares the four year residential, industrial and commercial land release strategy. The Government's objective is to meet demand and to establish an inventory of land.

**Residential Land Release 2003/04 to 2010/11 and Targets 2011/12 to 2014/15**



### Results

The table above details the volume of residential releases achieved from 2003-04 to 2010-11 and the land release targets for 2011-12 to 2014-15. It shows a considerable increase in residential land supply since 2004-05. This increase in supply is aimed at meeting the additional housing demand being generated by pent up demand, record levels of migration and population growth and facilitates the Government's objective of establishing an inventory of serviced land.

In the 2010-11 financial year the Government released 5,048 dwelling sites, a record level of release since self-Government. This is marginally higher than the residential land release target of 5,000 dwelling sites.

## A.8 Strategic Indicators continued

### **STRATEGIC INDICATOR – FACILITATING TIMELY DEVELOPMENT AND DELIVERY OF GOVERNMENT PRIORITY PROJECTS**

The Government has identified a number of significant strategic and capital works projects within Government and key private sector development initiatives that would benefit from central coordination by the Directorate.

Key projects include:

- ◆ Nation Building Stimulus Package;
- ◆ National Arboretum Canberra;
- ◆ Government Office Block; and
- ◆ coordination of land release related capital works.

#### **Result**

##### **Nation Building Stimulus Package**

Implementation of the Nation Building Plan in the ACT has provided an opportunity to demonstrate and showcase whole of government collaboration. In developing its procedures and identifying changes, the Nation Building Taskforce, which was part of the Economic Development Directorate, built on work that was already underway in agencies such as the Territories and Municipal Services Directorate and the Environment and Sustainable Development Directorate.

To facilitate delivery of the economic stimulus package the Taskforce undertook an assessment of government processes and procedures to identify opportunities for improvement to ensure that the Commonwealth's tight timeframes were achieved. These improvements will also provide lasting benefits for the delivery of capital works and infrastructure in the Territory.

##### **Implement the National Arboretum Canberra Master plan as funds become available**

The Directorate continues to implement the master plan for the National Arboretum Canberra.

##### **Forests**

20 forests were planted at the National Arboretum Canberra in 2010/11, bringing the total number of new forests to 71 forests with 31,000 trees planted as at 30 June 2011.

Bulk earthworks and commencement of paths Civil works and landscaping works at National Arboretum Canberra have been undertaken including finalisation of the picnic and barbeque area in the Himalayan Cedar forest, bulk earthworks and commencement of paths in the central valley ceremonial gardens and construction of the main loop road, car parks and irrigation, including a 1.6 megalitre irrigation tank on Dairy Farmers Hill.

The design for the visitors' centre at the National Arboretum Canberra has been finalised as has bulk earthworks and tender packages for construction of the building. Construction has also commenced on Actew's water wise garden, which is adjacent to the new visitors' centre.

##### **Continuing to develop a new government office building proposal**

EDD continues to provide central coordination for the ACT Government Office Project. All design, planning, financial, environmental sustainability and change management studies have been completed for the proposal to construct a single, ACT Government Office Building on Section 19 in Civic that would accommodate over 3,500 personnel.

This work has been supplemented by a budget impact analysis undertaken by Treasury.

### **Coordination of land release capital works**

The Directorate continues to work to improve the planning and delivery of the infrastructure needed to support new residential, industrial, commercial, community and non-urban land releases. Value management workshops have been held for the more significant projects to ensure that these projects deliver value for money.

The Directorate also facilitates meetings of an Industry Reference Group which has been established to enhance communication between the industry and government and so enhance the delivery of capital works projects.

### **STRATEGIC INDICATOR – IMPROVING HOUSING AFFORDABILITY**

The Directorate is continuing to work with other agencies to implement the Government’s affordable housing policies. The Government has increased the supply of affordable housing land releases as well as providing concessions to first home buyers and those on moderate incomes.

#### **Result**

Announced in 2007, the Affordable Housing Action Plan included 63 initiatives designed to increase the supply of affordable homes for sale and rent in Canberra. Phase II of the Action Plan, announced in 2009, included 21 initiatives focussing on the issues of homelessness and affordable accommodation options for older Canberrans.

Since the release of the Action Plan, the Government has implemented 67 of the initiatives, with a further 14 initiatives partially implemented. The Directorate has continued to work with other agencies to deliver affordable housing outcomes, and will provide ongoing coordination of the commitments of the Action Plan.

In addition to increased land supply and introducing more affordable housing options through the Land Rent Scheme and the

OwnPlace initiative, the Government in 2010 commenced a number of initiatives to address homelessness.

### **STRATEGIC INDICATOR – OPTIMISING USE OF GOVERNMENT OWNED AND LEASED PROPERTY**

The Government’s objective is to optimise the use of Government owned and leased property. This includes delivering improved environmental, social and economic outcomes. The Directorate assists the Government in optimising use of its owned and leased property through the provision of policy advice and implementation of measures to improve property utilisation.

#### **Result**

During 2010-11 sublease renewals and some fit out rationalisation resulted in the combined owned and leased office portfolio achieving an occupancy rate of 99.10 per cent. This equates to a total of 757m<sup>2</sup> being vacant within a total portfolio of 84,408m<sup>2</sup>. This is considered an excellent outcome.

### **STRATEGIC INDICATOR – IMPROVE THE INNOVATION CAPACITY OF THE ACT ECONOMY**

The Department implements the Government’s policy objectives around support for business innovation, in addition to the related objective of creating an environment conducive to business sustainability, investment and growth.

#### **Result**

The Government’s agenda to support innovation in business has been furthered through activities outlined in section A.9, in particular:

## A.8 Strategic Indicators continued

### **Involvement with local bodies**

The Government has actively engaged with other players in the ACT's innovation system including the Canberra Business Council's Innovation Taskforce, the commercialisation offices of the major universities and National Information and Communication Technology Australia (NICTA), and it has supported other entrepreneur development activities such as the InnovationACT competition.

### **Involvement at a national level**

At a national level, the ACT Government has participated actively in the Commonwealth, States and Territories Advisory Council on Innovation officials working group. These activities help create access points to national programs such as the new Commercialisation Australia initiative and also greater local engagement through the *Inspiring Australia and Tall Poppies* science communication programs that promote science, innovation and excellence. The establishment of the National e-Government Cluster at NICTA's Canberra Research Laboratory is an important innovation focused collaboration initiative. It sits alongside the local initiative – CollabIT – which is a program the Government delivers jointly with the Australian Information Industries Association.

### **InnovationConnect**

The InnovationConnect program, which is a competitive entry program for small firms wanting to accelerate innovative projects or innovation capability development, is fully subscribed against its appropriation. During 2010-11 InnovationConnect awarded grants totalling \$456,870 to 18 Canberra businesses. Most of these firms have also been supported with advice and mentoring by other players in the ACT's innovation system which is an important feature of an integrated approach.

### **Lighthouse Innovation and Commercialisation Centre**

The Lighthouse Innovation and Commercialisation Centre, which is funded by the ACT Government and Epicorp, continued to expand its reach and services in the ACT. A total of 56 companies have received mentoring and advisory support to date. Lighthouse also now manages Capital Angels, a business investor network.

## A.9 Analysis of Agency Performance

### OUTPUT: LAND POLICY AND INFRASTRUCTURE DELIVERY

#### Business Overview

The primary objectives of Land Policy and Infrastructure Delivery are to address the demand for land for the affordable and sustainable development of the ACT and to facilitate strategic projects.

#### Highlights

- ◆ Nearly 80 per cent of the Affordable Housing Action Plan initiatives completed.
- ◆ 5,048 sites released for housing development, compared to 4,279 in the previous year.
- ◆ 272 homes for affordable rent or sale completed through the Community Housing Canberra arrangement.
- ◆ 237 blocks settled with Crown Leases, with a further 885 blocks exchanged under the Land Rent Scheme.
- ◆ Site in Isabella Plains for 120-bed aged-care facility released through expression of interest process.
- ◆ Site in Griffith identified for 160-bed facility and site in Ngunnawal for 200 aged-care units.
- ◆ Studies for the new Government Office Building completed.
- ◆ City Area Action Plan released in October 2010, delivering selected Action Plan projects in time for Canberra's Centenary.
- ◆ Twenty forests planted at the National Arboretum Canberra, bringing the total to 71 of the targeted 100 forests.
- ◆ Twelve ceremonial tree-planting ceremonies held at the arboretum.
- ◆ Work progressed on projects to provide accommodation for at-risk low income aged and homeless.

- ◆ Pilot project testing Community Access Network completed.
- ◆ Development proposal agreed to enable ANU to seek funding for its accommodation block for 500 students.

### KEY ACHIEVEMENTS AGAINST PERFORMANCE MEASURES

#### Implementing the Affordable Housing Action Plan

The ACT Government released its Affordable Housing Action Plan in April 2007, including 63 initiatives to provide more affordable housing and rental accommodation for Canberrans.

Phase I of the Action Plan focuses on home ownership, private rental, community and not-for-profit housing, public housing and supported accommodation (including emergency housing).

