



ACT
Government

Chief Minister, Treasury and
Economic Development

Freedom of Information Publication Coversheet

The following information is provided pursuant to section 28 of the *Freedom of Information Act 2016*.

FOI Reference: CMTEDDFOI 2020-213

Information to be published	Status
1. Access application	Published
2. Decision notice	Published
3. Documents and schedule	Published
4. Additional information identified	No
5. Fees	Waived
6. Processing time (in working days)	20
7. Decision made by Ombudsman	N/A
8. Additional information identified by Ombudsman	N/A
9. Decision made by ACAT	N/A
10. Additional information identified by ACAT	N/A

From: [REDACTED]
To: [ACT Health FOI](#); [CMTEDD FOI](#); [CSD FOI](#); [EDU Legal Liaison](#); [EPSDFOI](#); [JACS FOI](#); [TCCS FreedomOfInformation](#)
Subject: FOI Request - Incoming Minister Briefs
Date: Wednesday, 11 November 2020 10:06:50 AM
Attachments: [image002.png](#)

Good Afternoon,

RE: FREEDOM OF INFORMATION REQUEST – INCOMING MINISTER BRIEFS

I write to request under the *Freedom of Information Act 2016* the final copies of the incoming minister briefs following the 2020 ACT Election. This request includes, but is not limited to, briefs prepared for potential Liberal ministers.

I ask that this request be forwarded to any other government entity that would have prepared such briefs.

Should you require any further information or clarification about my request, please contact my office on [REDACTED]

Thank you,





ACT
Government

Chief Minister, Treasury and
Economic Development

Our ref: CMTEDDFOI 2020-213



via email: 

Dear 

FREEDOM OF INFORMATION REQUEST

1. I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on 11 November 2020, in which you sought access to:

The final copies of the incoming minister briefs following the 2020 ACT Election. This request includes, but is not limited to, briefs prepared for potential Liberal Ministers.

2. On 19 November 2020 your office clarified that you are only seeking access to briefs that are known as the 'red book' and 'blue book'.

Authority

3. I am an Information Officer appointed by the Director-General under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Timeframes

4. In accordance with section 40 of the Act, CMTEDD is required to provide a decision on your access application by 9 December 2020.

Decision on access

5. Searches were completed for relevant documents with 100 documents being identified that fall within the scope of your request. These documents make up the contents of the 'red book' (incoming governing briefs provided to the ACT Labor / Greens Government) and the 'blue book' (briefs that would have been provided to an incoming ACT Liberal Government). In conducting the searches for these documents, I noted that the 'blue book' for the potential incoming Liberal Government were never finalised as this party did not form government. However, in determining the scope of your request I consider that interpreting your request to exclude the 'blue book' on the basis it was not finalised would be inconsistent with the objectives of the Act. As a result, the documents which make up the 'blue book' have been considered as part of this decision, although they were technically never 'finalised'.
6. I have included as **Attachment A** to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

7. I have decided to grant access in full to two documents, partial access to 50 documents and refuse access to 48 documents as I consider they contain information that would, on balance, be contrary to the public interest to disclose under Schedule 1 of the Act or under the test set out in section 17 of the Act.
8. My access decisions are detailed further in the following statement of reasons and the documents released to you are provided as **Attachment B** to this letter.
9. In accordance with section 54(2) of the Act a statement of reasons outlining my decisions is below.

Statement of Reasons

10. In reaching my access decisions, I have taken the following into account:

- the Act;
- the content of the documents that fall within the scope of your request;
- ACT Ombudsman's Office *Freedom of Information Guidelines*;
- Relevant case law precedents; and
- the *Human Rights Act 2004*.

Exemption claimed

11. My reasons for deciding not to grant access to the identified documents and components of these documents are as follows:

Contrary to the public interest information under schedule 1 section 1.6 of the Act (Cabinet Information)

12. Documents 51 and 52 contain information about election commitments made during the election campaign. These documents were included as part of the incoming government brief provided to the Chief Minister and therefore fall within the scope of your request. In reviewing these documents, I consider they contain information which is contrary to the public interest under Schedule 1, section 1.6 of the Act as this information was provided with the intention it would be presented to Cabinet. Section 1.6 of Schedule 1 of the Act allows material prepared for consideration by Cabinet at a later date to be withheld from release.
13. The purpose of the Cabinet exemption is to maintain the confidentiality of the cabinet process and to uphold the principle of collective ministerial responsibility. This exemption was discussed in *The Commonwealth v Northern Land Council* [1993] HCA 24; (1993) 176 CLR 604 (21 April 1993). Paragraph 6 of the decision, states that:

... it has never been doubted that it is in the public interest that the deliberations of Cabinet should remain confidential in order that the members of Cabinet may exchange differing views and at the same time maintain the principle of collective responsibility for any decision which may be made.
14. While commitments made during the election are publicly available, documents 51 and 52 contain additional information about each commitment including costs, risks, budget and implementation options which is not publicly known. Release of this information would therefore impact the deliberative functions of Cabinet.
15. In reviewing these documents, I note the requirements of schedule 1 section 1.6(2) of the Act which states that the exemption for Cabinet Information does not apply to 'purely factual information' unless the disclosure of the information would involve the disclosure of a

deliberation or decision of Cabinet and the fact of the deliberation or decision has not been officially published. In the case of *Parnell & Dreyfus and Attorney-General's Department* [2014] AICmr 71, the Australian Information Commissioner stated that the term 'purely factual material' does not extend to factual material that is an integral part of the deliberative content and purpose of a document, or is embedded in or intertwined with the deliberative content in such a manner that it is impractical to separate it from the other content.

16. Having reviewed the documents, I consider that the purely factual information within the documents identified is an integral part of the deliberative content and as stated by the Commissioner, the analysis and views in the documents would be robbed of their essential meaning without incorporation of this material. I am satisfied that disclosure of this purely factual information would involve the disclosure of future deliberations and decisions of Cabinet.
17. Having considered the information contained in the documents, I am satisfied that disclosure of such information contained in documents 51 and 52 would be contrary to public interest pursuant to schedule 1 section 1.6 of the Act.

Contrary to the public interest information under schedule 1 section 1.14(a),(g) and (i) of the Act (Law enforcement and public safety)

18. Page 845 contains information about an ongoing investigation and possible contravention of the laws of the Territory. Release of this information at this time would prejudice the ongoing investigation of this matter. I am satisfied that release of the details of this investigation as included in page 845 would be contrary to the public interest in accordance with Schedule 1 section 1.14(a) of the Act.
19. Schedule 1, section 1.14(g) of the Act allows for the non-disclosure of information that may prejudice the maintenance and enforcement of a lawful method or procedure for protecting public safety and is intended to be used to protect documents which outline the method or process for protecting public safety. Schedule 1, section 1.14(i) provides similar protection against the release of information that may prejudice a system or procedure for the protection of people, property or the environment.
20. Page 633 contains briefs from the ACT Justice, and Community Safety Directorate (JACS). These briefs contain information furnished by the Australian Federal Police (AFP) who provide services to the Australian Capital Territory. Some of the information on this page contains details of current initiatives and programs being undertaken by the AFP. As part of the consultation process undertaken in the processing of this request, CMTEDD was advised by JACS and AFP is that release of this information is reasonably likely to prejudice these initiatives and their effectiveness. In considering the information provided by JACS and AFP on the release of this information, I am cognizant of the decision in *Attorney-General's Department and Australian Iron and Steel Pty Ltd v Cockcroft* (1986) 10 FCR 180 which it held that in relation to the term 'reasonably be expected to' that there must be 'real' and 'substantial' grounds for expecting the damage to occur which can be supported by evidence or reasoning. Having considered the submissions made by JACS and AFP, I am satisfied there is a real and substantial ground for withholding release of this information as I am satisfied its release would impact these initiatives and would in turn prejudice the effectiveness of systems and procedures put in place to protect people and property. Release of this information would be contrary to the public interest.

Contrary to the public interest information under schedule 1 section 1.13 of the Act (National, Territory or State security information)

21. Schedule 1, section 1.13(2)(b) of the Act allows for the non-disclosure of information that may damage the security of the Commonwealth, State or Territory communications system that is used for the defence of the Commonwealth or a country allied or associated with the Commonwealth. Page 633 contains information from JACS and the AFP about ICT systems. As outlined in paragraph 20, I have also considered the information on page 633 and the concerns about the release of this information provided by JACS and. Taking into account this information I am satisfied there is a reasonable expectation that release of this material may impact the use of these ICT systems. As a result, I am satisfied that this information is not in the public interest to release.

Public Interest Act under Schedule 2 of the Act

22. The Act has a presumption in favour of disclosure. As a decision maker I am required to decide where, on balance, public interest lies. As part of this process I must consider factors favouring disclosure and non-disclosure.
23. In *Hogan v Hinch* (2011) 243 CLR 506, [31] French CJ stated that when 'used in a statute, the term [public interest] derives its content from "the subject matter and the scope and purpose" of the enactment in which it appears'. Section 17(1) of the Act sets out the test, to be applied to determine whether disclosure of information would be contrary to the public interest. These factors are found in subsection 17(2) and Schedule 2 of the Act. I have also noted the irrelevant factors listed in s 17(2) and am satisfied that I have not considered any irrelevant factors in this case.

Factors favouring disclosure (Schedule 2.1):

24. Taking into consideration the information contained in the documents found to be within the scope of your request, I have identified that the following public interest factors are relevant to determine if release of the information contained within these documents is within the 'public interest':
- Promote open discussion of public affairs and enhance the government's accountability (s 2.1(a)(i) of Schedule 2);
 - Contribute to the positive and informed debate on important issues or matters of public interest (s 2.1(a)(ii) of Schedule 2); and
 - Ensure effective oversight of expenditure of public funds (s 2.1(a)(iv) of Schedule 2).
25. I consider that disclosing the contents of the information sought would significantly contribute to open discussion and informed debate on the matters contained in the briefs. I am satisfied there is a public interest in the contents of incoming government briefs and the advice provided to the incoming government by the ACT Public Service in relation election commitments, policies and programs of work that will be undertaken during the term of the new government. The release of this information would help to create positive and informed debate on issues of importance to the public (including the expenditure of public funds), some of which may have influenced how an individual chose to vote as part of the election process.
26. I am satisfied that these are relevant considerations favouring disclosure in this case, and in the interests of enhancing transparency and accountability, I afford them significant weight.
27. I also note the FOI Act has an express pro-disclosure bias which reflects the importance of

public access to government information for the proper working of a representative democracy. This concept is promoted through the objects of the FOI Act. I have considered this overarching concept in making my decision in relation to access.

Factors favouring nondisclosure (Schedule 2.2):

28. As required in the public interest test set out in section 17 of the Act, I have also identified the following public interest factors in favour of non-disclosure that I believe are relevant to determine if release of the information contained within these documents is within the 'public interest':

- Prejudice a deliberative process of government (s 2.2(a)(xvi) of Schedule 2);
- Prejudice Intergovernmental relations (s 2.2(a)(x) of Schedule 2);
- Prejudice business affairs or research of an agency or person (s 2.2(a)(xi) of Schedule 2); and
- Prejudice the protection of an individual's right to privacy or any other right under the Human Rights Act 2004 (s 2.2(a)(ii) of Schedule 2).

Prejudice a deliberative process of government

29. In considering the information contained in the documents found to be within scope of the request, I consider that the incoming government briefs fall within a class of documents which have been established in case law as being deliberative in nature as they contain an opinion, advice or recommendation prepared for consideration within an agency or by a Minister. Therefore, I consider this factor is a relevant consideration.
30. The term 'deliberative process' is not defined in the FOI Act, however in *Eccleston and Department of Family Services and Aboriginal and Islander Affairs* (1993) 1 QAR 60 [28]-[30] the court considered the term and stated that it is to be considered as the 'thinking process of government'. It is commonly accepted that incoming government briefs play an important role in the Australian system of responsible parliamentary government. Their purpose is to enable and facilitate a smooth transition from one government to another following a general election. They provide policy positions, options and advice which is relied upon to facilitate a smooth transition to the new government.
31. I am satisfied that all the information contained in the 'Red Book' which was given to the incoming Labor / Greens Government is of a deliberative nature. However, when considering this factor against the factors in favour of disclosure I consider this factor should be afforded a medium weighting and as such, on balance I am satisfied that this factor does not outweigh the factors identified as being in favour of disclosure. In making this decision, I note however that some specific information in the red book, specifically information at pages 283, 285-286 and page 317 contains information that on balance should be afforded more significant weight due to the nature of the material and the fact that release of this information would prejudice the deliberative process. Taking these considerations into account, I have decided only to redact specific paragraphs in pages 283, 285-286 and 317 of the 'red book' which I consider may cause significant prejudice the deliberative processes of the new government.
32. In considering this factor in favour of non disclosure in respect of the documents which make up the 'blue book' I consider that this factor should be afforded a more significant weighting. In coming to this conclusion I have had regard to the decision of *Australian Information Commissioner in Crowe and Department of the Treasury* [2013] AICmr 69 which dealt with an access application made under the *Freedom of Information Act 1982* (Cth) for the incoming

government brief prepared by the Commonwealth Department of Treasury (Treasury) for the party that did not form government. In that case, the Australian Information Commissioner affirmed the Treasury's refusal to disclose the blue book that contained commentary and high level policy advice on issues that would have required decision by a new Liberal government, had it won the 2010 Federal election.

33. In making this decision the Information Commissioner raised the following considerations which he was satisfied required consideration. I have had regard to these considerations (outlined below) in deciding the weighting of this factor for non-disclosure. Specifically, the Commissioner stated;

- I. *Special treatment is given to the brief prepared for a party that does not form government. The brief is never provided to that party, nor does it have the opportunity to consider and respond to it. Circulation of the brief is limited, even within the department, and the practice followed by some departments prior to 2010 was to destroy all copies of the brief once the outcome of the election was known. Public release of any portion of the brief would compromise the department's role in managing the transition from one government to another.*
- II. *Public release of the confidential advice prepared for a party that did not form government could complicate the relationship between the public service and the Ministers who have formed government.*
- III. *It is a convention of Cabinet government that the Cabinet papers of one government are not available to the Ministers of another. By extension, the high-level advice that was prepared for a party in the expectation that it may (but did not) form government should not be released publicly under the FOI Act.*

34. Considering the material contained within the 'blue book' and noting the considerations of the Australian Information Commissioner in Crowe, I am satisfied that the information created in the 'blue book' for a potential incoming Liberal Government was prepared on the basis it would only be disclosed to a newly elected government is not in the public interest. This material was developed on a confidential basis and there is a public interest in it remaining confidential if it is not used for the purposes for which it was created. I consider that release of this material would be contrary to the conventions of parliamentary government and could complicate relations between the ACT public service directorates that prepared the brief and the Ministers who have formed government prejudicing the deliberative processes of government which have been established through convention. This viewpoint is confirmed in the decision of Crowe where the Australian Information Commissioner stated;

'[A] strongly influential factor in this decision is the need to safeguard the tradition by which a Minister in a newly-elected government can receive a confidential brief from the public service that provides constructive and candid commentary for the Minister's consideration'¹

35. I am satisfied that this factor for non-disclosure outweighs the factors in favour of disclosure.

¹ Australian Information Commissioner in Crowe and Department of the Treasury [2013] AICmr 69 [59]

Business Affairs

36. I have also considered the impact of disclosing information which relates to business affairs. In the case of *Re Mangan and The Treasury [2005] AATA 898* the term 'business affairs' was interpreted as meaning 'the totality of the money-making affairs of an organisation or undertaking as distinct from its private or internal affairs'. Schedule 2 section 2.2(a)(xi) allows for government information to be withheld from release if disclosure of the information could reasonably be expected to prejudice the trade secrets, business affairs or research of an agency or person. Pages 225, 226, 383 and 384 contains information about lease statuses of ACT Government properties and some information about the financial position or partnerships with third-party companies. I am satisfied that release of this information would have significant impact on the business affairs of the entities identified as this information is not publicly available. Accordingly, I have decided this information is not in the public interest to release.

Intergovernmental relations

37. I also consider that the release of the document at page 317 could prejudice intergovernmental relations as the document contains sensitive information regarding agreements between the ACT and Commonwealth Governments that are subject to ongoing negotiations and deliberations. Information contained in these documents was provided in confidence to assist parties to negotiate an amicable solution. The release of these documents could adversely affect these negotiations and deliberations by damaging continued level of trust and co-operation in the relations between the officers conducting negotiations. I consider that maintaining good working relations between the ACT and the Commonwealth are crucial to the ongoing negotiations on this issue and on future matters. I am satisfied that the release of the documents could prejudice intergovernmental relations and the Directorate's ability to obtain confidential information by impairing the future flow of information between the ACT and the Commonwealth. As a result, this will prejudice the deliberative process of the Directorate. I am satisfied that all factors favouring non-disclosure carry very significant weight.

Personal Privacy

38. Finally, I consider that the protection of an individual's right to privacy, especially in the course of dealings with the ACT Government is a significant factor as the parties involved have provided their personal contact information for the purposes of working with the ACT Government (generally as part of boards and committees). I have considered this information and in my opinion the protection of these individuals' personal details (such as emails addresses and personal phone numbers which are not publicly available) outweighs the benefit which may be derived from releasing them. I consider that these individuals are entitled to expect that the personal information they have supplied as part of this process to the ACT Government will be dealt with in a manner that protects their privacy. Considering the type of information to be withheld from release, I am satisfied that the factors in favour of release can still be met while protecting the personal information of the individuals involved. I therefore weight the factor for non-disclosure more highly than the factor in favour of release in this instance. As a result, I have decided that release of this information (email addresses, mobile numbers and names of individuals not employed by the ACT or Commonwealth Public Services) could prejudice their right to privacy under the *Human Rights Act 2004*.
39. I have also considered the contact details of ACT Public Servants which appear in the briefs. I

have decided to remove the mobile phone numbers of these individuals. In making this decision, I note that many of the numbers provided by these individuals are not publicly available and some are personal numbers which have been provided for use by relevant ministers only. These details were provided on the expectation that they would not be provided for wider use. I am satisfied that there is no public interest in releasing this information as key information about these individuals and their name is still available.

40. Having applied the test outlined in section 17 of the Act and I have chosen to redact only the information which is I have deemed to be contrary to the public interest in the documents identified in the schedule as 1 to 52 (the red book) in accordance with section 50(2). Noting the pro-disclosure intent of the Act, I am satisfied that redacting only the information that I believe is not in the public interest to release will ensure that the intent of the Act is met and will provide you with access to the majority of the information held by CMTEDD within the scope of your request.
41. In respect of documents 52 to 100 (blue book) as I have chosen to withhold these from release in their entirety as I consider it is not in the public interest to release these documents as the factors in favour of non-disclosure outweigh the factors for disclosure . Accordingly, they have not been included in the documents provided to you at Attachment B.

Charges

42. Pursuant to *Freedom of Information (Fees) Determination 2018* processing charges are applicable for this request because the total number of pages to be released to you exceeds the charging threshold of 50 pages. However, the charges have been waived in accordance with section 107(2)(e) of the Act.

Online publishing – Disclosure Log

43. Under section 28 of the Act, CMTEDD maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to your access application will be published in the CMTEDD disclosure log after 12 December 2020. Your personal contact details will not be published.
44. You may view CMTEDD disclosure log at <https://www.cmtedd.act.gov.au/functions/foi/disclosure-log-2020>.

Ombudsman Review

45. My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in CMTEDD disclosure log, or a longer period allowed by the Ombudsman.
46. We recommend using this form [Applying for an Ombudsman Review](#) to ensure you provide all of the required information. Alternatively, you may write to the Ombudsman at:

The ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601

Via email: actfoi@ombudsman.gov.au

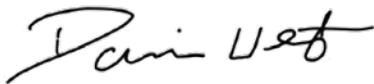
ACT Civil and Administrative Tribunal (ACAT) Review

47. Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal
Level 4, 1 Moore St
GPO Box 370
Canberra City ACT 2601
Telephone: (02) 6207 1740
<http://www.acat.act.gov.au/>

48. Should you have any queries in relation to your request please contact me by telephone on 6207 7754 or email CMTEDDFOI@act.gov.au.

Yours sincerely



Damian West
Deputy Director General
Workforce Capability and Governance
Chief Minister, Treasury and Economic Development Directorate
9 December 2020



ACT
Government

Chief Minister, Treasury and
Economic Development

FREEDOM OF INFORMATION REQUEST SCHEDULE

WHAT ARE THE PARAMETERS OF THE REQUEST	Reference NO.
2020 Incoming Ministers Briefs: 'Red Book' and 'Blue Book'.	CMTEDDFOI 2020-213

Ref No	Page number	Description	Status	Reason for Exemption	Online Release Status
Incoming Government Briefs – Red Book					
1	1-19	Chief Ministers Portfolio Brief and WhOG matters	Full release	N/A	Yes
2	21-31	Canberra Health Services	Partial release	Sch 2 s2.2 (a)(ii)	Yes
3	33-44	CMTEDD Directorate	Partial release	Sch 2 s2.2 (a)(ii)	Yes
4	46-60	Community Services Directorate	Partial release	Sch 2 s2.2 (a)(ii)	Yes
5	62-70	Education Directorate	Partial release	Sch 2 s2.2 (a)(ii)	Yes
6	72-82	Environment Planning and Sustainable Development Directorate	Partial release	Sch 2 s2.2 (a)(ii)	Yes
7	84-94	Health Directorate	Partial release	Sch 2 s2.2 (a)(ii)	Yes
8	96-111	Justice and Community Safety Directorate	Partial release	Sch 2 s2.2 (a)(ii)	Yes
9	113-123	Major Projects Canberra	Partial release	Sch 2 s2.2 (a)(ii)	Yes
10	125-144	Transport and City Services Directorate	Partial release	Sch 1 s1.6 Sch 2 s2.2 (a)(ii)	Yes
11	146-209	WhOG Implications of COVID-19	Full release	N/A	Yes
12	211-232	Portfolio Brief: Treasurer	Partial release	Sch 2 s2.2(a)(ii) Sch 2 s2.2(a)(xi)	Yes
13	234-267	Portfolio Brief: Education and Early Childhood Development	Partial release	Sch 2 s2.2 (a)(ii)	Yes

14	269-279	Portfolio Brief: Transport	Partial release	Sch 2 s2.2 (a)(ii)	Yes
15	281-290	Portfolio Brief: Roads and Active Travel	Partial release	Sch 2 s2.2 (a)(ii) Sch 2 2.2(a)(xvi)	Yes
16	292-308	Portfolio Brief: City Services	Partial release	Sch 2 s2.2 (a)(ii)	Yes
17	310-321	Portfolio Brief: Recycling and Waste Reduction	Partial release	Sch 2 s2.2 (a)(ii) Sch 2 s2.2(a)(x) Sch 2 2.2(a)(xvi)	Yes
18	323-335	Portfolio Brief: Climate Change and Sustainability	Partial release	Sch 2 s2.2 (a)(ii)	Yes
19	337-350	Portfolio Brief: Environment and Heritage	Partial release	Sch 2 s2.2 (a)(ii)	Yes
20	352-364	Portfolio Brief: Tertiary Education	Partial release	Sch 2 s2.2 (a)(ii)	Yes
21	366-374	Portfolio Brief: Trade, Industry and Investment	Partial release	Sch 2 s2.2 (a)(ii)	Yes
22	376-386	Portfolio Brief: Tourism and Special Events	Partial release	Sch 2 s2.2 (a)(ii) Sch 2 s2.2(a)(xi)	Yes
23	388-395	Portfolio Brief: Advanced Technology and Space Industries	Partial release	Sch 2 s2.2 (a)(ii)	Yes
24	397-409	Portfolio Brief: Arts, Creative Industries and Cultural Events	Partial release	Sch 2 s2.2 (a)(ii)	Yes
25	411-419	Portfolio Brief: Business	Partial release	Sch 2 s2.2 (a)(ii)	Yes
26	421-561	Portfolio Brief: Health	Partial release	Sch 2 s2.2 (a)(ii)	Yes
27	563-588	Portfolio Brief: Mental Health	Partial release	Sch 2 s2.2 (a)(ii)	Yes
28	590-634	Portfolio Brief: Attorney-General	Partial release	Sch 1 s1.13(2)(b) Sch 1 s1.14(g) & (i) Sch 2 s2.2 (a)(ii)	Yes
29	636-664	Portfolio Brief: Police and Emergency Services	Partial release	Sch 1 s1.14(1)(i) Sch 2 s2.2 (a)(ii)	Yes
30	666-691	Portfolio Brief: Corrections and Justice Health	Partial release	Sch 2 s2.2 (a)(ii)	Yes
31	693-717	Portfolio Brief: Justice, Consumer Affairs and Road Safety	Partial release	Sch 2 s2.2 (a)(ii)	Yes
32	719-729	Portfolio Brief: Urban Renewal	Partial release	Sch 2 s2.2 (a)(ii)	Yes

33	731-746	Portfolio Brief: Planning and Land Management	Partial release	Sch 2 s2.2 (a)(ii)	Yes
34	748-761	Portfolio Brief: Building Quality Improvement	Partial release	Sch 2 s2.2 (a)(ii)	Yes
35	763-773	Portfolio Brief: Housing and Suburban Development	Partial release	Sch 2 s2.2 (a)(ii)	Yes
36	775-778	Portfolio Brief: Housing and Sustainable Development	Partial release	Sch 2 s2.2 (a)(ii)	Yes
37	790-799	Portfolio Brief: Employment and Workplace Safety	Partial release	Sch 2 s2.2 (a)(ii)	Yes
38	801-809	Portfolio Brief: Employment and Workplace Safety (other)	Partial release	Sch 2 s2.2 (a)(ii)	Yes
39	811-819	Portfolio Brief: Community Services and Facilities	Partial release	Sch 2 s2.2 (a)(ii)	Yes
40	821-831	Portfolio Brief: Prevention of Domestic and Family Violence	Partial release	Sch 2 s2.2 (a)(ii)	Yes
41	833-851	Portfolio Brief: Children, Youth and Families	Partial release	Sch 2 s2.2 (a)(ii)	Yes
42	853-861	Portfolio Brief: Women	Partial release	Sch 2 s2.2 (a)(ii)	Yes
43	863-880	Portfolio Brief: Disability	Partial release	Sch 2 s2.2 (a)(ii)	Yes
44	882-896	Portfolio Brief: Multicultural Affairs	Partial release	Sch 2 s2.2 (a)(ii)	Yes
45	898-909	Portfolio Brief: Aboriginal and Torres Strait Islander Affairs	Partial release	Sch 2 s2.2 (a)(ii)	Yes
46	911-922	Portfolio Brief: Seniors and Veterans	Partial release	Sch 2 s2.2 (a)(ii)	Yes
47	924-933	Portfolio Brief: Social Inclusion and Equality	Partial release	Sch 2 s2.2 (a)(ii)	Yes
48	935-944	Portfolio Brief: Sport and Recreation	Partial release	Sch 2 s2.2 (a)(ii)	Yes
49	946-951	Portfolio Brief: Regulatory Services	Partial release	Sch 2 s2.2 (a)(ii)	Yes
50	953-965	Portfolio Brief: Government Services and Procurement	Partial release	Sch 2 s2.2 (a)(ii)	Yes
51	967-1332	Election Commitments	Partial release	Sch1 s1.6	Yes
52	1334-1533	First 100 Days Brief	Partial release	Sch 1 s1.6	Yes

Incoming Government Briefs – Blue Book					
53		Canberra Health Services	Withheld	Sch 2 2.2(a)(xvi)	No
54		CMTEDD Directorate	Withheld	Sch 2 2.2(a)(xvi)	No
55		Community Services Directorate	Withheld	Sch 2 2.2(a)(xvi)	No
56		Education Directorate	Withheld	Sch 2 2.2(a)(xvi)	No
57		Environment Planning and Sustainable Development Directorate	Withheld	Sch 2 2.2(a)(xvi)	No
58		Health Directorate	Withheld	Sch 2 2.2(a)(xvi)	No
59		Justice and Community Safety Directorate	Withheld	Sch 2 2.2(a)(xvi)	No
60		Major Projects Canberra	Withheld	Sch 2 2.2(a)(xvi)	No
61		Transport and City Services Directorate	Withheld	Sch 2 2.2(a)(xvi)	No
62		WhOG Implications of COVID-19	Withheld	Sch 2 2.2(a)(xvi)	No
63		Portfolio Brief: Treasurer	Withheld	Sch 2 2.2(a)(xvi)	No
64		Portfolio Brief: Education and Early Childhood Development	Withheld	Sch 2 2.2(a)(xvi)	No
65		Portfolio Brief: Transport	Withheld	Sch 2 2.2(a)(xvi)	No
66		Portfolio Brief: Roads and Active Travel	Withheld	Sch 2 2.2(a)(xvi)	No
67		Portfolio Brief: City Services	Withheld	Sch 2 2.2(a)(xvi)	No
68		Portfolio Brief: Recycling and Waste Reduction	Withheld	Sch 2 2.2(a)(xvi)	No
69		Portfolio Brief: Climate Change and Sustainability	Withheld	Sch 2 2.2(a)(xvi)	No
70		Portfolio Brief: Environment and Heritage	Withheld	Sch 2 2.2(a)(xvi)	No

71		Portfolio Brief: Tertiary Education	Withheld	Sch 2 2.2(a)(xvi)	No
72		Portfolio Brief: Trade, Industry and Investment	Withheld	Sch 2 2.2(a)(xvi)	No
73		Portfolio Brief: Tourism and Special Events	Withheld	Sch 2 2.2(a)(xvi)	No
74		Portfolio Brief: Advanced Technology and Space Industries	Withheld	Sch 2 2.2(a)(xvi)	No
75		Portfolio Brief: Arts, Creative Industries and Cultural Events	Withheld	Sch 2 2.2(a)(xvi)	No
76		Portfolio Brief: Business	Withheld	Sch 2 2.2(a)(xvi)	No
77		Portfolio Brief: Health	Withheld	Sch 2 2.2(a)(xvi)	No
78		Portfolio Brief: Mental Health	Withheld	Sch 2 2.2(a)(xvi)	No
79		Portfolio Brief: Attorney-General	Withheld	Sch 2 2.2(a)(xvi)	No
80		Portfolio Brief: Police and Emergency Services	Withheld	Sch 2 2.2(a)(xvi)	No
81		Portfolio Brief: Corrections and Justice Health	Withheld	Sch 2 2.2(a)(xvi)	No
82		Portfolio Brief: Justice, Consumer Affairs and Road Safety	Withheld	Sch 2 2.2(a)(xvi)	No
83		Portfolio Brief: Urban Renewal	Withheld	Sch 2 2.2(a)(xvi)	No
84		Portfolio Brief: Planning and Land Management	Withheld	Sch 2 2.2(a)(xvi)	No
85		Portfolio Brief: Building Quality Improvement	Withheld	Sch 2 2.2(a)(xvi)	No
86		Portfolio Brief: Housing and Suburban Development	Withheld	Sch 2 2.2(a)(xvi)	No
87		Portfolio Brief: Housing and Sustainable Development	Withheld	Sch 2 2.2(a)(xvi)	No
88		Portfolio Brief: Employment and Workplace Safety	Withheld	Sch 2 2.2(a)(xvi)	No
89		Portfolio Brief: Employment and Workplace Safety (other)	Withheld	Sch 2 2.2(a)(xvi)	No
90		Portfolio Brief: Community Services and Facilities	Withheld	Sch 2 2.2(a)(xvi)	No

91		Portfolio Brief: Prevention of Domestic and Family Violence	Withheld	Sch 2 2.2(a)(xvi)	No
92		Portfolio Brief: Children, Youth and Families	Withheld	Sch 2 2.2(a)(xvi)	No
93		Portfolio Brief: Disability	Withheld	Sch 2 2.2(a)(xvi)	No
94		Portfolio Brief: Multicultural Affairs	Withheld	Sch 2 2.2(a)(xvi)	No
95		Portfolio Brief: Aboriginal and Torres Strait Islander Affairs	Withheld	Sch 2 2.2(a)(xvi)	No
96		Portfolio Brief: Seniors and Veterans	Withheld	Sch 2 2.2(a)(xvi)	No
97		Portfolio Brief: Social Inclusion and Equality	Withheld	Sch 2 2.2(a)(xvi)	No
98		Portfolio Brief: Sport and Recreation	Withheld	Sch 2 2.2(a)(xvi)	No
99		Portfolio Brief: Regulatory Services	Withheld	Sch 2 2.2(a)(xvi)	No
100		Portfolio Brief: Government Services and Procurement	Withheld	Sch 2 2.2(a)(xvi)	No
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100					



October 2020

Incoming Government Briefing to the Chief Minister

Chief Minister's Portfolio Brief and Whole of Government matters

Folder 1

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Part 1: Implementing your ambition for Canberra

How we will implement your ambition for Canberra

Congratulations on your re-election to government and as the ACT Chief Minister. As you know, the COVID-19 pandemic has created a set of challenges for the community that is unprecedented in the ACT's history and we look forward to working with you to deliver your Government's economic and community recovery plans.

The Chief Minister, Treasury and Economic Development Directorate (CMTEDD) will drive your priorities forward and coordinate the delivery of your election commitments across government. We will also lead work on complex priorities or where strong cross government coordination and leadership is required, including your ongoing engagement in National Cabinet matters.

During the last term of Government you outlined a strategy to support the Canberra community by providing two tranches of economic initiatives in response to the COVID-19 pandemic. The first tranche of the Economic Survival Package was announced on 22 March 2020, followed by a further package on 2 April 2020. Key elements of this package included payroll tax waivers and deferrals, waivers of licence fees, residential and commercial rates rebates, and utilities bill rebates. Initiatives such as Jobs for Canberrans and the Fast-track Infrastructure Program have assisted job creation and provided opportunities for local companies to participate in infrastructure and maintenance work on government-owned community buildings and facilities across the city. An early decision for the government will be whether to extend or cease a number of those support measures.

The Jobs and Economic Recovery Plan released in the previous term of government outlined a recovery strategy focussed on creating an environment for growth in industries such as tertiary education, renewable energy, innovation, arts and defence industries. It is also underpinned by an ambitious infrastructure investment program and future reforms aimed at reducing regulatory burdens and improving the planning system. Its headline priority is to reach a jobs target of more than 250,000 Canberrans in employment by 2025.

As a first step to delivering the Plan, an industry engagement mechanism – the Canberra Economic Recovery Advisory Group (CERAG) – is being established to advise government on implementation of the Plan. CERAG, chaired by you, will bring together economists, industry representatives, community sector partners and unions to provide advice on how the ACT government can continue to protect and create local jobs.

The \$14 billion ACT Infrastructure Plan developed a master list of infrastructure projects over the short, medium and longer terms. The Government's four-year infrastructure investment program draws on the Infrastructure Plan to create a pipeline of work that can start now to provide support for jobs and ensure Canberra remains one of the world's most liveable cities. Your existing commitments include \$942 million in infrastructure and capital projects in 2020-21 and \$4.0 billion from 2020-21 to 2023-24. This includes \$1.7 billion provisioned for future works to be developed over the next four years and a core priority of the ACT public service is the timely delivery of your infrastructure priorities in a way that ensures value for money.