Phase II of the Action Plan was launched in August 2009 and contains a further 21 initiatives designed to increase the supply of affordable housing for older Canberrans, and address homelessness.

Nearly 80 per cent of the initiatives within the Action Plan have been fully implemented across a range of fronts, and have included legislative, planning and taxation changes. Many of the initiatives are nation leading, with solutions targeted at assisting first home buyers and low income earners.

These initiatives include:

#### Accelerated land supply

A total of 5,048 dwelling sites were released in 2010-11.

This compares to 4,279 dwelling sites released in 2009-10 and 4,339 dwelling sites released in 2008-09.

5,500 dwelling sites are planned for release in 2011-12.

## A.9 Analysis of Agency Performance continued

### Increased supply of community housing

The ACT Government's \$50 million revolving finance facility with CHC Affordable Housing has enabled the completion of more than 272 homes for affordable sale or rent. CHC Affordable Housing remains well on track to meet their target under the Action Plan of 1,000 new dwellings by 2018.

OwnPlace builders' panel. More than 200 of these homes have been built, and at June 2011, 36 were under construction.

### Land Rent Scheme

Implemented on 1 July 2008, the scheme grew over the year as land in Molonglo, Belconnen and Gungahlin (suburbs include Wright, Dunlop, Franklin, Harrison, and Bonner) was released to the public. By the end of the 2010-11 financial year, 237 blocks were settled with Crown Leases registered, and a further 885 blocks had been exchanged.

### Legislative changes

In order to aid the implementation of some of the initiatives, legislative changes were introduced, including changes to the *Planning and Development Regulation* and the commencement of the *Revenue Legislation (Housing Affordability Initiative) Amendment Act 2007*.

### Homelessness and housing for older Canberrans

Under Phase II of the Action Plan, work is well underway on a number of projects to provide accommodation for Canberra's at-risk groups of low income aged and those who are homeless.

### Progress (in partnership with the Australian National University) the development of key sites in the City West Precinct

The Australian National University (ANU) was granted a lease by direct sale over Block 6 Section 21 City in accordance with the City West Precinct Agreement. This has enabled work to commence on the development of the site, including student accommodation catering for over 500 students.

### Implement Building Our Ageing Community Strategy

Blocks of land have been identified for competitive release. During 2010-11, a site in Isabella Plains for 120 aged care units was released through an expression of interest process. Land preparation is under way for a number of other sites identified for residential care and retirement complex facilities. These include a site in Griffith for a 160 bed facility and a site in Ngunnawal with a potential capacity of 200 aged care units. Other models for aged persons' accommodation are being investigated to enable further land releases.

Additionally, the Government has partnered with the Master Builders Association to open its second display home showcasing adaptable and accessible housing design which enables older people and people with disabilities to remain in their own home as they age. The Economic Development Directorate will continue to identify and release sites for accommodation for older Canberrans.

## *The proposed Government Office Building will be designed to achieve carbon neutrality...*

### **Continuing to develop a new Government Office Building proposal**

EDD continues to provide central coordination for the ACT Government Office Project. All design, planning, financial, environmental sustainability and change management studies have been completed regarding the proposal. These include:

- ◆ financial and economic analysis;
- ◆ functional performance and preliminary design;
- ◆ environmental sustainability development options; and
- ◆ change management requirements.

Consideration and risk analysis of these studies have determined that a Government-funded Design Construct Operate and Maintain model provides the best financial outcome to meet the Territory's long term office accommodation requirements.

The studies also highlighted a range of significant benefits likely to result from co-location into a single new office building, including:

- ◆ improved workforce productivity;
- ◆ a reduction in the car fleet;
- ◆ more efficient provision of IT and shopfront services; and
- ◆ better capacity to facilitate future organisational change.

From an environmental sustainability perspective, EDD has worked closely with the Environment and Sustainability Directorate to ensure that the proposed ACT Government Office Building directly supports the ACT Climate Change Strategy – *Weathering the Change*. Key Strategy targets include a 40 per cent reduction in 1990 levels of greenhouse gas emissions by 2020, and carbon neutrality in Government buildings.

### **Develop and implement a Land Supply Strategy**

Each year the ACT Government prepares indicative Land Release Programs setting out the Government's intended program of residential, commercial, industrial, community and non-urban land releases. The programs are indicative and subject to change as market conditions alter or as Government priorities are adjusted. The Directorate is responsible for preparing the programs in conjunction with other directorates.

The Australian Capital Territory Indicative Land Release Programs 2011-12 to 2014-15 are available on the EDD website.

### **Progress the implementation of the National Arboretum Canberra**

The Directorate continues to develop the master plan for the National Arboretum Canberra (NAC), based on the *100 forests/100 gardens* concept submitted by Taylor Cullity Lethlean (Landscape Architects) and Tonkin Zulaikha Greer (Architects) in their winning submission to the international competition for the NAC.

#### **Forests**

Twenty forests were planted at the National Arboretum Canberra in 2010-11, bringing the total number of forests to 71 with 31,000 trees planted as at 30 June 2011.

There will be 86 forests by the end of 2011 (including the established forests of Cork Oaks, Radiata Pines and Himalayan Cedars), which is on track to meet the goal of 100 forests by 2013, Canberra's Centenary.

## A.9 Analysis of Agency Performance continued

### Civil Works - Design and Construction:

Civil works and landscaping have been undertaken, these include:

- ◆ finalisation of the picnic and barbeque area in the Himalayan Cedar forest;
- ◆ bulk earthworks and commencement of paths in the central valley ceremonial gardens;
- ◆ construction of the main loop road; and
- ◆ car parks and irrigation infrastructure, including a 1.6 megalitre irrigation tank on Dairy Farmers Hill.

The design for the visitors' centre has been finalised as has bulk earthworks and tender packages for construction of the building. Construction has also commenced on Actew's water wise garden adjacent to the new visitors' centre.

### International, local and business support:

Over the last year, 12 ceremonial tree planting ceremonies have been held, these include trees planted by:

- ◆ the Hon. Julia Gillard MP, Prime Minister of Australia;
- ◆ Her Excellency Ms Quentin Bryce AC, Governor-General of the Commonwealth of Australia;
- ◆ former Prime Minister, The Right Honourable Malcolm Fraser AC CH and former Governor-General Major General Michael Jeffery;
- ◆ the Prime Ministers of Mongolia and Samoa;
- ◆ the President of Cyprus;
- ◆ US Ambassador Mr Jeffrey Bleich;
- ◆ local sporting heroes David Campese, Rob de Castella, Lauren Jackson, and Mal Meninga; and
- ◆ musicians John Schumann, Hugh McDonald and Jimmy Barnes.

The business community has supported the project with The Village Building Company (VBC) entering a sponsorship agreement with the Territory for a minimum \$1.5 million over 10 years. The former Chief Minister, Jon Stanhope, and the Chief Executive of the VBC, Bob Winnel, jointly turned the first sod to commence the construction of the visitor centre on 23 March 2011. The ceremony also launched Voices in the Forest, an annual cultural concert sponsored by the VBC.

### Accommodation utilisation rate (m<sup>2</sup> per employee)

This measure covers the quantum of office space utilised per employee and the term employee covers permanent officers, temporary officers and contractors accommodated within the office portfolio. The utilisation rate is the average net lettable area of office space measured on a square metre basis per employee in ACT Government owned and leased office accommodation occupied by ACT Government Directorates. The utilisation rate as at 30 June 2011 is 15.9m<sup>2</sup> measured against a target of 17.0m<sup>2</sup>.

### Occupancy rate of ACT Government office buildings

The Occupancy Rate is the percentage of all available office space (in both owned and leased buildings) being rented by ACT Government Directorates. The result is calculated by calculating the percentage of rented space measured against the total available space. The result for 2010-11 is an Occupancy rate of 99.05 per cent, considered an excellent result.

## Revitalising Civic

The City Area Action Plan was released in October 2010. Delivering selected Action Plan projects in time for Canberra's Centenary is well on track and achievements include:

- ◆ the \$1.7 million Alinga Street project improves the footpath and lighting between City West and Northbourne Avenue. The project began in February 2011 and will be completed in September 2011;
- ◆ tenders for the \$1.7 million verge and lighting improvements around Sydney and Melbourne buildings closed on 3 May 2011;
- ◆ tenders for \$1.9 million improvements to London Circuit frontage of North and South buildings closed on 5 May 2011; and
- ◆ tenders for the eastern verge of London Circuit between Ainslie Avenue to Nangari Street closed on 26 May 2011.

Other projects being designed during 2010-11:

Moore Street - Alinga to Rudd Street	\$0.7m
Bunda Street including Veterans' Park	\$2.5m
City Walk - Ainslie Place to Akuna Street	\$1.0m
Melbourne Building's Odgers Lane	\$1.0m
City Interchange public toilets	\$0.4m
Petrie Plaza and the Civic Merry-go-round	\$1.5m

Through its project management approach, important coordination and cost saving outcomes have been achieved. For example:

- ◆ pre-ordering of light columns, and integration of lighting upgrades with other work has resulted in a cost saving of over \$800,000; and

- ◆ improved cross agency collaboration to coordinate difficult projects such as the Civic Cycle Loop and pedestrian access to City Hill.

## Future Directions

- ◆ Maintain a high level of land supply to meet unmet demand and stabilise land prices in order to facilitate the sustainable development of the ACT.
- ◆ Optimise the Territory's economic, social and environmental benefits from land releases.
- ◆ Continue development of the National Arboretum Canberra.
- ◆ Build an inventory of urban renewal opportunities.
- ◆ Continue development of a co-ordinated action plan for the revitalisation of Civic.
- ◆ Hold the Voices in the Forest concert at the natural amphitheatre at the National Arboretum Canberra on 12 November 2011 with Swedish mezzo-soprano Anne Sofie von Otter.

## FURTHER INFORMATION MAY BE OBTAINED FROM:

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## A.9 Analysis of Agency Performance continued

### OUTPUT: BUSINESS AND INDUSTRY DEVELOPMENT

#### Business Overview

Business and Industry Development (BID) is a services-focused area of the Directorate providing a range of business programs and support to the business community. BID's activities support strategic sector development, the commercialisation of locally generated intellectual property, the internationalisation of ACT businesses, and the improvement of innovation capability in the private sector. Additionally, BID provides business policy advice to the Government and Minister and participates in national business policy formulation through various COAG forums. BID also delivers the ACT Skilled and Business Migration Program.

#### Highlights

- ◆ Business support grants of \$456,780 to 18 Canberra businesses.
- ◆ International business support to 19 businesses through TradeConnect. Five ACT businesses supported for participation in the Global Acceleration Pilot Program.
- ◆ Lighthouse Business Innovation Centre supports 178 clients.
- ◆ \$1.1 million in funding to support federal research into genetic functioning in plants.
- ◆ Promotion of science through an arrangement with the CSIRO Discovery Centre.
- ◆ \$75,000 investment in military history documentary as part of ScreenACT's \$1.8 million fund over three years to support the local film, television and digital media industry.
- ◆ 712 ACT-Government sponsored skilled migrants settled in Canberra.
- ◆ Live-in Canberra website recorded its 400,000th visitor since its inception in 2006. Over 1,500 new residents attended 12 'Welcome to Canberra' events.

### KEY ACHIEVEMENTS AGAINST PERFORMANCE MEASURES

#### Support business innovation and the commercialisation of wealth generating ideas and research through program approaches

##### InnovationConnect (ICon)

InnovationConnect is a matched-funding grant program to assist early stage ACT businesses and entrepreneurs accelerate development of products and services through commercialisation pathways. During 2010-11 InnovationConnect awarded grants totalling \$456,780 to 18 Canberra businesses. Since the program was established in 2008, 64 businesses have received funding support totalling \$1,394,525. This amount or more has been contributed by the companies in matched funding for supported projects.

An external review of InnovationConnect was conducted by GJ Wall & Associates in 2010-11. The review found the program was strongly supported and well aligned to the Government's business innovation strategies. The Review noted ICon's role in accelerating business development through advice, guidance, linkage and funding support. It also noted strong support from stakeholder groups, including industry, higher education and other Government services such as Commercialisation Australia, AusIndustry and Enterprise Connect. Further information on the review of ICon is included in Section B – Consultation and Scrutiny Reporting.

### **TradeConnect (TCon)**

TradeConnect assists ACT companies accelerate international opportunities through company matched grants for specialist services and trade development activities. In 2010-11 TradeConnect supported 19 ACT businesses through the matched funding grants, some receiving more than one grant. In addition five ACT businesses were supported through TradeConnect to participate in the Global Acceleration Pilot Program (GAP).

### **Lighthouse Business Innovation Centre (LBIC)**

Lighthouse Business Innovation Centre provides commercialisation advice and consultancy services to Canberra's businesses, and is a joint initiative co-funded by the ACT Government and Epicorp (the former ICT business incubator and equity investor). Lighthouse's support programs includes business creation and governance advice, business and marketing plan development, funding strategies and accessing technical validation. Lighthouse also offers workshops, seminars and master classes.

During 2010-11 Lighthouse provided mentoring and advisory support to 178 clients and provided introductions and company preparation support to both ACT and Australian Government business programs. Lighthouse also delivers the Capital Angels investment program and the ACT Women's Microcredit Program. In 2010-11 Lighthouse won the tender to deliver the Canberra BusinessPoint Module 2 service to high growth potential firms.

### **NICTA Canberra Research Laboratory (CRL)**

The ACT Government is a founding member of National ICT Australia (NICTA), in partnership with the ANU, University of NSW and the NSW Government. NICTA CRL conducts leading-edge research in vision systems,

machine learning and artificial intelligence and control. This research is applied in broad applications including bioengineering, critical infrastructure and e-Government projects. NICTA has 20 key research projects across its national network of laboratories and research partnerships. The CRL participates in 11 of these projects and is the project leader in six.

NICTA maintains a stable researcher and student headcount at CRL (62 and 49 respectively at the end of 2010) and leads nationally per capita in numbers of publications, patents and prizes won. NICTA is an active participant and collaborator in the ACT's innovation, government and business communities.

### **Australian e-Government Technology Cluster**

NICTA CRL is home to the National e-Government Cluster, an industry development initiative based on collaboration. This Cluster seeks to include multinational corporations, small and medium enterprises, industry associations, Australian Governments, and ICT research organisations. It provides a forum to share e-Government ideas and research strategies in a non-competitive manner to the benefit of all participants. In 2010-11, the Cluster has continued to take the leadership role in holding seminars in the ACT, including hosting the FutureGov Congress Australia from 12 to 14 September 2011 at the National Convention Centre to showcase developments in public sector service delivery from around the world, and provide a platform for networking.

Membership of the Cluster has continued to expand and now includes multinational ICT companies, small and medium companies, State and Federal Governments. One of the Cluster's major projects has been work with the Department of Defence on experimental ICT projects.

## A.9 Analysis of Agency Performance continued

### **National Plant Phenomics Facility Investment (High Resolution Plant Phenomics Centre – HRPPC)**

The ACT Government supports the CSIRO-based High Resolution Plant Phenomics Centre. The Canberra node of the Australian Plant Phenomics Facility was opened in August 2009. The \$19 million node was made possible by \$1.1 million in ACT Government funding which leveraged Federal National Collaborative Research Infrastructure Strategy funding.

This facility undertakes non-destructive analysis of key processes in plants to better understand genetic functioning. The resulting information has a wide range of social, economic and environmental applications, including improving yield and quality of crops, reducing the dependence of pesticides, herbicides and fertilisers and minimising the effect of environmental stress on plants. Over time the facility will become a unique player in the ACT's regional innovation system, attracting talent and generating commercial opportunities.

The Centre is developing its Teacher's Resource which it is hoping to spread to a national audience in 2012. The Artist in Residence program engages new CSIRO artists from other areas of the organisation. The Centre continues to engage in international collaborations on food security issues.

### **Science Communication**

The ACT Government has been a strong advocate for promoting science to the Canberra community. In May 2011, the ACT Government entered into an arrangement with the CSIRO Discovery Centre to deliver a suite of science communication activities and events with a focus around National Science Week (13-21 August 2011). This includes an event series to be launched in August 2011 and rolled out until December 2011.

This builds on the Government's other activities to support science communication in the ACT for 2012 and beyond. This will pick up the Government's existing support for Questacon's Inspiring Australia science communication initiative currently, and very successfully, being delivered in the ACT through CSIRO Discovery.

### **Program marketing and communications**

BID commenced a radio advertising arrangement with local FM stations in early 2011 to promote its services and programs for the business community. Radio advertising has resulted in a significant increase in website traffic, compared to the same period in 2010. BID has continued to provide regular e-Newsletters to its subscribers and editorial to various publications to promote programs and services, as well as promoting Canberra as a great place for business.

### **Establish and deliver collaboration-based industry development strategies**

#### **ACT Industry Capability Network (ICN)**

Business and Industry Development delivers the Industry Capability Network (ICN) in the ACT. ICN (ACT) continues to engage local suppliers and major project developments by providing information and support through the ICN Project Gateway database and by working closely with industry. ICN (ACT) continues to assist the Giant Magellan Telescope (GMT) Project and the ACT Water Security Program. ICN (ACT) has been working closely with the Commonwealth supported ICN Limited over 2011-12 to deliver enhanced capability mapping and marketing of opportunities in six sectors of current opportunity – Water, Clean Energy, Rail, National Broadband Network, Oil and Gas and Health and Hospitals. ICN (ACT) was a major sponsor and contributor to the ACT Major Projects Conference at the National Convention Centre in March 2011.

### **ACT Exporter's Network**

The ACT Exporter's Network is managed and coordinated by the Canberra Business Council, with base funding by the ACT Government. Its role is to provide private sector leadership of the Canberra regional export drive. The Network delivers various events, including regular breakfast meetings, mentoring services, training programs and seminars as well as referral advice to ACT Government and Austrade export programs. In 2010-11 the Network's membership was 75, with 454 receiving the monthly newsletter by email. More than 600 people participated in the Network's various outreach activities throughout the year.