It will be important that the Government monitor progress in taking Canberra forward following the COVID-19 crisis. The ACT Wellbeing Framework is an appropriate vehicle for doing this, as the Government committed to when it announced its Community Recovery Roadmap in June 2020. The Government has committed to using the Framework to help shape future priorities, decisions and investments – with a focus on those Canberrans with lower wellbeing. Early decisions around how best to

apply and embed the Framework in the daily business of government will be beneficial to delivering the best possible outcomes for Canberrans.

Implementing the Jobs and Economic Recovery Plan

The Economic Development area of CMTEDD will be central in delivering your priorities for business, jobs creation and economic recovery. The Jobs and Economic Recovery Plan outlines a response and recovery approach grounded in supporting business and the community through the immediate impacts of COVID-19; streamlining government engagement with business; removing regulatory burden; delivering a four-year, \$4 billion Infrastructure Investment Program and engaging with industry to drive growth and investment in key and emerging sectors.

Implementing the Plan will focus on supporting the hardest hit sectors to recover from the impacts of COVID-19 – especially the accommodation & food services and arts & recreation services sectors – and leveraging Canberra’s innovative, knowledge-driven economy and status as the national capital to capitalise on our competitive advantages. Canberra’s economic resilience is driven through diversification. While public sector employment remains important, our economy has become more diverse over time through the growth of private sector businesses in knowledge industries like research and innovation, defence, space and cyber, healthcare, IT and professional services. The ACT has the highest per capita services exports thanks to the strength of its higher education, tourism and professional services sectors. A key part of the ACT’s recovery will be to maintain and build on this nation leading performance.

Immediate implementation of the Jobs and Economic Recovery Plan will consist of:

- Finalisation of the establishment of the Canberra Economic Recovery Advisory Group (CERAG); Recommendations in relation to Expressions of Interest for appointees will be prepared for your consideration, with a Cabinet process to follow confirming the CERAG membership and arrangements;
- Trial, evaluation and possible extension of the Digital Discount Voucher Program;
- Presentation to you of options for boosting digital capability and enhanced business support in vulnerable business sectors;
- Your review of the Priority Investment Program Panel’s recommendations on business cases for new project funding to Canberra businesses to support job creation and economic recovery; and
- Stand-up of the Better Regulation Taskforce.

Better Regulation Taskforce

We recommend Policy and Cabinet lead this Taskforce, which was announced as part of the Jobs and Economic Recovery Plan. The Taskforce will engage closely with the proposed Better Regulation sub-committee of CERAG. It is anticipated that staff from Treasury, Access Canberra, legislative policy and land use planning will be drawn together to progress the priority areas for the Better Regulation Taskforce as set out in the Jobs and Economic Recovery Plan:

- Expanding digital services offerings for Canberrans doing business and interacting with government services;

- Policy and Cabinet will engage with you early on your aspirations for the Taskforce and proposed timeframes.

As Chief Minister, you set the priorities of the government which has flow on consequences for the allocation of resources, policy and legislation, governance arrangements within arms-length bodies and government appointments.

CMTEDD will work with your office to reconcile the information we have collected relating to your election commitments to ensure that implementation can get underway as quickly as possible.

quick wins

longer term

Ready for implementation – these are the most straightforward commitments that can be implemented within the administrative responsibilities of your Ministers. We suggest you advise Ministers that they have authority to implement these commitments as soon as practicable.

Policy work required – these commitments require further policy work that should be progressed by your Ministers and their Directorates before coming before Cabinet. Commitments requiring legislation fall within this group.

Significant reforms – this category captures the most complex reforms that you have put forward. It is suggested that reforms in this category be subject to a structured reform process to ensure there is a strong evidence base for the reform direction and meaningful stakeholder engagement.

This simple three-part framework seeks only to consider implementation complexity – as Chief Minister, you will be able to overlay this framework by giving some commitments a higher priority than others. An early Cabinet submission setting out your key priorities will assist Ministers and Directorates to hit the ground running and focus on the most critical matters (in addition to the commissioning letter process and election commitments submission discussed below).

Next steps to deliver election commitments

We have provided a separate folder of all the election commitments made by the ALP (**Folder 2**). Included in the election commitment folder is a preliminary assessment of each commitment and, where undertaken, a link to the election commitment costings. We will work with your office to confirm your commitments, their scope, delivery timeframes, budget requirements and portfolio responsibilities. Once settled, you may wish to write a commissioning letter to each Minister confirming their respective portfolio responsibilities to deliver the election commitments for the term of the government. In addition, we can work with you and your office to nominate those commitments that can be delivered or materially progressed within the first 100 days.

A submission will be developed for you to bring to Cabinet seeking final agreement to the commitments, monitoring and accountability arrangements and frequency of internal and public reporting of commitment delivery. CMTEDD will track the implementation of election commitments and prepare material for reports that can be included with the release of subsequent budget papers.

Supporting you to communicate your priorities and engage with stakeholders

CMTEDD Communications and Engagement will continue to support you as Chief Minister and your ministers to ensure Canberrans are well informed on your government's priority policies, programs and services, and have meaningful opportunities to participate in government decision-making and see that their views are respected.

Building on the evolution of communications and engagement across the ACT Public Service we will continue to ensure these activities are focused on the government's priorities. This coordinated approach has been successful with an increase in the community feeling well informed on ACT Government services and programs from 58% in 2015, to 72% in 2019.

To ensure there is a clear top-down mandate from government on communications and engagement priorities, the directorate will prepare for you an annual whole of government Communications and Engagement Plan and associated budget, against the tiering framework.

In your ministerial portfolio responsibilities, we will support you with strategic communications strategy and planning, citizen and stakeholder engagement, media and digital media writing and production, media event planning and briefing, and marketing and advertising campaigns. This work would be informed by research, insights and evaluation.

Engagement

The directorate will support you with community, stakeholder and business/industry engagement strategies and platforms (traditional and digital), and statistically sound community views research and to inform policy development and decision-making.

We will work with you to evolve the YourSay Community Panel, which has almost 3,500 members in its first year, to enhance its capability to understand the views of stakeholder sectors such as business and industry and government's community sector partners.

Your commitment to meaningful engagement can be developed into a statement of expectations for the public service, with CMTEDD providing the guidance and internal policies to ensure the public service meets your expectations and minimum standards.

We will work with your office to progress these arrangements.

Communications

The directorate produces and publishes content on your government's priorities to key ACT Government channels and for the media. ACT Government channels managed by the directorate include:

- Our Canberra newsletter, delivered to 193,732 Canberra households and a weekly e-newsletter, delivered to 50,000 subscribers.
- Facebook (ACT Government has an average reach of 276,900 per month), including livestreaming of significant government announcements.
- All flagship ACT Government and CMTEDD websites, including ACT Government and Access Canberra websites.

In our emergency communications role, we will continue to lead the Public Information Coordination Centre (PICC) to support coordinated communications through the pandemic, ensuring all aspects of response and recovery are consistent. We are also prepared for the summer season with a review and update of the Community Communication Information Plan (CCIP) underway.

Branding

In consultation with your office we can evolve the ACT Government brand to reflect the new term of government and your one-government approach to communicating with Canberrans.

Address to your public service

To set clear direction to your public service we can support you to address the following cohorts, recognising the different emphasis for each:

- Directors-General,
- the Senior Executive Service (potentially in person or via live stream),
- CMTEDD staff (via live stream), and
- all the public service (via live stream).

Part 2: Current state of the ACT and immediate issues for consideration

The COVID-19 public health emergency

Current situation

There are no known active cases of COVID-19 in the ACT, with the last active cases having recovered on 31 July 2020. Nonetheless, there were 323 people quarantining in the ACT as at 8 October comprising individuals from Victoria, areas of concern in NSW and overseas arrivals. This does not include individuals who may be self-isolating, such as those awaiting the results of a COVID-19 test.

You have been briefed on the woman who transited through Canberra Airport for a short period and has tested positive to COVID-19. The individual, who tested positive three days after arriving in Melbourne, was asymptomatic during her stopover at Canberra Airport. ACT Health is contact tracing individuals who may have been in close contact with the woman.

Based on an assessment of current public health risks, the ACT is currently in Stage 3 (Step 3.2) of Canberra's Recovery Plan. Under arrangements that came into effect on Friday 9 October, gatherings are currently allowed to operate to a limit of 200 people where one person per 4m² can be maintained indoors and one person per 2m² for outdoor spaces.

Key decisions around the COVID-19 public health emergency

The future of the emergency declaration

The ACT has been in a declared public health emergency since 16 March 2020. The declaration remains active until 19 November 2020 at which time it will cease, unless a new extension is declared under the Public Health Act prior to that date. Several temporary legislative amendments are in force only while the public health emergency declaration remains active.

A declaration to extend the public health emergency would be formally notified by your Minister for Health "if satisfied that it is justified in the circumstances".

We will provide you with advice on whether an extension is justified, and the implications of allowing the declaration to cease.

Public health protection measures – further easing in line with local and national plans

The declaration of the public health emergency empowers the Chief Health Officer, as the statutory decision maker, to determine the public health protection measures. These are made in consultation with Directorates and Ministers to ensure that they are calibrated in a manner that achieves the public health objectives with the least disruption and cost to business and the community.

Contact tracing arrangements

Australian governments have agreed to commence a national review of systems and operations in all jurisdictions to strengthen capacity and capability to effectively test, trace and isolate cases of COVID-19.

The review will also examine information and data sharing arrangements between jurisdictions in support of these functions.

The review will be undertaken by Australia's Chief Scientist, Dr Alan Finkel AO. An invitation has been extended for you and/or your Minister for Health to meeting with Dr Finkel ahead of officials-level meetings to discuss arrangements and experiences in the ACT.

Due to the timeframe for the national review, these meetings will need to occur on or around 22 October 2020, with an exact date still to be confirmed. CMTEDD will brief you on the review and any associated issues prior to any meetings occurring.

International repatriation flights – responding to the Prime Minister's call for assistance

Under current mandatory 14-day hotel quarantine arrangements, the ACT's ability to accept international flights depends on our quarantine capacity. A notable proportion of the ACT's quarantine capacity is taken up by accommodating diplomats, government officials and Parliamentarians in home quarantine.

The ACT has indicated to the Commonwealth that it could accept an international flight of no more than 150 passengers every 16 to 18 days where there are 300 or fewer people in quarantine (hotel and home). The ACT has advised the Commonwealth that it expects to be positioned to receive international flights around the end of October-early November.

The Prime Minister wrote to you on 12 October seeking your support to bring three flights into Canberra before the end of the year, each carrying up to 150 passengers as part of the Commonwealth's efforts to bring 4,000 vulnerable Australians home by the end of the year. The Head of Service provided a holding response to the Secretary of the Department of Prime Minister and Cabinet indicating that the ACT was in caretaker and that the letter will be considered by the incoming government. A briefing and draft response will be provided for your consideration.

One-way quarantine-free travel from New Zealand to NSW and the NT commenced on 16 October 2020. This exempts arrivals from New Zealand from mandatory hotel quarantine. The ACT is expected to satisfy the Commonwealth conditions for establishing a quarantine-free travel zone, which is considered to represent a low health risk. Further details are provided in the **Incoming Government briefing on COVID-19**.

Hotel quarantine – continuing to ensure the ACT's arrangements are consistent with best practice

All travellers arriving into Australia from overseas (since 28 March 2020) have been required to complete a 14-day quarantine period in a hotel (or in other designated accommodation), unless exempt. Mandatory hotel quarantine for returned international travellers is likely to remain a vital pillar of government efforts to suppress COVID-19. Adjunct Professor Jane Halton has conducted a national review of hotel quarantine arrangements, including of arrangements in the ACT, on behalf of National Cabinet. The key interim findings of the Halton Review were that there is a heightened risk associated with using a range of different hotels for mandatory quarantine, especially where other guests may be present, staff turnover difficult to track and standard operating procedures vary.

The Deco Hotel (Property) has been identified as a primary option for the purpose of supporting mandatory quarantine of international and domestic travellers. To secure the property a contractual arrangement with a fixed fee is required for the exclusive use of the property and will also include cancellation policies, damage and other liability costs.

As hotel quarantine is expected to be an ongoing feature of Australia's response to COVID-19 there may be a need to put in place longer-term arrangements.

Responding to the Assembly Select Committee's fourth interim report and final report

The Legislative Assembly Select Committee on the COVID-19 pandemic response tabled its fourth interim report on 27 August 2020 which includes 40 recommendations. Under Standing Order 254A, the government is required to provide its response by 27 December 2020.

The Committee provided its final report on 8 October 2020, which will necessitate a government response being provided by 16 February 2021. However, since the final report does not contain any new recommendations, the Government response to the final report can be incorporated into the response to the fourth interim report and tabled before the end of the year.

The economy and ACT Budget

Current economic and fiscal status

The COVID-19 pandemic has had a significant impact on economic activity and employment in the ACT. State final demand declined by 2.2 per cent in the June quarter 2020. While this was less severe than anticipated in the August Economic and Fiscal Update (EFU) and GSP growth in 2019-20 was upgraded to 2½ per cent in the Pre-Election Budget Update, GSP growth is expected to contract by 1½ per cent in 2020-21, before rebounding to grow by 4 per cent in 2021-22 and returning to trend growth of 3½ in 2023-24. Despite this expected recovery in growth, the level of GSP is still expected to remain below pre-COVID-19 estimates across the forward estimates.

Around 10,500 jobs were lost in the period between April and May 2020 with female employees initially accounting for more than a half of the decline. Job losses also affected more young people than other cohorts. Industries severely affected by the introduction of restrictions to contain COVID-19, most notably hospitality industries lost around 5,500 jobs, and professional services lost around 5,300 jobs. The clearest example has been in the tourism sector with annual overnight visitor expenditure \$800 million lower than before the pandemic. More recently, high skilled service sectors have experienced sharp contractions in employment with education losing around 1,500 jobs between May and August.

The ACT Government's response has been effective in containing the virus with few cases reported in the ACT. This allowed the ACT to ease restrictions earlier than was the case in most other jurisdictions. As restrictions were eased, employment improved between June and August adding 11,900 jobs. The level of hours worked in the ACT is now above the level in March 2020. Female employment has recovered, young people have also re-entered the work force, but male employment remains lower by 1,800 jobs than in March 2020. The unemployment rate remains elevated at 4.2 per cent in August 2020.

While public spending is supporting state final demand, the impact of COVID-19 on the private sector remains severe. Before the JobKeeper changes came into effect on 28 September, over 12,190 of the ACT's over 30,000 businesses were receiving JobKeeper payments. This means that some current key economic indicators (such as employment) are likely to appear more positive than is actually the case. That is, measured economic activity and employment in the ACT is likely to fall as these supports are reduced. It is not clear how many businesses and jobs will not be viable at the end of the JobKeeper program in March 2021. As JobKeeper is withdrawn, fiscal and monetary policy settings will need to remain supportive of economic activity. The ACT Government's balance sheet does not, however, have the capacity to fully offset the loss of economic activity in the private sector due to COVID-19 and associated health restrictions.

Risks remain elevated. This is a difficult time to project economic activity, employment, and revenue in the ACT. The economic outlook is largely dependent on the success of containing the spread of COVID-19

and the measures required to minimise the associated risk to public health both in the ACT and in neighbouring jurisdictions. The EFU projections outline two scenarios which remain relevant: a path to stronger growth, reflecting more optimistic assumptions about our ability to contain the spread of COVID-19 which supports confidence and activity; and more pessimistic assumptions where further outbreaks of the virus lower confidence, leading to lower spending and activity. Until Australia's international borders re-open, and a vaccine is broadly available, population growth will remain a drag on economic activity relative to the pre COVID-19 experience in the ACT.

Fiscal policy at all levels of government has played a key role in supporting economic activity during the COVID-19 pandemic. In the early stages of the pandemic, direct support to households and businesses were the focus of fiscal support. As the worst of the pandemic passes, the emphasis of fiscal support will need to shift towards directly stimulating economic recovery.

Support in the recovery phase will need to continue for the next couple of years for most jurisdictions. Fiscal support can include a mix of public investment, consumption and investment incentives, and retraining programs. Public investment that increases the productive capacity of the economy is likely to provide the greatest long term benefits. Similarly, economic and regulatory reform which looks to sensibly reduce the costs and risks of private sector investment will directly support the economy and job creation.

The Commonwealth Budget included an additional \$155 million for infrastructure projects in the ACT (~\$100 million of which is in the forward estimates period). Significant projects include:

- \$87.5 million for the Molonglo River Bridge project (the full cost of this project was provisioned to be ACT Government funded in the August 2020 EFU);
- \$50 million for the Canberra – South West Corridor upgrade package (which will require matched funding);
- An additional \$15.3 million for the Monaro Highway Upgrade (in addition to the \$50 million in Commonwealth funding announced in previous budgets; this new funding will also require matched funding); and
- \$2.5 million for planning and design for Parkes Way upgrades (which will require matched funding).

The Commonwealth infrastructure investments have strict 'use it or lose it' conditions which require prompt delivery within the Commonwealth's funding timeframes. To access the Commonwealth funds the Minister responsible for roads must provide written agreement to the project terms and joint funding arrangements. The Minister for Infrastructure, Transport and Regional Development wrote to the Minister for Transport and Roads during the caretaker period seeking such agreement in line with the requirements of the *COAG Reform Fund Act 2008*.

2020-21 and 2021-22 Budget processes

2020-21 Budget

As part of a decision of national cabinet, all jurisdictions agreed to delay the usual timing of their 2020-21 annual budgets. The ACT Budget was delayed by the Government until after the recent election. The timing of the 2020-21 Budget should be finalised as a matter of urgency, so that we can prepare processes to deliver both this budget and prepare for the 2021-22 Budget.

The two options for timing of the 2020-21 Budget are either December 2020 or February 2021.

The benefit of a December budget is that it would allow you to implement urgent and/or time sensitive election commitments immediately. It would also provide a platform for making and announcing decisions about whether or not to extend a number of survival package initiatives into 2021.

Should you decide to proceed with a December budget then we recommend that you limit the consideration process to small number of election commitments. This approach would be consistent with the fact that the August EFU contained a large number of policy announcements. It would also allow you more time to fully develop more complex proposals ahead of the 2021-22 Budget.

A limited December budget would also allow Treasury to better manage the pressure on staff by creating some downtime over the Christmas period. A number of key staff have been working extended hours since early in the year to help manage the financial and policy implications of bushfires, hailstorms and COVID-19 and well as the preparation of election commitment costings, and a break will be necessary to restore their physical and mental health and wellbeing.

Under the December option a sitting day would be required in December 2020 to introduce the appropriation bills to the Assembly and any new policy decisions would need to be finalised by BCC by mid-November at the latest.

The benefit of a February budget is that it would give you more time to consider the initiatives you wished to include in the 2020-21 Budget and to run a more comprehensive (albeit still a shortened) budget process. It would also give you more time to fine tune your fiscal strategy. The downside to a February budget is that it would shorten the time available for developing the 2021-22 Budget and create considerable risks around the implementation plans for some more complex election commitments should they need to be ready for the February budget. It would also extend the pressure of staff who would effectively not be able to take a break from work until after the budget is released.

Should you decide on the February option we would recommend that the 2020-21 Budget be presented before 15 February 2021 (this is the last day that the budget review can be presented as per the FMA). Any new policy decisions would need to be finalised by BCC before the Christmas shutdown period.

In either case we recommend that you do not release budget review in 2020-21. This approach reflects that the purpose of a budget review is provide an update relative to the budget (normally 6-8 months after the budget). In the context of the delayed 2020-21 Budget, this is not relevant.

Regardless of the timing, we recommend that the 2020-21 Budget focus on the delivery of time sensitive election commitments and economic recovery initiatives while at the same time putting in place the framework for restoring the public finances.

We will provide further briefing on the budget process, including options to manage new initiatives, in the coming weeks.

2021-22 Budget

We recommend that the 2021-22 Budget be released in June 2021. An alternative option would be for an August 2021, consistent with the FMA which allows for the budget to be released up until 30 September. While this would allow additional time for preparation, this timing overlaps with the preparation of end of year financial reports, including the consolidated whole of government reports.

As is standard practice following an election, we recommend that the 2021-22 Budget is a one-stage process (i.e. no initiative concept briefs are considered) and that business cases be due in late February for consideration by BCC from late March onwards.

Further advice on the 2021-22 Budget process, including budget consultation will be provided, following your decision on timing.

Overall wellbeing of Canberrans

Current situation

In November 2019 and April/May 2020, the University of Canberra conducted a *Living Well in the ACT Region* survey as part of a broader health study being undertaken by the University. This provided the opportunity to understand from Canberrans how the events of recent times ('from smoke to COVID-19') had impacted their wellbeing. The results of the survey are expected to be released publicly by the University shortly. The University is intending to conduct a follow-up survey in November 2020.

Key themes arising from the University of Canberra survey and related Directorate analysis during July include:

- The average level of wellbeing fell significantly across the ACT between November 2019 and May 2020, with many (but not all) experiencing a decline in their wellbeing. Wellbeing changes on this scale typically only occur when large-scale events affect a high proportion of the community.
- The impacts of these events have not been felt evenly across the community: some people have experienced significant challenges to their wellbeing. Of particular concern are some groups who were already struggling, and whose wellbeing has been further challenged. This trend can be seen in areas such as mental health, general health, and reported levels of loneliness.
- New cohorts of Canberrans may emerge as vulnerable from the events of this year, including people who have not needed to rely on support services in the past and never expected they would require assistance. It will be important to identify emerging support needs for these groups, and how best to deliver support.
- Longer-term impacts will continue to emerge for some time. For example, some of those experiencing increases in anxiety in the short term may go on to experience longer-term mental health issues.
- There has been significant adaptation across government to provide necessary services in ways consistent with social distancing. These changes have proven challenging for some Canberrans who may not have had the capacity, awareness or confidence to engage.
- Whilst focusing on the wellbeing of the general public, it will also be important to reflect on the pressures that have been borne by our essential workers. Emergency services providers, Access Canberra, health and hospital staff, teachers, cleaners and many others who have all needed to adapt, maintain personal resilience and focus – all in the face of personal risk.
- The smoke events and COVID-19 have had major impacts on how we connect socially across Canberra. Some of our new ways of connecting may not give all the same benefits to wellbeing as our traditional forms of face-to-face connection. Social distancing restrictions have brought many households together but at the same time have brought greater isolation, loneliness and anxiety for a significant proportion of Canberrans.
- Women have been disproportionately affected by the impacts of COVID-19. They suffered disproportional job loss in the economic downturn, have been more likely to take on additional home-schooling and caring responsibilities; many while also needing to maintain their paid employment hours.
- Young people have also been heavily impacted by the events of the year, including in the areas of schooling and education, potential job prospects, levels of anxiety and concerns for the

environment. Job losses and reduced working hours have been disproportionately experienced by younger adults.

- Despite the many challenges, resilience and coming together are emerging as key strengths for Canberra in 2020. Our sense of belonging and identity and pride in Canberra remains strong. And for the majority of Canberrans our wellbeing remains good. So, our foundations for resilience appear healthy. This means we have a strong base of wellbeing from which to continue supporting people to live well through challenging times and enable recovery in the longer term.

It should be noted that these results relate only to the surveyed and near period and the November 2020 update survey by the University of Canberra will give further insight into movements in key indicators as a result of the prevailing COVID-19 circumstances in the ACT.

Embedding wellbeing and evaluation into decision-making processes

A key next step with the Wellbeing Framework is the release of an initial data dashboard of indicator measures. At the time of the March launch, a commitment was made to release this dashboard in the second half of 2020. Work is continuing through the Wellbeing Sub-committee of Policy Council to enable release in December; however it will be important to discuss this with you, especially in light of revised Budget timing.

We are working with Community Services Directorate (policy lead) and through the Sub-committee to facilitate preparation of a wellbeing report on *Children and Young People* – which would be the first report relating to the eight specific community groups identified in the Framework. The Minister for Children, Youth and Families in the 9th Assembly expressed interest in releasing this report on Canberra Day 2021.

We are also progressing consideration of how we embed the Framework in the business practices of the ACT Public Service and decision-making processes of government. This will be an evolving process as we learn more about what it means to consider wellbeing issues as part of our daily work.

It had been intended to commence this process through piloting new assessment tools in the context of the June 2020 Budget process. The delay in the Budget meant that this did not happen, and the events of COVID-19 and focus on the ACT response has meant that a widespread education campaign across Directorates and agencies has not been possible, or indeed sensible, in the circumstances.

This process should now commence in a post-election context and as we hopefully move out of the peak of the COVID-19 health response and into the recovery phase. In the context of releasing the Community Recovery Plan in June the Government committed to using the Framework to tell the story of ACT's recovery. We will seek your guidance separately on the timing of that reporting (noting that an initial dashboard of indicator data is being prepared for possible release in December).

The embedding process will seek to ensure that wellbeing considerations (reflecting the Domains and their inter-relationships) are part of the policy development, program design, evaluation and decision-making processes of the Government. Appropriate tools are being developed to assist Directorates and agencies in that task.

We will need to discuss with you the timing of bringing wellbeing into the Budget and Cabinet processes. With respect to the Budget, we are conscious that much of the 2020-21 and 2021-22 Budgets will likely be framed by decisions already taken in 2020 and election commitments. This means there would likely be limited scope to use the Framework to shape new initiatives from a wellbeing perspective. As such, it may be better to focus on using the Framework as a tool to tell the wellbeing story in the context of COVID-19 and the Government's approach to recovery (consistent with the Community Recovery Plan commitment). You will recall that this type of approach had been considered in the context of the August Economic and Fiscal Update.

Rather than being used to shape individual decisions as part of upcoming Budget processes, the Wellbeing Framework could play a role in considering the areas in which any future spending priorities should lie

(based on analysis of domain outcomes and current initiatives). This could be extended to framing any review of current programs in a wellbeing context (that is, going to the question of net spending rather than just new spending).

You have committed to also embedding wellbeing considerations in Cabinet processes, including by replacing the current Triple Bottom Line assessment. Subject to further discussion with you, we believe 1 July 2021 would be an appropriate date to commence new Cabinet processes. This will allow time for necessary legislative amendment to the FOI provisions and would allow for commencement outside the busy Budget cycle.

Overall, we intend to embed arrangements that ensure wellbeing is considered at all key steps in the policy process – from initial conception through to review. This will provide the opportunity to give greater focus to evaluation of policies and programs, which will in turn support decision making with regard to existing programs that may need to be ceased or adapted based on new priorities or in response to trends emerging through wellbeing analysis.

The embedding of more evaluative processes alongside the Wellbeing Framework will also ensure the Government is well placed to respond to the fiscal challenges imposed by the COVID-19 response and recovery, by ensuring there is a sound evidence base regarding the effectiveness of existing and new programs and policies.

Risk environment – (Non COVID)

Natural hazards

The Bureau of Meteorology outlook indicates a La Niña weather pattern is established in the tropical Pacific. Climate models indicate this La Niña event will persist until at least January 2021. This will mean a wetter summer period, with increased chance of riverine flooding. Heat events will be less intense, but longer in duration. This also indicates emergency incidents may be shorter in duration, with particular risk of fast-moving grassfires, storm damage and localised flash flooding.

Pre-season preparedness activities are well underway by directorates.

Cyber

With a growing use of digital products and services, particularly in the climate of COVID-19 and geopolitical tensions, there has been a significant increase in both the frequency and scale of cyber-attacks on a range of sectors including government, supply chains, health and other essential services. The Prime Minister announced on 10 June 2020 that Australian organisations have come under cyber-attack by a state-based actor with very significant capabilities. As these cyber threats continue to advance, so must our capabilities to improve resilience to these threats.

Security and Emergency Management Committee of Cabinet

You may wish to convene a Security and Emergency Management Committee of Cabinet (SEMC) meeting within the first few weeks of the re-establishment of the Government, particularly if your Cabinet contains new Ministers, for members of your Cabinet to receive a briefing on:

- the COVID emergency,
- an update from the most recent national Cabinet meeting,

- and the communications and messaging for the Canberra community, and
- a pre-season bushfire update before it commences on 1 November 2020.

ACT Public Service

The response to the COVID-19 pandemic

The novel coronavirus ('COVID-19') emergency has presented the ACT Public Service (ACTPS) with unprecedented challenges requiring innovation, collaboration, resilience and flexibility.

It has precipitated the need to identify and develop workforce capabilities and the operating environment required to deliver current and future government priorities in a very different context. There has been a significant focus on service delivery, and the decision-making around that should resource availability be restricted due to the Pandemic.

Another focus has been to ensure Canberrans remain in paid and productive work wherever possible. Our public sector employees have remained in paid employment and projects have been brought forward where possible to provide job opportunities through the Jobs for Canberrans initiative.

There are many examples where new ways of working, service offerings or alternate digital service offerings have been utilised to improve and simplify the way the Service works and focus on citizen's circumstances and needs.

The people issues that have arisen with the transition to a new ACTPS operational working environment have so far been managed. While the Service has quickly adapted and responded to the Pandemic there are challenges which may lay ahead. The Pandemic is likely to be of a much longer-term duration than at first thought. Employee fatigue, complacency and burn out are all risks which could jeopardise the response to the Pandemic. The Service is taking steps to ensure that these matters and many others, are recognised, assessed and planned for.

The COVID-19 pandemic has built on our One-Service approach and the leaders of the Service remain vigilant to ensure the enormous gains are not diminished over time as the COVID-19 Pandemic slowly fades.

Other key workforce issues

There are a number of workforce related issues which the new Government will need to consider.

- Most of the ACT enterprise agreements expire at the end of October 2021. Bargaining to replace them is due to commence in February-March 2021. The new Government will need to consider and finalise an approach at that time.
- The negotiations for a new Nursing and Midwifery Agreement are expected to conclude early in the new Government's term. This will include the staged implementation of Nurse-Patient ratios – a new initiative for the ACT.
- The COVID-19 Pandemic has required urgent adjustments to be made to the employment framework. These need to be reframed into the agreements and PSM Act to ensure the employment framework is responsive and contemporary. This will necessitate a review and likely changes to the PSM Act coupled with changes to the enterprise agreements to be advanced through bargaining.

Other upcoming decision points and events

TOPIC AND TIMING	DETAILS
<i>ASAP Response to the Prime Minister's request to return vulnerable Australians</i>	The Prime Minister wrote to you on 12 October seeking your agreement to Canberra airport receiving three flights of 150 people each (450 people total) as part of the Federal Government's efforts to return 4,000 vulnerable Australians before the end of the year.
<i>22 October 2020 Contact Tracing Review Workshop</i>	<i>Dr Alan Finkel has requested a presentation by the Chief Minister and Minister for Health, as well as senior officials, to assist his review of contact tracing in Australia. Policy and Cabinet is coordinating in tandem with the Office of the Chief Health Officer.</i> Note: Senior Officials only may attend pending caretaker status. The NSW Premier and Health Minister have already participated in a similar workshop with Dr Finkel.
<i>23 October 2020 National Cabinet</i>	You will recommence your engagement with other First Ministers through National Cabinet.
<i>19 November 2020 Expiration of Public Health Emergency</i>	Without action, the Public Health Emergency expires on 19 November 2020.
<i>Intergovernmental Agreement for the Australian Consumer Law</i>	PCD will brief you regarding this intergovernmental agreement.
<i>Enterprise Bargaining commences</i>	<i>Most of the ACT enterprise agreements expire at the end of October 2021. Bargaining to replace them is due to commence in February-March 2021.</i> WCAG will brief you on the bargaining process.
<i>Secure Local Jobs Code Review February 2021</i>	<i>The Advisory Council has commenced a review into the Code with findings due to be delivered by 15 January 2021.</i>
<i>Commencement of amendments to the Public Interest Disclosure Act 4 March 2021.</i>	<i>Referral of Public Interest Disclosure matters to the Integrity Commission for consideration, referral, or investigations.</i>
<i>Norfolk Island</i>	<i>During caretaker Commonwealth officials made a new request for the ACT to provide services to Norfolk Island, a previous request had been declined. It is likely that either the Prime Minister or Minister for Territories will contact you to further discuss the Commonwealth proposal. We can provide you with a briefing on this latest request.</i>

Part 3: Processes to re-establish government in the 10th Assembly

Ceremonial sitting day

The Legislative Assembly must meet within seven days of the result of a general election being declared (referred to as the ceremonial sitting day). On the ceremonial sitting day Members elect a Presiding Officer (Speaker) and before any other business, elect a Chief Minister, then a Deputy Speaker and where necessary, elect the Leader of Opposition.

On the ceremonial sitting day, a motion will need to be moved to schedule the sitting days for the remainder of 2020. This motion can be moved by you, or the Manager of Government Business (MGB). The Government may wish to follow the ceremonial sitting day with one or more ordinary sitting weeks in 2020 to allow for inaugural speeches, the establishment and appointment of committees, agreeing to the sitting pattern for 2021 and to attend to any urgent business. CMTEDD will assist in preparing and scheduling the required motions.

Establishment of Assembly Committees

CMTEDD will provide a draft Assembly motion to the MGB for the establishment of Assembly Committees.

The Standing Committee on Administration and Procedure conducted an inquiry into possible structure of the committee system for the 10th Legislative Assembly and presented its report to the Assembly on 20 August 2020. The report made a number of recommendations for the Assembly to consider when establishing the committee structure for the 10th Assembly. CMTEDD will prepare a brief addressing the recommendations for consideration prior to the establishment of committees on the second sitting day of the 10th Assembly.

Government Legislation

A draft legislation program was developed during caretaker. A brief to you will propose Cabinet agreement to the draft program and possible introduction during the first sitting period of the 10th Assembly. This will allow the government to introduce legislation in the first sitting period of the 10th Assembly and have legislation available for debate in the first sitting period of 2021.

A brief will be provided to you seeking agreement to compile legislative bids that will result in the 2021 Legislation Program.

Administrative Arrangements

CMTEDD will support you to appoint Ministers and determine the Administrative Arrangements. The Head of Service can provide you with options around the structure of Directorates to support the economic and community recovery focus of your Government.

October 2020

Brief for incoming Ministers

Canberra Health Services

Covering portfolios:

- Health
- Mental Health

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Senior executive staff and contact details

Name and Division	Phone	Email		
Director-General				
Bernadette McDonald Chief Executive Officer		Bernadette.McDonald@act.gov.au		
Business Manager: Nicole Stevenson		CEOHealth@act.gov.au		
Executive Officer: Christine Whittall		CEOHealth@act.gov.au		
Executive Assistant: Olivia Tzavalas		CEOHealth@act.gov.au		
Deputy Directors-General				
Dave Pepper, Deputy Chief Executive Officer		Dave.Pepper@act.gov.au		
Denise Patterson, Chief Operating Officer		Denise.Patterson@act.gov.au		
Andrew Gay, Chief Financial Officer Executive Group Manager Finance and Business Intelligence		AndrewD.Gay@act.gov.au		
Executive Group Managers and Ex				
Janine Hammat, Executive Group Manager People and Culture		Janine.Hammat@act.gov.au CHSPeople-Culture@act.gov.au		

Colm Mooney, Executive Group Manager Infrastructure and Health Support Services		Colm.Mooney@act.gov.au IHSS@act.gov.au	
Cathie O'Neill, Executive Director Cancer and Ambulatory Support		Cathie.O'Neill@act.gov.au CHS.CAS@act.gov.au	
Lisa Gilmore, Executive Director Surgery		Lisa.Gilmore@act.gov.au EDDoS@act.gov.au	
Karen Grace, Executive Director Mental Health Justice Health and Alcohol and Drug Services		Karen.Grace@act.gov.au CHS.EDMHJHADS@act.gov.au	
Jacqui Taylor, Executive Director Medicine		Jacqui.H.Taylor@act.gov.au CHSDOM@act.gov.au	
Jo Morris, A/g Executive Director Rehabilitation Aged and Community Services, Executive Director Allied Health		Jo.Morris@act.gov.au RACCExecutiveofficer@act.gov.au	
Daniel Wood, Executive Director Nursing and Midwifery and Patient Support Services		Daniel.Wood@act.gov.au CHS.NMPSS@act.gov.au	
Boon Lim, A/g Executive Director Women Youth and Children		Boon.Lim@act.gov.au Chs.wycexecutiveoffice@act.gov.au	

Nicholas Coatsworth, Executive Director Medical Services		Nicholas.Coatsworth@act.gov.au EDMS@act.gov.au	
Jane Dahlstrom, Executive Director Pathology		Jane.Dahlstrom@act.gov.au ACTPathologyED@act.gov.au	

Directorate overview

Background

Canberra Health Services (CHS) is focused on delivering exceptional care that is safe, effective, personal, well-led, accessible, and connected.