### **ScreenACT**

ScreenACT is the ACT Office of Film, Television and Digital Media delivered under contract by the Canberra Business Council (CBC). ScreenACT implements development initiatives, provides location production support for screen projects, and works with other State agencies on potential partnering projects. ScreenACT is the primary contact for film makers wishing to work in the ACT. In 2010-11 ScreenACT supported 11 local screen practitioners through project development grants to help boost film, television and digital media production. ScreenACT also assisted production companies, including Shine Australia, the producers of 2011 Junior MasterChef, to secure locations for their production in Canberra.

During the year ScreenACT developed a strategic plan under the auspices of artsACT Round Tables. This work has culminated in the consolidation of Government support to the screen sector under the framework of ScreenACT. From January 2011, ScreenACT became responsible for support to the whole sector, from grassroots operators to established practitioners.

### **CollabIT**

CollabIT is an engagement and business development initiative linking small and medium sized enterprises (SMEs) with multinational corporations (MNCs) and other stakeholders in the information and communications technology (ICT) sector. CollabIT is a joint initiative of the ACT Government and the Australian Information Industry Association funded by the ACT Government at \$50,000 per annum for three years. The initiative is delivered in the ACT by a CollabIT Manager with support from an ACT CollabIT Committee comprising representatives of SMEs and MNCs. Major activities include regular networking events and brokering introductions between SMEs and MNCs – particularly around opportunities in the government ICT market.

During the year CollabIT secured the ICT Supplier Advocate's sponsorship that enabled ACT SMEs to exhibit their government supply capabilities at the CeBIT Sydney conference in May, 2011.

CollabIT also secured Federal Government support to develop the 'Collaboration System', a capability register for ICT companies.

### **ACT Screen Investment Fund**

The ACT Screen Investment Fund announced in the 2010-11 Budget was launched on 30 November 2010. The Fund supports the growth and development of the ACT screen industry by co-investing in market-ready screen projects. Over three years, the \$1.8 million Fund will provide equity co-investment in high-potential film, television and digital media projects undertaken in the ACT. The Fund's operations are managed by a committee of independent screen industry professionals and a Government representative. There was one funding round in the first year of operation and it has since invested \$75,000 in a military history documentary.

## A.9 Analysis of Agency Performance continued

The Fund is designed to increase in the number of ACT screen productions by attracting investment, thereby creating jobs, developing local skills and strengthening the ACT's credentials as an attractive location to invest. The Fund will ramp up its activities in the second year of operations, supported by active marketing and support from ScreenACT.

### Education Export

The international Education Export Advisory Committee, comprising ACT education and training stakeholders, completed the ACT Export of Education Services Strategy which identified key strategic initiatives to support the industry. The Committee continues to provide guidance to progress these initiatives. Work has commenced on a Communication Strategy.

### Clean Technology Business Strategy

Business and Industry Development is developing a Clean Technology Business Strategy to support the Territory's transition to a clean economy. The development of a clean economy strategy is guided by a University of Canberra scoping study – Framework for an Australian Capital Territory Clean Economy Strategy. The Framework captures the current state of thinking and program approaches around the development of the 'clean economy'.

The development of a clean economy strategy is shaped by ongoing consultation with the ACT community. In September 2010 the Government released the Framework study for public comment, inviting written submissions. During October and November 2010 Government officials met with community stakeholders, including Canberra Community Councils and industry. An ACT Government Interdepartmental Committee was established to provide agency-specific input to the Strategy. The Strategy will be released in early 2012.

### Deliver information and advisory services to the general small business community

#### Canberra BusinessPoint

Canberra BusinessPoint underwent significant change in 2010-11 following the open procurement of two new service providers to deliver the second tranche of the program. Canberra Business Council won the tender for Module 1 services and Lighthouse Business Innovation Centre for Module 2 services.

Module 1 focuses on general services and information for intending businesses and early stage firms, providing seminars, viability diagnostics, face-to-face advisory services, 'business basics' training and networking support. Module 2 provides more specific services, information and mentoring for small firms with growth potential, and management support for increased development and accelerated expansion. Activities include venture-capital finance preparation and pitching, training and preparation for exporting, training related to innovation and commercialisation development.

The service incorporates a new website ([www.canberrabusinesspoint.com.au](http://www.canberrabusinesspoint.com.au)) with increased functionality providing access to training courses and seminars, online information resources and elearning tools, support contact information and a calendar of business activities, functions and events within the local region.

As part of the revised approach, a new Canberra BusinessPoint Shopfront opened in January 2011 at 216 Northbourne Avenue, Braddon. The Shopfront offers a single point of contact for face-to-face advice, guidance and training in business development.

#### Australian Business Licence Information Service (ACT)

The Business Licence Information Service is an ACT Government service that provides information on business licences,

registrations, permits and approvals required to set up and operate a business in the ACT. The online service continues to be the main method to access BLIS information. However, a total of 1,549 calls were also attended to via BID's 1800 number and 119 BLIS information packs were posted to enquirers.

### **Deliver the Business Online Services (BOS) Project for the ACT**

Business and Industry Development continued to represent the ACT in delivery of the BOS project throughout 2010-11. The Project, a collaboration between States, Territories and the Australian Government, is a key element in establishing a seamless national economy.

BOS will contribute to the COAG Australian Business Number/Business Name Registration Initiative by producing a flexible suite of online services including the Australian Business Licence and Information Service (ABLIS) and the Australian Business Account (ABA). In 2010 the ACT integrated its licensing data to the ABLIS under development.

### **Business in Focus Month (BIFM)**

The second *Business in Focus Month* was delivered in September 2010, featuring 54 events over 30 days. Thirty-seven event partners hosted one or more events, with 2,814 attending over the month. An estimated 10,000 attended the ACT Electric Vehicle Festival. One of the forums was broadcast on ABC Radio National. Planning is well advanced for the third BIFM in September 2011.

### **ACT Small and Micro Business Forum**

The ACT Small and Micro Business Forum was hosted by the ACT Government as part of Business in Focus Month. The Forum provided an opportunity for more than 80 small and medium sized enterprises to engage directly with the Government. The theme for the

2010 Forum was 'building human resource capability' in the ACT. The Forum received strong support from the business community and provided useful feedback to government, drawing out valuable input on the human resource capability issues faced by small and micro businesses. The outcomes of the Forum were circulated for action by business and Government.

### **National Executive of Small Business Agencies (NESBA)**

The National Executive of Small Business Agencies comprises representatives of all State and Territory business development agencies. NESBA provides an opportunity for jurisdictions to share emerging issues and strategies in the delivery of business development and support services. On the agenda at its meeting in September 2010 was the marketing and promotion of government provided business advisory services, the development of information and data through government business portals, and the increasing prominence of government support for social enterprises and ventures.

### **Work within Australian and the ACT Government policy settings to attract and facilitate business and skilled migration to the Territory**

#### **International Student Ambassador Program**

The objective of the program is to ensure international students are able to learn about Canberra and in the process increase the number of advocates or ambassadors for studying, living and working in Canberra. The International Student Ambassador Program works collaboratively with five education institutions. Thirty three students were inducted in February 2011 and have been involved in business, cultural and social activities. Students are selected to represent their institutions for a 12-month period.

## A.9 Analysis of Agency Performance continued

### Skilled and Business Migration (SBM) Program

The Act Skilled and Business Migration (SBM) Program is a Regional Certifying Body recognised by the Australian Government Department of Immigration and Citizenship (DIAC). In 2010-11, the SBM certified or nominated 877 employer sponsored and independent skilled migrant applications for occupations in demand in Canberra. In that period DIAC granted 504 visas to ACT Government nominated independent migrants, and 225 skilled migrants settled in the ACT. The remainder are expected to arrive in Canberra within the next 12 to 18 months. Representatives of SBM and *Live in Canberra* visited the United Kingdom, Ireland and South Africa in 2010-11 to promote Canberra to skilled workers and migration agents.

The SBM Program provides all Government sponsored migrants with access to the Canberra Information Portal (CIP), an online settlement website that allows the new arrivals to extensively research Canberra prior to arrival.

### Live in Canberra

The *Live in Canberra* campaign aims to raise awareness of Canberra as a great place to live and work, to attract skilled workers and their families from targeted national and international audiences and to make Canberra a welcoming city. The program is a partnership between ACT Government and local business with 21 sponsors contributing financial or in-kind support.

*Live in Canberra's* website has recorded over 400,000 unique visits since inception in April 2006, with an average stay of over four minutes per visit. Over 7,000 *Live in Canberra* information packs have been distributed in the same period. Over 1,500 new residents attended 12 'Welcome to Canberra' events in 2010-11 conducted in partnership with local attractions, businesses and sporting organisations.

*Live in Canberra* attended nine domestic employment expos in 2010-11 including the Country and Regional Living Expo in western Sydney, the Reinvent Your Career Expos in Brisbane and Melbourne; National Careers and Employment Expos in Brisbane, Sydney, Melbourne and Adelaide; General Practitioners Conference in Sydney; and the Australian Visa Expo in Sydney.