We provide services to the Australian Capital Territory (ACT)—a catchment of approximately 400,000 people. We also service the surrounding Southern New South Wales region which includes the Bega Valley, Bombala, Cooma-Monaro, Eurobodalla, Goulburn, Mulwaree, Palerang, Queanbeyan, Snowy River, Upper Lachlan Shire and the Yass Valley.

CHS works in partnership with the ACT Health Directorate, which has a stewardship role for the whole health system. This includes driving collaboration across the system with responsibility for outcomes, including the health of the ACT population. On the interaction of policy advice and operation of the publicly owned clinical service system, both the ACT Health Directorate and Canberra Health Services work together to provide sound advice to Ministers.

Services provided

We provide a range of publicly funded acute, sub-acute, primary and community-based health services to people in the ACT and surrounding New South Wales region. These services are provided through:

- Canberra Hospital – a modern 600-bed tertiary hospital providing trauma services and most major medical and surgical sub-specialty services
- University of Canberra Hospital – a specialist centre for rehabilitation, recovery, and research with 140 inpatient beds, 75 day-bed places and additional outpatient services
- Community health centres – six centres providing a range of general and specialist health services to people of all ages
- Walk-in Centres – five centres providing free treatment for minor illness and injury
- Community based health services – ranging from early childhood services, youth and women's health to dental health, mental health and alcohol and drug services.

Please see below for our Directorates organisational structure.

Our vision, role and values

Our vision and role reflect what we want our health service to stand for, to be known for and to deliver every day. They are more than just words, they are our promise to each other, to our patients and their families and to the community. Our team members all have a role to play in delivering on this promise.

Our vision: Creating exceptional health care together

Together we are a caring team.

Our role: To be a health service that is trusted by our community

We build trust with our community at all stages of their health journey.

Our values, together with our vision and role, tell the world what we stand for as an organisation

Reliable—means we will always do what we say.

Progressive—means we will embrace innovation.

Respectful—means we value everyone.

Kind—means we make everyone feel welcome and safe.

CHS Strategic Plan 2020-2023

CHS Strategic Plan 2020-2023 sets a clear path forward for the organisation to deliver against our vision of creating exceptional health care together for our consumers, their families and carers. To ensure the plan generates meaningful change within our organisation, we use our Exceptional Care Framework, Clinical Governance Framework and annual Corporate and Division Business Plans to translate our vision into every-day actions.

In addition, we are currently developing our Clinical Services Plan 2020-2030, aligned to the Territory Wide Clinical Services Plan, which articulates a series of strategic directions to optimise service delivery and improve access to care.

Our strategic priorities for 2020-2023 are:

1. **Personal health services:** we will improve the experience of our consumers by listening, engaging, and designing models of care that deliver the highest standards of safety and quality in a timely way.
2. **A great place to work:** we will create the environment to attract, recruit, develop and retain the highest calibre talent. A culture of open and honest communication, in a supportive environment, will support our people to be their best and grow professionally.
3. **A leading specialist provider:** we will assume our role as a specialist provider of tertiary health services that are appropriate for our catchment population across ACT and NSW. We will be leaders in key areas of research, education, and clinical excellence.
4. **A partner to improve people's health:** we will work in partnerships to tackle barriers to health care, providing inclusive, culturally appropriate, psychologically safe, and respectful services.

These priorities strongly align with your commitment to deliver better healthcare when and where Canberrans need it, with more healthcare workers and the infrastructure needed for the future. This will include new Walk in Centres, including expansion of services provided and a northside elective surgery centre.

We will develop a timeline for efficient delivery on your priorities by providing advice on opportunities for fast tracking commitments that can leverage on existing projects and investments, such as the dedicated palliative care ward at Canberra Hospital and continuing investment in mental health services where they are needed, particularly during the COVID-19 pandemic.

Further details on delivering on your priorities are outlined in the Health Portfolio Brief.

Organisational structure

Chief Executive Officer

Leads the delivery of our vision and strategic goals and is supported by a team of executives to lead each Division of the organisation. The Chief Executive Officer has overall accountability for both clinical and corporate governance and is responsible for overseeing progress against strategic objectives.

Clinical Services

Led by the Chief Operating Officer, our clinical service divisions oversee the delivery of a comprehensive range of health services for the population of the ACT and surrounds.

Division of Cancer and Ambulatory Support

Provides a comprehensive range of cancer screening, assessment, diagnostic, treatment, and support services. The Division also provides palliative care, immunology, Walk-in Centres, and support to ambulatory (outpatient) services across our organisation. These services are provided through inpatient and outpatient community settings.

Women, Youth and Children Services

Provides a broad range of primary, secondary, and tertiary health care services. Service provision is based on a family-centred, interdisciplinary approach to care, in partnership with consumers and other service providers.

Division of Surgery

Responsible for delivering emergency and elective surgery and a range of surgical management services. The division also manages the chronic and acute pain management services to inpatients and outpatients at CHS, the Intensive Care Unit, Medical Emergency Team, Trauma Service, Capital Regional Retrieval Service, as well as ophthalmology services through the CHS Eye Clinic.

Division of Medicine

Provides adult and emergency medicine services in inpatient, outpatient, and community settings. It includes the Canberra Hospital Emergency Department, ACT Diabetes Service, Canberra Clinical Genomics Service, Canberra Sexual Health Clinic and Clinical Forensic Medicine as well as renal, dermatology and infectious diseases sections.

Rehabilitation, Aged and Community Services

Provides integrated services for rehabilitation, aged care, and a range of community-based supports for people with acute, post-acute and long-term illnesses. A range of subacute inpatient rehabilitation services for adults are provided at the University of Canberra Hospital, including aged care inpatients in the older persons rehabilitation ward, general rehabilitation ward and the neurological rehabilitation ward.

A range of dental services are provided to eligible ACT residents including diagnostic, preventative, restorative, oral surgery, and dentures.

Mental Health, Justice Health and Alcohol and Drug Services

Provides a range of health care directly, and through partnerships with community organisations, including prevention and treatment to recovery and maintenance and harm minimisation.

Medical Services Group

Provides professional oversight of CHS medical staff with operational oversight of the services ordered by medical staff in the diagnosis and treatment of patients. The division provides high level insight and guidance on the operation of patient care systems and processes to improve access, performance, and links across CHS and other ACT services. This division includes Pathology, Medical Imaging, Junior Medical Officer Support and Pharmacy.

Nursing and Midwifery and Patient Support Services

Plays a key role in developing a collaborative and strategic approach to nursing and midwifery and patient support services for CHS, including setting the strategic, professional, and workforce-oriented agenda.

Allied Health

The Division of Allied Health brings together Acute Allied Health Services and the Allied Health Clinical Education Unit. These departments include health professionals, allied health assistants, administration, and support staff.

Corporate Services

Strategy, Policy and Planning

Led by the Deputy Chief Executive Officer, this division includes the Policy, Risk, Insurance and Legal Liaison, Government Relations, Communications and Engagement, Recovery and Reform, and Territory Wide Surgical Services teams.

Leads and supports the development and implementation of organisation-wide strategy and related projects. We are the key interface between Cabinet, Ministers, other ACT Public Service Directorates and CHS.

The Territory Wide Surgical Services team oversees all ACT elective surgery delivery across public and private facilities. It monitors elective surgery waitlist performance and develops strategies to handle increasing demand, including commissioning additional surgeries, growing partnerships with private hospitals, and reviewing current infrastructure.

Quality, Safety, Innovation and Improvement

Promotes, facilitates, and enables patient safety, quality improvement and innovation. This is achieved by safeguarding high standards of care through developing supporting policies, procedures, consumer engagement strategies, reporting and investigating reported incidents, and communicating themed patient safety issues and risks to the organisation. We are continually improving the quality of the services through active teaching, coaching, facilitating improvement and quality assurance programs, and providing information for service improvement.

Infrastructure and Health Support Services

Responsible for Facilities Management and Maintenance, Capital Project Delivery, Operational Support Services, Logistics Support Services, Accommodation and Leasing, Contract Management and Campus Modernisation activities associated with the Canberra Hospital Expansion project. Included within its remit are food services, sterilising services, security, fire safety and emergency response, vehicle fleet management, cleaning services, parking, and volunteer management.

People and Culture

Responsible for providing strategic leadership, advice, and operational implementation of Human Resource (HR) strategies relating to a diverse range of HR and industrial relations functions across CHS.

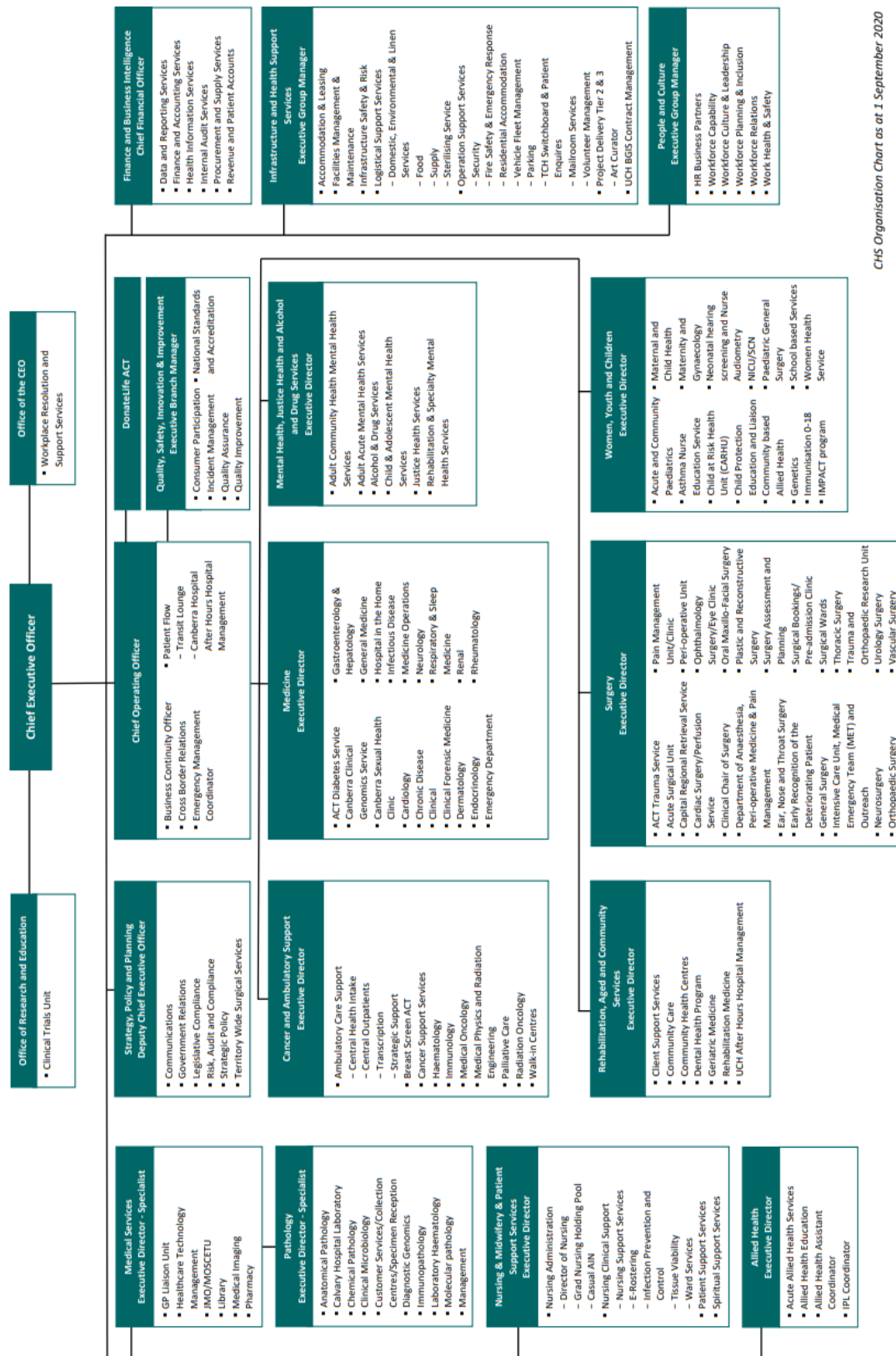
Finance and Business Intelligence

Led by the Chief Financial Officer, this division is responsible for developing and maintaining budgets, financial management, and providing strong operational finance and performance reporting analysis across the health service.

Office of Research and Education

Provides leadership and strategic direction ensuring targeted research and education programs for our organisation and academic partners. CHS is committed to providing the ACT and region with the best possible health care through continuous improvements and evidence-based innovations.

Organisation chart



CHS Organisation Chart as at 1 September 2020

Directorate financial overview

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	1,397,650	1,373,820	1,397,780	1,416,942
Controlled – capital injection	78,941	45,672	28,687	4,434
Territorial – expenses	0	0	0	0
Territorial – capital injection	0	0	0	0

Further financial information is included in the Health Portfolio brief.

October 2020

Brief for Incoming Ministers

Chief Minister, Treasury and Economic Development Directorate

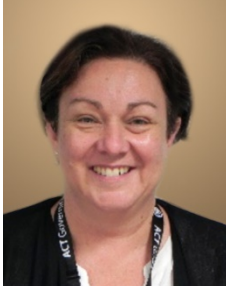
Covering portfolios:

- Chief Minister
- Treasurer
- Social inclusion and equality
- Tertiary education
- Trade, industry and investment
- Tourism and special events
- Advanced technology and space industries
- Arts, creative industries and cultural events
- Sport and recreation
- Regulatory services
- Business
- Employment and workplace safety
- Government services and procurement

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Senior executive staff and contact details

Name	Phone	Email	
Chief Ministers stream, Director-General			
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<i>Executive Assistant:</i> Sarah Kalleske		sarah.kalleske@act.gov.au	
Chief Ministers stre			
Leesa Croke, Policy and Cabinet		leesa.croke@act.gov.au	
Damian West, Workforce Capability and Governance		damian.west@act.gov.au	

Bettina Konti, Office of the Chief Digital Officer		bettina.konti@act.gov.au	
Kareena Arthy, Economic Development		kareena.arthy@act.gov.au	
David Pryce, Access Canberra		david.pryce@act.gov.au	
Communications and			
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Chief Finance Office			
Paul Ogden Executive Group Manager, Strategic Finance Chief Financial Officer		paul.ogden@act.gov.au	

Corporate			
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Cabinet, Assembly and Government Business			
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Treasury Stream, Un			
David Nicol		david.nicol@act.gov.au	
<i>Executive Assistant:</i> Joice Birkett		Joice.birkett@act.gov.au	
Treasury Stream, De			
Stephen Miners, Economic, Budget and Industrial Relations		stephen.miners@act.gov.au	

Shaun Strachan, Commercial Services and Infrastructure		shaun.strachan@act.gov.au	

Directorate overview

The Chief Minister, Treasury Economic Development Directorate

The Chief Minister, Treasury and Economic Development Directorate leads the public sector and works collaboratively both within government and with the community to achieve positive outcomes.

As a central agency, Chief Minister, Treasury and Economic Development Directorate provides strategic advice and support to you as Chief Minister on policy, economic and financial matters, service delivery, whole of government issues and intergovernmental relations.

The Directorate facilitates the implementation of government priorities, drives initiatives, and leads the strategic direction of the ACT Public Service to ensure that it is well positioned to perform its role in delivering your Government's priorities.

Chief Minister stream

Head of Service and Director-General – Kathy Leigh

The Head of Service is the Director-General and leads the Chief Minister stream. The Director-General provides high level strategic advice to the Chief Minister and is Secretary to the Cabinet. As Head of Service the Director-General provides whole of government leadership and strategic direction to the ACT Public Service and chairs the ACT Public Service Strategic Board.

Policy and Cabinet – Deputy Director-General – Leesa Croke

Policy and Cabinet provides advice, support and direction across the ACT Public Service on complex policy matters, incorporating a central agency coordination role in strategic planning, social and economic policy, spatial planning, regional policy and engagement, and across-government regulatory reform. Policy and Cabinet will play a key role in driving your priorities forward and coordinating the delivery of your election commitments across government. We will also lead work on complex priorities or where strong cross government coordination and leadership is required including the Better Regulation Taskforce.

Policy and Cabinet will provide policy advice and support to you as the Chair of Cabinet. Policy and Cabinet will also support you as Chief Minister in intergovernmental forums, including the National Cabinet, the Council for the Australian Federation, and the Council of Capital City Lord Mayors.

Policy and Cabinet manages and coordinates the ACT's relationships with other jurisdictions, most significantly with the Commonwealth, NSW, Australia's other capital cities and NSW Councils surrounding the ACT.

Policy and Cabinet fulfils the functions of the Territory Records Office.

Workforce Capability and Governance – Deputy Director-General – Damian West

Workforce Capability and Governance leads the development of the public service and advises on ACT public sector employment legislation, industrial relations and human resource management. Workforce Capability and Governance provides support to the ACT Remuneration Tribunal and the Public Sector Standards Commissioner, Mr Ian McPhee AO PSM.

Workforce Capability and Governance focuses on governance, regulation and capability building for the ACT Public Service. Workforce Capability and Governance will support the Government to achieve its objectives to grow the ACT Public Service to ensure continuation of services that Canberra relies on. We will develop a whole-of-service vision for the ACT Public Service including workforce models and supporting culture and practice. Workforce Capability and Governance will ensure the ACT Public Service has the workforce and employment settings required to deliver the Government's priorities and enable a modernised and flexible workforce. Key components of the program will include:

- > Developing a future work strategy to enable the workforce capability required to deliver Government priorities for the ACT Public Service and maintain and increase productivity.
- > Delivering a responsive and contemporary employment framework that drives high performance across the ACT Public Service.
- > Delivering insights into the emerging needs of the ACT Public Service workforce through developing an ACT Public Service workforce capability framework to ensure a dynamic and agile future public service.
- > Ensuring the highest standards of professional integrity are met.

Workforce Capability and Governance collectively manages 18 enterprise agreements, the *Public Sector Management Act 1994* and the *Public Sector Management Standards 2016*.

Office of the Chief Digital Officer – Deputy Director-General – Bettina Konti

The Chief Digital Officer leads whole of government strategic advice for information and communications technology, including data and digital change. The Chief Digital Officer has responsibility for:

- > setting the strategic direction, policy and standards for whole of government ICT including service delivery to the community
- > improving whole of government ICT investment management
- > undertaking research and analysis to support strategic policy advice on current and emerging ICT and digital policy issues and initiatives
- > shaping and sponsoring the development of whole of government ICT capability.

The Chief Digital Officer manages:

- > the ACT Digital Program to deliver transformed digital services to the community through the ACT Digital Account
- > the ACT Data Analytics Centre to deliver transformed data and analytics services, enabling safe and trusted sharing and public release of government data assets through improved data governance and management practices.

The Chief Digital Officer will work across government to support the delivery of your priorities.

Economic Development – Deputy Director-General – Kareena Arthy

Economic Development will drive your Government's priorities for business, jobs creation and economic recovery. Economic Development has responsibility for areas that build a resilient economy through diversification and make Canberra a vibrant place to live.

Economic Development's areas include:

- > industry, innovation, trade and investment
- > skilled migration
- > tertiary education and skills development, comprising vocational education and training, higher education and research
- > tourism and events
- > sport and recreation
- > arts and creative industries.

Economic Development will lead the implementation of the Jobs and Economic Recovery Plan that provides a response and recovery approach grounded in supporting business and the community through the immediate impacts of COVID-19. Implementing the Plan will focus on supporting the hardest hit sectors to recover from the impacts of COVID-19, including accommodation and hospitality, arts and recreation services sectors and

leveraging Canberra's innovative, knowledge-driven economy and status as the national capital to capitalise on our competitive advantages.

As a first step to delivering the Plan, Economic Development will work with you to establish the Canberra Economic Recovery Advisory Group.

Access Canberra – Deputy Director-General – David Pryce

Access Canberra provides a one-stop shop for the ACT Government's customer and regulatory services; an easy, streamlined service for community, business and industry to access government information and undertake transactions through a "no wrong door" approach. It has 600 regulators, customer service officers and enabling staff responsible for administering around 140 different pieces of legislation and subordinate law.

The organisation works in a connected way across government to cut red tape and make doing business with government easier. Central to this is listening to the community, business and industry and other key stakeholders to balance accessibility of services with innovation and streamlined service delivery and regulation.

Access Canberra is ready to support the implementation of the Government's priorities as a customer service agency and the regulator. Your portfolio will be central to driving Canberra's economic recovery from COVID-19. Throughout the recovery process, it will be critical to balance measures that stimulate Canberra's economy with the need to ensure ongoing safety of our community.

Communications and Engagement – Executive Group Manager – Anita Perkins

Communications and Engagement will support you as Chief Minister to ensure the community is well informed on your Government's priorities, policies, programs and services, as well as their rights and obligations as citizens. We will coordinate communications and engagement activities across the ACT Public Service to ensure prioritisation of messaging. Communications and engagement will also support the Government to ensure all Canberrans to have the opportunity to participate in the development of government policy.

Communications and Engagement produces and publishes creative and targeted content across a range of digital and traditional channels, works with local media, and is responsible for whole of government engagement policy and platforms.

We will also support the Government to recognise outstanding citizens through local and national awards programs and support you as first minister of the ACT in protocols and ceremonial events.

In your ministerial portfolio responsibilities, we will provide strategic communications strategy and planning, citizen and stakeholder engagement, media and digital media writing and production, media event planning and briefing, and marketing and advertising campaigns.

Strategic Finance – Chief Finance Officer – Paul Ogden

Strategic Finance provides financial and budgetary management support to the ACT Executive and the Directorate. This includes the development of external and internal budgets, budget papers, financial administration, strategic monthly finance and annual reporting and monitoring and reporting on capital works and assets.

Corporate – Executive Group Manager – Robert Wright

Corporate provides support to the ACT Executive including the provision of business support services.

Corporate also supports the Directorate through the delivery of a range of strategic, governance, organisational development, administrative, digital transformation and human resource functions. The Executive Group Manager is the Senior Executive Responsible for Business Integrity and Risk.

Further briefing can be provided on these areas of the Chief Minister stream.

Treasury stream

Under Treasurer – David Nicol

The Under Treasurer provides strategic financial and economic policy advice to the Treasurer. The Under Treasurer leads the Treasury stream.

Treasury is responsible for providing advice and delivering services to the ACT Government to help improve the Territory's financial position and economic management. Treasury plays a leading role in promoting accountability and transparency of services and resource management to the community. This is achieved by implementing sound financial policies, best management practices, robust analysis and effective input into major change initiatives across the ACT Public Service.

Treasury will lead the delivery of your Government's priorities, in particular your economic and community recovery plans in response to the COVID-19 pandemic.

Economic, Budget and Industrial Relations – Deputy Under Treasurer – Stephen Miners

Economic Budget and Industrial Relations comprises the Economic and Financial Group, Finance and Budgets, Revenue Management (incorporating the ACT Revenue Office), and Workplace Safety and Industrial Relations. It is responsible for collecting and managing taxation revenue; managing the Government's financial assets and liabilities, including superannuation liabilities and investments; as well as providing advice to the Government and ACT agencies on the Territory's budget and financial management, economic and revenue forecasting and policy, federal financial relations, accounting policy and workplace safety and industrial relations legislation and policy.

Economic, Budget and Industrial Relations will provide policy advice and support to implement your Government's economic initiatives to support the Canberra community recovery from the COVID-19 pandemic.

Commercial Services and Infrastructure – Deputy Under Treasurer – Shaun Strachan

Commercial Services and Infrastructure comprises five key service delivery areas:

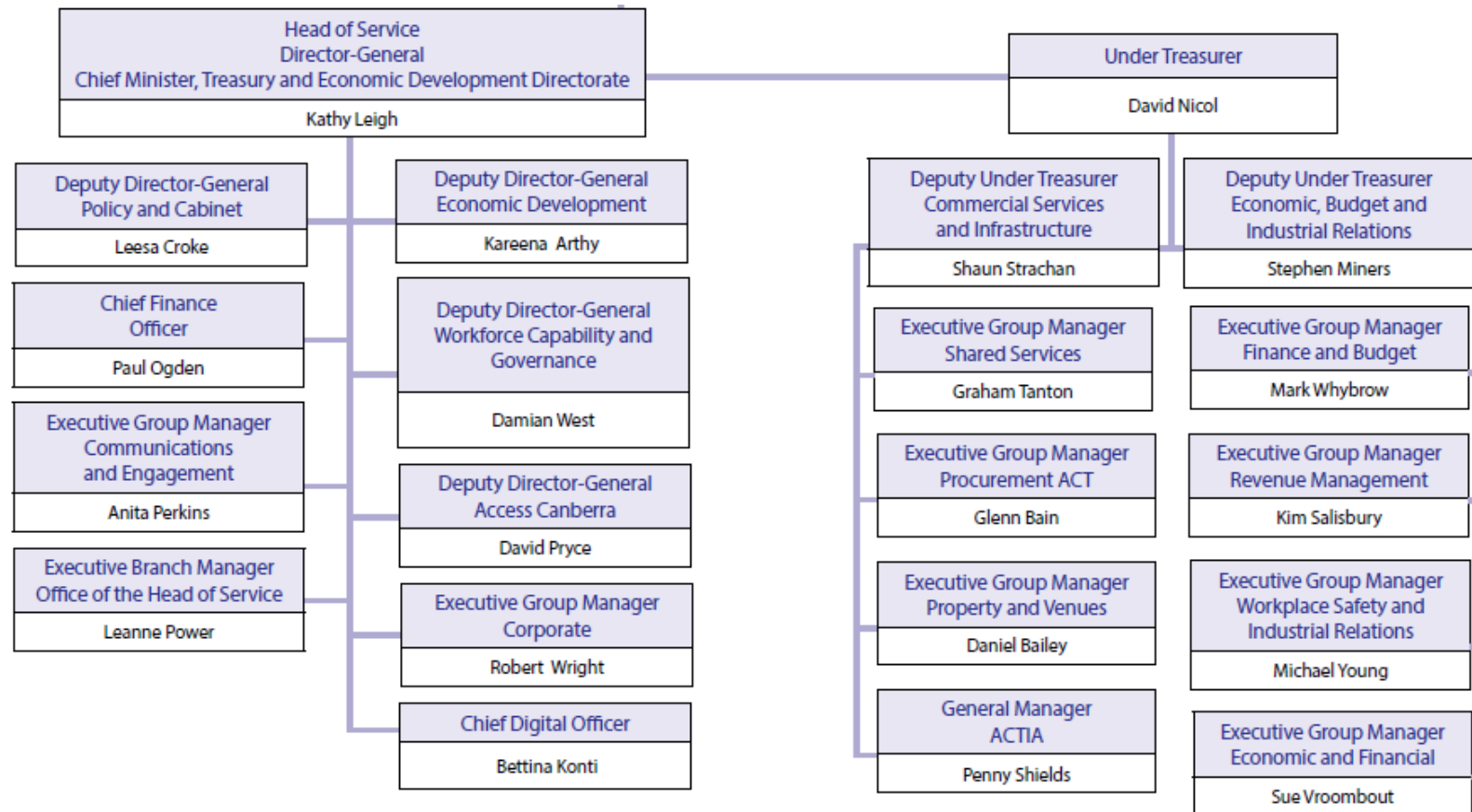
- > ACT Insurance Authority is the ACT Government risk adviser and insurance provider.
- > Infrastructure Finance and Reform provides advice on the development of infrastructure projects and the Territory's Unsolicited Proposals process.
- > Procurement ACT provides whole of government frameworks and support for goods and services procurement.
- > Property and Venues comprises the ACT Property Group (that owns and maintains over 240 community, government/commercial, residential and childcare properties including six aquatic facilities), Government Accommodation Projects, and Venues Canberra that manages the strategic and operational outcomes of GIO Stadium, Exhibition Park in Canberra and Manuka Oval and the National Arboretum Canberra and Stromlo Forest Park.
- > Shared Services provides a range of tactical and transactional services to ACT Government directorates and agencies including financial transactions, debt management services, payroll and reporting, human resources services, ICT services and records services.

Commercial Services and Infrastructure will support the Government to deliver priorities, especially in relation to working with industry partners to attract tourism into our venues and delivering infrastructure investment at the National Arboretum.

Further briefing can be provided on these areas of the Treasury stream.

Directorate structure

(current as at 1 October 2020)



Directorate financial overview

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	772.829	701.378	697.289	701.875
Controlled – capital injection	145.205	38.257	19.987	10.847
Territorial – expenses	4,284.468	4,485.577	4,704.831	4,905.083
Territorial – capital injection	25.000	25.000	25.000	25.000

Note: The figures above reflect information included in the August 2020 Economic and Fiscal Update (EFU).

October 2020

Brief for incoming Ministers

Community Services Directorate

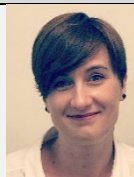
Covering portfolios:

- Aboriginal and Torres Strait Islander Affairs
- Children, youth and families
- Community services and facilities
- Disability
- Housing and suburban development
- Multicultural affairs
- Prevention of domestic and family violence
- Seniors
- Veterans
- Women

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Senior executive staff and contact details

Name		Phone	Mobile	Email			
Director-General							
Jo Wood				jo.wood@act.gov.au			
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Deputy Directors-General							
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Kirsty Windeyer	Coordinator-General for Family Safety			kirsty.windeyer@act.gov.au			
Housing ACT							
Louise Gilding	Executive Group Manager			lousie.gilding@act.gov.au			
Children, Youth and Families							
Helen Pappas	Executive Group Manager			helen.pappas@act.gov.au			
Strategic Policy							
Amber Shuhyta	Executive Group Manager			amber.shuhyta@act.gov.au			

Lisa Charles	Executive Branch Manager, Office for Aboriginal and Torres Strait Islander Affairs		lisa.charles@act.gov.au	
Inclusion and Participation				
Christine Murray	Executive Group Manager		christine.murray@act.gov.au	
Quality, Complaints and Regu				
Sally Gibson	Executive Branch Manager		sally.gibson@act.gov.au	
Pandemic Recovery and Orga				
Jacinta Evans	Executive Group Manager		jacinta.evans@act.gov.au	
Corporate Services				
Robyn Calder	Executive Group Manager		robyn.calder@act.gov.au	

Directorate overview

Community Services Directorate (CSD) will continue to work with you to ensure Canberra continues to be an inclusive community where all Canberrans feel they belong, are valued and supported. The Directorate currently delivers this work through the following key portfolios:

- Aboriginal and Torres Strait Islander Affairs
- Children, Youth and Families
- Community Services and Facilities
- Disability
- Housing
- Multicultural Affairs
- Prevention of Domestic and Family Violence
- Seniors
- Veterans
- Women

CSD is a diverse Directorate with around 960 employees that work across policy and operational areas. The two operational divisions (Children, Youth and Families and Housing ACT) account for just over 75 per cent of the CSD workforce. The core work of CSD is to develop evidence-based human services policy to support the delivery of client-centred services for those in need.

- CSDs primary purpose is to empower the ACT community to meet their full potential within an inclusive and equitable community by:
- Intervening early to support positive life outcomes;
- Delivering the right services that are human-centred, holistic and tailored to those most in need;
- Building strong communities by using evidence-informed approaches to drive local solutions and connect people in their local communities;
- Fostering inclusive participation by empowering Canberrans to be involved in decisions that enable them to lead fulfilling lives; and
- Driving collaboration and internal and external partnerships by building effective relationships and embedding cultural change to form an integrated and holistic services system.

CSD has been agile and moved quickly to adapt to new community needs during the COVID-19 pandemic. We will continue to support the Government's response to the pandemic and ensure an inclusive approach to longer term recovery.

The following Divisions within the Community Services Directorate support Ministers to deliver their commitments.

Children, Youth and Family Support Division

Areas of responsibility include:

- Childhood early intervention and development services
- Children, young people and family policy and services
- Children and young people protection (including youth justice) policy and services
- Support for families

The Children, Youth and Family Support Division is committed to strengthening families, keeping children safe and empowering Canberra's young people. The Division includes:

Child and Family Centres

ACT Child and Family Centres (CFCs) provide universal and targeted services based on the needs of children and their families, with an emphasis on outreach services in homes, schools and the community. Services focus on children pre-birth to eight years old, with selected services available to children up to 12 years old. The CFC model is a 'one-stop-shop' where services are offered in partnership with the community sector and ACT Government providers, enabling a holistic and integrated support package to be implemented for individual families.

In the ACT, there are three CFCs: Gungahlin, Tuggeranong and West Belconnen. The West Belconnen CFC is currently operating out of the Child Development Service in Holder while the Centre is being used as a COVID-19 testing clinic.

Child Development Service

The Child Development Service (CDS) provides assessment, referral, information and linkages for children birth to six years old living in the ACT, where there are concerns relating to their development. Autism assessments are provided for children up to 12 years old. The CDS works closely with a range of service providers to ensure young children and their families are well supported across the early childhood service system. Providing early supports to families is essential to improving developmental outcomes for children and is a core component of the CDS role within the ACT community.

Child and Youth Protection Services

Child and Youth Protection Services (CYPS) is an integrated statutory child protection and youth justice service, focused on responding to at risk children and young people. CYPS seeks to improve and promote the safety and the wellbeing of children, young people and their families. CYPS also have a number of operational enabling functions that support improved practice, cultural support, operational policy and compliance.

Melaleuca Place is a service within CYPS. It is a trauma recovery centre for young children who are in out of home care and have experienced significant trauma as a result of child abuse and neglect.

Youth justice services are delivered through the Bimberi Youth Justice Centre (Bimberi) and Narrabundah House. Bimberi Youth Justice Centre is the ACT's only youth detention facility. It provides safe and secure accommodation for young people aged between 10 and 21 years old who are remanded in custody or sentenced to a period of detention by the ACT Childrens or Supreme Courts. Narrabundah House is an Indigenous Supported Residential Facility for young Aboriginal and Torres Strait Islander males aged between 15 and 18 years who are on community-based youth justice orders.

Inclusion and Participation division

Areas of responsibility include:

- Women's affairs policy and services
- Seniors and ageing policy
- Veterans policy
- Multicultural affairs policy and services
- Youth affairs policy
- Community recovery policy and services
- Volunteering strategy
- Disability reform and services

The Inclusion and Participation division works to build a just, safe, socially inclusive, cohesive and economically productive city for all Canberrans. The division manages a range of community contracts and services and delivers community-based events, awards, grants and communications, to enable all Canberrans to engage in and benefit from opportunities available across Canberra's community and government sectors.

In times of crisis, the division works to ensure programs and services respond to the immediate needs of people and address underlying issues that impact the resilience of Canberrans including disasters, discrimination and violence. The division has responsibility for Social Recovery, which forms part of a whole of government response in accordance with the Emergency Management Act.

Office for Women

The Office for Women works with the Minister responsible for women's affairs to enhance the status of women in the ACT and in doing so, ensure Canberra is a place where all women are safe, healthy, enjoy equal representation and are recognised for their contribution to society. The work of the Office for Women is guided by the ACT Women's Plan 2016-26 (the Plan).

Currently the Office for Women have the management and co-ordination of a range of support services for women across the ACT incorporating: secretariat support to the Ministerial Advisory Council for Women; administration of several grant programs including Women's Safety Grants.

Women's Participation Grants, Audrey Fagan Enrichment Grants, and ACT Women's Return to Work Grants. These programs support women to play an active role in the ACT community; co-ordination of courses to support women into leadership roles through a suite of leadership programs and maintains a Diversity Register to support women onto board and committee positions; management of the Women's Information Service and Supportlink Referral Management Service; and facilitating an annual ACT Women's Awards and bi-annual Honour Roll.

Office for Seniors and Veterans

The Office for Seniors and Veterans promotes social inclusion and the recognition of older Canberrans and veterans and their families. The office is responsible for supporting relevant Ministers in their roles in the community, Assembly and in Commonwealth/State forums, and coordinates implementation and reporting for the Age Friendly City Plan. The Office takes a leading role in facilitating a number of community-related events and activities and implements a range of services and programs relevant to the constituency groups, as well as coordinating a grant program in each portfolio and providing secretariat services to the Ministerial Advisory Council on Ageing and the Ministerial Advisory Council for Veterans and their Families. Seniors and Veterans are two distinct work streams within the office, often with quite different priorities.

Office for Multicultural Affairs

The ACT Office for Multicultural Affairs works to build a socially inclusive and welcoming city, deliver strategic policy advice and programs to meet the needs of multicultural communities and coordinate a whole of government approach to address issues affecting culturally and linguistically diverse residents.

The Office provides secretariat support to the ACT Multicultural Advisory Council and the ACT Refugee, Asylum Seeker and Humanitarian Coordination Committee; manages the Theo Notaras Multicultural Centre; and delivers the bi-annual ACT Work Experience and Support Program (WESP); and fortnightly Multicultural E-Newsletter.

The Office facilitates the National Multicultural Festival, annual ACT Multicultural Awards and biennial Multicultural Ambassador appointments, to acknowledge the outstanding contribution of people and organisations to building a culturally strong and inclusive ACT.

The Office administers the ACT Multicultural Framework (2015-20): ACT Services Access Card; the ACT Multicultural (Participation) Grants; contract funding for ACT community language schools, English

language and employment support programs; and the Welcome to Canberra Integrated Support Service that connects new Canberrans with the range of support services and programs available to them.

Additionally, the Office works with the Department of Home Affairs and the Minister for Multicultural Affairs to host two Australian citizenship ceremonies each month and the Department of Education, Skills and Employment to conduct free assessments of overseas qualification for ACT residents.

Office for Disability

The Office for Disability leads strategic engagement and policy reform on issues impacting people with disability through inter-jurisdictional working groups and Commonwealth agencies, including the provision of ministerial briefings and support at the Disability Ministers' meetings (previously the COAG Disability Reform Council).

The Office promotes social inclusion and community participation of people with disability through supporting the implementation of the National Disability Insurance Scheme (NDIS) and progressing the objectives of the National Disability Strategy. This includes equal access to justice for people with disability through the Disability Justice Strategy 2019-2029; supporting the adoption of Disability Action and Inclusion Plans across government and community; progressing the Disability Inclusion Grants to provide increased opportunities for people with disability to participate in mainstream community activities; promoting International Day of People with Disability; and supporting the Disability Reference Group, the ACT Inclusion Council and the Chief Minister's Inclusion Awards.

The Office is responsible for the implementation and delivery of the Integrated Service Response Program that provides coordination and emergency funding for people with disability with complex needs who are in crisis or emerging crisis.

Youth Engagement

The Youth Engagement team aims to strengthen youth engagement and participation by supporting young people from all backgrounds to share their thoughts, ideas and concerns about issues that impact them. The Youth Engagement team supports the ACT Youth Advisory Council, which provides strategic advice to the ACT Government on issues affecting young people in the ACT. The Council comprises 15 young people aged between 12 and 25 years at the time of their appointment. Each year the Council develops an annual work plan that identifies issues affecting young people in the ACT. The work plan is based on current research and trends.

Community Engagement and Social Recovery

The Directorate is responsible for the Community Engagement and Social Recovery functions as part of the ACT's emergency management arrangements. This means working with government, community partners and the community to recognise and respond to the physical and emotional needs of those impacted, before, during and after a disaster. Preparedness and planning for each season is a major function of this role.

The strategic and whole of government arrangements for emergency management in the ACT is established under the Emergencies Act 2004, including provisions for ensuring effective emergency management arrangements such as preparedness, response and recovery within the ACT.

CSD works closely with a number of ACT Government Directorates, including with the Emergency Services Agency, Education Directorate and the Justice and Community Safety Directorate to ensure a coordinated approach to emergency management. Included in the recovery aspect, CSD has responsibility for the establishment and management of relief/recovery/evacuation centres.

Strategic Policy division

Areas of responsibility include:

- Aboriginal and Torres Strait Islander Affairs
- Aboriginal and Torres Strait Islander Elected Body secretariat
- Carers strategy

- Community sector policy and services
- Community sector reform
- Digital and data
- Integrated Strategic Planning and Reporting
- Evaluation and Review

Strategic Policy works on a range of whole of Directorate and whole of government policy reform activities and provides support for intergovernmental activities and policy advice to government. It leads strategic engagement and policy reform with inter-jurisdictional groups and Commonwealth bodies (such as the Children and Families Secretaries, and Community Services Ministers groups), progresses service system reform work and CSD accountabilities under the whole-of-government digital reform agenda. Strategic Policy demonstrates the value of using data, research, best practice and people's lived experience to support decision-making across the community services system.

Strategic Policy work focuses on improving outcomes through innovation for the most vulnerable and disadvantaged people in our community through concentrating on early support for children and families, equality for Aboriginal and Torres Strait Islander people and communities, recognition of otherwise marginalised sections of the community, and development of robust data practices to inform future policy development.

Strategic Policy work program includes driving system reform through government priorities such as Early Support: Changing Systems, Changing Lives and the Safe and Connected Youth project, implementing the National Redress Scheme for the Directorate and leading the Australian Early Development Census project in the ACT. The Division also works with community partners to progress strategic community sector reform initiatives including the ACT Carers Strategy, shaping the Community Services Sector Sustainability Review, and supporting the JCGRG to advance the Industry Strategy.

Strategic Policy progresses policy and legislative reform relating to children, young people and their families, and vulnerable people. This includes working with partners in Government, community organisations and the Human Rights Commission to progress significant policy reform including an internal/external merits review of child protection decisions. The Division is also responsible for legislative reform of areas related to child protection, youth justice and the Working with Vulnerable People Scheme (in collaboration with the Quality, Complaints and Regulation Branch and Access Canberra).

The Division also works to support strategic planning and reporting processes under the Empowering People: Community Services Directorate Strategic Plan 2018-2028, improve digital and data capability to use information and data for evidence-informed decision making, progress the Directorate's digital records reform agenda, and drive improved data linking and sharing (in collaboration with CMTEDD).

Strategic Policy has responsibility for assisting CMTEDD to coordinate work to respond to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, including providing hearings summary information for Ministerial briefings and for Directorates, and working with the Office for Disability on coordination of any responses to requests for information or notices to produce from the Royal Commission.

Office for Aboriginal and Torres Strait Islander Affairs

The Office of Aboriginal and Torres Strait Islander Affairs works to enable self-determination of Aboriginal and Torres Strait Islander peoples in the ACT and drives policy reform towards delivering equitable outcomes within government. The Office is responsible for the development and provision of strategic policy, governance and advice to the Minister for Aboriginal and Torres Strait Islander Affairs and across directorates on matters of importance to Aboriginal and Torres Strait Islander people living in the ACT.

The Office supports the direct involvement of Aboriginal and Torres Strait Islander peoples in developing community-led solutions, providing advice and guidance to government, and contributing to government processes. OATSIA coordinates whole-of-government approaches to issues affecting the community and

provides strategic governance support to high level internal oversight committees and secretariat and administrative support to the United Ngunnawal Elders Council and other advisory boards.

OATSIA maintains a government portal (www.strongfamilies@act.gov.au) which provides the community with information on Aboriginal and Torres Strait Islander policies and programs as well as any matters of importance for the community to stay safe, connected and informed.

Family Safety division

The role of the Office of the Coordinator-General for Family Safety includes developing new and sustainable ways of working across government and community that focuses on intervening earlier, reducing barriers to access, joining up and integrating services, responding to diverse needs, maximising collective impact and holding perpetrators to account. The priorities for the Office for 2020-2021 are to: design, test and implement foundational structures for an integrated system; build data, evidence, and information around domestic and family violence; target ACT public service foundational capability in domestic and family violence; focus on strategic stakeholder engagement; support Aboriginal and Torres Strait Islander leadership; and deliver on government and governance work.

The Office is leading this work through initiatives that include: developing integrated system model and identifying priority responses; developing a Risk Assessment and Management Framework; establishing the ACT Domestic and Family Violence Death Review and exploring information sharing reforms; developing new perpetrator responses and pathways; co-designing approaches for children and young people; delivering on foundation and specialist training for ACT government and frontline workers; and implementing national initiatives.

Housing ACT division

Areas of responsibility include:

- Homelessness services
- Housing and homelessness policy
- Social Housing capital development and asset management
- Public housing property and tenancy management
- Social Landlord supporting public housing tenants sustain their tenancy

Housing ACT provides social housing that is appropriate and affordable and meets the needs and circumstances of low income and disadvantaged families for as long as they need it. It also funds the specialist homelessness sector to assist and support homeless people or those at risk of becoming homeless.

At 30 June 2020, Housing ACT provided management and support to 10,613 public housing tenancies, providing homes to 21,481 people. Over 700 properties are provided under the Housing Assistance Asset Program and externally managed properties, such as Common Ground Gungahlin, to deliver a range of services such as crisis accommodation, supported and transitional accommodation. The public housing portfolio is valued at approximately \$5 billion.

In 2019-20, over \$25 million was provided to 50 programs to support people at risk of or experiencing homelessness.

Housing ACT receives commonwealth funding under the National Housing and Homelessness Agreement (NHHA). This agreement commenced in July 2018 and is approximately \$130.7 million over five years. Under the NHHA, to receive funding, state and territory governments need to have publicly available housing and homelessness strategies and contribute to improved data collection and reporting.

The *ACT Housing Strategy*, released in October 2018, establishes an overarching housing vision and sets the course for ACT housing and homelessness policy over the next ten years. The strategy and the associated implementation plan set out specific goals and actions to reduce homelessness, strengthen social housing assistance as well as increase affordable rental and home ownership in the ACT. This work is carried out in conjunction with the Environment, Planning and Sustainability Directorate.

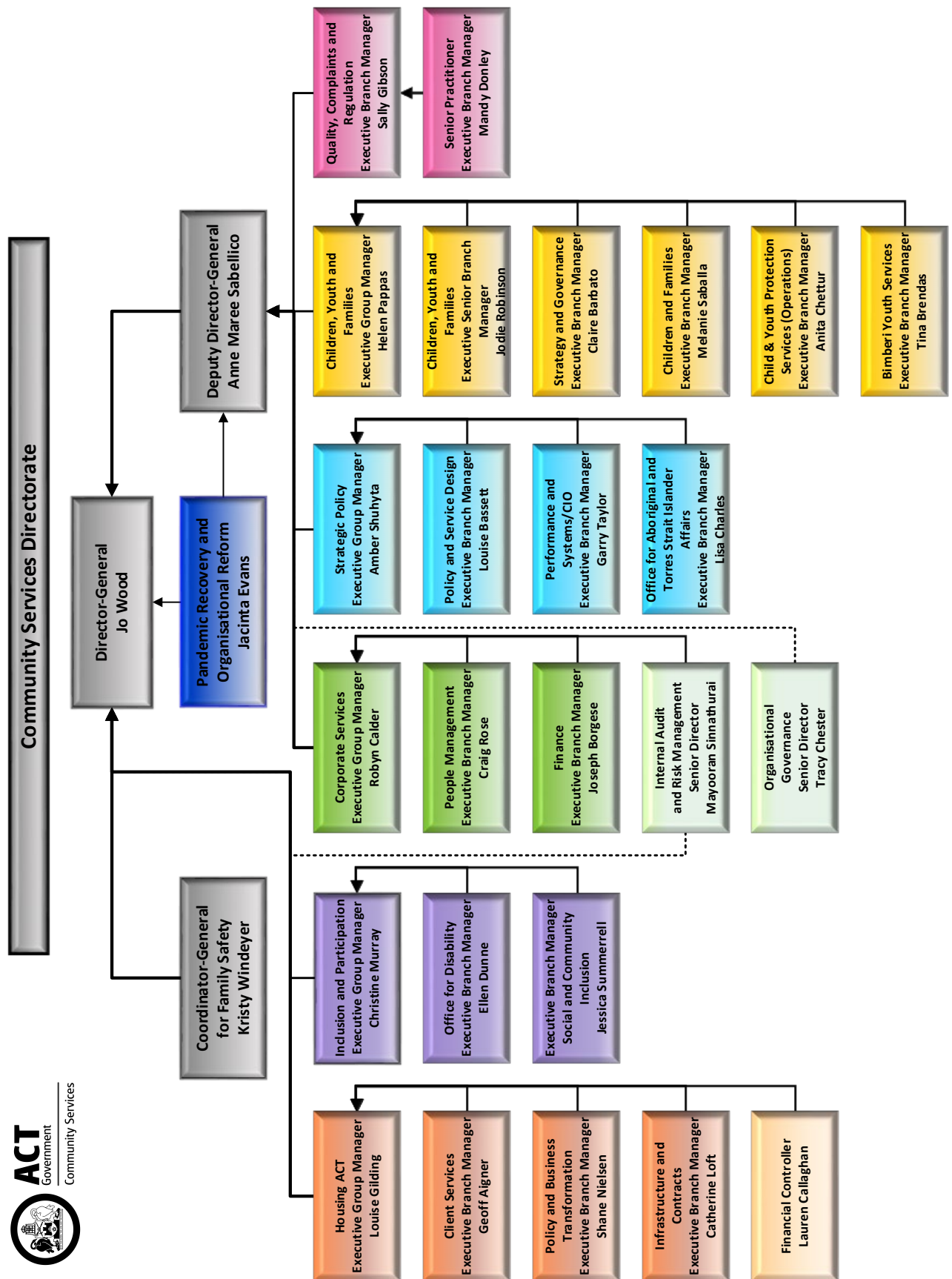
In May 2019, Growing and Renewing Public Housing was released, supporting the work of the ACT Housing Strategy and its goal to strengthen social housing assistance by delivering safe and affordable housing to support low income and disadvantaged Canberrans. On 5 August 2020 the expansion of the Growing and Renewing Public Housing Program was announced, providing longer-term economic stimulus through the allocation of an additional \$32 million in land and extending the program for a 6th year with a further \$20 million, funding the construction of 60 additional new public housing dwellings.

Housing ACT is a division of the Community Services Directorate (CSD) reporting separately as a public trading enterprise (PTE), and treated as a 'not-for-profit' entity under the Australian Accounting Standards. The Director-General of CSD is appointed as the Commissioner for Social Housing (the Commissioner) and is an incorporated body under the Housing Assistance Act 2007 (ACT).

Quality, Complaints and Regulation

Quality, Complaints and Regulation (QCR) operates independently from other program, funding or policy streams within the Directorate. QCR brings together a range of functions focussed on the quality of services available for use by the most vulnerable people within our community and ensuring that their rights and safety are protected. The relevant responsibilities of the Quality Complaints and Regulation Branch to this portfolio include the Office of the Human Services Registrar (HSR), with regulatory oversight of care and protection, community housing and some disability service providers in the ACT and the Office of the Senior Practitioner, overseeing the reduction and elimination of restrictive practices by service providers in the ACT.

Organisational chart



Directorate financial overview

The Directorate administers a total Controlled budget of \$536.8 million and a Territorial budget of \$160.6 million. The Directorate also manages the ACT Government's public housing portfolio, which is valued at approximately \$5 billion. The Directorate employs 1,036 people.

In the absence of 2020-21 Budget, a summary of the Directorate's strategic priorities is on page one of the Directorate's 2019-20 Budget.

Whole of Directorate (excl Housing ACT)	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	219.490	211.059	199.239	202.451
Controlled – capital injection	5.132	1.186	0.448	0.459
Territorial – expenses	160.560	167.161	174.029	180.99
Territorial – capital injection	-	-	-	-

Housing ACT	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	227.287	224.072	228.471	225.572
Controlled – capital injection	84.920	11.900	5.000	5.000
Territorial – expenses	-	-	-	-
Territorial – capital injection	-	-	-	-

Output - Excludes Depreciation, borrowing costs	2020-21 Budget \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Output Class 1 National Disability Insurance Scheme (NDIS) Implementation (Discontinued)				
Grants & Purchased Services*	-	-	-	-
Total	-	-	-	-
Output Class 2 Strategic Policy, Inclusion and Participation				
Employee Expenses	21.625	20.722	20.740	21.015
Suppliers & Services	10.809	9.473	9.673	9.409
Grants & Purchased Services	37.867	33.737	34.391	35.353
Total	70.301	63.932	64.804	65.777
Output Class 3 Children, Youth and Families				
Employee Expenses	68.003	68.329	68.994	69.948
Suppliers & Services	19.075	17.239	17.547	17.950
Grants & Purchased Services	58.299	56.799	43.135	44.254
Total	145.377	142.367	129.676	132.152
Housing ACT				
Employee Expenses	30.383	31.357	32.293	33.259
Supplies & Services	109.159	111.586	113.947	116.452
Grants & Purchased Services	25.787	26.045	26.305	26.568
Total	165.329	168.988	172.545	176.279
National Disability Insurance Scheme (NDIS) Implementation - Territorial				
NDIS contribution	160.560	167.161	174.029	180.99
Total	541.567	542.448	541.054	555.198

Commonwealth funding included in Controlled Recurrent Payments

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	TOTAL
Community Services					
Coronavirus Domestic and Family Violence Responses	76	-	-	-	76
Housing ACT					
National Housing and Homelessness	27,467	26,039	26,523	26,523	106,552
Total	27,543	26,039	26,523	26,523	106,628

Budget Full Time Equivalents

Community Services Directorate	FTEs
Output Class 1: National Disability Insurance Scheme (NDIS) Implementation	-
Output Class 2: Strategic Policy, Inclusion and Participation	160
Output Class 3: Children, Youth and Families	523
Housing ACT	272.5
Total	955.5



October 2020

Brief for incoming Ministers

Education Directorate

Covering portfolios:

- Education and Early Childhood Development

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Senior executive staff and contact details

Name	Phone	Mobile	Email		
Director-General					
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Deb Efthymiades, Deputy Director- General System Policy and Reform			Deb.Efthymiades@act.gov.au		
Ross Hawkins, Executive Group Manager, Service Design and Delivery			Ross.Hawkins@act.gov.au		
Mark Huxley, Executive Group Manager, School Improvement			Mark.Huxley@act.gov.au		
Margaret McKinnon, Executive Group Manager, Business Services			Margaret.McKinnon@act.gov.au		

Directorate overview

The Education Directorate is responsible for supporting the Minister for Education and meeting the administrative requirements of the *Education Act 2004* and other relevant legislation.

We achieve this by providing services to children and young people in public schools, and indirectly through regulation of non-Government schools, home education and early childhood education and care services.

There are four additional portfolio functions and roles:

- Registrar of non-Government schools (reference [Attachment A](#) in portfolio brief).
- Teacher Quality Institute (reference [Attachment B](#) in portfolio brief).
- ACT Board of Senior Secondary Studies (reference [Attachment C](#) in portfolio brief).
- Children's Education and Care Assurance – ACT Early Childhood Regulatory Authority (reference [Attachment D](#) in portfolio brief).

As stewards of the ACT education system, the Directorate works actively with a range of stakeholders and has a highly collaborative relationship with the Catholic Education Office and the independent school sector represented by the ACT Association of Independent Schools. The Directorate also works closely with the ACT Council of Parents and Citizens Associations and maintains a constructive and active working relationship with the Australian Education Union and other relevant unions. The Directorate also engages with a wide range of early childhood providers.

The Education Directorate will deliver your priorities through the second phase of the Future of Education Strategy and the implementation of Set up for Success: ACT Early Childhood Strategy.

The Directorate will support the Government to **place students at the centre** by:

- focusing on respectful relationships and inclusion objectives including for students with disabilities, Aboriginal and Torres Strait Islander students, and students with diverse gender and sexual identities;
- strengthening student wellbeing support through ensuring every ACT public school has access to a social or youth worker;
- strengthening the current approach to vocational education and training pathways to ensure all young people have the skills they need to get a job in the global recession caused by COVID-19; and
- focusing on equity in education by continuing the provision of Chromebooks to all students in years 7-12 to support their learning, introduction of a Future of Education Equity Fund and a grants program to support parental engagement in non-Government schools.

The Directorate will support the Government to **empower learning professionals** by:

- strengthening employment pathways for teaching and psychology students into ACT public schools, supporting the recruitment of an additional 400 new teachers and school-based staff to meet increased enrolment demand in ACT public schools;
- employing an additional 25 teacher librarians and initiating teacher librarian scholarships; and
- focusing on language pathways and supporting the teaching of Aboriginal languages and the specialist teaching skills required to deliver languages in ACT Public Schools.

The Directorate will support the Government to build **systems supporting learning** by:

- delivering on the Government's investment in infrastructure to upgrade schools and building new schools to ensure all ACT public schools are great schools for Canberra's children and young people.

The Directorate will support the Government to build **strong communities for learning** by:

- rolling out of free quality early childhood education for 3-year-olds, delivering on the commitment to providing one day a week for all 3-year-olds during this term of government.

Additional details on how the Directorate will deliver the Government's priorities is provided in the Portfolio Brief.

Directorate workforce

At 24 June 2020, the Directorate's total workforce was 7,681 employees. Employee numbers have increased by 550 since June 2019.

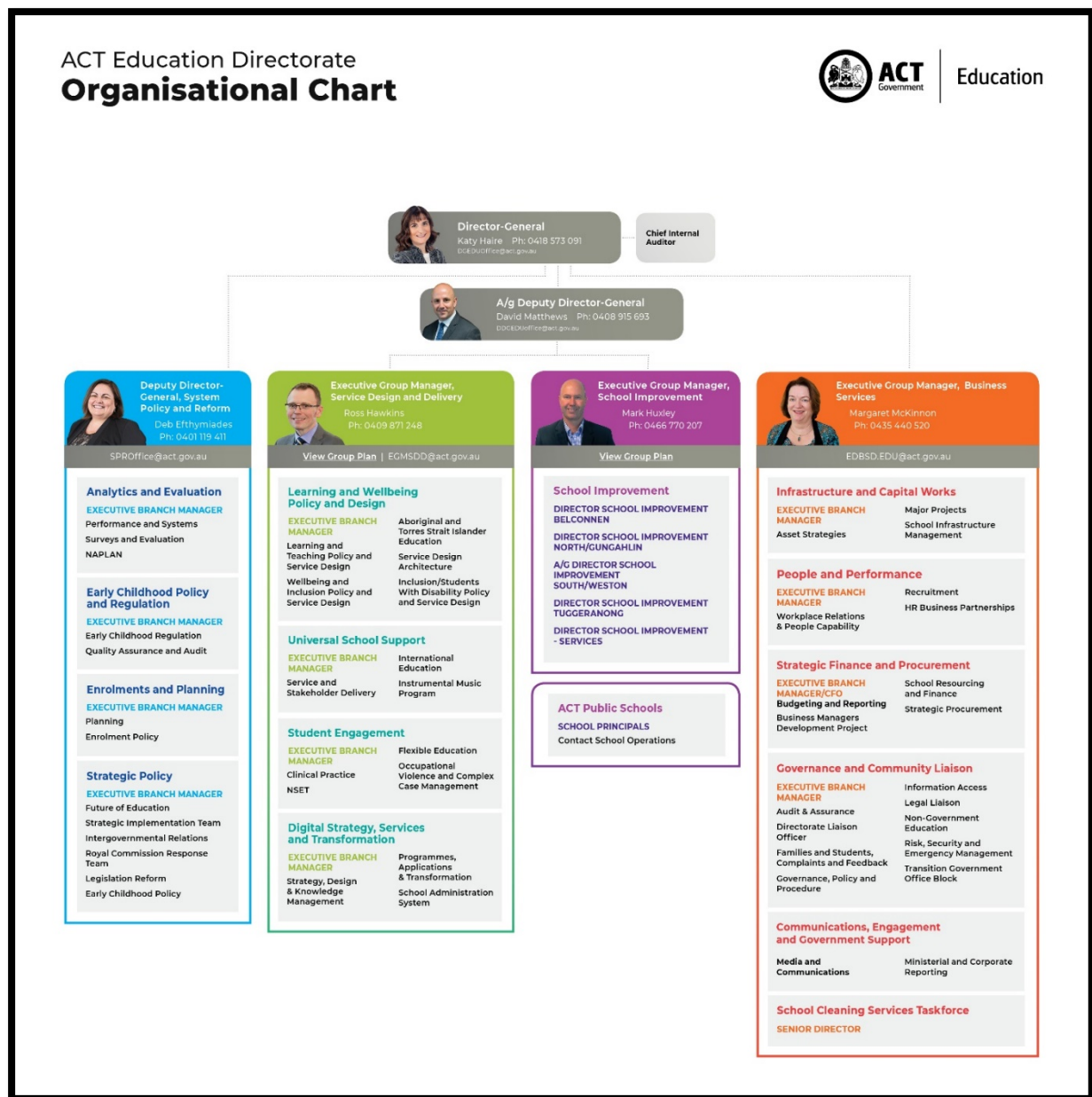
The Directorate has a diverse workforce, with increased levels of employment participation recorded over the reporting period from Aboriginal and Torres Strait Islander peoples, people with disability and staff from culturally and linguistically diverse backgrounds. The proportion of employees that identify as Aboriginal or Torres Strait Islander increased to 1.8 per cent (135 people). The proportion of people with disability increased to 2.4 per cent of the overall workforce. The proportion of culturally and linguistically diverse employees in the Directorate increased significantly by 36 per cent from last year, reaching 14.6 per cent of the total workforce. A high proportion of the previously contracted school cleaners and the additional cleaning and building services employees recruited under the Jobs for Canberrans program are culturally and linguistically diverse. The Directorate will continue to strengthen its inclusive employment strategies into the future.

The Directorate had a high female employment rate of 74.6 per cent, with females accounting for 76.9 per cent of teachers. The median age for Directorate employees was 41.9 years. The highest proportion of employees were in the age group 35-44 years being 26.9 per cent. The average length of service for Education employees was 8.5 years, a decrease from the average of 8.9 years last year.

Table 1 Headcount by classification and gender

Classification Group	Female	Male	Total
Administrative Officers	1,670	352	2,022
Executive Officers	Schedule 2.2(a)(ii)		20
General Service Officers & Equivalent	215	381	596
Health Assistants	Schedule 2.2(a)(ii)		
Health Professional Officers	Schedule 2.2(a)(ii)		49
Information Technology Officers			28
Professional Officers	99	17	116
School Leaders	588	218	806
Senior Officers	180	65	245
Teacher	2,918	876	3,794
TOTAL	5,730	1,950	7,681

Directorate structure



The **Director-General** leads the Directorate and oversees the network of ACT public schools to implement the *Education Act 2004*. The Director-General is responsible for promoting high quality education for ACT children and young people, overseeing the operation and governance of ACT Public Schools, and overseeing the registration of non-Government schools, home education and early childhood education and care.

The Director-General is responsible for the Directorate's strategic direction, including ensuring the implementation of whole of Government strategies. In addition, the Director-General has a role in leadership of the ACT Public Service as a member of the ACT Public Service Strategic Board.

The **Deputy Director-General** is responsible for the delivery of education services in ACT Public Schools through student-centred learning and teaching initiatives, and digital strategy and direction.

This includes accountability for school operations, student wellbeing, teaching and learning practices and student outcomes. This position also has oversight of support services in the areas of curriculum delivery, early childhood education and pedagogy, digital strategy, student inclusion and wellbeing, pathways and transitions, Aboriginal and Torres Strait Islander education, international education, occupational violence and complex case management, and flexible education.

The **Executive Group Manager, School Improvement** is responsible for supporting School Leaders and leading the Directorate's continuous school improvement agenda. The Executive Group Manager leads a range of school improvement activities to ensure schools are supported with evidence-based practice to grow and develop their schools as modern, enjoyable and effective learning environments for all students.

The **Executive Group Manager, Service Design and Delivery** is responsible for policy development, service design and integration ensuring the provision of high-quality education services to ACT Public School students. The Executive Group Manager is also responsible for careers and transitions, student engagement, inclusive education, including the provision of allied health services to support the wellbeing of students in all public schools. The Group leads the Directorate's digital strategy aimed at supporting learning and teaching across our schools and provision of services to international students studying within public schools.

The **Deputy Director-General, System Policy and Reform** is responsible for development and implementation of strategic policy and reform initiatives in addition to advising on national education reforms and associated bilateral agreements. The Deputy Director-General, System Policy and Reform leads coordination of the national assessment programs and ensures quality data and analytics to inform school and system improvement in addition to strategic school capacity planning and enrolment policy and procedures. The System Policy and Reform Group is also responsible for regulating the early childhood Education and Care Sector through the ACT Regulatory Authority, the Children's Education and Care Assurance Unit.

The **Executive Group Manager, Business Services** is responsible for the Infrastructure and Capital Works, Ministerial support and Media and Communications, People and Performance and the Strategic Finance and Procurement functions of the Education Directorate. The Business Services Group also includes the School Cleaning Service. The Group also delivers services under the *Education Act 2004* including regulation of ACT non-government schools, home education, complaints and feedback and business integrity and manages the delivery of emergency planning and agency security. The internal audit function is also managed within the Business Services Group, with the Head of Internal Audit reporting directly to the Director-General.

Directorate financial overview

The Education Directorate's appropriation is broken into three main components:

- **Directorate Appropriation** – this funding source is provided to fund the operations of public schools, the Education Support Office (ESO) and the administration of non-government schools. The Director-General has discretion over the expenditure of this appropriation.
- **Territorial Appropriation** – known as Expenses on Behalf of the Territory (EBT), this funding source is provided to on pass ACT and Australian Government grants to non-government schools. The funding is provided in accordance with a Commonwealth fixed model and the Director-General does not have discretion in the allocation of this appropriation.
- **Capital Injection** – this funding source is provided for Government approved infrastructure and capital works including information communication technology projects.

The 2020-21 Budget (Economic and Fiscal Update) provides Directorate expenses of \$944.7 million (controlled), Expenses on Behalf of the Territory (EBT) of \$326.1 million and Capital Injection of \$145.0 million.

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	944.7	965.1	1006.9	1027.0
Controlled – capital injection	145.0	143.3	77.2	28.0
Territorial – expenses	326.1	325.5	334.2	336.0
Territorial – capital injection	--	--	--	--

2020-21 Budget and appropriation

Due to the COVID-19 pandemic, the 2020-21 Budget was postponed from the original date of 16 June 2020 to a date still to be determined (either December 2020 or February 2021). In 2020-21, the Financial Management Act 1996 has been amended to increase the access to funding in 2020-21 to 100 per cent (previously 50%) of the prior year's appropriated funding to ensure agencies will have sufficient access to funds until an appropriation bill is passed.

The Economic and Fiscal Update was handed down on 28 August 2020.

A comprehensive budget brief will be prepared for your consideration when the date of the 2020-21 budget has been announced.

October 2020

Brief for incoming Ministers

Environment, Planning and Sustainable Development Directorate

Covering portfolios:

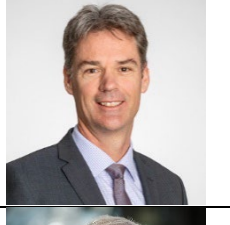
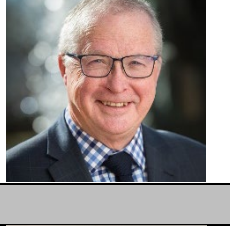
- Environment & Heritage
- Planning and Land Management
- Housing and Suburban Development
- Building Quality Improvement
- Climate Change and Sustainability
- Urban Renewal

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Directorate financial overview (EPSDD only).....	9

Senior executive staff and contact details

Name	Division	Phone	Mobile	Email	
Director-General					
Ben Ponton				Ben.Ponton@act.gov.au	
Deputy Directors-General					
Geoffrey Rutledge, Sustainability and the Built Environment				Geoffrey.Rutledge@act.gov.au	
Dr Erin Brady, Land Strategy and Environment				Erin.Brady@act.gov.au	
Craig Simmons, Chief Operating Officer				Craig.Simmons@act.gov.au	
Executive Group Managers					
Bruce Fitzgerald, Urban Renewal				Bruce.Fitzgerald@act.gov.au	
Brett Phillips, Planning Delivery				Brett.Phillips@act.gov.au	

Gene McGlynn, Climate Change & Sustainability		Gene.McGlynn@act.gov.au	
Lesley Cameron, Planning, Land & Building		Lesley.Cameron@act.gov.au	
Ian Walker, Environment		IanS.Walker@act.gov.au	
Chief Executive Officers			
John Dietz, CEO, Suburban Land Agency		John.Dietz@act.gov.au	
Malcolm Snow, CEO, City Renewal Authority		Malcolm.Snow@act.gov.au	
Commissioner for Sustainable Development			
Dr Sophie Lewis, Commissioner		Sophie.Lewis@act.gov.au	

Directorate overview

Vision, mission and values

The Environment, Planning and Sustainable Development Directorate (EPSDD) is well positioned to continue to deliver on the Government's priorities in:

- > Economic Recovery;
- > Environment;
- > Healing and Reconciliation;
- > Infrastructure for the Molonglo Valley; and
- > Nation Leading Climate Action.

The Directorate reflects these priorities through our vision of 'Shaping Canberra's Future', with a mission to be Informed, Connected and Innovative in all that we do.

As an organisation we will work together to deliver well informed advice to you and implement innovative programs that help to make Canberra an inclusive city that fosters and supports its citizen to flourish.

As part of the 'one government' ACT Public Service (ACTPS), the work of the Directorate is underpinned by the ACTPS core values of respect, integrity, collaboration and innovation, which define our organisation and underpin every aspect of our operations. The Directorate enacts these values through its mission to be Informed, Connected and Innovative in all that we do.