Internationally, *Live in Canberra* attended migration events and conducted skilled and business migration seminars in South Africa, New Zealand, United Kingdom, Ireland and the Netherlands in conjunction with the ACT Skilled and Business Migration Program.

*Live in Canberra* continues to work with ACT Health and ACT Medicare Local (formally ACT Division of General Practice) to support GP attraction to the ACT.

### Development of State Migration Plan

In November 2010, the ACT Government signed a Memorandum of Understanding (MOU) with the Commonwealth Government to implement the ACT Government State Migration Plan (SMP). The MOU enables the ACT to identify, target and sponsor skills needed within the ACT for a wider range of occupations than those on the new Australian Government Skilled Occupation List (SOL).

### Standing Committee on Immigration and Multicultural Affairs (SCIMA)

BID provided briefings and input on issues related to skilled migration activities to the Multicultural Unit within the then Department of Disability Housing and Community Services for SCIMA meetings.

### Commonwealth, State Working Party on Skilled Migration (CSWPSM)

The ACT participates in the quarterly meetings of the Commonwealth Department of Immigration and Citizenship (DIAC) to seek jurisdictional input on skilled and business

migration issues. These meetings often flag changes to DIAC's policy and processes and enable jurisdictions to communicate the impact proposed changes might have on their own policies and processes.

### **ACT Skills Symposium**

In April 2011 the ACT Skills Symposium was convened to examine the current and future skills landscape. The Symposium brought together key stakeholders from business, education and government to develop a shared understanding of skills and workforce development issues across the economy.

The Symposium resulted in a report capturing the key skills and workforce development issues: education and career pathways; apprentices and traineeships; maximising potential pools of labour; affordable housing for lower paid workers; workforce planning; and positioning Canberra as an education, employment and lifestyle destination.

### **Collaborate with the relevant Commonwealth Government entities to support economic development in the Territory and the broader Capital Region**

#### **Trade Mission Program**

In 2010-11, three trade missions were successfully delivered. In July 2010 the Chief Minister led a delegation of eight ACT businesses to Beijing and Shanghai. In September 2010 the Minister for Education led a delegation of six ACT education providers/institutes to Shanghai and Guangzhou. These two Trade Missions under the ACT Government's Silver Sponsorship of the Australian Pavilion at the Shanghai World Expo provided a highly focused and effective way of introducing local companies to international opportunities. The third trade mission, comprising five ACT businesses representing the ICT, defence and security sectors, travelled to Malaysia in June 2011.

All ACT mission participants produced either immediate sales results or strong leads in the medium term, which have led to longer term sales and/or partnerships. The mission delivery model involves the ACT Government contracting Austrade to provide 'pre' and 'in market' advisory and support to participating companies.

#### **Inward Investment Facilitation Services**

Business and Industry Development coordinates ACT Government responses to formal Foreign Investment Leads and informal Requests for Information generated by the Austrade international network. Foreign Investment Leads often seek detailed market based information, including economic, demographic and industry analysis, information about purchase and leasing of land and information about government incentives.

The ACT Government provided detailed responses to a number of foreign investment leads in 2010-11. The responses led to coordinated in-market visits from company executives to consider investments in renewable energy, retail, data centres, call centres and construction.

#### **ACT Chief Minister's Export Awards**

The ACT's premier business awards highlight the contribution exporting makes to the ACT economy, now in excess of \$1 billion. This year there were 19 entries with seven category winners, one ACT Exporter Hall of Fame Award recipient. Australian Scientific Instruments won the ACT Exporter of the Year Award winner at the presentation ceremony attended by 290 guests. Category winners represented the ACT at the national awards in Sydney in November 2010.

## A.9 Analysis of Agency Performance continued

### Shanghai World Expo 2010

The ACT Government entered into a Silver Sponsorship with the Commonwealth Government for the Australian Pavilion at the Shanghai World Expo from May to October 2010. The sponsorship comprised \$100,000 cash and in-kind activities to the value of \$200,000. It provided, inter alia, three fully supported VIP business events which became the focal point for two Ministerial-led trade missions during the Expo.

All States and Territories participated in the Pavilion as partner sponsors. The official Expo theme was 'Better City, Better Life'. Canberra's story was highlighted in the Pavilion on a daily basis through photography, audiovisual displays and exhibits.

Key performance measures identified and agreed for the Silver partnership were completed and fulfilled. More broadly, the Australian Pavilion was rated among the top five pavilions, won four awards and was judged an unequivocal success, attracting 8.18 million visitors which exceeded targets.

### National Trade Development Working Group (NTDWG)

The NTDWG was formed at the recommendation of the Ministerial Council for International Trade in 2010-11. BID participates in the Working Group which operates as a forum for collaboration with States and Territories on trade promotion and development. The anticipated outcomes include greater consistency and efficiency in service delivery; closer alignment of target industries and markets for trade development; coordination of events and promotional activities; joint training activities and increased cooperation.

### Commonwealth, State and Territory Advisory Council on Innovation (CSTACI)

The ACT Government participates in the Commonwealth State and Territories Advisory

Council on Innovation. CSTACI is a council of high level officials from the Australian Government, State and Territory governments, and the New Zealand Government. It meets twice a year to advise and coordinate comment on innovation policy, activities and programs. With a targeted and strategic approach, the council aims to improve the effectiveness, integration and coordination of the national innovation system. CSTACI met in June and December 2010.

### National Investment Advisory Board (NIAB)

Business and Industry Development attended NIAB meetings held in December 2010 and May 2011. NIAB is the primary forum for Whole-of-Government discussions and coordination on investment attraction and facilitation. Membership of the Board includes Austrade and State and Territory agencies with inward investment attraction responsibilities. Austrade assumed responsibility for NIAB Chair and secretariat functions following its transfer from Invest Australia. NIAB has operated for approximately 20 years and meetings are convened twice per year.

NIAB aims to deliver:

- ◆ high level cooperation and coordination of inward investment activities across Whole-of-Government;
- ◆ information sharing, including market intelligence and upcoming activities;
- ◆ identification of strategic opportunities for increased cooperation;
- ◆ provides a forum for advancing substantive issues for discussion; and
- ◆ development of protocols for working together around investment opportunities.

### Small Business Ministerial Council

Following the COAG Review of Ministerials

Councils by Dr Allan Hawke AC, COAG agreed to restructure the COAG council system. As part of this process the Small Business Ministerial Council was disbanded. The Chief Minister attended the final meeting on 6 August 2010.

### Online Communications Council

Following the COAG Review of Ministerial Councils, the Online Communications Council was disbanded. No meetings of the council took place during the year.

### National Broadband Network (NBN) Taskforce

An ACT Government NBN Taskforce has been established to work with NBN Co in the rollout of the NBN in the ACT. The Taskforce meets regularly with NBN Co to discuss progress with the Gungahlin and Canberra-wide rollout. The Gungahlin rollout will begin in October, 2011. Assistance to NBN Co relates to planning and construction issues. Opportunities for optimising the benefits of the NBN for the ACT community are being considered.

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## OUTPUT: TOURISM, VENUES AND EVENTS

### Business Overview

Australian Capital Tourism leads the ACT and capital region tourism industry to create and implement a range of marketing and

development programs that will contribute towards increasing the economic return from domestic and international visitation as well as the delivery of a suite of events.

We aim to:

- ◆ increase awareness of the ACT and region and change negative perceptions in target markets;
- ◆ increase brand awareness; and
- ◆ increase visitor numbers from domestic and international markets.

Australian Capital Tourism provides visitor information and reservation services through the Canberra and Region Visitors Centre and via the [visitcanberra.com.au](http://visitcanberra.com.au) website. Australian Capital Tourism also provide services to industry by implementing programs that assist stakeholders and partners to enhance their businesses through partnership programs, advertising opportunities and marketing collateral.

### Highlights

During 2010 – 11 Australian Capital Tourism:

- ◆ Joined the Economic Development Directorate on 17 May 2011 and amalgamated with the former Special Events Unit (CMD).
- ◆ Exceeded targets for awareness and preference levels of the Capital Region as a tourist destination.
- ◆ Exceeded targets for 'visits' to the [visitcanberra.com](http://visitcanberra.com) website.
- ◆ Successfully ran Floriade and Floriade NightFest 2010 exceeding targets for economic impact and delivering record attendance.
- ◆ Delivered cooperative marketing campaigns including *Wrapt in Winter*, Floriade, Floriade NightFest, Enlighten and the *See yourself in the Nation's Capital* brand campaign;.