The strategic objectives of EPSDD are:

- > Deliver a compact and efficient city
 - By driving integrated land use outcomes that deliver well designed, sustainable urban growth and community infrastructure, while protecting Canberra's environment.
 - Complete improving the ACT Building Regulatory System reforms package and continue the further development of policies for safe, healthy and liveable buildings and transparent and efficient regulation of the building and construction industry.
- > Enhance Canberrans' quality of life by conserving and experiencing nature and culture
 - Effectively manage and mitigate risks to the ACT's environment, culture and people to increase resilience in response to climate change and other stressors.
 - Respect and enable Traditional Custodians' aspirations and build capacity to Care for Country together.
 - Improve access to community facilities and enable people to experience nature and culture to improve people's physical, emotional, social well-being.
- > Lead the transition to net-zero emissions
 - ACT emissions reduced in line with government targets.
 - ACT electricity systems are 100% renewable.
- > Build trust and confidence
 - Demonstrate probity, accountability, transparency and continual improvement in what we do.
 - Engage with and educate communities, industry and organisations.
 - Identify and adopt innovative business models to remove barriers and create opportunities for efficient and effective operations.

Roles, functions and services

EPSDD aims to lead the nation in achieving sustainable outcomes; and to create a compact and efficient city.

The Directorate manages a wide range of policies and programs to deliver and support the ACT community on key planning, land management and environment priorities. The Directorate is led by the Director-General (who is also the Chief Planning Executive and the Utilities Technical Regulator), and supported by two Deputy Directors-General, the Chief Operating Officer, five Executive Group Managers and nine Executive Branch Managers.

As the leader of the Directorate, the Director-General is responsible for the administration of 50 Acts and their subordinate laws. The most commonly used legislation that the Directorate has responsibility for is the Planning and Development Act 2007, Nature Conservation Act 2014, Utilities Act 2000, Surveyors Act 2007, Environment Protection Act 1997 Building Act 2004 and Land Acquisitions Act 1994.

The Director-General holds the following independent statutory officer roles:

- > The Chief Planning Executive (and therefore the planning and land authority) under the Planning and Development Act 2007, this relates to the independent administration of development application processes and advice to Government on policy matters;
- > The Technical Regulator under the Utilities (Technical Regulation) Act 2014, which relates to audit performance and compliance with utility technical codes and of dams and regulated utility services; and
- > The Road Transport Authority under the Road Transport (General) Act 1999, as it relates to parking policy.

The Directorate is divided into three key streams Land Strategy and Environment; Sustainability and the Built Environment and Business, Governance and Capability. The portfolio responsibilities cover building and places, planning and land strategy, urban renewal, environment and water, heritage, climate change and energy.

Land Strategy and Environment incorporates portfolios responsible for building and places, planning and land strategy, heritage and environment and water. The two divisions that administer these functions include:

- > Planning, Land and Building is responsible for strategic planning, including integrated transport and land use planning and policy, master plans, greenfields planning, and the implementation of key planning documents including the ACT Planning Strategy.
- > Environment is responsible for heritage, conservation research, nature conservation policy, environment protection policy, biosecurity, catchment management and water policy. This division also includes the ACT Parks and Conservation Service.

Sustainability and the Built Environment incorporates portfolios responsible for urban renewal, climate change and energy, as well as planning delivery. The three divisions that administer these functions include:

- > Planning Delivery is responsible for leasing, planning support, ACT's spatial land management systems, impact assessment, development applications, deed management and merit and estate assessment.

- > Urban Renewal is responsible for undertaking significant programs relating to the renewal and revitalisation of the ACT's urban areas. These include the Asbestos Response Taskforce, coordination and reporting for the Asset Recycling Initiative, site investigations, due diligence, feasibility and facilitation of direct sales of land in existing suburbs to support community and commercial needs.
- > Climate Change and Sustainability is responsible for developing and implementing strategies to mitigate and adapt to climate change. These include actions on delivering 100% renewable electricity by 2020, net zero emissions by 2045 at the latest, and increasing climate change resilience. The Actsmart program, Energy Efficiency Improvement Scheme and Carbon Neutral Government programs also deliver on-the-ground energy savings.

Business, Governance and Capability forms part of our corporate enabling systems, which look to support the broader Directorate to meet and deliver on Government priorities. This stream is responsible for people and capability, performance and accountability, legislative and policy compliance, financial management and risk and quality management.

The Directorate supports the Office of the Commissioner for Sustainability and the Environment. The Commissioner is an independent statutory position established by the Commissioner for Sustainability and the Environment Act 1993. The Commissioner acts as an independent voice for the environment and sustainability in the ACT and promotes community engagement.

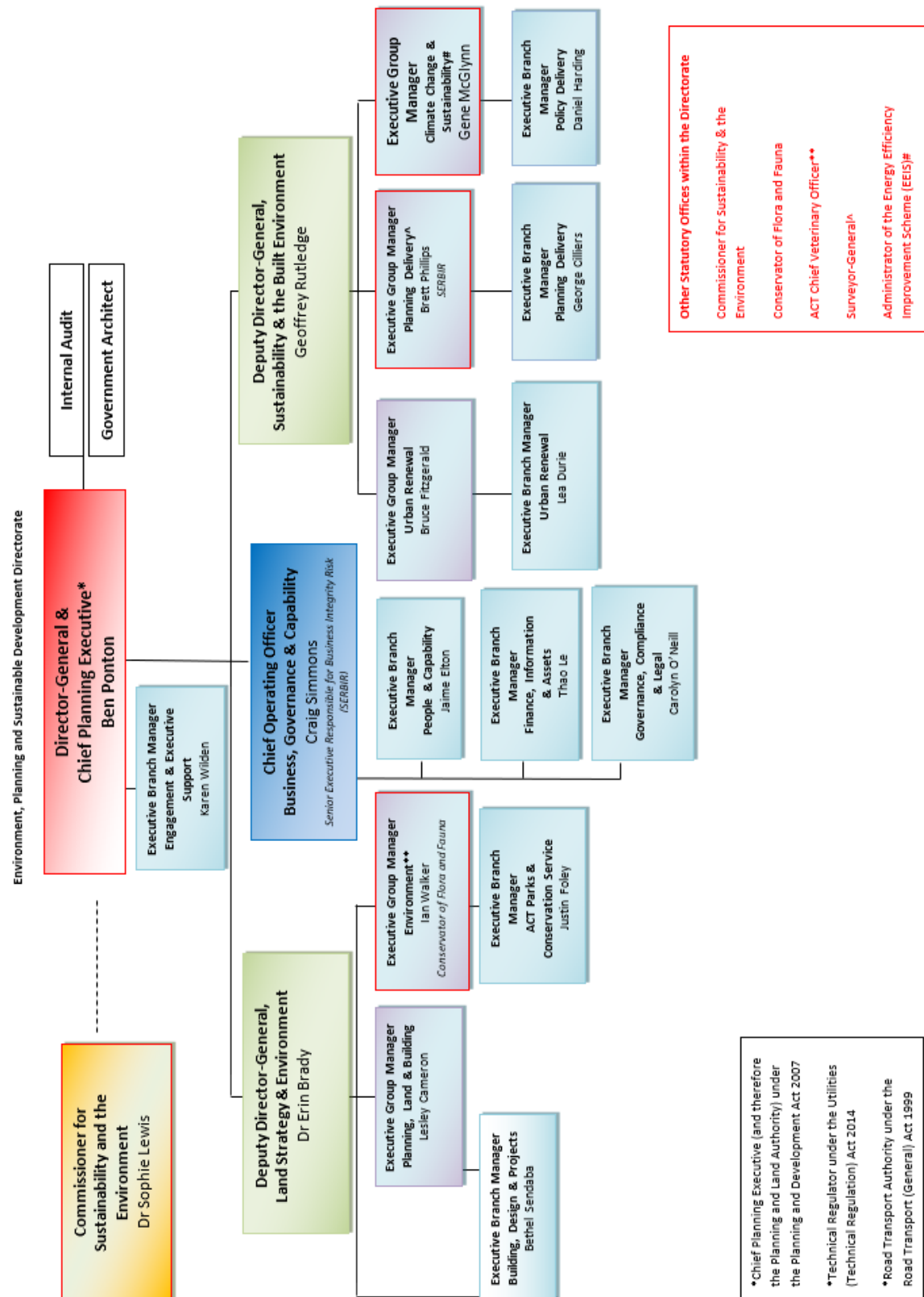
The Suburban Land Agency and City Renewal Authority are statutory authorities established under the City Renewal Authority and Suburban Land Agency Act 2017. The Directorate acts as the administrative unit responsible for the Suburban Land Agency and the City Renewal Authority. When considered together, the Directorate, the Authority and the Agency are referred to as the Directorate portfolio. The Directorate provides corporate and governance support to the Authority and the Agency, including people and capability, governance capability, information and records management, freedom of information (FOI), legal support services, ICT business systems, government services and facility and fleet management.

The Suburban Land Agency is responsible for delivering the ACT Government's suburban development program, including urban renewal in established town centers and suburbs. This comprises releases for residential, commercial, industrial, mixed use and community purposes. The Agency is led by the Chief Executive Officer and is supported by the Deputy Chief Executive Officer, two Executive Group Managers and two Executive Branch Managers.

The City Renewal Authority is responsible for delivering the ACT Government's design-led urban renewal with a focus on social and environmental sustainability, within the City Renewal Precinct. The Precinct includes Dickson, Northbourne Avenue, Haig Park, Civic and West Basin. The Authority is led by the Chief Executive Officer and is supported by three Executive Branch Managers.

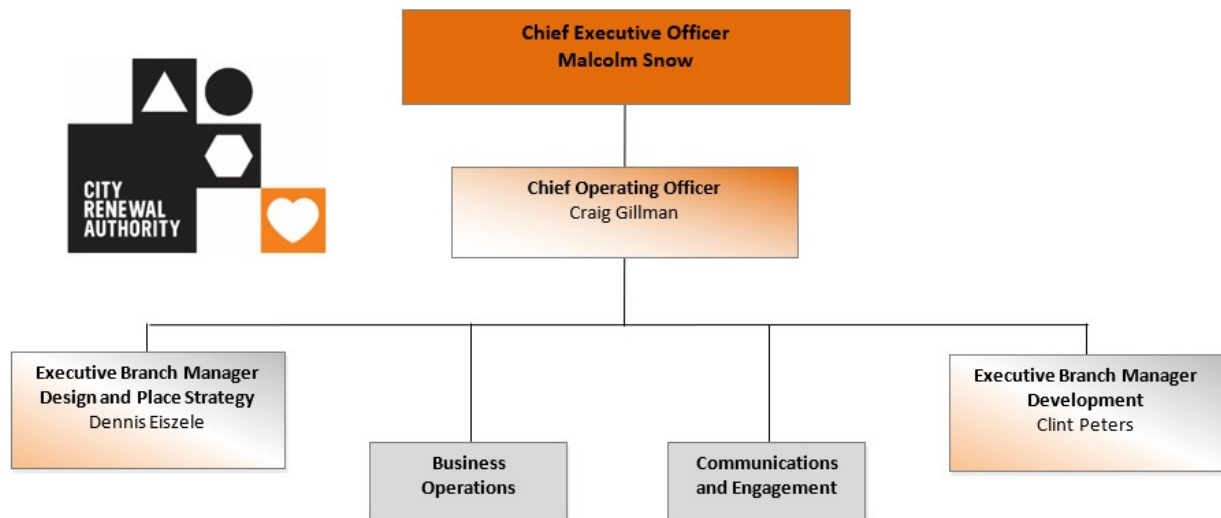
The CEO of the Suburban Land Agency and the City Renewal Authority each report directly to the Governing Board Chair of the Agency and Authority. The Chairs in turn report to the relevant Ministers.

Organisational chart



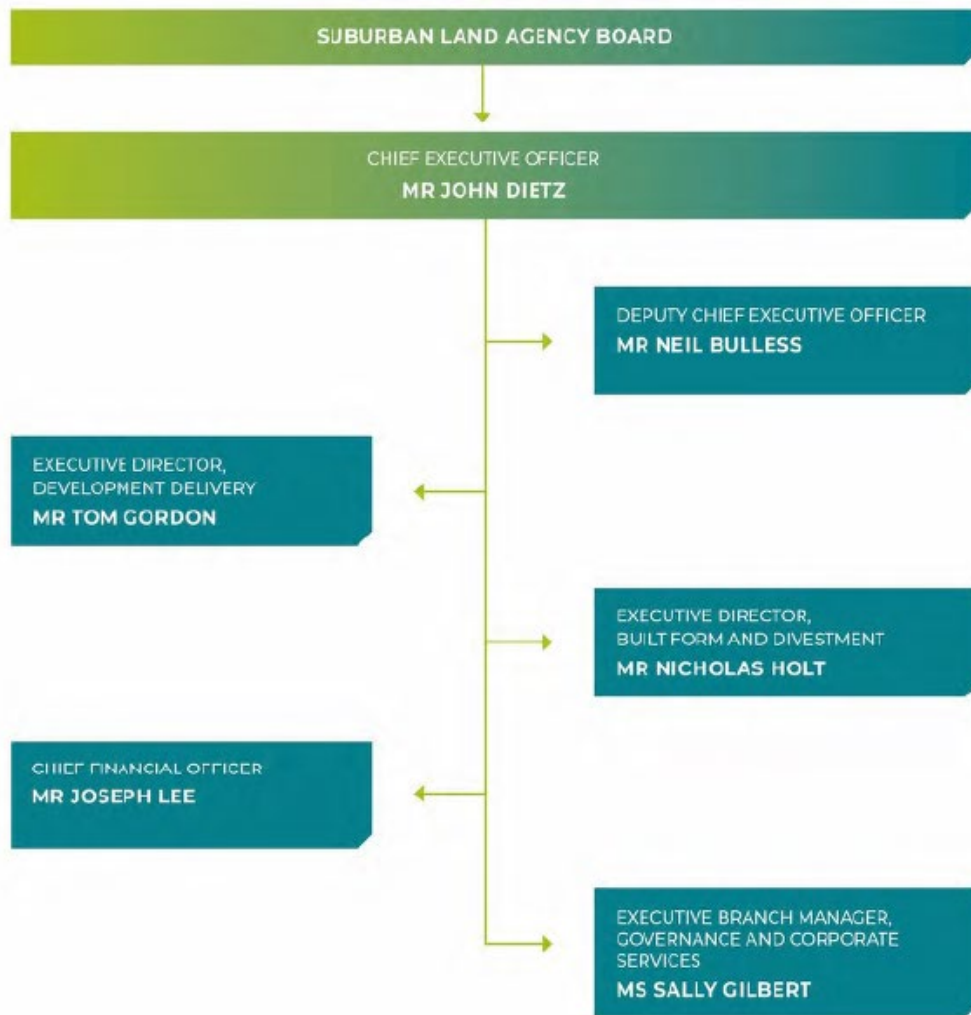
Organisational structure – City Renewal Authority

The Authority reports to the City Renewal Authority Board, which is also established under the CRA & SLA Act. The Authority has 28 staff working across the four work streams of Design and Place Strategy, Development, Communications and Engagement, and Business Operations.



Organisational structure – Suburban Land Agency

The Suburban Land Agency is structured using a project-centric approach, with integrated delivery teams. This enhances accountability, responsibility, authority and supports a collaborative approach to delivering its vision.



Directorate financial overview (EPSDD only)

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	291	186	138	145
Controlled – capital injection	59	12	4	4
Territorial – expenses	39	39	72	36
Territorial – capital injection	0	0	0	0

October 2020

Brief for incoming Ministers

Health Directorate

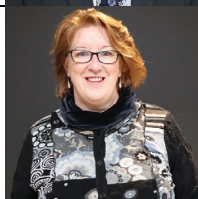
Covering portfolios:

- Health
- Mental Health

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Senior executive staff and contact details

Name	Division	Phone	Email	
Director-General				
Kylie Jonasson			Kylie.Jonasson@act.gov.au	
<i>Executive Officer:</i> Catherine Ellis			DGACTHealth@act.gov.au	
<i>Executive Assistant:</i> Gul Rucinski			DGACTHealth@act.gov.au	
Deputy Director-General				
Meg Brighton			Meg.Brighton@act.gov.au	
<i>Business Manager:</i> Gabrielle Elliott			DDGHSPR@act.gov.au	
<i>Executive Assistant:</i> Courtney Griffin			DDGHSPR@act.gov.au	
Executive Group Manag				
Michael Culhane, Policy, Partnerships and Programs			Michael.Culhane@act.gov.au	
Jacinta George, Health Systems Planning and Evaluation			Jacinta.George@act.gov.au	
Alan Philp, Preventive and Population Health			Alan.Philp@act.gov.au	

Dr Kerry Coleman, Public Health, Protection and Regulation		Kerry.Coleman@act.gov.au	
John Fletcher, Corporate and Governance		John.Fletcher@act.gov.au	
Liz Lopa, Strategic Infrastructure		Liz.Lopa@act.gov.au	
Peter O'Halloran, Digital Solutions		Peter.OHalloran@act.gov.au	
Coordinator-General for	Wellbeing		
Dr Elizabeth Moore		Elizabeth.Moore@act.gov.au	

Directorate overview

ACT Health Directorate (ACTHD) is committed to continue working with you to deliver on your priorities to deliver a high quality healthcare system for Canberrans when and where they need it by investing in more services in the community, more nurses and frontline health workers and more infrastructure.

ACTHD will work with CHS to expand the network and diversification of services through the Walk In Centre (WIC) network. The WICs are a central component of the ACT health care system, achieving better health outcomes for Canberrans and reducing demand on tertiary acute care.

ACTHD will develop the resources of our hospital network to align with the current and projected needs of Canberrans to continue the modernisation work that has been undertaken to date. We will work with you to deliver key health infrastructure including the new Northside Elective Surgery Centre, a dedicated palliative care ward at Canberra Hospital and a new hydrotherapy pool.

As the steward of the ACT health system, ACTHD is the primary source of policy advice to Government regarding the whole health system. This includes Territory-wide health service and infrastructure planning, health policy, Commonwealth and State Government Relations, relationships with private and Non-Government Organisations, delivery of health promotion and preventive health measures, promotion and protection of public health including responding to public health emergencies, health research planning and governance, technology services including information management and security.

The Directorate is a diverse organisation of over 650 employees across clinical, technical, policy and operational functions. ACTHD is structured in a way that aligns functions and accountabilities and provides a mechanism for cross-directorate collaboration.

The *ACT Health Directorate Strategic Plan: 2020–25* sets out the vision, purpose, values, and our key strategic priorities:

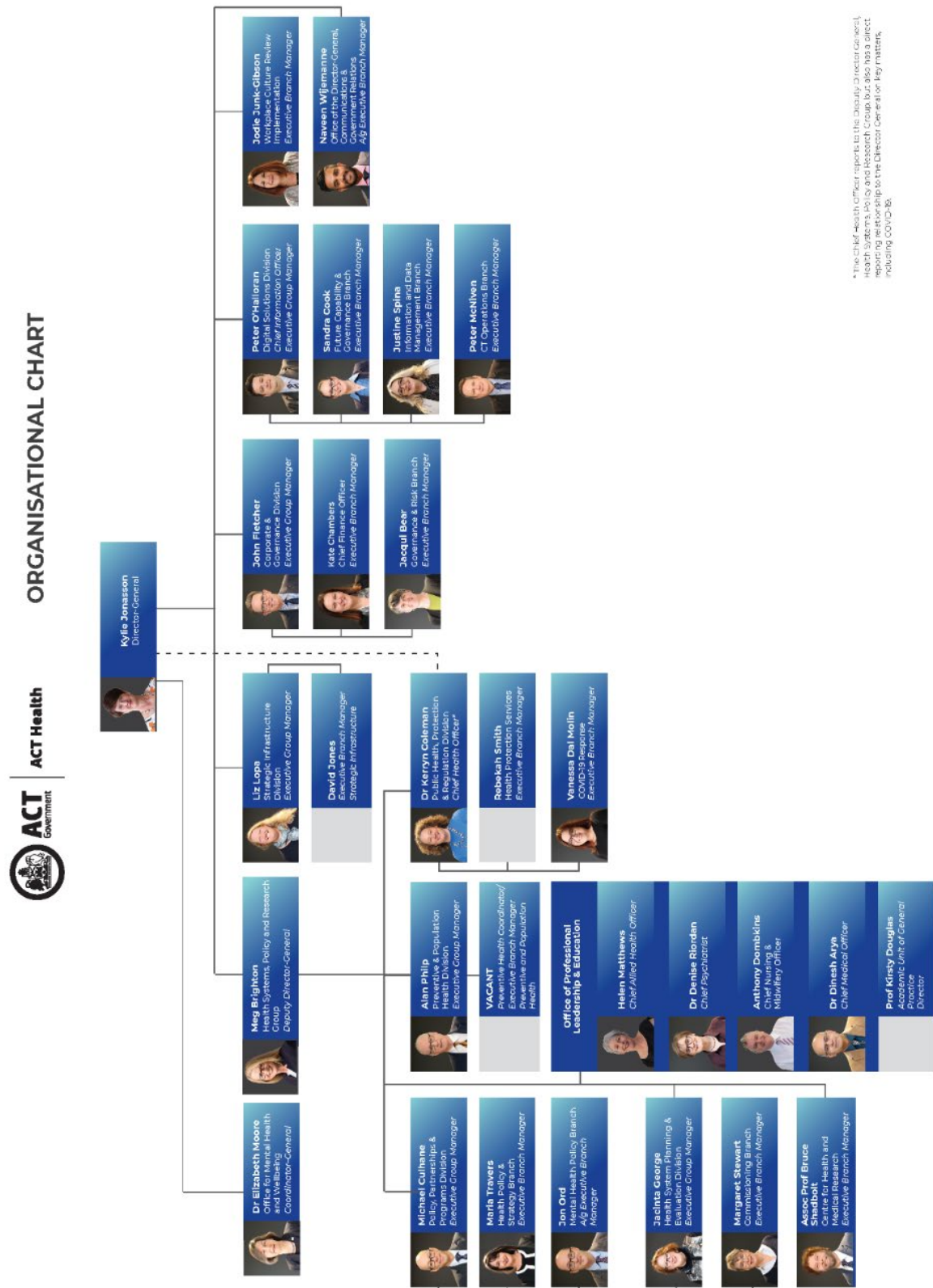
- healthy community – we want to ensure that the health of everyone in our community improves
- safe, responsive and sustainable public health system – we want to ensure our public health system works for our community, now and into the future
- trusted, transparent and accountable organisation – we want to be a trusted source of information and advice to the community and our stakeholders
- high performing organisation that values its people – we want to value and invest in our people and ensure our governance systems and business processes enable us to deliver for the community.

The Strategic Plan also reflects Directorate's role as stewards of the ACT health system and the way we work with our partner organisations. It provides the foundation for the Directorate plans, divisional and branch plans, and our individual performance agreements.

ACTHD and Canberra Health Services (CHS) are responsible for the health and mental health portfolios. Major Projects Canberra (MPC) is responsible for the delivery of some key health infrastructure projects. Please refer to the CHS and MPC Directorate briefs for more information on these Directorates.

COVID-19 is having significant impact on young people in Canberra. More than half of the young Canberrans that participated in a recent ACT Government survey described their mental health as either 'fair' or 'poor'. ACTHD including the Office for Mental Health and Wellbeing will work with you to enhance service delivery to the ACT community.

Organisational chart



*The Chief Health Officer reports to the Deputy Director General, Health Systems Policy and Research Group but also has a direct reporting relationship to the Director General on key matters, including COVID-19.

Division Descriptions

The ACTHD is comprised of numerous divisions each with separate responsibilities that work collaboratively to achieve results as the ACT Health System steward.

Office of the Director-General (ODG)

ODG includes the Communications and Government Relations Branch and the Culture review Implementation Branch.

The Communications and Government Relations Branch will work with you to deliver effective, best practice, valuable communication and engagement for priorities of the Government. The Division will also provide operational and strategic support on ministerial and government business, including matters relating to Cabinet and the ACT Legislative Assembly.

The Culture Review Implementation Branch partners with the three arms of the ACT public health system and key health system stakeholders to lead the required changes to support positive workplace change.

Health Systems, Policy and Research Group (HSPR)

HSPR is led by the Deputy Director-General, Meg Brighton and is responsible for delivering many of your commitments. It encompasses strategic health policy, program and quality strategy functions including inter-governmental relations, health service planning and the office of professional leadership. It leads the population health, protection and prevention functions, with a focus on health and medical research, professional leadership and education.

Health System Planning and Evaluation Division (HSPE)

HSPE is led by Executive Group Manager, Jacinta George and is focused on developing an integrated and holistic health services that meets community needs. This involves strategic health services planning, procurement, commissioning and contract management.

This Division supports the administration of the ACT Local Hospital Network and management of the contract between the Directorate and Calvary Health Care ACT Ltd for the delivery of public hospital and health services at Calvary Public Hospital Bruce and publicly funded palliative care services at Clare Holland House Hospice.

The Division also manages the Ngunnawal Bush Healing Farm and contract manages Non-Government Organisations engaged in the public health system.

Policy, Partnerships and Programs Division (PPP)

PPP is led by Executive Group Manager, Michael Culhane, and is responsible for strategic health policy advice on Aboriginal and Torres Strait Islander health, intergovernmental agreements, cross border negotiations, National Disability Insurance Scheme impacts, mental health, aged care, palliative care, primary care, chronic care, women, children and youth, cultural and linguistic diversity, LGBTQI+, maternity, men's health, national workforce policy, health system policy.

PPP works with CHS, Calvary and other stakeholders and non-government organisations to provide strategic advice across the ACT health system.

The division will work with you to deliver mental health support for young people during COVID, a new cross-border health agreement with New South Wales and provide advice on new national governance arrangements in the place of COAG.

Preventive and Population Health Division (PPH)

PPH is led by Executive Group Manager Alan Philip. The Division is responsible for advising you on opportunities for promoting, protecting, maintaining and monitoring the health of the population through delivery of programs that focus on health promotion and preventative health measures.

The Division will continue to implement the *ACT Drug Strategy Action Plan 2018-2021* which is underpinned by a harm minimisation approach to drug and alcohol policy, treating drug use as a health issue rather than a criminal matter. PPH will also deliver the *Healthy Canberra: ACT Preventive Health Plan 2020–25* and related Action Plan to address sexual health outcomes in the ACT as part of a holistic approach to improving health.

As part of this Division the Centre for Health and Medical Research leads strategic development and research governance in the ACT Health System. It collaborates with service delivery areas and academic institutions to influence the direction and translation of research into clinical practice and disease prevention.

Public Health, Protection and Regulation Division (PHPR)

PHPR led by the Chief Health Officer, is responsible for exercising various statutory responsibilities that promote and protect public health, while also managing and preventing health risks in the Territory. The Division focuses on:

- preventing and managing health risks through the use of regulatory and policy activities
- planning and managing public health incidents and emergencies
- developing Territory-wide population health strategic initiatives in protection and prevention.

Activities cover a diverse range of topics including food safety, communicable disease control, environmental health, emergency management, health care facilities, pharmaceutical products and services, tobacco control, and analytical laboratory services.

The Division is responsible for the COVID-19 pandemic response which is further explored in the portfolio brief.

Office of Professional Leadership and Education (OPLE)

OPLE provides health professional perspective and expertise, leadership, and strategic policy direction for the ACT health system. It includes the:

- Chief Allied Health Officer (Helen Matthews);
- Chief Medical Officer (Dr Dinesh Arya);
- Chief Nursing and Midwifery Officer (Anthony Dombkins);
- Chief Psychiatrist (Dr Denis Riordan); and
- Academic Unit of General Practice (Professor Kirsty Douglas).

The Office also represent the ACT Government on local, national and international forums relevant to health professional areas and will help deliver your priorities through clinical expertise, expert input into workforce planning, health service design and clinical care provision.

Corporate and Governance Division (C&G)

C&G is led by Executive Group Manager, John Fletcher and provides a range of corporate support services critical to the long-term success of the ACT Health Directorate. The Division provides these services through the following branch structure:

- Governance and Risk Branch – internal audit, governance and compliance, risk management, freedom of information requests, and procurement
- Strategic Finance Branch – budgeting and reporting, financial reporting, and capital reporting
- People Strategy Unit – people services, the Directorate workforce strategy and culture, performance management, learning and development, and workplace health and safety.

Strategic Infrastructure Division (SID)

SID is led by Executive Group Manager, Liz Lopa and supports ACT Health's role as the steward of the Territory's health system through:

- providing strategic advice and leadership in infrastructure master planning, strategy and design;
- supporting our NGO health service partners through providing fit-for-purpose infrastructure and effective leasing and asset management;
- providing a safe, sustainable and effective workplace for ACT Health's workforce through asset, leasing and facilities management; and
- represents the ACT Government's interests on the trans-Tasman Australasian Health Infrastructure Alliance.

The Division will continue to deliver the Canberra Hospital Master Plan and will continue to plan for enhanced infrastructure and services on the northside of Canberra.

Digital Solutions Division (DSD)

DSD is led by the Chief Information Officer, Peter O'Halloran, who provides high-level leadership, management and strategic advice in relation to performance reporting and technology capabilities across the ACT public health system. The Digital Solutions Division is responsible for:

- implementation and support of the Digital Health Strategy.
- management of technology services and projects including the provision and maintenance of technology services infrastructure and support to public hospitals, public health services and COVID-19 testing centre.
- provision of data and information to support statutory and intergovernmental reporting requirements including the quarterly performance reporting for the hospital system and data reporting to support public hospital funding arrangements.
- development and implementation of a performance reporting framework.
- management of the relationship with and services delivered by Information and Communication Technology (ICT) vendors, including Shared Services ICT.
- development, implementation and maintenance of technology policies and procedures
- information management and information security.

Office for Mental Health and Wellbeing (OMHW)

OMHW supports the community through an integrated approach to mental health and wellbeing, and suicide and self-harm prevention. The Office is focused on change management and systemic quality improvement, including all aspects of the experience of mental health and mental illness, including health

services, drug and alcohol, primary care, housing, employment, community services, justice, the police, education, social inclusion and so on.

The Office is led by the Coordinator-General, Dr Elizabeth Moore. The Coordinator-General works closely with the Minister responsible for mental health and operates autonomously delivering on the Government's objectives for the OMHW. Within the ACT Health Directorate, Dr Moore reports to the Director-General.

The Office will work with the Mental Health Policy Unit within PPP on your commitments to supporting the mental health of young Canberrans during the COVID-19 pandemic.

Directorate financial review

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	253,168	236,496 ^(a)	237,786	236,680
Controlled – capital injection	34,830	61,618 ^(b)	36,071	5,499
Territorial – expenses	14,872	2,431 ^(c)	954	978
Territorial – capital injection	-	-	-	-

ACT Local Hospital Network	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	882,195	801,284 ^(d)	789,095	778,141

Explanatory Note:

- a) The reduction in funding from 2020-21 to 2021-22 relates mainly to the extension of initiatives for one year only in 2020-21, which cease 30 June 2021.
- b) The increase in funding from 2020-21 to 2021-22 relates mainly to the Digital Health Record initiative, which will provide a single point of reference for patient clinical records, supporting more consistent care and effective case management by replacing current electronic and paper-based systems.
- c) The reduction in funding from 2020-21 to 2021-22 relates to one-off capital grants to Winnunga Nimmityjah Aboriginal Health and Community Services in 2020-21.
- d) The reduction in funding from 2020-21 to 2021-22 relates mainly to one-off decisions taken for 2020-21 that are yet to be considered for the 2021-22 financial year. These include COVID-19 funding (\$26.5m), Canberra Health Services financial sustainability funding (\$60m) and decisions to extend ceasing initiatives for one year only, less ceasing initiatives.

A detailed financial overview for the health and mental health portfolios are provided in the respective Portfolio Briefs.



October 2020

Brief for incoming Ministers

Justice and Community Safety Directorate

Covering portfolios:

- Attorney-General
- Minister for Corrections and Justice Health
- Minister for Justice, Consumer Affairs and Road Safety
- Minister for Police and Emergency Services

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Senior executive staff and contact details

The JACS Directorate governance is headed by the JACS Strategic Management Committee (SMC). The SMC consists of the Director-General, two Deputy Directors-General and the Chief Operating Officer.

Name	Phone	Email	
Director-General			
Richard Glenn		Richard.Glenn@act.gov.au	
Julie Beddoe Executive Officer		Julie.beddoe@act.gov.au	
Nicola Cowan Executive Assistant		Nicola.Cowan@act.gov.au	
Deputy Directors-General			
Jennifer McNeill, Justice		Jennifer.McNeill@act.gov.au	
Karen Doran, Community Safety	Karen.Doran@act.gov.au		
Chief Operating Officer			
Maira Crowhurst		Maira.Crowhurst@act.gov.au	

Senior executive roles and responsibilities

Director-General	
Richard Glenn	Leads the Justice and Community Safety Directorate to deliver on the government's commitments
Deputy Directors-General	
Jennifer McNeill Justice	- Legislation, Policy and Programs - ACT Courts administration and ACT Civil and Administrative Tribunal - ACT Government Solicitor - Parliamentary Counsel's Office
Karen Doran Community Safety	- ACT Corrective Services - Emergency Services Agency - Security and Emergency Management Branch - ACT Policing Arrangement and Relationship
Chief Operating Officer	
Moir Crowhurst	- Office of the Chief Operating Officer, including Communications Engagement and Media - Governance and Business Improvement - ICT, Capital Works and Infrastructure - People and Workplace Strategy - Strategic Finance
Statutory Office Holders	
Independent	- Director of Public Prosecutions - Human Rights Commission - Human Rights Commissioner/President; - Victims of Crime Commissioner; - Public Advocate and Children and Young People Commissioner; and - Discrimination, Health Services and Disability and Community Services Commissioner. - Public Trustee and Guardian for the ACT - Solicitor-General for the ACT (who is also the head of the ACT Government Solicitor) - Chief Executive Officer, Legal Aid ACT - Principal Registrar, Courts and Tribunal - Inspector of Correctional Services

Directorate overview

The Justice and Community Safety Directorate (JACS) seeks to maintain a fair, safe and peaceful community in the ACT where people's rights and interests are respected and protected. This is achieved through maintaining the rule of law throughout the Territory, promoting the protection of human rights in the community, providing effective offender management and opportunities for rehabilitation, and protecting and preserving life, property and the environment by providing an effective and cohesive emergency response service.

JACS is ready to deliver the Government's commitment to building a community in which people are and feel safe, and building a justice system that is accessible, efficient, transparent and enhances human rights.

JACS will build infrastructure and legal frameworks required to deliver community focused emergency and policing services to keep Canberrans safe, whether from organised crime, natural disaster or health emergency.

JACS will work with the Government and community to embed a restorative approach to delivering justice outcomes that enhances the healing and wellbeing of people involved in the justice system, including young people, the Aboriginal and Torres Strait Islander community, and those with particular vulnerabilities such as the elderly. The Directorate will work towards the creation of a centre for restorative justice and establish an Aboriginal and Torres Strait Islander Children's and Young People Commissioner.

JACS will use justice reinvestment approach to support community-based programs that tackle crime, divert offenders, enhance the rehabilitation framework and reduce recidivism.

JACS will continue its work in supporting community clubs to consolidate the reform of the past five years and ensuring that clubs remain a viable and positive force in their local community.

Further briefing will be provided on these key priorities.

There is a close relationship between the Attorney-General, Police and Emergency Services and Corrections portfolios given their responsibility for different components of the justice system. The Directorate is committed to providing cohesive and coordinated advice across each portfolio to deliver the Government's priorities.