## A.9 Analysis of Agency Performance continued

- ◆ Partnered with Tourism Australia on their *No Leave No Life* campaign resulting in a dedicated half hour special on prime time TV.
- ◆ Attended Tourism Australia's *Australian Tourism Exchange* with nine industry partners showcasing the nation's capital to approximately 700 key international buyers.
- ◆ Developed and delivered the 2011 *Enlighten: See Canberra in a whole new light* Autumn event.
- ◆ Delivered the 2010-11 Events Assistance Program that financially supported fourteen events to enhance their tourism potential, and therefore their economic return to the ACT.
- ◆ Serviced more than 200,000 visitors through the Canberra and Region Visitors Centre on Northbourne Avenue providing high quality customer service for all things to see and do in the Nation's Capital.
- ◆ Delivered the 2010 Canberra and Region Tourism Awards.
- ◆ Contributed to the National Long Term Tourism Strategy (NLTTTS) with ACT participation continuing through the NLTTTS Working Groups.
- ◆ Delivered an events program with the amalgamation of Territory and Municipal Services Events and the Chief Minister's Department Special Events Unit.
- ◆ Delivered a successful Canberra Festival including *Symphony in the Park*, *Balloon Spectacular*, *Lights! Canberra! Action!* and *Celebrate in the Park*.
- ◆ Delivered the 2011 ACT Festival Fund that financially funded eleven events that had strong community support.

### KEY ACHIEVEMENTS AGAINST PERFORMANCE MEASURES

#### Awareness of the Capital Region as a tourist destination – Sydney, Brisbane and Regional NSW

Australian Capital Tourism recorded a 12.4 per cent level of awareness of the Capital Region as a tourist destination for the Sydney market. This exceeds the original target of nine per cent. The result for Brisbane was 7.6 per cent, with 18.5 per cent for Regional NSW. These figures exceed the original targets of five per cent and 12 per cent. Results are taken quarterly from the Holiday Tracking Survey by Roy Morgan Research. There is a three month lag on results, so these latest figures are for the year ending March 2011. The figures cover the final period of the *Masterpieces from Paris* exhibition, along with Floriade 2010 (which achieved record levels of interstate visitors) and the new autumn event *Enlighten*. These events, promoted heavily in interstate markets (particularly Sydney and Regional NSW), are likely catalysts for increased awareness levels.

#### Visits to the 'visitcanberra.com.au' website

Australian Capital Tourism recorded 817,141 visits to the website. This is a 42 per cent increase on the target for 2010-11. Australian Capital Tourism now measures website 'visits' - in line with accepted industry standards. The full 12 month target for 2011-12 has now been increased to 800,000. Use of the internet as a key tool for travel planning and bookings is experiencing rapid growth.

#### Preference of the Capital Region as a tourist destination – Sydney, Brisbane and Regional NSW

Australian Capital Tourism recorded a 16 per cent level of preference of the Capital Region as a tourist destination for the Sydney market,

exceeding the target of 10 per cent. The result for Brisbane was 6.2 per cent and 14.5 per cent for Regional NSW. The results exceed the original targets of five per cent and 10 per cent respectively.

### Direct expenditure as a result of staging Floriade

The increase in direct expenditure as a result of Floriade in 2010 was \$26.9 million. This exceeds the original target of \$20 million. Floriade is the flagship tourism event for the ACT. It is supported by a comprehensive, fully integrated marketing campaign across key interstate target markets. The 2010 event achieved record levels of interstate visitation and direct expenditure, while recording the highest attendance figure (471,979) since the introduction of turnstiles in 1999.

### Other Projects and Initiatives

#### Product and industry development

Product and Industry Development continued its role as Australian Capital Tourism's face to industry, strengthening relationships with key stakeholders, including the Tourism Industry Council, Capital Country Tourism, Tourism Snowy Mountains, Tourism New South Wales and Tourism Australia and associations such as: National Capital Attractions, Canberra District Wine Industry, Australian Hotels, Canberra Accommodation,

These partnerships were key factors in the delivery of the following activities in 2010-11:

- ◆ the 2010 Canberra and Capital Region Tourism Awards at Parliament House attended by more than 330 people;
- ◆ coordinating advertising sales for 2011 Canberra and Region Holiday Planner valued at \$135,100;
- ◆ coordinating and managing industry partnerships that resulted in industry investment at Floriade to the value of over \$90,000;
- ◆ coordinating and managing industry partnerships for the 2010 *Wrapt in Winter* cooperative marketing campaign valued at about \$47,500;
- ◆ coordinating and managing industry partnerships for the 2011 Enlighten cooperative marketing campaign valued at about \$74,000;
- ◆ coordinating industry participation in Tourism Australia campaign activities including No Leave No Life Series 2;
- ◆ providing accommodation package opportunities for Floriade and Floriade NightFest 2010;
- ◆ production of the 2011 Partnership Guide for industry and Australian Capital Tourism to work more closely together;
- ◆ delivery of the 2010-11 Events Assistance Program supporting 14 events to enhance their tourism potential and economic return;
- ◆ representing the organisation and providing tourism industry advice as part of the Tidbinbilla Board of Management and National Capital Education Tourism Project;
- ◆ establishing a formal partnership with the Tourism Industry Council ACT and Region valued at \$70,000;
- ◆ maintaining communication with industry stakeholders through distribution of the Industry Link e-newsletter; and
- ◆ establishing the Special Events fund which seeks to broaden the ACT's annual events calendar through partnerships to support new major tourism events. Special event funding is available on a minimum dollar for dollar basis for funding of interstate and/or international marketing activities for ACT events or exhibitions.

## A.9 Analysis of Agency Performance continued

**Table 1: 2010 Floriade Event Evaluation Results – comparison with 2009**

Key Results	Floriade 2010 (incl. NightFest)	Floriade 2009 (incl. NightFest)	% Change 2009 to 2010
Total Attendance (includes multiple visits by attendees)	471,979	362,684	+ 30.1%
Increase in Direct Expenditure	\$26.9m	\$22.7m	+ 18.5%
Increase in Gross Territory Product (GTP)	\$39.4m	\$33.3m	+ 18.3%
Individual interstate or international visitors who came to Canberra specifically for Floriade	131,129	104,102	+ 26.0%
Individual overnight visitors from interstate who came to Canberra specifically for Floriade	84,202	67,301	+ 25.1%
Average length of stay for interstate overnight visitors who came to Canberra specifically for Floriade	2.5 nights	2.9 nights	- 13.8%

Australian Capital Tourism delivered a range of partnership projects and participated in national collaborative forums during 2010-11 that included the following:

- ◆ continued involvement on the Australian Alps National Landscape working group in partnership with Parks, Conservation and Lands, including the development of an overnight nature- based product at Tidbinbilla Nature Reserve with Conservation Volunteers Australia;
- ◆ coordinating ACT input into National Long Term Tourism Strategy initiatives, including involvement on the National Tourism Accreditation Framework working group and the Destination Management and Planning working group;
- ◆ assisted with the assessment of the TQUAL Grants Program in conjunction with other State tourism organisations and the Federal Department of Tourism;
- ◆ promoted accommodation packages for major events/festivals such as Floriade and Floriade NightFest, Ballets Russes (National Gallery of Australia), H20 and Not Just Ned (National Museum

of Australia), Enlighten and *Wrapt in Winter* campaigns;

- ◆ in conjunction with Canberra CBD LTD, Australian Capital Tourism reintroduced the portable information booth in Petrie Plaza in the city ; and
- ◆ provided visitors services from the Jolimont Tourist Centre for interstate coach traffic.

### Events

Australian Capital Tourism continued to deliver tourism events that drive visits and enhance perceptions of Canberra and the Region as a destination. Major tourism events such as Floriade and Floriade NightFest demonstrate the social and economic value of major tourism events.

Findings from Floriade 2010 (incorporating NightFest).

- ◆ Floriade was an outstanding success in 2010 – providing a record economic return to the ACT, record levels of interstate visitation and by far the highest attendance figure since the introduction of turnstiles in 1999.

- ◆ The total attendance figure for Floriade 2010 (which includes multiple visits by attendees) was 471,979 – a 30.1 per cent increase on last year’s attendance of 362,684. Of the total attendance in 2010, 442,457 related to Floriade day sessions and 29,522 related to NightFest.
- ◆ Floriade continues to deliver significant economic benefits to the local community. The staging of the 2010 event generated additional direct expenditure in the ACT totalling \$26.9 million – an increase of \$4.2m (18.5 per cent) on 2009 and a record direct expenditure impact for the event.
- ◆ This increase in direct expenditure gave rise to increases in Gross Territory Product (GTP) totalling \$39.4 million.
- ◆ A total of 131,129 individual interstate and international visitors came to Canberra specifically to attend Floriade or extended their stay because of it (up 26 per cent on 2009) – and of that total, two-thirds (66.1 per cent) stayed for one or more nights in the ACT.
- ◆ Overall, 97.6 per cent of attendees surveyed at Floriade 2010 (day sessions only) were ‘very satisfied’ or ‘somewhat satisfied’ with the event – up from 96.1 per cent in 2009.
- ◆ Overall, 74.1 per cent of attendees surveyed at Floriade 2010 (day sessions only) were ‘very likely’ or ‘somewhat likely’ to attend next year’s event. This was a significant increase in future attendance sentiment compared to the 2009 result of 63.1 per cent.
- ◆ survey data, 64 per cent were from the ACT, 36 per cent from interstate and one per cent overseas.
- ◆ The average length of stay for interstate visitors who came specifically for Enlighten was 1.6 nights – while 76 per cent of interstate overnight visitors stayed in a hotel, motel or serviced apartment.
- ◆ 89 per cent of attendees surveyed were ‘very satisfied’ or ‘somewhat satisfied’ with their overall experience at *Enlighten*.
- ◆ As a result of Enlighten 57 per cent of attendees viewed Canberra in a more positive light. (About 40 per cent indicated no change in their perception of Canberra).
- ◆ 74 per cent indicated they were ‘very likely’ or ‘somewhat likely’ to attend Enlighten next year (including 84 per cent locals and 67 per cent from interstate).
- ◆ Interstate visitors also visited bars and restaurants (52 per cent), night clubs and bars (11 per cent) nature reserves and parks (15 per cent). 47 per cent visited popular attractions such as the War Memorial and Parliament House.
- ◆ PR activity to the value of \$949,290\* was achieved of which coverage reached a cumulative audience/circulation of 13,378,259 people.
- ◆ The volume of media coverage equalled 390 articles and reports, including syndicated broadcast content. Television provided 38 per cent, radio 32 per cent and press 30 per cent.

***Enlighten: See yourself in a whole new light***

Findings from Enlighten 2011.

- ◆ The total attendance figure for Enlighten 2011 (which includes any multiple visits by attendees) was 8,678. Based on

\* This figure was calculated via an Advertising Space Rate report provided by Media Monitors, which assigns a value to all media coverage equal to the standard advertising space rate.

## A.9 Analysis of Agency Performance continued

Under the new Directorate, Australian Capital Tourism is responsible for the delivery of key community events. In 2010 – 2011 the Special Events unit (previously with Chief Minister's Department) delivered the following community events and funding program:

### ACT Festival Fund

The 2010-11 ACT Festival Fund supported 11 community festivals.

### New Year's Eve

The 2010 New Year's Celebrations attracted around 35,000 people to the city centre. There were two spectacular fireworks displays over City Hill.

### Australia Day

The ACT Government delivered the *Children's Festival and Australia Day Jam* in Commonwealth Park and site-managed the *Citizenship and Flag Raising Ceremonies* and *Australia Day Fireworks Spectacular*. The ACT Government coordinated the ACT Australia Day Ambassador program and announced Mr Ikebal Patel as the ACT Australia Day Ambassador 2011.

The ACT Government delivered the Australia Day Bush Picnic for the first time at Tidbinbilla Nature Reserve. The event attracted 3,000 people.

### Canberra Day

Canberra Day activities, under the banner of the Canberra Festival, included Celebrate in the Park, Lights! Canberra! Action!, Balloon Spectacular and Symphony in the Park. In addition, 52 celebrations under the Canberra Festival banner were held over nine days.

### Celebrate in the Park

Approximately 25,000 people attended Canberra's 97th birthday celebrations in Commonwealth Park on 14 March with free entertainment.

### Symphony in the Park

*Symphony in the Park* with the Canberra Symphony Orchestra on 13 March 2011 attracted 12,000 people.

### Canberra Festival Balloon Spectacular

Twenty five balloons of all shapes and sizes were taken aloft in the *Canberra Festival Balloon Spectacular* from 12- 20 March. An estimated 20,000 people attended.

### Lights! Canberra! Action!

Winners of the *Lights! Canberra! Action!* film-making competition were announced at the screening of the top 12 films on 18 March at Garema Place. A record crowd of 1,500 people attended.

### Canberra Nara Candle Festival

The Canberra Nara Candle Festival, a celebration of Canberra's sister-city relationship with Nara, Japan was held in the renamed Canberra Nara Peace Park and Lennox Gardens, Yarralumla on 18 September 2010 with more than 12,000 people in attendance. A new artwork to celebrate the 1300<sup>th</sup> anniversary of Nara as the Ancient Capital of Japan was launched.

### Marketing

Australian Capital Tourism undertook a range of marketing programs and activities to encourage visitors to Canberra.

The following campaigns were executed in 2010-11:

#### Floriade and Floriade NightFest 2010

Delivered to stimulate visits in September/October, the campaigns targeted the Socially Aware, Visible Achiever and Traditional Family Life Roy Morgan Value Segments primarily in Sydney and regional NSW markets. Secondary markets included Victoria and South East Queensland.

### ***Wrapt in Winter 2010 campaign***

The *Wrapt in Winter* co-operative marketing campaign was delivered to influence visits from June to August 2010. Australian Capital Tourism contributed more than \$500,000 to the campaign plus \$47,500 in additional financial and in-kind contributions from participating industry partners, including the national attractions, accommodation sector and private businesses.

Industry partners included the Australian War Memorial, the National Museum of Australia, the National Film and Sound Archive, the National Archives of Australia, the National Zoo and Aquarium, the Royal Australian Mint, Questacon, Grandma's Little Bakery and Canberra CBD Ltd - Skate in the City along with featured accommodation including the Best Western Tall Trees Motel, Oxley Court Apartments, Kingston Terrace Apartments, The Brassey of Canberra, Medina James Court, Medina Classic Canberra, Capital Executives Apartments, The Parklands Apartments, Hyatt, Novotel and Mantra.

### ***Enlighten campaign***

Promotion of the new event Enlighten targeted consumers primarily in Sydney and regional NSW. With Enlighten in its inaugural year, marketing within the local community was also undertaken to encourage visits from friends and relatives of residents. The comprehensive schedule of print, television, radio, digital, outdoor and ambient advertising generated \$2.2m in exposure and value received.

### ***No Leave No Life***

Australian Capital Tourism participated in Tourism Australia's domestic campaign *No Leave No Life*. A 30-minute special dedicated to Canberra experiences appeared on Channel 7 on 11 December.

### **Digital presence**

Australian Capital Tourism undertook a range of initiatives to enhance its digital presence including:

- ◆ an industry blog platform to allow communication between, and amongst, industry operators and Australian Capital Tourism;
- ◆ social media growth through consumer competitions; and
- ◆ MyATDW, an online tool for industry to allow them to create and manage their own listings for visitcanberra.com.au, and distribution lists to global websites such as Google and Yahoo.

### **Australian Tourism Exchange – Sydney**

The Australian Tourism Exchange (ATE) brings tourism businesses together with airlines, wholesalers and retailers from around the world. It involves some 1,700 Australian delegates representing 600 companies meeting nearly 700 key buyer companies from over 40 countries. Deals result in Australian product being sold in the international travel marketplace.

The ACT was represented at ATE 2011 by Australian Capital Tourism, Olims Hotel Canberra, Australian War Memorial, National Gallery of Australia, Australian Institute of Sport, Hotel Heritage, Brassey Hotel, Forrest Hotel and Apartments, National Museum of Australia and Questacon.

### **Future Directions**

In 2011-12 Australian Capital Tourism will:

- ◆ refine its event management focus to encompass event development and delivery through a range of programs including the Special Event Fund, event support funds, core community events and major events such as Floriade, Floriade NightFest and Enlighten; and

## A.9 Analysis of Agency Performance continued

- ◆ undertake Stage Two of the upgrade of Commonwealth Park to better facilitate the staging of Floriade and Floriade NightFest. The upgrade will include: additional pathways; improved electrical and stormwater services and safety improvements. Stage One, to be finalised in August 2011, was funded by the Commonwealth and includes a multi-purpose structure and associated service connections and upgrades to sewerage and water.

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## OUTPUT: TERRITORY VENUES AND EVENTS

### Business Overview

Territory Venues and Events (TVE) manages Manuka Oval, Canberra Stadium and Stromlo Forest Park and promotes them as Canberra's leading sporting venues. Major events hosted in 2010-11 included: cricket, AFL, NRL, Super Rugby, Nitro Circus, Super X, Freestyle BMX, mountain biking and community events such as local AFL and cricket.

TVE further developed the ACT Government's Motorsport Strategy. Most of the work in 2010-11 has been to develop a detailed environmental and economic feasibility study on a proposed off-road recreational motorcycle riding facility. TVE also undertook

a community grants program to assist local motorsports clubs develop strategic business cases for their future viability.

### Future Directions

In 2011-12 Territory Venue and Events will:

- ◆ implement Government priorities for the redevelopment of Canberra Stadium and Manuka Oval;
- ◆ develop and implement commercial options for Stromlo Forest Park;
- ◆ seek naming rights sponsor for Canberra Stadium;
- ◆ support plans for an expanded event calendar in 2013 for Canberra's Centenary;
- ◆ continue to implement the ACT Motorsport Strategy; and
- ◆ finalise the long-term ownership arrangements for Canberra Stadium.

### Number of Major Events

- ◆ Canberra Stadium - 27
- ◆ Manuka Oval - 3
- ◆ Stromlo Forest Park 12

### Own Source Revenue by venue

- ◆ Canberra Stadium - \$3,640,936
- ◆ Manuka Oval - \$291,235

### Canberra Stadium

During 2010-11 total attendance and game statistics at Canberra Stadium were:

- ◆ 170,043 at 14 Canberra Raiders' games;
- ◆ 87,624 at eight CA Brumbies' games;
- ◆ 7,064 at Super X;
- ◆ 10,753 at Nitro Circus;
- ◆ 8,293 at other events or games; and
- ◆ total attendance at all events in 2010-11 was 283,777.

A total of 83 functions and conferences were held at Canberra Stadium during the year. This was a reduction on the previous year and was the result of staff shortages.