The JACS Strategic Plan for 2020-24 is currently being developed and will reflect your Government's key priorities.

Directorate business units

Justice

Legislation Policy and Programs – Acting Executive Group Manager – Daniel Ng

The **Legislation, Policy and Programs (LPP)** unit provides high quality policy, legislation, ministerial support and advice to portfolio Ministers, Cabinet and other agencies on justice and community safety matters.

LPP also administers innovative justice and crime prevention programs (including the Restorative Justice Program) across the government and the community.

LPP plays an important role in promoting and protecting the rights and interests of ACT residents. It assesses all Government Bills presented to the Legislative Assembly for compatibility with the *Human Rights Act 2004* (ACT) (HRA).

It also assists the Government to improve access to justice for the ACT community through legislation and policy aimed at supporting and shaping the ACT's civil and criminal justice systems.

LPP contributes to the safety of the ACT community by providing legislative and policy advice on issues including corrections and sentencing, drugs and firearms regulation, child sex offenders, and liquor, racing and gaming. LPP examines and analyses crime indicators to measure the success of legislative and policy approaches to criminal justice issues. LPP also supports the Government's commitment to community safety by developing justice

reinvestment approaches and assisting to set performance measures for ACT Policing through the Purchase Agreement for policing services in the ACT.

LPP will deliver key priorities including embedding a restorative approach to deliver justice outcomes, commissioning a review of Aboriginal and Torres Strait Islander over-representation in the Justice system, Building Communities, Not Prisons through justice reinvestment and establishing an Aboriginal and Torres Strait Islander Children and Young People's Commissioner.

ACT Government Solicitor – Solicitor-General – Peter Garrisson AM SC

The ACT Government Solicitor (ACTGS) is established as a body corporate to act as legal practitioner for the Territory, its Ministers and agencies (including most statutory authorities) with governing provisions detailed in the *Law Officers Act 2011* (Law Officers Act).

In addition to the legal services delivered by the ACTGS, the Solicitor-General for the ACT acts as counsel for the Territory, the Crown in right of the Territory and any other Territory entity, as well as performing other functions as directed by the Attorney-General.

The Solicitor-General also exercises the functions of Chief Solicitor for the ACT.

The ACTGS provides legal advice and representation to the ACT Government across the full spectrum of government, commercial, litigation and administrative law matters through provision of legal services in the areas of:

- government law – advice on systems of government and all government functions and responsibilities and litigation regarding administrative law and regulatory functions;
- property and commercial – commercial matters, procurement, land and property; and
- litigation and dispute resolution – civil and commercial claims made by and against the Territory.

Together with the Office of the Solicitor-General, the operational sections of the ACTGS support the Attorney-General as the first Law Officer of the Territory by ensuring that the Government has high-quality legal and related services that protect the Territory's interests.

ACT Courts and Tribunal – Acting Principal Registrar – Amanda Nuttall

The **ACT Courts and Tribunal (ACTCT)** is responsible for the provision of high quality support to judicial officers and tribunal members in the Supreme Court, Magistrates Court and ACT Civil and Administrative Tribunal (ACAT) and high quality services to the public using the courts and tribunal.

The ACTCT is focussed on:

- the new court facilities project;
- the development of the new ICT integrated courts management system;
- strengthening the administration of the courts and tribunal, including implementation of the International Framework for Courts Excellence and the Australasian Framework for Tribunal Excellence; and
- improving access to the courts and tribunal.

ACT Parliamentary Counsel's Office – Parliamentary Counsel – Mary Toohey

The Parliamentary Counsel's Office (PCO) is responsible for the provision of high quality and timely legislative drafting and publishing services for ACT legislation and maintenance of the ACT legislation register.

More broadly the PCO's objectives are to draft and publish legislation for the Government in accordance with its legislation program and for individual members of the Legislative Assembly and the courts, ensuring that:

- ACT laws give effect to their intended policy objectives, and assist in compliance and efficient administration;
- ACT laws are legally, including constitutionally, valid, and can withstand vigorous scrutiny;
- ACT laws are clear and simple, reflecting best-practice drafting;
- ACT laws form a cohesive statute book of the highest standard;
- new ACT legislation and other legislative material (for example, bills and explanatory statements) are notified efficiently on the ACT Legislation Register;
- ACT legislation, as originally made and as in force from time to time, is readily accessible, particularly on the ACT Legislation Register; and
- comprehensive ACT legislative material and information are readily accessible, particularly on the ACT Legislation Register.

Community safety

Security and Emergency Management – Executive Branch Manager – Bren Burkevics

The Security and Emergency Management Branch (SEMB) provides whole-of-government coordination on issues relating to security and emergency management across the ACT and works closely with all ACT Government Directorates, ACT Policing, and relevant interstate and federal agencies.

SEMB is responsible for:

- whole of government coordination of the ACT's counter-terrorism and countering violent extremism arrangements;
- creating a security culture across ACT Government through protective security policy and education;
- whole of government coordination of critical infrastructure protection;
- coordinating strategic policy advice on emergency management; and
- extending and maintaining the ACT Government's Public Safety Closed Circuit Television (CCTV) systems to improve community safety while ensuring the individual rights of ACT citizens are respected.

SEMB also provides secretariat and policy support to whole of government security and emergency management committees.

SEMB supports ACT membership on National Emergency Management Security and Counter-Terrorism Committee and sub-committees including the Australia New Zealand Counter Terrorism Committee (ANZCTC) and the Australia New Zealand Emergency Management Committee (ANZEMC).

ACT Corrective Services – Commissioner – Jon Peach

ACT Corrective Services (ACTCS) is responsible for administering court-imposed sanctions including the provision of a safe and secure environment for those in custody, and supervising offenders in the community subject to bail conditions or community-based sentences.

Through the provision of a wide range of interventions, including offender behaviour programs, education and vocational training ACTCS strives to reduce recidivism and promote successful rehabilitation and reintegration into the community.

ACTCS also provides advice and services to the Courts, the Sentence Administration Board and government and community stakeholders.

ACTCS will deliver significant components of the Building Communities, Not Prisons through justice reinvestment commitment, including the Justice Housing Program.

ACT Emergency Services – Commissioner – Georgeina Whelan AM CSC and Bar

The ACT Emergency Services Agency (ESA) is responsible for the following emergency management strategies in supporting the ACT community and fulfilling its responsibilities under the Emergencies Act 2004:

Prevention and Mitigation: Emergency prevention and mitigation measures are aimed to decrease or eliminate impacts on the ACT community and environment;

Preparedness: Emergency preparedness measures ensure that in the event of emergency, communities, resources, and services can manage the impact;

Response: Response strategies and services are in place to control, and reduce consequences of emergencies; and

Recovery: Recovery strategies are aimed to return the ACT community and ESA to a state of preparedness after an emergency situation.

The ESA applies these strategies to deliver balanced, efficient, and effective emergency management services. Continued partnerships and shared responsibility between the ACT Government and community are imperative to preserving life, property, and the environment.

ESA will deliver your priorities including:

- implementing recommendations from various reviews of the Bushfire Season 2019-20;
- progressing the workforce reform agenda;
- implementing the Station Upgrade and Replacement program and Vehicle Replacement program; and
- delivering the ACT Ambulance Service, Fire and Rescue Station in the city (Acton).

STATUTORY OFFICE HOLDERS

Director of Public Prosecutions – DPP – Shane Drumgold SC

The Office of the Director of Public Prosecutions was established by the *Director of Public Prosecutions Act 1990* to institute, conduct and supervise prosecutions and related proceedings.

The Director of Public Prosecutions leads the office and is an independent statutory officer appointed by the Executive.

The Director has complete independence in relation prosecutorial decisions.

Human Rights Commission – President – Helen Watchirs

The purpose of the Human Rights Commission is to promote the human rights and welfare of all people living in the ACT in relation complaints to health, disability and community services, abuse of vulnerable people, and complaints under discrimination law.

The Commission consists of four Commissioners:

- Dr Helen Watchirs, President and Human Rights Commissioner;
- Karen Toohey, ACT Human Rights Commissioners, Discrimination, Health Services, Disability and Community Services Commissioner;

- Jodie Griffiths-Cook, Public Advocate and Children and Young People Commissioner; and
- Heidi Yates, Victims of Crime Commissioner.

The commission seeks to increase awareness of the rights and responsibilities of service users and service providers and encourage service improvement as well as providing advice to government on their human rights obligations.

The commission also advocates and supports children, young people, adults experiencing vulnerability and victims of crime.

Public Trustee and Guardian – PTG – Andrew Taylor

The Public Trustee and Guardian is a Territory Authority established by the Public Trustee and Guardian Act 1985. The Public Trustee and Guardian is the Chief Executive Officer of that Authority.

The office provides permanent and secure Trustee, Guardianship and Administration services to the ACT community.

Services provided by the PTG include:

- Will making (where the PTG is appointed executor);
- administering deceased estates under will or intestacy;
- acting as attorney under Enduring Power of Attorney;
- Trustee for trusts created in Wills, Deeds and Court Orders for families, infants and people with disabilities;
- acting as agent for the Territory to received, manage and dispose of assessments forfeited under the Confiscation of Criminal Assets Act 2003;
- administering moneys declared unclaimed under the *Unclaimed Money Act 1950*, *Legal Practitioners Act 2006* and *Agents Act 2003*, including receiving moneys, processing claims and investing funds;
- investing moneys held in specified government trust funds;
- acting for people with disabilities where ordered by a Court;
- acting as Manager and Guardian of Last Resort under appointment by the ACT Civil and Administrative Tribunal; and
- providing an annual examination of the accounts maintained by external managers on behalf of people with impaired decision-making ability.

Inspectorate of Correctional Services – Neil McAllister

The ACT Inspector of Correctional Services provides independent oversight of ACT correctional and youth justice facilities, focusing on continual improvement and prevention of ill-treatment. The Inspector of Correctional Services provides this oversight through conducting reviews of ACT correctional facilities and services and reviewing critical incidents.

Purchased services

ACT Policing

ACT Policing is a business unit of the Australian Federal Police (AFP) and was created for the purpose of providing policing services to the ACT under the auspices of a Policing Arrangement between the Commonwealth and ACT Governments.

The service delivery under an annually negotiated Purchase Agreement is articulated in terms of one major outcome and a series of outputs and performance measures. The major outcome of the Purchase Agreement for police services requires that 'ACT Policing will promote and support a whole of government approach to addressing crime in the ACT community while remaining responsive to changing commitments and adaptive to the needs of the community and the ACT Government'.

Legal Aid

The Legal Aid Commission (ACT) is an independent statutory authority established by the Legal Aid Act. The primary purpose of the Commission is to provide vulnerable and disadvantaged Australians with access to justice through a range of legal aid services in accordance with the Act, which includes providing a range of legal services through in-house legal and para-legal staff and lawyers in private practice.

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

The Commission receives funding from the ACT Government, as well as from the Commonwealth Government under the National Legal Assistance Partnership (NLAP). The Commonwealth funding under the NLAP is initially paid to the ACT Government, which in turn provides this amount to the Commission as Controlled Recurrent Payments (CRP). The ACT Government pays Territory CRP appropriation on a fortnightly basis and the Commonwealth funding component quarterly in advance.

Office of the Australian Information Commissioner

The Office of the Australian Information Privacy Commissioner (OAIC) is an independent Commonwealth agency. Its primary functions are privacy, freedom of information and government information policy.

Under a service agreement the OAIC performs the role of Privacy Commissioner under the *Information Privacy Act 2014*.

Organisational chart



Justice and Community Safety Directorate

Richard Glenn
Director-General

Executive Officer:
Julie Beddoe
x74284

Executive Assistant:
Nicola Cowan
x70501

Statutory Office Holders

Solicitor-General for the ACT
Solicitor-General for the ACT: Peter Carrison AM SC x70655
Exec Assistant: Dolores Hospic x70655

Public Trustee and Guardian
Public Trustee and Guardian: Andrew Taylor

Director of Public Prosecutions
Director: Shane Drumgold
Exec Officer: Katie Cornwell

Courts and Tribunal Principal Registrar
A/As Courts & Tribunal Principal Registrar: Amanda Nuttall
Exec Assistant: Lisa Kramarzewski x70654

ACT Human Rights Commission
President and Human Rights Commissioner: Dr Helen Watchirs OAM x53222
Public Advocate and Children and Young People Commissioner: Jade Griffiths-Cook
Discrimination, Health Services and Disability and Community Services Commissioner: Karen Toohy
Victims of Crime Commissioner: Heidi Vees

The Office of the Inspector of Correctional Services
Inspector: Neil McAllister

Justice
Deputy Director-General: Jennifer McNeill x53504
Exec Assistant: Joanne Holmes x50567

Legislation, Policy and Programs
A/As Executive Group Manager: Daniel Ng
Exec Assistant: Siobhain White x70006
Vacant
Executive Branch Manager: Karen Greenland
Exec Assistant: Kathlyn Johnson

ACT Government Solicitor
Solicitor-General for the ACT: Peter Carrison AM SC x70655
Deputy Chief Solicitor: Kristin Leece
A/As Executive Group Manager: Michelle Dillon x53238
Legal Practice: Lisa Manzoni
General Manager: Lisa Jurekovic
Exec Assistant: Annette Hawken x76747

Courts and Tribunal
A/As Principal Registrar: Amanda Nuttall
A/As Supreme Court Registrar: Jayne Leece
A/As Magistrates Court Registrar: Helen Banks
A/As ACAT Registrar: Wilhelmina Colby
Exec Assistant: Lisa Kramarzewski x70654
Exec Assistant: Megan O'Hehir x72023

Parliamentary Counsel's Office
Parliamentary Counsel: Mary Toohy
Deputy Parliamentary Counsel: Lyndal Kennedy
Deputy Parliamentary Counsel: Bianca Kimber

Chief Operating Officer
Moira Cowhurst x79420
Exec Assistant: Nadia Truchowski x71023

Governance and Business Improvement
Executive Branch Manager: Danielle Krajina
Exec Assistant: Evelyn Oranger x53073

ICT, Capital Works and Infrastructure
A/As Executive Branch Manager: Kups Kugathas
Exec Assistant: Hayley Molloy x50542

People and Workplace Strategy
Chief HR Officer: Liz Beattie
Exec Assistant: Diane Bush x54776

Strategic Finance
Chief Finance Officer: Dragana Orelowski
Exec Assistant: Suzana Stanjevic x74004

Community Safety
Deputy Director-General: Karen Doran x50567
Exec Assistant: Joanne Holmes x50567

Security and Emergency Management
Executive Branch Manager: Brian Support Officer: Brian Burlewicz x78628
Exec Assistant: Julie Butt x50553

ACT Corrective Services
Commissioner: Jon Peck
Exec Assistant: Emily Banks x79847
Deputy Commissioner Custodial Operations: Corinne Jackson
A/As Assistant Commissioner: Theresa Goodman
A/As Executive Branch Manager: Deborah Clayton-Baker
Executive Branch Manager: Catherine King
General Manager: Alexander Macosochie Centre: Jason Duzell

Emergency Services Agency
Commissioner: Georgina Whelan
Deputy-Commissioner: Ray Johnson
Chief Officer, Ambulance Service: Howard Wren
A/As Chief Officer, Fire & Rescue: Glenn Brewer
A/As Chief Officer, Rural Fire Service: Rohan Scott
A/As Chief Officer, SES: Matt Shonk
Executive Branch Manager, Finance and Governance: Robyn White
A/As Executive Branch Manager, People, Culture and Training: Christine Cox
Executive Branch Manager, Risk and Planning: David Foot
A/As Executive Branch Manager, Logistics: Jason Jones

Independent Offices (purchased Services)

ACT Policing
Chief Police Officer: Neil Goughan
Exec Assistant: Kate Biele

AFP National
AFP Commissioner: Bruce Kitcher
Exec Assistant: Marsh Tyler

Australian Information Commissioner
Australian Information Commissioner: Angelina Feli
Deputy Commissioner: Elizabeth Hampton
Officer Manager: Brenton Astrad

Legal Aid ACT
Chief Executive: Dr John Boering

Updated as of 12 October 2020
For further updates, please contact Nicola Cowan via email or teams with proposed amendments

Directorate financial overview

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses ^{1, 2}	434.342	432.512	435.655	444.051
Controlled – capital injection ^{3, 4}	49.503	62.309	14.687	8.111
Territorial – expenses ⁵	217.435	209.719	214.482	214.318
Territorial – capital injection	5.500	6.271	0.531	0.313

Notes

1. The expenses relating to ACT Government Solicitor and ACT Parliamentary Counsel's Office cover services provided across all ministerial portfolios.
2. Controlled expenses include depreciation and corporate overheads.
3. Controlled capital injection includes ACT Courts Public Private Partnership principal repayment which is not a capital project.
4. Controlled capital injection in 2020-21 also includes \$4.896m Enterprise Agreement backpay for ACT Fire and Rescue which is not a capital project.
5. Territorial expenses include depreciation.

Directorate staffing overview¹ (FTE and headcount)

	Full Time Equivalent	Headcount
ACT Corrective Services	435.8	446
ACT Courts and Tribunal	199.8	221
ACT Government Solicitor	113.8	125
Corporate	84.9	86
Director of Public Prosecutions	85.0	90
Emergency Services Agency	783.2	807
Human Rights Commission	62.5	67
Inspectorate of Custodial Services	3.0	3
Legislation, Policy and Programs	71.4	79
Office of the Director-General	8.0	8
Parliamentary Counsel's Office	24.1	25
Public Trustee and Guardian	63.2	66
Security and Emergency Management Branch	9.0	9
Total	1,943.5	2,032

¹ JACS Annual Report 2019-20 – As at 30 June 2020

Directorate executive contact list

To support your team, please find the following JACS Executive Contact List:

Office of the director general				
Glenn, Richard	Director-General	Office of the Director-General		
Corporate				
Crowhurst, Moira	Chief Operating Officer	Corporate		
Beattie, Liz	Chief Human Resources officer	Corporate		
Cvetkovski, Dragana	Chief Finance Officer	Corporate		
Krajina, Danielle	EBM, Governance and Business Improvement	Corporate		
Kugathas, Kuga	Acting EBM, ICT, Capital Works and Infrastructure	Corporate		
Justice				
McNeill, Jennifer	DDG, Justice	Justice		
Garrison, Peter	ACT Solicitor-General	ACT Government Solicitor		
Junakovic, Lana	General Manager, ACTGS	ACT Government Solicitor		
Kennedy, Lyndall	Deputy Parliamentary Counsel	ACT Government Solicitor		
Leece, Kristin	Deputy Chief Solicitor, ACTGS	ACT Government Solicitor		
Manzoney, Lisa	EGM, Legal Practice, ACTGS	ACT Government Solicitor		
<u>Nuttall, Amanda</u>	<u>A/g Principal Registrar, ACTCT</u>	<u>Courts and Tribunal</u>		
Reece, Jayne	A/G Registrar, Supreme Court	Courts and Tribunal		
Corby, Wilhelmena	ACAT Registrar	Courts and Tribunal		
Banks, Helen	Registrar, Magistrates Court	Courts and Tribunal		

Drumgold, Shane	Director of Public Prosecutions, DPP	DPP		
Lee, Keegan	Crown Prosecutor, DPP	DPP		
Watchirs, Dr Helen	President and Human Rights Commissioner	HRC		
Griffiths-Cook, Jodie	Public Advocate & Children and Young People Commissioner	HRC		
Toohey, Karen	Commissioner, Discrimination, Health Services and Disability and Community Services Commissioner.	HRC		
Yates, Heidi	Victims of Crime Commissioner	HRC		
Boersig, Dr John	Chief Executive Officer, Legal Aid ACT	Legal Aid		
Ng, Daniel	Executive Group Manager, LPP	LPP		
Greenland, Karen	Executive Branch Manager, LPP	LPP		
Johnson, Katherine	Executive Branch Manager, LPP	LPP		
Toohey, Mary	Parliamentary Counsel	Parliamentary Counsel		
Kimber, Bianca	Deputy Parliamentary Counsel	Parliamentary Counsel		
Taylor, Andrew	Public Trustee and Guardian	Public Trustee and Guardian		
Community safety				
Doran, Karen	DDG, Community Safety			
Peach, Jon	Commissioner, ACT Corrective Services	Corrections		
Clayton-Baker, Deborah	EGM, Corporate Services, ACTCS	Corrections		
Goodman, Therese	Assistant Commissioner, Community Operations, ACTCS	Corrections		

Justason, Corinne	Deputy Commissioner, Custodial Operations, AMC	Corrections		
King, Catherine	EGM, Operational Support, ACTCS	Corrections		
Russell, Jason	General Manager, AMC	Corrections		
Whelan, Georgeina	Commissioner Emergency Services	ESA		
Foot, David	EBM, Risk and Planning, ESA	ESA		
Johnson, Ray	Deputy Commissioner, ESA	ESA		
Jones, Jason	EBM, Logistics, ESA	ESA		
Scott, Rohan	A/g Chief Officer ACT Rural Fire Service	ESA		
Shonk, Matt	A/g Chief Officer ACTSES	ESA		
White, Robyn	EBM, Finance and Governance, ESA	ESA		
Wren, Howard	Chief Officer ACT Ambulance Service	ESA		
Burkevics, Bren	Executive Branch Manager, SEMB	SEMB		
McAllister, Neil	Inspector of Correctional Services	Office of the ICS		

October 2020

Brief for incoming Ministers

Major Projects Canberra

Covering portfolios:

- Treasurer
- Tertiary Education
- Arts, Creative Industries and Cultural Events
- Building Quality Improvement
- Health
- Transport

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Senior executive staff and contact details

Name, Division	Phone	Email	
Duncan Edghill Director-General (Chief Projects Officer)		Duncan.Edghill@act.gov.au	
<i>Executive Assistant to DG: Carolina Ross</i>		Carolina.Ross@act.gov.au	
Damon Hall, Project Development and Support		Damon.Hall@act.gov.au	
Adrian Piani, Infrastructure Delivery Partners & ACT Chief Engineer		Adrian.Piani@act.gov.au	
Martin Little, Canberra Hospital Expansion		Martin.Little@act.gov.au	
Ashley Cahif, Light Rail		Ashley.Cahif@act.gov.au	
Wayne Ford, CIT Campus - Woden		Wayne.Ford@act.gov.au	
Sophie Gray, Canberra Theatre Redevelopment		Sophie.Gray@act.gov.au	

Directorate overview

Major Projects Canberra (MPC) was established on 1 July 2019 to procure and deliver infrastructure on behalf of the ACT Government. It plans and delivers major infrastructure projects, provides advice in relation to capital works matters, and undertakes procurement and project management on behalf of all government directorates and agencies for other infrastructure works. MPC also liaises closely with the local industry and other jurisdictions on infrastructure matters.

MPC is committed to implementing the ACT Government's Infrastructure Plan and delivering infrastructure which makes Canberra one of the world's most liveable and competitive cities. It stands ready to not only to deliver upon new infrastructure election commitments, but to progress the substantial infrastructure projects which are already underway.

At present, MPC has two main components:

1. Procuring and delivering specific major infrastructure projects designated to MPC through the Administrative Arrangements. Typically, projects which have been designated to MPC to date have significant complexity and scale. MPC currently bears budget accountability (and is directly appropriated) for those projects and has direct accountability to the relevant Minister responsible for those projects. The current projects designated to MPC are:
 - The Canberra Hospital Expansion project (formerly known as SPIRE);
 - The City to Woden Light Rail project (Stage 2);
 - The CIT Campus – Woden project (including a new Woden Transport Interchange);
 - The Canberra Theatre Redevelopment Project; and
 - The ACT Government's cladding rectification activities, both for government buildings and private buildings. Although not formally designated as a 'major project' in the Administrative Arrangements, MPC currently has operational and budget responsibility for this project.
2. Delivering other whole of government infrastructure projects in partnership with other directorates. The budget for those projects is held by the relevant Directorate and delivered by MPC's infrastructure delivery arm. MPC does not currently have a direct relationship with the relevant portfolio Minister in respect of these 'non-major' projects. MPC is currently funded to provide these services through a fee it invoices to the relevant directorate (i.e. MPC is not currently directly appropriated for its activities in respect of non-major projects).

Led by the Chief Projects Officer (the title held by the Director-General), MPC reports to the Head of Service and is accountable directly to the Treasurer and the relevant Ministers, as shown in Table 1.

Designated Project	Responsible Ministerial portfolio (current)
Light Rail Stage 2	Minister for Transport
Canberra Hospital Expansion Project	Minister for Health
CIT Campus - Woden	Minister for Tertiary Education
Canberra Theatre Project	Minister for the Arts, Creative Industries and Cultural Events
Cladding Rectification	Minister for Building Quality Improvement
Administrative Responsibility	Treasurer

Table 1 Designated project responsible ministers

The ACT Chief Engineer is part of the MPC executive. The ACT Chief Engineer provides advice to the ACT Government and is responsible for facilitating the engineering capability required to meet the future needs and growth of the Territory.

On behalf of the ACT Government, MPC operates the Project Management and Reporting System (PMARS) to provide project reporting for the Territory's capital works program.

Other functions of MPC include contractor pre-qualification and IRE Certification, project management and reporting, superintendency of works and WHS Active Certification.

Overall staffing profile

- MPC's high-level organisation chart is included at [Appendix A](#).
- As at 31 August 2020, MPC had 168.65 FTEs and a headcount of 172 Employees.
- MPC has a workforce which comprises of:
 - 41.1% female and 58.9% male employees;
 - 19% self-identified as culturally and linguistically diverse;
 - 1.8% self-identified as Aboriginal and Torres Strait Islander; and
 - 5.4% self-identified as having disability.
- Of the 14 filled executive positions 21.43% are occupied by females and 78.57% male.
- MPC's employee classifications include: Executive Officers, Senior Officers, Administrative Officers, Infrastructure Managers, Infrastructure Officers, Professional Officers, and Graduate Trainees. These classifications are covered by the following Enterprise Agreements:
 - *ACT Public Service Administrative and Related Classifications Enterprise Agreement 2013-2017; and*
 - *ACT Public Sector Technical and Other Professional Enterprise Agreement 2013-2017.*

Strategic priorities

MPC's core priority is to (i) deliver the ACT Government's major infrastructure projects, and (ii) assist other directorates to deliver their infrastructure projects, in a timely and value for money manner.

MPC's Strategic Plan 2020–25 describes the Directorate's role in delivering the ACT Government's infrastructure program. It covers the largest and most complex projects through to local community-scale infrastructure.

The Directorate achieves its purpose and strategic objectives by working closely with other parts of the ACT Government, the private sector and other stakeholders to deliver a range of civil, commercial and social infrastructure across the ACT.

MPC has adopted the ACTPS values of respect, integrity, collaboration and innovation. MPC has also adopted its own additional core values of **safety** and **strive for excellence**.

The MPC Strategic Plan organises MPC's current objectives in the following three categories:

- **Community, Clients and Projects.** We want to ensure that our projects are helping Canberra to be the world's most liveable city.
- **Government and Industry.** We want to be Government and industry's trusted infrastructure partner.
- **Organisational Health.** We want our workforce to have the skills, technology and facilities it needs to deliver the best value infrastructure while meeting our legal and policy obligations.

Current 2020-21 priority tasks include:

- Assisting all directorates to achieve budgeted capital expenditure across infrastructure projects (including achieving expenditure on MPC's major projects);
- Achieving forecast project milestones across a variety of high-profile projects, including:
 - Entering into a main works contract for the Canberra Hospital Expansion Project;
 - Various CIT Woden project milestones;
 - Progressing Light Rail Stage 2;
 - Business Case preparation for the Canberra Theatre project;
 - Various cladding project milestones; and
 - Various milestones across projects managed on behalf of other directorates, including the East Gungahlin School, Women and Children's Hospital and other projects;
- Investigating and recommending improvements to capital delivery processes;
- Enhancing project reporting and project pipeline communications to industry; and
- Various internal governance, diversity and process improvements.

Governance of designated major projects

MPC has established advisory Project Boards as the peak internal governance body for three of the designated major projects for which it is responsible. The Project Boards are non-statutory and have been established to provide strategic decision-making advice to the ACT Government in respect of the planning, procurement and delivery of individual major projects.

Generally, Project Board membership currently consists of an independent chair, an independent member, and senior executive level staff from ACT directorates whose operations intersect in some way with the individual project. The current independent chairs of each Project Board are:

- **Light Rail Project Board** – Greg Wilson
- **Canberra Hospital Expansion Project Board** – Tony Michele

- **CIT Campus – Woden Project Board** – Dianne Joseph

The Projects Boards meet monthly. Remuneration of independent Project Board members is established by the Act Remuneration Tribunal.

COVID-19 response

The onset of the COVID-19 pandemic has introduced a number of uncertainties to infrastructure markets, financial markets and international supply chains. It remains a key risk to ACT Government infrastructure projects.

Throughout the pandemic, MPC has:

- Engaged closely with local industry representatives and unions, including consultation (with other Government representatives) on potential restriction approaches appropriate to the local construction sector should the need arise; and
- Focused on COVID-19 risks as part of major project risk management activities.

In addition, MPC established an Emergency Management Team (EMT) as a central point within MPC for all matters related to the pandemic. The EMT provides leadership and direction in emergency management and business continuity during an emergency.

Key external relationships

Key external stakeholders for MPC are as follows:

Organisation	Contact	Email
National Capital Authority (NCA)	Sally Barnes Chief Executive	Sally.Barnes@nca.gov.au
Master Builders Association of the ACT	Michael Hopkins CEO	mhopkins@mba.org.au
Australian Institute of Architects	Shannon Battisson ACT Chapter President	shannon@themilldesign.com.au
Consult Australia	Caitlin Buttress ACT Manager	Caitlin@consultaustralia.com
Engineers Australia	Kevin Earle ACT Division President	Kevin.Earle@ghd.com
Australian Institute of Building	Roger Poels ACT Chapter President	Roger.Poels@shawbg.com.au
Master Plumbers ACT	Jason Tait Board Member	j.tait@laserplumbing.com.au
ACT Housing Industry Association	Greg Weller Regional Executive Director	g.weller@hia.com.au
iBodies Network	Romilly Madew Infrastructure Australia (Lead)	Romilly.madew@infrastructure.gov.au
CFMEU	Jason O'Mara Branch Secretary, CFMEU ACT	jomara@cfmeu.org

Upcoming activities

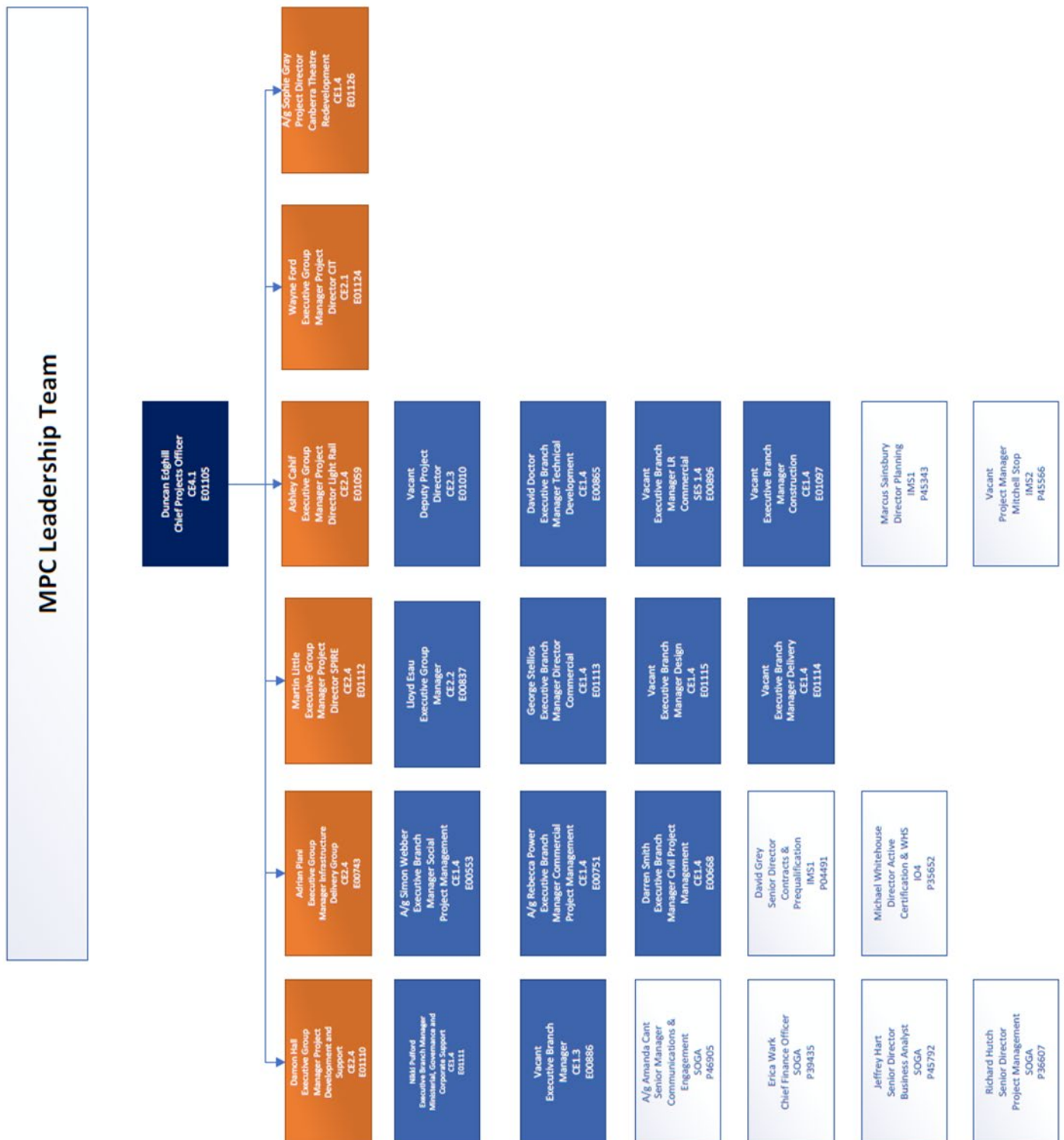
MPC has a number of procurement, community engagement and other activities planned in the coming months, including:

- **Canberra Hospital Expansion** - Commencement of the six-week pre-Development Application (DA) consultation for the project's DA and opening of Multiplex's "Connectivity Centre" scheduled for November 2020.
- **Light Rail** - progression of Mitchell Stop works, lodgement of the final EPBC Preliminary Documentation for Commonwealth Approval for Stage 2A, and the presentation to the Minister of project progression and procurement options.
- **CIT Campus Woden** - Release of Expression of Interest (EOI) and Industry briefing in November for contractors interested in submitting for the Public Transport Interchange Design and Construct (D&C) package.
- **Canberra Theatre** - Progression of delivery options and commercial principles for implementation of a potential Civic Arts and Cultural Precinct, including the new Canberra Theatre.

Directorate financial overview

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled Recurrent Payments	3.1	1.0	1.1	1.2
Own Source Revenue	22.5	22.8	23.0	23.3
Total Revenue	25.5	23.8	24.1	24.5
Controlled – expenses	26.8	26.2	27.4	27.7
Controlled – capital injection	95.4	49.0	84.0	92.0
Capital works provision – Light Rail	0	77.5	66.5	168.3
Capital works provision – Canberra Hospital Expansion	0	149.2	189.0	229.6

Appendix A - Organisation chart





October 2020

Brief for incoming Ministers

Transport and City Services Directorate

Covering portfolios:

- Transport
- City Services
- Roads and Active Travel
- Transport

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Senior executive staff and contact details

Name	Phone	Mobile	Email		
Director-General					
Alison Playford			Alison.playford@act.gov.au		
Executive Officer: Helen Willson			Helen.willson@act.gov.au		
Executive Assistant:					
Deputy Directors-General					
Jim Corrigan, City Services			Jim.corrigan@act.gov.au		
Ben McHugh A/G, Transport Canberra and Business Services			Ben.mchugh@act.gov.au		
Chief Operating Officer					
Cherie Hughes, Chief Operating Officer Group			Cherie.hughes@act.gov.au		
Andrew Pedersen, Finance			Andrew.pedersen@act.gov.au		

Lisa Johnson, Governance and Ministerial Services		Lisa.johnson@act.gov.au	
Communications			
Geoff Virtue, Communications		Geoff.virtue@act.gov.au	
City Services			
Meghan Oldfield, Executive Group Manager, Infrastructure Delivery and Waste		Meghan.oldfield@act.gov.au	
Ken Marshall A/G, Executive Group Manager, City Operations		Ken.marshall@act.gov.au	
Transport Canberra and Bus			
Judith Sturman, Executive Group Manager, Transport Canberra		Judith.sturman@act.gov.au	
Craig Jordan, Executive Group Manager, Territory and Business Services		Craig.jordan@act.gov.au	
John Bowdery, Executive Branch Manager, Strategic Policy and Customer		John.bowdery@act.gov.au	

Directorate overview

Transport Canberra and City Services (TCCS) is a diverse directorate with around 2,000 employees that work across more than 52 sites. TCCS is structured in a way that aligns similar responsibilities and fosters effective and productive relationships between business units (see directorate structure below). Some divisions include multiple portfolio responsibilities but have been structured to ensure the best outcomes can be delivered for Canberrans.

The [2020-21 TCCS Strategic Plan](#) for the Transport Canberra and City Services Directorate (TCCS) sets out a vision to make Canberra attractive, safe and easy to move around, with a mission of connected services for the people of Canberra. The TCCS Strategic Plan for 2021-24 is currently being developed and will reflect key Government priorities.

The Directorate's overall key strategic priorities are:

- Enhancing capability of staff to ensure efficient delivery of Directorate functions. The Directorate has recently conducted a staff engagement survey with BPA Analytics with results expected to be available in late November 2020. This will inform strategies to improve workplace culture and staff engagement.
- Enhancing technology to enable the workforce to better deliver our services. Current key projects are the finalisation of the roll out of the new Asset Management System (Assetic) and development of the Customer Service Request Management (CSRM) system.
- Better integration of transport planning across public transport, road and active travel networks with overall Government planning, sustainability and land use management strategies.
- Implementation of key COVID recovery economic stimulus funding. This includes delivery of federal funding initiatives. [Attachment A](#) outlines initiatives from the 2020-21 Federal Budget which will require a decision on matched funding and the project detail.

Further briefing will be provided on these key priorities.

TCCS includes the following key portfolios.

- City Services
- Recycling and waste reduction
- Roads and active travel
- Transport

In addition, TCCS is supported by the Chief Operating Officer (COO) Group.

Transport Canberra and City Services is committed to serving the ACT and ensuring that our open and public spaces are well cared for and attractive, as the centres of our community. Parks, playgrounds, shopping centres and libraries are places people come together.

TCCS will continue to provide better local services for our suburbs as outlined in ACT Labor Commitments.

TCCS will work with you continuing to renew infrastructure throughout Canberra by upgrading local shopping precincts by installing new seating, bins and improved waste management, updating public bathrooms across the city, upgrading existing playgrounds with nature play, climbing structures and bike pump tracks and maintaining new shared paths, cycleways and upgraded footpaths.

Transport Canberra will deliver on the Government's commitments and investments in transport infrastructure and a good public transport network, including transitioning public transport to zero emissions, improving on-demand transport, delivering a new modern ticketing system, continuing to make progress on the popular light rail network and implementing the Transport Strategy.

City Services

The City Services portfolio consists of the City Services Division, which is managed by Jim Corrigan, Deputy Director-General.

City Services has around 400 employees and delivers a wide range of services which Canberrans rely on every day. These include looking after our local shops and playgrounds, rubbish removal from public land, mowing open space, managing the urban forest, building and managing footpaths and maintaining many of Canberra's lakes and ponds.

City Services is committed to delivering on key priorities to improve the public realm and maintaining the beautiful look and feel of our city, including delivering key infrastructure upgrades to roads, paths, playgrounds, sportsgrounds and local shopping centres across Canberra and supporting local jobs by expanding the Age Friendly Suburbs Program. These improvements will be a key part of a city-wide plan for active travel and helping Canberrans get around easily to enjoy our City, as well as providing jobs for Canberrans.

The City Services portfolio consists of the following business units that currently sit within the City Services division of TCCS:

Reporting to Ken Marshall, A/g Executive Group Manager, City Operations:

- City Presentation (approximately 340 FTE, based across 13 depots)
 - Responsible for planning and management of 6,234 hectares of parks, 374 hectares of lakes and ponds, 770,824 urban trees, 117 barbeques, 509 playgrounds and public open space and city places. It also includes the city rangers who are responsible for licencing and compliance of public land.
 - City Presentation also includes sportsground maintenance, which sits within the Sports and Recreation portfolio within the Chief Minister, Treasury and Economic Development Directorate (CMTEDD).
- Development Coordination (approximately 35 FTE)
 - Responsible for the review of over 5,000 external and private development proposals a year in the ACT in relation to impacts on TCCS assets, in partnership with the ACT Planning and Land Authority.
 - The Branch also has responsibility for the schools safety program and works closely with the Active Travel Office.

Reporting to Meghan Oldfield, Executive Group Manager, Infrastructure Delivery and Waste:

- Infrastructure Delivery (ID) (approximately 32 FTE, inclusive of consultants and body hire)
 - Responsible for managing and delivering the Capital Works program on behalf of various business units within TCCS. ID works in partnership with Major Projects Canberra to achieve this outcome. The original program of works for the 2019-2020 financial year exceeded \$230 million.

The City Services portfolio also includes the following business units which sit within the Business Services division of TCCS, reporting to Ben McHugh, A/g Deputy Director-General. The division has over 200 employees and is managed by Craig Jordan, Executive Group Manager, Territory and Business Services.

- Domestic Animal Services (DAS) (approximately 32 FTE)
 - Responsible for domestic animal management and compliance, as well as the dog shelter at Symonston that houses up to 50 abandoned, stray or seized dogs. DAS processed approximately 990 dogs through its facility last financial year and rehomed over 90% per cent of saleable stray and abandoned dogs.
- Libraries ACT (approximately 90 FTE)
 - Responsible for the management of 10 public libraries across the ACT, including the ACT Heritage Library, as well as the Home Library Service.
- Canberra Cemeteries (approximately 17 FTE)
 - The ACT Cemeteries Authority is responsible for managing the operations of the Gungahlin, Woden and Hall Cemeteries, as well as the new public crematorium at the Gungahlin Cemetery with certification, testing and approval for the new cremator expected to begin on 22 October 2020. The Cemeteries Authority will likely be responsible for the design and delivery of Southern Memorial Park, a new cemetery currently being planned at Mugga Lane in Tuggeranong.
- Capital Linen Services (CLS) (approximately 54 FTE, plus labour hire)
 - Capital Linen Service is a commercial service that provides laundry services for more than 120 clients in Canberra and surrounds, including for ACT hospitals. Last financial year CLS laundered and delivered more than 13.6 million items of linen weighing 6,383 tonnes.
- Yarralumla Nursery (approximately 29 FTE)
 - Yarralumla Nursery is a heritage listed site and the largest wholesale nursery in the southern tablelands and sells high-quality, competitively priced plants to commercial groups as well as local, state governments and as the Australian Government. Last financial year 330,000 trees, shrubs and groundcovers were grown for government projects, local and regional retail industries.
- Birrigai (approximately 14 FTE, comprising 8 TCCS and 5 Education FTE plus casual teaching and catering staff)
 - Birrigai is an outdoor education and group accommodation centre located adjacent to Tidbinbilla Nature Reserve, which is currently jointly managed by TCCS and the Education Directorate.

Recycling and Waste Reduction

The Recycling and Waste Reduction portfolio consists of ACT NoWaste which currently sits within the City Services division of TCCS, led by Jim Corrigan, Deputy Director-General. ACT NoWaste has around 64 employees and is managed by Meghan Oldfield, Executive Group Manager, Infrastructure Delivery and Waste

ACT NoWaste manages contracts and service agreements for a range of waste and recycling activities to residents and businesses. These services are provided at a number of facilities across the ACT as well as residential household collections currently contracted to Suez.

ACT NoWaste designs, commissions and manages outsourced waste and recycling services which aim to encompass best practice, respond to community demand, maximise resource recovery and meet budget

expectations. Additionally, ACT NoWaste manages the provision of waste strategy, planning and policy advice and is charged with the implementation and delivery of waste management regulatory functions.

NoWaste will support the Government's waste management priorities to combat climate change, reduce waste and bring down waste emissions by recycling food waste. This will include investing in a city-wide food waste collection service and trialling a food recycling scheme in Belconnen. In addition, NoWaste will bring forward the city-wide rollout of the household bulky waste pickup scheme.

Last financial year ACT NoWaste managed:

- 7,041 million household rubbish and 3,615 million recycling collections;
- 76,490 tonnes of kerbside waste sent to landfill;
- 31,954 tonnes of kerbside material recovered at the Materials Recycling Facility at Hume; and
- 5,046 tonnes of recycling collected through the ACT NoWaste Recycling Drop Off Centres.

Roads and Active Travel

The Roads and Active Travel portfolio includes Roads ACT and Active Travel policy. There are around 108 employees, with 106 of these based within Roads ACT.

Roads ACT sits within the City Services division of TCCS which is led by Jim Corrigan, Deputy Director-General. Roads ACT is managed by Ken Marshall, A/g Executive Group Manager, City Operations.

Roads ACT is responsible for the management of 3,179 kilometres of roads, 2,571 kilometres of footpaths, 3,822 kilometres of stormwater pipe, 1,293 bridges and culverts, cycle paths, carpark facilities, driveways, traffic signals, 78,418 streetlights and associated infrastructure. Roads ACT manage these assets on behalf of the ACT Government for the enjoyment of the Canberra community. Roads ACT delivers on its responsibilities predominantly through its staff at the Fyshwick Depot, but also through contractual arrangements.

Active Travel sits within the Transport and Business Services division of TCCS, and reports to Ben McHugh, Deputy Director-General. It is supported by 2 FTE. The Active Travel Office (ATO) coordinates policies and implementation across the ACT Government related to walking and cycling.

Roads and Active Travel are critical to having coordinated active travel networks across the Territory. Good roads are essential to keeping our community moving, and TCCS is committed to delivering a city-wide plan for active travel.

Transport

Transport Canberra falls under Ben McHugh, A/g Deputy Director-General (DDG). Transport Canberra is managed by Executive Group Manager, Judith Sturman and includes Bus Operations, the contract management of Light Rail Operations under a public-private partnership (PPP) and the Policy, Planning and Delivery of the future integrated transport network.

Transport Canberra Bus Operations is responsible for over 1,000 employees (over 820 bus drivers), a bus fleet of around 450 buses, two major depots at Tuggeranong and Belconnen along with maintenance workshops, a smaller depot at Fyshwick for Special Needs Transport (SNT) and the Community bus fleet.

Transport Canberra Light Rail Operations is a small team of approximately 6 employees responsible for overseeing the operation of Light Rail services including the contract management under the public-private partnership operating between Gungahlin to the City.

Transport Canberra is also responsible for public transport policy and delivers a range of services to support the successful delivery of public transport services including bus scheduling, procurement of bus assets, systems management and the delivery and operation of an integrated public transport ticketing system. This team is also responsible for the future planning of the integrated transport network including Light Rail and buses.

Transport Canberra will deliver on commitments around an improved and integrated transport network, including transitioning public transport to zero emissions, improving on-demand transport, delivering a new modern ticketing system, and delivering the next stage of Light Rail.

Construction of Stage 2 of the Light Rail, the Mitchell Light Rail Stop and the CIT Woden Light Rail Stop is being managed by Major Projects Canberra (MPC).

Chief Operating Officer (COO) Group

COO Group is responsible for delivering a range of corporate services across the Directorate, with around 115 employees that report to Cherie Hughes, Chief Operating Officer.

The Group is responsible for establishing good governance practices, ensuring the health and wellbeing of all employees, effective people management, legal and governance frameworks, technology and data, financial management, increased maturity in safety, and delivery of processes improvements across the directorate, as well as Ministerial services and support. The COO Group is responsible for audit and risk management for TCCS, including oversight of the Internal Audit Committee.

Communications

TCCS Communications reports to the Director-General and is responsible for producing communications and media material for external communications.

Strategic Policy

The Strategic Policy and Customer Team consist of the Transport Policy and Active Travel Team, as well as the Policy and Legislative Solutions Team. The team reports to Ben McHugh, A/g Deputy Director-General.

The Policy and Legislative Solutions Team lead and deliver policy and legislative reform for TCCS.

The Transport Policy and Active Travel team is responsible for the ACT Government's principal strategy on Transport and is responsible for developing and providing strategic whole of transport policy advice both at national and local level. The team represents the ACT Government at a number of national working groups and deliver the ACT's contribution to national policies to support the delivery of Infrastructure and Transport Ministers' commitments. The team houses the Active Travel Office.

COVID-19 response

TCCS has continued to deliver its services throughout COVID-19. The way many of these services are delivered have been adapted, for example face-to-face to online library programs and additional cleaning of public spaces and public transport.

TCCS has undertaken a Directorate wide business continuity impact analysis. Through this, business units identified critical functions along with minimum required staffing numbers. Business units also undertook a detailed analysis of service delivery impacts and response strategies where 10%, 20% and 30% of staff are absent. TCCS is well prepared to manage and respond to the changing impacts of COVID-19.

A Directorate wide risk assessment was undertaken at the onset of COVID-19 to ensure all operational and administrative areas implemented appropriate risk mitigation activities, and TCCS was meeting work health and safety obligations.

The Directorate continues to monitor the impacts of COVID-19. There have been significant impacts on some revenue streams, particularly with Transport fares revenue and Capital Linen. The below table includes some indicative revenue loss/additional expenses related to impacts from COVID-19 in 2020-21. The amounts included in the below table are estimates and may vary as the year progresses.

Area	COVID Revenue Reduction 2020-21 \$'000	COVID Expense Increase 2020-21 \$'000	Description
Roads ACT	-	100	COVID Variable Message Signs on highways and Medical Centres
Place Management	-	414	Additional BBQ/Playground sanitisation, including additional vehicles in line with social distancing.
Urban Treescapes and Domestic Animal Services	-	49	Additional vehicle in line with social distancing requirements.
Sport and Recreation	1,521	9	Sports ground fee waivers.
Libraries ACT	108	909	Revenue – reduced room bookings, printing etc. Expense – Additional cleaning, security and ILMS
Capital Linen	6,379	-	Hospitality industry downturn.
Yarralumla Nursery	44	14	Rental waiver for Café lease, additional labour hire and maintenance costs.
Birrigai	266	-	Reduction in bookings.
Governance and Ministerial	-	56	Additional office cleaning.
Transport Canberra	12,141	1,800	Revenue – impact on fares. Expense – Additional cleaning.
Total	20,459	3,351	

TCCS anticipates managing pressures on appropriation through the 2020-21 Budget process where possible or via request to access the Treasurer's advance.

Directorate structure



Directorate financial overview

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	693.3	681.6	694.0	703.5
Controlled – capital injection	258.8	238.1	172.6	84.1
Territorial – expenses	25.5	27.8	28.7	30.1
Territorial – capital injection	-	-	-	-

Better Infrastructure Fund (BIF)

The Better Infrastructure Fund provides annual funding for improving existing Territory physical infrastructure assets, to extend their useful life or enhance existing service delivery capacity. Improvements to existing infrastructure are distinct from routine repairs and maintenance which are funded separately. Details on the BIF are at [Attachment B](#).

Attachment A

Implementation of 2020-21 Federal Budget

The 2020-21 Federal Budget handed down on 6 October 2020 included several new infrastructure projects for TCCS.

Project	\$m	Comments
Molonglo River Bridge	87.5	Requires matched funding from the ACT.
Package of upgrades for Canberra's south-west	50.0	Improvements to the Tuggeranong Parkway with some other minor connections. Requires matched funding from the ACT.
Planning and Design Parkes Way	2.5	Requires matched funding from the ACT.
Lanyon Drive Intersection	15.25	Additional funding for the Molonglo Highway project. Requires matched funding from the ACT.
Sub total	155.25	As included in BP1 (page 1-18)
Road Safety Program	6.0	Requires matched funding from the ACT.

Most of the agreements with the Commonwealth require matched ACT Government funding. Some have already been agreed to. The following list includes the new agreements TCCS is yet to seek matched funding from the ACT Government.

1. **Molonglo River Bridge** – \$176m is currently held in provision for this project.
2. **Canberra South-West corridor upgrade package** – funding is indicated to commence from the Commonwealth from 2021-22.
3. **Planning and Design Parkes Way** – funding is indicated to commence from the Commonwealth in 2020-21.
4. **Monaro Highway upgrade** – Additional funding for Lanyon Drive \$15.25m to be matched by the ACT. This funding is not expected to be required for several years as this is an extension of the larger \$200m Monaro Highway project.
5. **Road Safety program** – Notional allocation which would require matched ACT funding. Subject to the 'use it or lose it' provisions.

An additional \$16.4m has been allocated as an extension to the Local Roads and Community Infrastructure Program. TCCS is currently delivering a package of works totalling \$7.9m under this program. Access to the additional \$16.4m is likely to be through an application process to the Commonwealth. The ACT did not need to contribute towards the current program.

TCCS also has a number of current national partnership agreements. The current funding advice on all these agreements is included in the following table. Some funds relate to committed projects and some remain on a notional allocation.

Program	2020-21 \$m	2021-22 \$m	2022-23 \$m		2023-24 \$m	2024-25 Onwards \$m	Total \$m
Black Spot	2.24	2.24	1.69		1.85	np	8.02
Bridges Renewal Program	0.79	1.85	1.56		1.53	np	5.73
Heavy Vehicle Safety and Productivity Program	0.43	0.58	1.19		1.16	np	3.36
Roads to Recovery	9.25	8.29	8.29		7.33	47.81	80.97
Local Roads and Community Infrastructure	15.00	9.40	0.00		0.00	np	24.40
Recycling Infrastructure (MRF)	4.50	4.00	1.00		1.00	np	10.50
Road Investment Component							
COVID Stimulus							
ACT Intersection Upgrade Package	3.00	2.00	0.00		0.00	np	5.00
Mitchell Light Rail Stop (MPC to deliver)	6.00	0.00	0.00		0.00	np	6.00
Northbourne Ave Pavement Rehab	5.00	0.00	0.00		0.00	np	5.00
Traffic Signal Uninterrupted Power Supply	0.40	0.00	0.00		0.00	np	0.40
Road Safety Barriers	0.80	0.05	0.00		0.00	np	0.85
Variable Speed limit System	0.35	0.00	0.00		0.00	np	0.35
Other							
Kings Highway	0.00	5.00	10.00		15.00	np	30.00
Monaro Highway - Canberra Ave to Hume Planning	0.50	0.00	0.00		0.00	np	0.50
Monaro Highway upgrade	18.26	50.00	30.00		0.00	15.25	113.51

Canberra - South West corridor upgrade package	0.00	2.00	5.00		5.00	38.00	50.00
Molonglo River Bridge	0.00	10.00	20.00		30.00	27.50	87.50
Parkes Way Upgrade - Planning and Design	2.50	0.00	0.00		0.00	np	2.50
Pialligo Avenue Duplication Planning	0.90	0.00	0.00		0.00	np	0.90
William Slim Drive Duplication	0.00	10.00	10.00		0.00	np	20.00
Road Safety Program	3.00	3.00	0.00		0.00	np	6.00
Road Maintenance Funding	1.01	1.01	1.01		1.01	np	4.04
Total	73.93	109.42	89.74		63.88	128.56	465.53

Attachment B

Transport Canberra And City Services

2020-21 Better Infrastructure Fund proposed allocation

Initiative Title	Project Description	Final BIF \$'000
Safety compliance		
Dam Safety Code	This project seeks to deliver individual assessment and improvement works to the future listed dam structures to ensure compliance with TCCS' Legislative commitments to the requirement under Utilities (Technical Regulation) Act 2014 (The Act)	Schedule 1 1.6
Physical Security Upgrades of Directorate sites	Upgrade Physical Security of Directorate sites to improve safety of staff and security of assets in line with Protective Security Policy Framework.	
Workshop Safety Initiatives and Tool Upgrades	Workshop Safety Initiatives and Tool Upgrades.	
Pump House Upgrade	Upgrade two pump houses to meet WH&S requirements and replace pump as it is no longer fit for purpose or functional.	
Mugga 2 safety and compliance improvement	Rectify newly identified issues from the construction of the facility and conduct additional site improvements to address safety, operability, compliance and security issues including stormwater management on site.	
Investigation, removal, rehabilitation and monitoring to EPA requirements related to the Underground (UG) fuel tanks - Alderson Place	Fuel tank removal investigations, demolition and removal of fuel tanks. The site does not have a trade waste licence. To be licenced there are a number of changes required such as improved fines and oils separation and alteration of the truck wash area. These upgrades are required for site safety and to comply with EPA requirements.	
Safer Dams & Weirs Improvements Program Agreed at Dec 19 Bi-Lateral to be funded from 2020 BIF	This initiative seeks to deliver safer dams and weirs in accordance with requirements from the Utilities Act 2014. The initiative includes planning, feasibility, design and construction/improvement works to existing dams.	

Keeping our growing city moving - Public transport and active travel

Footpath and cycling improvements - Currently funded for 2020-21	Footpath and cycling improvements. Breakdown includes: - age friendly suburbs program (\$550k) (committed), - proactive path maintenance program development (\$100k), and - community path priority infill program (\$100k)	Schedule 1 1.6
Better public transport infrastructure for Canberra BCC Decision to fund this Project out of BIF for 2020-21	New and upgraded bus stops, improvements to signage and expansion of popular park and ride sites. Also includes upgrades to facilities for bus drivers.	
Accessible Bus Stops Agreed at Dec 19 Bi-Lateral to be funded from 2020 BIF	This program will deliver bus stop upgrades, including: bus stop areas, seating, access paths and tactile paving, etc to improve accessibility and safety of public transport and compliance with the Disability Discrimination Act and the Disability Standards for Accessible Public Transport.	
Feasibility Study - Additional Bus Depots Agreed at Dec 19 Bi-Lateral to be funded from 2020 BIF	Fourth Depot for Transport Canberra - to include feasibility, preliminary design and environmental studies.	
Replacement/ Additional Heavy Vehicle Recovery Truck Agreed at Dec 19 Bi-Lateral to be funded from 2020 BIF	Replacement/additional recovery truck. To meet demands of failed buses in the growing network.	
Transport Canberra - Major Component Overhaul and Refurbishment	Major Component Overhaul and Refurbishment including interior refurbishment of vehicle floors and passenger seating.	
Driver Terminus Replacement and Upgrades	Demolish and replace three old driver facilities with new modern safe compliant facilities.	
Site Safety Initiatives - Lighting - Tuggeranong	Upgrade LED lighting in refuel and wash bay areas and administration office.	
Bus Depot Upgrades - Belconnen	Rehabilitation of roadway in the depot.	

Workshop Ventilation and Cooling Upgrade

Workshop Ventilation and Cooling Upgrade.

Keeping our growing city moving - Road infrastructure and road safety

Road Median Improvement

Agreed at Dec 19 Bi-Lateral to be funded from 2020 BIF

Several of the granite medians have become eroded resulting in large gutters in the granite surface with the resultant material being deposited on the road surface. An area up to 6,000sqm has been identified in the Woden region for works to be undertaken in 2020-21.

Streetlight Energy Performance Contracts

Currently funded for 2020-21

Upgrade old street light fittings across the Territory, to new energy efficient LED technology.

Urban Stormwater Upgrade Program

This program includes minor works to complement the proposed New Works bid: in response to storm events, with detailed design and construction to upgrade existing stormwater pipes, sumps and cut-off drains to minimise the likelihood of flooding of residential properties. Includes planning and minor works for:

- 16 Conlon Crescent, Theodore (Est \$100k)
- Block 15 Section 117, Conder (Est \$100k)
- Angell Place, Banks (Est \$100k)
- 54 Buvelot Street, Weston (Est \$60k)
- various site assessments/planning (Est \$300k)

Streetlight Control Point Program

Relocate streetlight control points, from inside locked ACTEWAGL substations, onto Roads ACT verges.

Traffic signal LED upgrade

Traffic lights: Replacing old, energy inefficient quartz lights with new energy efficient LED technology. Approximately 40 intersections (include 8 Priority 1 sites, 7 Priority 2 sites and remaining are priority 3).

Traffic Signal Controller Replacement Program

TCCS currently has 20 controllers in storage awaiting installations. This initiative includes purchasing and installing 20 additional/new controllers (including micro pillars) and installing the 20 existing controllers that are currently in storage. The total scope includes installing 40 new controllers.

Safer Places (Local area traffic management)

Address the Canberra Community concerns over road safety, speeding and inappropriate driver behaviour in residential streets.

Schedule 1 1.6

Reducing risk of fatal and serious injury crashes (delivering ANRAM) on arterial road

A report on ACT Arterial Roads and AusRAP and ANRAM Assessment was undertaken in 2019 which includes a nationally-consistent risk-based road assessment identifying road sections with the highest risk of severe crashes so future crashes can be prevented. This initiative seeks to address priority concerns raised through this report by:

- undertaking further detailed investigation and planning for identified remediation works
- implementation of reduced speed limits
- design and construction of physical measures (e.g. audio tactile line marking)

Public realm and playgrounds

Dog Park Improvement Program

Refurbish dog parks by restoring erosion, soil, grass, granite walkways to address safety and amenity issues.

Play Space Audit work

Addressing high risks/high priority issues associated with playgrounds as identified through the annual level 3 compliance audit
This includes the delivery of a level 3 safety audit, which is required to comply with the Australia standard for playgrounds. This initiative would also audit existing skateparks.

More services in our suburbs - Urban infrastructure and sports facilities

Reducing reliance on potable water to irrigate grass

Agreed at Dec 19 Bi-Lateral to be funded from 2020 BIF

This initiative delivers a feasibility study to inform alternative / potential potable water savings and/or increase the capacity to irrigate additional areas.

Community Infrastructure Upgrades

This initiative is specifically used for community infrastructure upgrades that require a quick response to community concerns and feedback.

		Schedule 1 1.6
Yarralumla Nursery Upgrade of Bird Net Structure	To upgrade the current bird/hail net structure in order to protect advanced tree stock from bird and hail damage leading to trees being unsuitable for planting.	
Sportsgrounds facilities improvement program	Improvement to sporting facilities across Canberra, such as pavilion and lighting upgrades and cladding work in Gungahlin.	
Sportsgrounds - Boomanulla		
Upgrade dangerous dog cages at DAS		
Safety improvements - Yarralumla Nursery and facilities at Birrigai	Safety improvements - Critical restoration works of aged and unsafe heritage infrastructure at YN; Finalise recommendations for asbestos and bushfire assessment remediation works and upgrade aged/non-compliant visitor facilities at Birrigai	
2019-20 Screwdriver Program		
2019-20 Screwdriver Program		
TCCS and CRA		
Bike repair stations	Installation of three additional bike repair stations (as per Chief Minister's request)	
Total Proposed Allocation		
<i>Prior Year BIF Adjustment</i>		
Agency's BIF Budget for 2020-21		

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CONTEXT

Current governance arrangements

On 16 March 2020 a Public Health Emergency was declared under s119 of the *Public Health Act 1997* (PHA) by the Minister for Health in response to COVID-19. This has been extended several times, most recently to 19 November 2020. Under the ACT Emergency Plan, ACT Health is the lead agency for planning and response to public health emergencies.

The PHA has been used because it could best be adapted to the current crisis. If the COVID-19 situation changes radically, or if there are multiple concurrent emergencies (such as COVID-19, bushfires, storms), the *Emergencies Act 2004* and activation of an Emergency Controller could be considered.

Emergency arrangements have been activated since March 2020 to ensure a whole of government response to COVID-19 in the ACT. Recognising the complex and dynamic nature of COVID-19, the arrangements utilise the collective capabilities across the service (including ACT Police and Emergency Services Australia) and associated entities (such as health partners and the Australian Defence Force). The arrangements reflect the ACT Emergency Framework as outlined under the ACT Emergency Plan and ACT Health Emergency Plan. They were modelled on the existing robust emergency management infrastructure, and adapted for COVID-19, rather than reinventing or duplicating existing structures or governance.

The Chief Health Officer (CHO) provides strategic leadership and technical direction to the emergency arrangements, and in doing so exercises her statutory role under the PHA and responsibilities under the Health Emergency Plan. While an emergency declaration is in force, the CHO has significant powers under the PHA and may take any action, or give any direction, considered necessary to alleviate the emergency (Sections 120-121). As well as issuing Health Directions as an independent decision maker, the CHO provides advice to government on the strategic implications of the health emergency and the actions required in the ACT. Resourcing and capability support is provided to the CHO from across ACT government, primarily from the Health Directorate.

A Coordinator-General role was created to lead the consequence management and requirements of COVID-19, focussing on non-health coordination. The Coordinator-General works cooperatively with the CHO and is supported by a Coordinator-General's Group with representatives from all Directorates and key government agencies.

The ACT emergency arrangements link into national advice, decision making and coordination mechanisms. ACT Cabinet advice feeds into the National Cabinet considerations, and National Cabinet decisions are considered by the Security and Emergency Management Committee of Cabinet for ratification and implementation. National Cabinet comprises the Prime Minister and all Premiers and Chief Ministers supported by the head of their public service. Commonwealth and State/Territory officials' meetings are tasked by National Cabinet to prepare advice to National Cabinet on issues

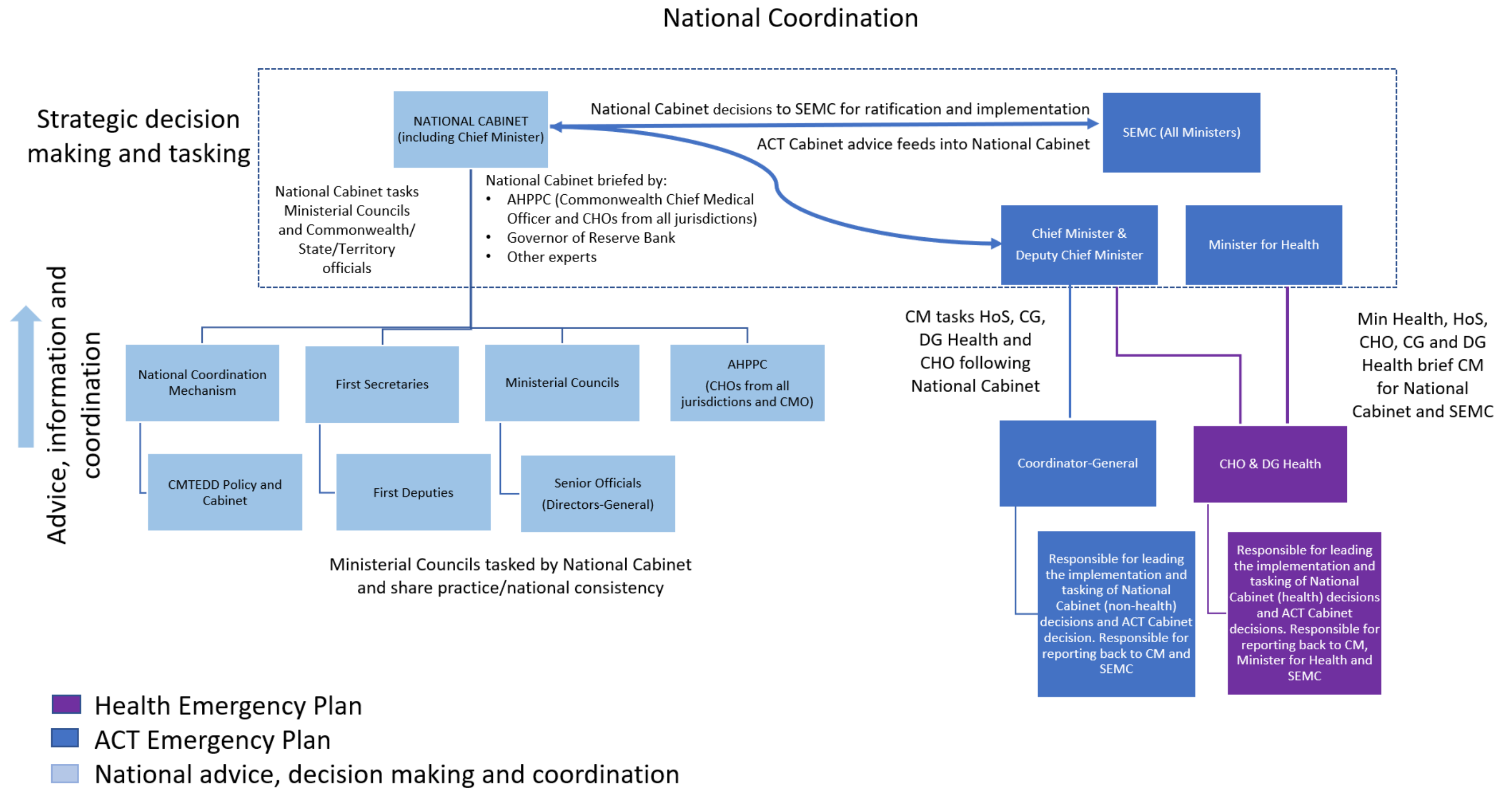
requiring decision. The Head of Service and senior officials of Chief Minister, Treasury and Economic Development Directorate engage in these meetings on behalf of the ACT.

Figure 1 on the next page identifies the relationship between the national and ACT arrangements. Figure 2 outlines the ACT emergency arrangements.

The re-election of your Government presents an opportunity to consider your long-term response to COVID-19. The governance arrangements put in place early this year to deal with the immediate COVID-19 health emergency have in-built flexibility and can be scaled up or down as circumstances change.