Significant work included:

- ◆ installation of new video replay screen and control systems;
- ◆ upgrading of lighting towers; and
- ◆ replacement of asbestos light control louvres in the Meninga grandstand.

Canberra Stadium hosted its first Nitro Circus Live in March 2011 and its second Super X (elite motorbike) event in October 2010, where it was again transformed into an international supercross race track.

Canberra Stadium continues to be self-funded due to its existing relationships with the major hirers, memberships, sponsorships and signage arrangements. Preparatory work was undertaken to develop the naming rights case for Canberra Stadium, an important new revenue priority for 2011-12.

### Manuka Oval

Attendance and games statistics at Manuka Oval were:

- ◆ total attendance of 9,125 at the Prime Minister's XI v England cricket match;
- ◆ total attendance of 16,171 at two AFL matches;
- ◆ 114 national and local cricket matches and training sessions; and
- ◆ 67 local AFL matches and training sessions.

A total of 229 functions and conferences were held in the executive boardroom and Bradman function room at Manuka Oval during the year.

Work at Manuka Oval in 2010-11 included a number of OH&S improvements to the facilities, such as work on the heritage-listed scoreboard, grandstands, canteen and ground staff operations areas.

Manuka Oval hosted its last AFL match in May 2011 under the former Government- support arrangements. The venue will host the AFL's newest team – the Greater Western Sydney Giants – for four matches in 2012 in a new long-term arrangement from 2012.

### Stromlo Forest Park

Stromlo Forest Park staged its third world championship in October 2010 with the hosting of the World Solo 24 Hour Mountain Bike Championships, the first time the event was staged outside North America.

Facility works at Stromlo forest Park included storm damage repairs to fire, equestrian and mountain bike trails and to various spillways, culverts and creek crossings.

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## OUTPUT: SPORT & RECREATION

### Business Overview

Sport and Recreation Services (SRS) is responsible for ensuring its programs and facilities are professionally organised and promoted to increase community participation. It also manages government sporting facilities and planning, and supports local athletes to reach their potential through the ACT Academy of Sport (ACTAS).

## A.9 Analysis of Agency Performance continued

### Highlights

- ◆ Stage 1 of the redevelopment of the Lyneham Sports Precinct completed.
- ◆ Outstanding performances by ACTAS scholarship holders, with 26 scholarship athlete world championship representatives and 16 scholarship athlete competitors at the 2010 Commonwealth Games.
- ◆ Six Commonwealth gold medals across track and field, hockey and cycling.
- ◆ Worked collaboratively with the ACT sport and recreation industry to develop the Active 2020 Strategic Plan to nurture and promote sport and active recreation over the period 2011-2020.
- ◆ Negotiated 10-year partnership with the AFL to secure Giants match content development in the Territory and to establish an identity for the Giants as Canberra's 'home team'.
- ◆ Provided \$450,000 to Canberra's elite sporting teams through the National League Team Funding program, including the Canberra Cavalry in the new Australian Baseball League.
- ◆ Delivered professional development seminars for local sporting organisations in association with the Australian Institute of Company Directors.
- ◆ Encouraged active play and appropriate eating for children 0-5 years in partnership with ACT Health and the Heart Foundation.

### KEY ACHIEVEMENTS AGAINST PERFORMANCE MEASURES

#### Number of targeted programs delivered in accordance with the Australian Sports Commission agreement

Sport and Recreation Services continued to deliver targeted programs in accordance with a service agreement with the Australian Sports Commission. Priorities delivered during the agreement period included education and training provision on coaching and officiating, ethics, governance and best practice. Program development assistance was provided to sporting organisations in women's participation and junior sport.

#### Customer satisfaction survey of ACT Academy of Sport Services

An annual survey of ACTAS athletes and coaches found that 98.3 per cent of respondents were satisfied with the level of services during their respective scholarship periods.

#### Percentage of customers satisfied with the management of sportsgrounds

A survey of visitors to District Playing Fields, Enclosed Ovals and Neighbourhood Ovals found that 88 per cent of respondents were satisfied with the standard and management of these sportsgrounds.

#### Percentage of customers satisfied with the management of aquatic centres

A survey of visitors to ACT Government public swimming pools found that 93 per cent of respondents were satisfied with the overall experience, management and cleanliness of the facilities.

## Other Projects and Initiatives

In 2010-11, SRS continued to develop a range of non-potable water solutions for priority sportsgrounds. SRS progressed the preparation and planning for development of a stormwater harvesting scheme from Lake Tuggeranong to irrigate a number of sportsgrounds. This work complements other drought proofing initiatives, including the completion of tank installation and new irrigation system at the Dickson District Playing Fields. Major capital works in 2010-11 included the completion of the pavilion at Harrison District Playing Fields and opening the international standard baseball facility at the Narrabundah Ball Park. Stage One of the redevelopment of Lyneham Sports Precinct was also completed.

SRS achieved numerous important industry outcomes in 2010-11. These included:

- ◆ working collaboratively with the ACT sport and recreation industry to develop the Active 2020 Strategic Plan to nurture and promote sport and active recreation from 2011-2020;
- ◆ distributing more than \$2.2 million in grants for projects such as the construction of race course infrastructure on Lake Burley Griffin for the Canberra Dragon Boat Association, bowling green flood lighting at the Yowani Country Club and activities to assist Pegasus Riding for the Disabled;
- ◆ successfully negotiating the 10 year partnership with the AFL for Giants matches from 2012;
- ◆ providing \$450,000 to Canberra's elite sporting teams; and
- ◆ supporting planning activities of local sporting organisations, including Basketball ACT, Tuggeranong Archery Club and Belconnen Magpies Football Club.

Many programs were conducted through a service level agreement with the Australian Sports Commission, primarily in coaching and officiating, disability sport and member protection.

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Caroline Buchanan - 2009 World 4 Cross Championships held at Stromlo Forest Park

## A.10 Triple Bottom Line Report

The ACT Government uses a triple bottom line approach to sustainability, recognising the interdependence of social, economic and environmental well-being.

The table below indicates where 2010-11 results can be accessed. In some cases, results are not available due to the transitional nature of this year's reporting schedule.

Note: data for 2009-10 and % change is not available for comparison due to the ACT Government restructure.

	Indicator	2010-11 Result
ECONOMIC	<b>Employee Expenses</b>	
	◆ Number of staff employed (head count)	Section C7
	◆ Total employee expenditure (dollars)	Section A
	<b>Operating Statement</b>	
	◆ Total expenditure (dollars)	Section A
	◆ Total own source revenue (dollars)	Section A
	◆ Total net cost of services (dollars)	Section A
	<b>Economic Viability</b>	
	◆ Total assets (dollars)	Section A and C12
	◆ Total liabilities (dollars)	Section A and C12

	Indicator	2010-11 Result
SOCIAL	<b>The Diversity of Our Workforce</b>	
	◆ Women (Female FTEs as a percentage of the total workforce)	Section C 7
	◆ People with a disability (as a percentage of the total workforce)	Section C 7
	◆ Aboriginal and Torres Strait Islander people (as a percentage of the total workforce)	Section C 7
	◆ Culturally and linguistically diverse employment	Section C7
	◆ Number who identify in any of the Equity and Diversity categories	Section C7
	<b>Staff Health and Wellbeing</b>	
	◆ OH&S Incident Reports	Section 9
	◆ Accepted claims for compensation	Not available
	◆ Staff receiving influenza vaccinations	Section 9
	◆ Workstation assessments requested	Section 9

## A.10 Triple Bottom Line Report continued



	Indicator	2010-11 Result
ENVIRONMENTAL	<b>Transport</b>	
	◆ Total number of fleet vehicles	Section C 21
	◆ Total transport fuel used (kilolitres)	Section C 21
	◆ Total direct greenhouse emissions of the fleet (tonnes of CO <sub>2</sub> e)	Section C 21
	<b>Energy Use</b>	
	◆ Total office energy use (megajoules)	Section C 21
	◆ Office energy use per FTE (megajoules/FTE)	Section C 21
	◆ Office energy use per square metre (megajoules/m <sup>2</sup> )	Section C 21
	<b>Greenhouse Emissions</b>	
	◆ Total office greenhouse emissions - direct and indirect (tonnes of CO <sub>2</sub> e)	Section C 21
	◆ Total office greenhouse emissions per FTE (tonnes of CO <sub>2</sub> e/FTE)	Section C 21
	◆ Total office greenhouse emissions per square metre (tonnes of CO <sub>2</sub> e/ m <sup>2</sup> )	Section C 21
	<b>Water Consumption</b>	
	◆ Total water use (kilolitres)	Section C 21
	◆ Office water use per FTE (kilolitres/FTE)	Section C 21
	◆ Office water use per square metre (kilolitres/m <sup>2</sup> )	Section C 21
	<b>Resource Efficiency and Waste</b>	
	◆ Estimate of co-mingled office waste per FTE (litres)	Section C 21
◆ Estimate of paper recycled (litres)	Section C 21	
◆ Estimate of paper used (by reams) per FTE (litres)	Section C 21	