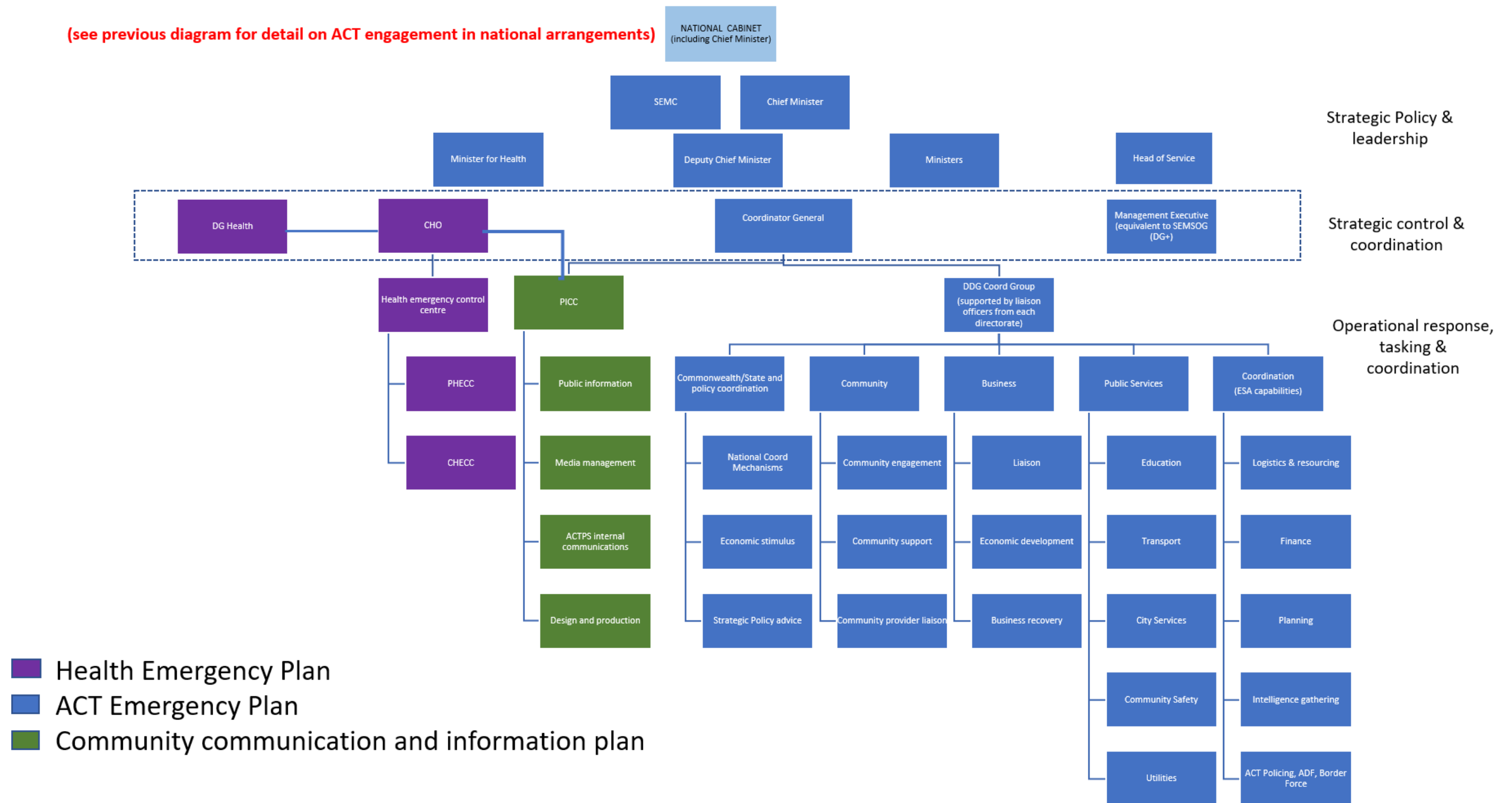
In part 2 of this brief we outline in more detail the key elements of the emergency response.

Figure 1



ACT Emergency Arrangements (operationalising the ACT Health Emergency Plan 2015 & associated plans)

(see previous diagram for detail on ACT engagement in national arrangements)



Current Public Health Emergency Status

There are no new or active cases of COVID-19 in the ACT, with the last active case recovering on 1 August 2020. As of 16 October 2020, the ACT has recorded 113 confirmed cases of COVID-19, of which 110 are recovered cases and 3 deaths. There is no evidence of community transmission in the ACT. As of 16 October 2020, there were 288 people in hotel quarantine or self-quarantine after travelling from Victoria, New South Wales areas of concern or overseas.

NSW and Victoria

NSW has been implementing a strong public health response to low levels of community transmission over several months following the incursion of a small number of cases from Victoria. As at 15 October 2020 there are 45 active cases in the state with 2, 875,738 tests conducted and 55 lives lost.

Victoria is experiencing the tail end of a significant second wave with 157 active cases as at 16 October 2020. The majority of new cases are contained to the greater metropolitan region. It is anticipated that these numbers will continue to decline slowly over the coming weeks.

Public Health Directions currently in place

Public Health Directions currently in place include restrictions around the operation of non-essential businesses and undertakings, gatherings, entrance requirements to aged care facilities, returned international travellers, persons travelling from Victoria (interstate travellers) and persons returning from certain COVID-19 affected locations in NSW (interstate hotspots).

While the Directions are not notifiable instruments, they have all been notified given the significance of the decisions and human rights implications have been considered in the making of each direction. Further information is provided in Attachment 1.

KEY ELEMENTS OF THE EMERGENCY RESPONSE **Emergency response structures**

HECC/PHECC/CHECC

The ACT Health Emergency Control Centre (HECC) was activated by the CHO on 29 January 2020. It is the emergency management structure to manage the ACT COVID-19 public health response, and comprises the following entities:

- Public Health Emergency Coordination Centre (PHECC);
- Clinical Health Emergency Coordination Centre (CHECC); and
- Supporting units under the CHO (e.g. Exemptions Team, Office of the CHO).

All elements of the HECC (consisting of PHECC, CHECC and CHO) work closely together and report to the CHO (see Figure 2).

Functions of the ACT Health Emergency Control Centre

The HECC implements the decisions and directions of the CHO, including monitoring, investigating and managing any confirmed cases, contacts and outbreaks; planning for and managing repatriation flights; establishing COVID-19 Testing Clinics and testing capability; and developing COVID-19 centric emergency plans.

The composition of the HECC is based on core emergency management principles, and is scalable and flexible to meet the nature and complexity of the incident.

The HECC has close operational and organisational relationships with key stakeholders across government. Liaison officers attend daily briefings and serve as key operational contacts from ACT Ambulance Service (ACTAS), ACT Emergency Services Agency (ESA), Australian Defence Force (ADF), and Justice and Community Safety Directorate (JACSD). ACT Policing (ACTP) has an officer embedded within the HECC operations team to integrate quarantine compliance activities.

The HECC has worked closely with numerous stakeholders to prepare and plan for COVID-19 in the ACT. Whole-of-government plans and working groups have been established on the following health-centric activities:

- Compliance and enforcement;
- Correctional facilities;
- Disability;
- Non-Government organisations;
- Outbreak support (including communications);
- Primary health care;
- Residential aged care; and
- Accommodation.

Public Health Emergency Coordination Centre

The Public Health Emergency Coordination Centre (PHECC) is focused on the public health response to COVID-19 in the ACT. The Deputy Health Controller (Public Health) oversees the PHECC. The PHECC has the following goals:

- Effectively identify, treat and manage new cases of COVID-19;
- Minimise the transmission of COVID-19 within the community;
- Ensure consistency and effective communications across whole of government;
- Manage returned travellers who have entered mandatory 14 days quarantine; and
- Review and consider lessons learned from other jurisdictions and continue planning and preparation for future COVID-19 cases in the ACT.

Clinical Health Emergency Coordination Centre

The Clinical Health Emergency Coordination Centre (CHECC) is led by the Deputy Health Controller Clinical, Ms Bernadette McDonald (who is also the CEO of Canberra Health Services (CHS)). The CHECC coordinates, enables and facilitates the CHO management of the clinical response to the

COVID-19 by developing Territory-wide clinical response plans, providing clinical advice, clinical direction, effective and consistent standards, and will act as an emergency committee in providing health services to the ACT and surrounding regions during the pandemic. In doing this the CHECC aims to:

- Protect patients and consumers;
- Protect health workers; and
- Protect the community.

Further details of the operations of the HECC, PHECC and CHECC are provided in [Attachment 1](#).

Staffing the Health Emergency Control Centre

Staffing levels have fluctuated over the period of the ACT public health response based on a proportionate and appropriate response to the emergency. The PHECC is currently staffed at a base of 62 plus a pool of 60 casual trained surge staff who can assist with roles in contact tracing, logistics support, quarantine services and exemptions. This is continually being revised and pool staff increased, and will reach 100+ staff members in the next few months and around 130 by early 2021. This number of staff does not include staff from within the Clinical Health Emergency Control Centre. Overall, approximately 160 staff (full-time, casual, and volunteers) have worked in the PHECC since it was activated on 29 January 2020.

Sustainable workforce for ongoing management of the pandemic

It is anticipated that a public health response to the COVID-19 pandemic will be required for at least another 18-24 months due to the ongoing risk of community transmission and the likely timeframes for the development of a vaccine. ACT Health is currently revising its organisational structure to transition the immediate emergency response team into a long-term management team to ensure the sustainability of the public health response to the pandemic and maintain strong integration and coordination across whole of government arrangements.

COVID-19 Surge Centre on Garran Oval

The COVID-19 Surge Centre on Garran Oval will be dismantled when the ACT Public Health Emergency Directions are lifted. Canberra Health Services (CHS) is currently considering options for repurposing of the facility. Should the Public Health Emergency be stood down before a decision on repurposing is made, the facility will be placed in storage. Following dismantling of the facility, the Garran Oval will be restored for its previous purposes.

Financial implications for the Public Health Emergency

Since February 2020, \$99.745 million has been expended across public hospitals, private hospitals and public health responses. Of the 2020-21 ACT appropriation, \$29.950 million, a total of \$13.561 million has been expended from the COVID-19 response funding. Matched funding from the Commonwealth under the agreement is anticipated to be \$13.561 million for same period, as highlighted below:

	Jul-20	Aug-20	Sep-20	Total
Hospital Services Payments (HSP)	1,1167	4,446	6,448	12,061
State Public Health Payments (SPHP)	9,293	7,038	6,459	22,790

WHOLE OF GOVERNMENT IMPLICATIONS OF COVID-19
INCOMING GOVERNMENT BRIEF

Private Hospital Financial Viability Payment (FVP)	-	-3,864	-	-3,864
Total Claimed Expenditure	10,460	7,621	12,907	30,978
Commonwealth Payments (50% of HSP, 50% of SPHP & 100% of FVP)	5,230	1,878	6,453	13,561

Under the *National Partnership on COVID-19 Response*, the Commonwealth Government has committed to cover 50 per cent of eligible COVID-19 costs including additional costs incurred by state and territory health services as a result of the diagnosis and treatment of patients with COVID-19, those suspected of having the virus, or activities that prevent the spread of it. The revised structure will maximise opportunities to recover appropriate COVID-19 costs through the National Partnership.

The 2020-21 appropriation was allocated to meet forecast costs associated with COVID-19 suppression, impact and ongoing recovery of the health system. As the virus evolves it has become apparent that a longer-term approach to the public health response will be required to support the CHO. ACT Health will brief government on a longer term approach for COVID-19 suppression, impact and recovery.

Public Information Coordination Centre

The COVID-19 Public Information Coordination Centre (PICC) was stood up on 4 March 2020 (and has remained ongoing) bringing together senior communications and engagement resources from across the ACT Public Service. The PICC has performed, and continues to play, a critical function in supporting the Government, CHO/Incident Controller and Coordinator-General under the emergency management framework and structure for the pandemic, to deliver timely and accurate public information about COVID-19.

The PICC is a function that is activated under the Community Communications and Information Plan (CCIP), a sub plan of the *Emergency Plan (2014)*, to deliver public information to the community and the media, before, during and after a major emergency or incident. The PICC is led by the Executive Group Manager of CMTEDD Communications and Engagement.

The PICC has coordinated and delivered whole of government communications, campaign and engagements on the Public Health Directions and the ACT Government's preparedness and response to the pandemic. Through an August ACT Government survey, 93 per cent of respondents said they feel well informed on COVID-19. The PICC's key activities include managing the COVID-19 website and weekly COVID-19 e-newsletter; delivering key COVID-19 campaigns such as Mental Health – Canberra Strong Together, Choose Local – Canberra Strong Together and Restrictions and your Responsibilities; delivering Business Resource Kits; and dedicated communications and engagement with the culturally and linguistically diverse (CALD) community.

Sentiment for the ACT Government's response to COVID-19 and the local context for COVID-19 remains very positive on the ACT Health and ACT Government social media channels. The ACT Health Facebook account has increased its followers by 65 per cent this year, and the ACT Government Facebook account has increased by 56 per cent for the year (to September 2020).

Governance

The legislated PICC framework and structures in the CCIP were designed for short-term emergencies. The CCIP is currently being reviewed, to provide a draft working update ahead of the Summer 2020-21 season. You will be briefed on the review including work to ensure that ACT Government directorates and agencies are well prepared to provide government with a coordinated approach to concurrent emergencies, and the operation and coordination of multiple PICCs, if required.

Sustainability

With the COVID-19 pandemic likely to continue for at least the next 18-24 months, the need for timely, accurate and unambiguous community information (including to businesses, stakeholders and the community sector) continues as a critical function. Ensuring the community is well informed and up to date with the latest COVID-19 information is vital to the health and wellbeing of the community and economic recovery for the city.

To help you to continue to deliver this critical function, we will brief you on a sustainable workforce and funding model to manage the COVID-19 public information response to support the Government, CHO/Incident Controller and Coordinator-General.

We will also brief you on PICC arrangements during Summer against the contingency that concurrent emergencies could occur.

Further detail on the PICC is provided at [Attachment 2](#).

Directors-General Daily Meeting

Directors-General (plus additional experts) have been meeting daily to guide and support the COVID-19 response. An early decision was made to utilise an existing structure (the Directors-General daily meeting), rather than establish a new forum. Membership of this meeting has been extended to be suitable for the COVID-19 health emergency. As well as Directors-General it includes the heads of Major Projects Canberra, ACT Policing, ESA, Economic Development, Access Canberra, Workforce Capability and Governance, and Policy and Cabinet. The Security and Emergency Management Senior Officials Group (SEMSOG) can still meet as necessary and provide strategic advice to Government.

As noted earlier, the emergency arrangements have in-built flexibility. Should the situation change radically, SEMSOG could convene more regularly and other elements of the emergency response structures could scale up.

Strategic Board

Strategic Board has met fortnightly throughout the pandemic with an expanded membership. In addition to Directors-General, Deputy Directors-General have attended all COVID-19 agenda items. Strategic Board has focussed on priorities dictated by the immediate COVID-19 emergency, as well as taking a strategic forward-looking approach. In addition to regular briefings by the CHO, Strategic Board has considered planning developed by the Coordinator General for a range of scenarios that could emerge with COVID-19 (from further easing of restrictions to a second lockdown), and has looked in detail at the implications of COVID-19 for the ACT Public Service workforce.

Coordinator-General for the Whole of Government (non-Health) Response to COVID-19

The Coordinator-General was appointed on 30 March 2020 for 12 months. It is currently a full-time role, at the Director-General level, responsible for the consequence management and requirements of COVID-19 (focussing on non-health coordination), working cooperatively with the CHO.

The Coordinator-General chairs the Coordinator-General's Group, which consists of Deputy Directors-General and operates as a virtual Emergency Coordination Centre for the non-health elements of the emergency response. Both the Coordinator-General's Group and the HECC enable agencies to better collaborate and ensure key intelligence, mapping, planning, logistics and public information resources are available as and when needed.

As well as ensuring the health and non-health responses are well aligned, the Coordinator-General is responsible for maintaining sound governance and decision-making, and supporting a more strategic approach on longer term issues, not just the immediate crisis. To support this strategic focus, the Coordinator-General chairs an Emerging Issues and Trends Working Group which considers how emerging issues and trends might impact in the ACT and develops plans for those scenarios most likely to occur. Examples of its work include preparations for scenarios involving an ACT border closure, a second lockdown, masks and airborne transmission of COVID-19. This builds on work led by the Coordinator-General across all Directorates earlier in the year for a range of health and non-health strategies to support a whole of government approach to different scenarios that could unfold – including gradual easing of restrictions or preparing for a second wave of infections. Currently the Working Group is considering how to support community confidence and resilience, and a sense of common purpose, as the health emergency looks set to continue for a sustained period.

If cases continue to decline across Australia and we enter a steady-state, a long-term sustainable model could be for the Coordinator General role to continue, but as a part-time position. Conversely, if a second wave occurs in surrounding NSW and/or the ACT, the government could consider appointing an Emergency Controller under the *Emergencies Act 2004* in addition to the CHO, and standing up a co-located full-time Emergency Coordination Centre.

Public Health Act

The ACT's *Public Health Act 1997* was first notified on 9 October 1997 and commenced on 9 April 1998. The public health emergency provisions were therefore prepared well before very large outbreaks and global pandemics of novel viruses, such as COVID-19, Middle East Respiratory Syndrome (MERS) [2012], 2009 H1N1 influenza (AKA 'Swine Flu') and Severe Acute Respiratory Syndrome (SARS) [2002], were identified as a significant risk with broad implications. Following the COVID-19 emergency you may wish to review the public health emergency provisions of the Act to address and encompass the learnings, and consider how they align with other non-health emergency legislation.

COVID-19 Legislative Measures

In the first half of 2020, the ACT Legislative Assembly passed three omnibus Amendment Acts in response to the COVID-19 pandemic: *COVID-19 Emergency Response Act 2020*, *COVID-19 Emergency Response Legislation Amendment Act 2020* and *COVID-19 Emergency Response Legislation Amendment Act 2020 (No 2)*. These Acts give effect to non-health related decisions of

National Cabinet and implement measures to ensure the ACT Government continues to meet the needs of the community in the context of the COVID-19 pandemic.

All COVID-19 legislative measures are enacted temporarily. Generally, the expiry of these measures aligns with either:

- the Public Health (Emergency) Declaration 2020 (No 1) (and its further extensions) – in which case they end when the public health emergency ends; or
- the COVID-19 Emergency Response Act 2020 - in which case they end 12 months after its commencement (on 8 April 2021).

Certain amendments include transitional mechanisms to ensure the COVID-19 measures can continue to operate effectively during a specified transition period.

If necessary, COVID-19 measures may be amended so that they continue to apply for a further period. This has been the subject of consideration by the Justice and Community Safety Directorate (JACSD) during the Caretaker period and the Attorney-General and Chief Minister will be briefed on options for future reform.

Select Committee on the COVID-19 Pandemic Response

On 2 April 2020 the Ninth Legislative Assembly established the Select Committee on the COVID-19 pandemic response (the Committee) to consider and report to the Assembly on any matter relating to the ACT Government's health and financial response and any other matter relating to the COVID-19 pandemic as it relates to the ACT. Members of the Committee were Mr Alistair Coe MLA (Chair); Ms Tara Cheyne MLA; Mrs Vicki Dunne MLA; Ms Caroline Le Couteur MLA; and Mr Michael Pettersson MLA.

The Committee has released four interim reports and a final report. Interim Report 1 was released on 15 May 2020 followed by three other Interim Reports released on 29 May, 2 July and 27 August 2020 respectively. The final report was released on 8 October. The Government responded to three of the Committee's four interim reports.

In line with Legislative Assembly Standing Order 254B, a Government response to Interim Report 4 is required to be tabled or provided to the Speaker for non-sitting circulation to members within four months of the presentation of the report. This falls on 27 December 2020. CMTEDD will brief you on a proposed Government response to Interim Report 4 and the final report.

Compliance

Authorised public health officers from ACT Health, Access Canberra and ACT Policing undertake compliance activities relating to the COVID-19 public health emergency. This includes issuing of infringement notices.

Health Protection Services, through the CHO, is the lead agency when it comes to the ACT's overall compliance response to COVID-19 and Public Health Directions. Access Canberra and ACT Policing are key regulatory compliance partners, with each agency assigned responsibility for supporting regulatory compliance across areas of business, industry and community. Areas of responsibility relate to the existing powers, authorising frameworks and responsibilities of the agencies (ie. Access Canberra primarily supports compliance for COVID-19 across regulated business and industries).

The COVID-19 Compliance and Enforcement Working Group (Compliance Working Group), chaired by ACT Health, provides ongoing oversight and coordination of COVID-19 compliance activities. The membership includes representation from all ACT Government Directorates involved in COVID-19 compliance including ACT Policing, Access Canberra, ACT Health and PICC, and meets twice weekly.

COVID-19 compliance activities operate under the COVID Compliance and Enforcement Framework. The framework has a strong emphasis on proactive information, education and advice. As of 8 October 2020, there have been 10,128 inspections of businesses against the CHO Directions carried out since January 2020.

- Business and individual compliance with Public Health Directions overall has been very high.
- As at 28 September 2020, Access Canberra had issued 64 education letters and 78 warning letters.
- However, as restrictions ease, the level of complexity in compliance activity increases. In addition, the level of complacency in the broader community also increases, which poses challenges for business and industry as well as regulators.

Compliance activities have been undertaken within existing resources to date. Work is currently underway to supplement resources with temporary positions dedicated to COVID-19 compliance activities, allowing the full delivery of routine non-COVID regulatory functions.

Work is also underway to further strengthen the governance and operationalisation of COVID-19 compliance activities in the ACT in a continuous improvement model where we review and build on lessons learnt locally and nationally.

Legal Framework

It is an offence under the *Public Health Act 1997* to fail to comply with a Public Health Emergency Direction (as made by the Chief Health Officer under s120, *Public Health Act 1997*) without reasonable excuse.

The [Magistrates Court \(Public Health \(COVID-19\) Infringement Notices\) Regulation 2020](#) provides that non-compliance (without reasonable excuse) with a Public Health Emergency Direction may result in infringement penalties of \$1,000 for an individual and \$5,000 for a corporation.

To date, all infringement notices have been issued by ACT Policing Officers. Non-payment or challenge to an issued infringement notice may result in a court summons.

A very small number of businesses have received multiple infringement notices for failing to comply with the Public Health Directions.

Further information on compliance activities, including the roles of Health Protection Services, ACT Policing and Access Canberra, is provided at [Attachment 3](#).

Roadmap out of restrictions

The National Cabinet has agreed to develop a new plan for Australia to reopen by Christmas, building on the earlier three-step plan released in May.

Jurisdictions are at different stages in delivering relaxation of restrictions based on their individual circumstances, contextual factors and risks. However, all First Ministers have agreed in principle to developing a new plan for opening up domestic borders and further easing of restrictions. The ACT's recovery plan will be informed by these discussions and updated as the national plan is developed.

The re-introduction of restrictions may be required if a case or cases were identified in the ACT, or if cases and/or community transmission developed in neighbouring NSW regions posing a risk to the ACT across the open border. The CHO's assessment of the strength and type of any restriction/s required would ensure they were proportionate to the size of the risk, and informed by the affected cohort and setting, and include:

- The protection of high-risk settings and vulnerable populations through limiting attendance at these settings, and increased protective actions including personal protective equipment use;
- Increasing strength of recommendations around use of face masks in the community; and
- Reducing opportunities for interactions within the cohort or affected population, for example through limiting household gathering sizes, reintroducing work from home advice for higher risk work environments, and reducing gathering sizes for at risk activities or locations such as at gyms, places of worship and/or pubs/clubs.

While it is highly unlikely that a high level of restrictions would need to be reapplied, planning has been conducted at a whole of government level that incorporates lessons learned from the experiences earlier this year and Victoria's more recent experience.

Easing of Restrictions

Canberra's Recovery Plan – COVID-19 Easing of Restrictions Roadmap outlines the ACT's stepwise approach to easing of public health restrictions. Most recent changes to public health restrictions came into effect on 9 October 2020.

While the majority of the population remains non-immune to COVID-19, there will be a need to balance the level of community restrictions (which aim to reduce the risk of spread of the virus) against the ongoing risk of introduction of COVID-19 cases.

The essential components of the protective response moving forward are:

- Some level of ongoing community restrictions;
- Minimising risks of introduction of COVID-19 cases through quarantine of overseas travellers; and
- A strong public health response consisting of early presentation of possible cases for and early identification of cases through testing, supported isolation of cases, complete and timely contact tracing, quarantine of contacts, and outbreak management.

Mathematical modelling demonstrates that the public health response cannot completely replace the need for some reduction in transmission potential through community restrictions.

A progressive approach to the easing of restrictions has been implemented using fortnightly checkpoints to allow for frequent assessments and ability to slow or cease relaxation of restrictions if the risk increases or situation deteriorates.

Matters considered for each checkpoint include:

- The risk of importation from other jurisdictions, based on evidence of community transmission;
- The risk of transmission estimated from levels of physical distancing and social mixing; and
- The impact of changes in restrictions on the ACT's effective reproductive ratio and hence the risk of transmission within the community.

Following the changes made on 9 October 2020, the CHO considers it unlikely that any further change will take place for four weeks (which would allow two transmission cycles after the easing of restrictions).

Economic and business recovery and support

Treasury is responsible for overall economic and fiscal policy advice while Economic Development is responsible for sector specific initiatives. Access Canberra is responsible for ensuring compliance by regulated business with the health restrictions. Health Protection Service also has responsibilities for businesses within its regulatory remit such as personal care services as well as food businesses and other industry sectors. Economic Development has been the key contact for non-regulated business in the ACT, such as through the Canberra Business Chamber. ACT Property Group, Commercial Services and Infrastructure has coordinated the Government response, to providing rental relief to community and commercial tenants occupying ACT Government properties that are affected by COVID-19, and has delivered building improvement projects at over 30 buildings under the Economic Recovery stimulus initiative.

The COVID-19 pandemic has had a significant impact on economic activity and employment in the ACT. Gross State Product (GSP) is expected to contract in 2020-21 and there have been significant job losses, most notably in hospitality, tourism, professional services and education sectors. Many businesses have reported a loss in trading activity, although the impact has been variable with some businesses, such as food retailers, seeing increase in activity. There has been a significant shift towards on-line service delivery.

Fiscal policy, by both the Commonwealth and the ACT governments, has done much to reduce the impact of COVID-19 on the economy and particularly those businesses most affected by the health restrictions. However, there is concern from sections of the business community about the potential 'fiscal cliff' when JobKeeper payments may change and the support measures involving deferral of payments may end.

At the Territory level, the first tranche of the Economic Survival Package provided support for businesses, including payroll tax waivers and deferrals, waivers of licence fees, residential and commercial rates rebates, and utilities bill rebates. Initiatives, such as Jobs for Canberrans and the Fast-track Infrastructure Program, have also assisted job creation and provided varied opportunities for local companies to participate in infrastructure and maintenance work on government-owned community buildings, schools and other facilities across the city.

Table 1 below summarises the impacts associated with the various economic survival and recovery initiatives as detailed in the August 2020 Economic and Fiscal Update.

Table 1: Summary of initiatives

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	Total \$'000
Expenses	-109,186	-266,692	-59,849	-40,874	-48,734	-525,335
Revenue	-26,962	-47,028	-52,206	-36,983	-36,128	-199,307
Depreciation	0	-2,283	-9,146	-10,122	-11,811	-33,362
Total operating impact	-136,148	-316,003	-121,201	-87,979	-96,673	-758,004
Capital impact	-56,092	51,487	-11,126	219,742	360,027	564,038

The initiatives were implemented quickly and efficiently, largely due to the use of existing mechanisms wherever possible; although lessons have been learnt about the need to not underestimate the administrative cost and complexity of some initiatives and to give greater consideration to the capacity of staff to manage the rapid implementation schedule. Preliminary feedback from stakeholders has been broadly supportive of the survival package initiatives; however, there has been little analysis to date of the relative effectiveness of the initiatives in delivering an increase in economic activity.

The survival initiatives are largely due to expire before the end of 2020 and Cabinet will need to consider whether to cease or extend these initiatives early in the new term of government. There are also likely to be additional stimulus/recovery initiatives requiring Cabinet consideration as part of the 2020-21 and 2021-22 Budget processes.

A summary of stimulus measures implemented by ACT Property Group, Shared Services and Access Canberra is provided at [Attachment 4](#).

Community recovery

Overall, the non-health impacts of COVID-19, while far reaching, demonstrate the resilience of the Canberra community, and speak to the effectiveness of both ACT and Australian Government support measures.

Some cohort groups, such as older people, have been less impacted than anticipated, as they have shown greater resilience borne from increased life experience, and were less affected by loss of employment or reduced labour force participation. Conversely, young people have been more impacted by unemployment, are showing increased use of and help-seeking for alcohol and other drugs and have one of the highest reported increases in mental health difficulties. This includes an exacerbation of previous chronic mental health conditions, but also new mental health issues for many due to increased anxiety, stress, worry, disruption in routines and loneliness associated with COVID-19 impacts.

There has also been a significant impact on children, young people, and families in the ACT, and on the services that support them. Many services are reporting both increased help-seeking but also complexity of needs from children, young people, and families they already support. Key concerns for families included domestic and family violence; financial stress; housing and homelessness; mental health; alcohol and other drug use; and access to technology.

As recognised in your election commitment *Support for Canberrans in need during COVID-19 – Grants for IT Equipment*, access to technology and the internet, and its affordability and adequacy, has been strongly identified as a key issue across all cohort groups and should be considered in ongoing community and social recovery work.

People on Temporary Protection Visas and other people ineligible for Australian Government assistance have been particularly at risk of income and food security, although targeted ACT Government assistance has greatly supported these groups.

Women have also been significantly impacted by high rates of unemployment or reduced labour market participation. For many, this has been compounded by the additional stressors associated with increased caring responsibilities and home-schooling. Services are showing an increase in women reaching out for domestic and family violence support and women with disability have experienced lack of information about where to seek help for health care matters, legal and financial services during COVID-19, in addition to their pre-existing vulnerabilities.

When the pandemic began, the Community Services Directorate (CSD) played a critical role in supporting the community as part of the ACT Government's response to COVID-19. Priorities were quickly and flexibly reoriented to minimise disruption to critical services. Immediate supports included:

- Allocating funding provided through the \$7 million Community Support Stimulus Package for food relief and support for vulnerable members of the community. This included additional funding for mental health services, support for non-government organisations in the health sector, and specific community organisations and services for those considered at risk.
- Working closely with ACT Health, Education, JACSD and the ACT Data Analytics Centre to: identify vulnerable individuals and families within the community; consider the impact of COVID-19 on those cohorts; and develop interventions.

CSD also coordinated development of the ACT Government Community Recovery Roadmap (the Roadmap). The Roadmap, released on 18 June 2020, outlines the steps the Government will take to support community recovery and build resilience over the next five years in the ACT and region. It complements the ACT Government Economic Recovery Roadmap.

While the immediate and short-term impacts of COVID-19 are well-understood, the generational and inter-generational impacts of the pandemic should be considered as the focus shifts to recovery. Women and young people have been identified as those at greater risk of long-term and intergenerational employment, economic and social impacts.

CSD will brief relevant Ministers on options for supporting vulnerable Canberrans, and on governance arrangements for coordinating community recovery activities across government and with the community sector, business and community leaders.

Monitoring of the ongoing mental health impacts will continue and further whole of government responses to meet the demand are expected to be required including across community resilience building, early intervention, and acute mental health services. Research from previous pandemics and natural disasters, current research, and demand for supports all identify that a wider

proportion of people are expected to require mental health support and in greater numbers than before the pandemic.

The ACT Government contributed to the development of the National Mental Health Pandemic Response Plan (NMHPRP) which was undertaken by the National Mental Health Commission. This plan provides for collective national action as well as by state and territory governments. The Community Recovery Roadmap includes ACT Government actions addressing NMHPRP priorities.

In addition, to support the specific needs of people in quarantine in the ACT, the Office of the CHO has developed a Wellbeing Team inside the PHECC. The Wellbeing Team comprises health professionals with clinical expertise in mental health in disaster and emergency situations, including psychologists, social workers, occupational therapists, peer recovery workers, Aboriginal Liaison Officers, and counsellors. The team provides psychosocial support and psychological care to people in the ACT whose lives have been impacted by COVID-19 through isolation, quarantine and/or contact tracing for COVID-19.

Further detail on Community Recovery is provided in [Attachment 5](#).

ISSUES REQUIRING EARLY ATTENTION

A number of COVID-19 issues requiring early attention are included in Portfolio Incoming Government Briefs. A summary is provided below for ease of reference, and copies of the relevant portfolio briefs are also attached.

Emergency Declaration Renewal

The existing Public Health Emergency declaration in the ACT is due to expire on 19 November 2020, requiring a decision in early November on whether to extend the emergency declaration (see [Attachment 6](#)).

International Repatriation Flights/Hotel Quarantine

Over 25,000 Australians overseas are seeking to return home to Australia. Decisions are required on the ACT accepting international repatriation flights into Canberra and hotel quarantine arrangements (see [Attachment 7](#)).

Joint Work with Commonwealth on Aged Care and Disability

Extensive work has been undertaken to prepare for a case and/or outbreak in a Residential Aged Care Facility, including through the joint COVID-19 Residential Aged Care Preparedness and Response Centre established with the Australian Government. Extensive work has also been undertaken or is planned to prepare the disability sector to prevent or manage a COVID-19 case in a supported independent living site. Given the significant risks in both these sectors, a summary of progress is provided at [Attachment 8](#).

Roadmap to Recovery for Health System

ACT Health Directorate is undertaking work to develop a territory-wide roadmap for health system recovery post COVID-19. The ACT's key health services will be engaged to inform this work that builds on work already completed by CHS and Deloitte. The work will be completed in November and will present opportunities to accelerate territory wide recovery and improvement (see [Attachment 10](#)).

Elective Surgery Strategy

On 1 July 2020, the ACT Government announced a funding boost, including Commonwealth and Territory funding, of \$22.082 million, to enable additional elective surgery (and endoscopies) to occur in 2020-21. Increasing activity is essential to ensure current and future patients have access to timely and appropriate healthcare while we work to recover from the challenges presented by COVID-19. Further details are at [Attachment 11](#).

Testing Clinics

A long period without COVID-19 cases in the ACT is linked to reduced numbers of people seeking COVID-19 testing. ACT Health Directorate, with PICC, is working to maintain and increase COVID-19 testing rates appropriately in the ACT community. Further information is at [Attachment 12](#).

Risk of COVID-19 on ACT Government Infrastructure Projects

An outline of risks to major projects, consultation with industry thus far and Major Projects Canberra's capability regarding stimulus response is provided at [Attachment 13](#).

Venues and Events

COVID-19 restrictions have had a negative financial impact on Venues Canberra. Any return to events at Exhibition Park in Canberra (EPIC) may require decisions on the COVID-19 testing centre at EPIC. COVID-19 has also had a major impact on the events sector and fundamentally changed the way in which events are planned and run. [Attachment 14](#) provides further detail on Venues Canberra operations and identifies several major events run by the ACT Government that require decisions about their operation well in advance of the date of the event given lead times involved.

Community Resilience

A six-month workplan of community resilience initiatives is due to cease at the end of 2020. You may wish to consider the delivery of programs for the remainder of 2020, and whether the workplan is extended beyond 2020. See [Attachment 15](#) for further information.

Roadmap to Recovery for Schools

The Education Directorate has worked to ensure the continuity of education to children and young people in the ACT; support staff and student health, safety and wellbeing; and minimise the impact of the pandemic on the ACT education and early childhood sectors. Schools are now operating under the *COVID-19 Easing of Restrictions Roadmap* and additional extensive cleaning and hygiene

practices have been implemented in all ACT Public Schools and early childhood education and care services. Details are provided in [Attachment 16](#).

COVID-19 RELATED ELECTION COMMITMENTS

Your COVID-19 related elections commitments are included in the compilation of briefs on your Election Commitments:

LAB 005	Support for Canberrans in need during COVID-19	Increase grants funding program by \$350,000 to enable organisations to purchase suitable IT equipment to help those in need, to ensure that people with low levels of income continue to have adequate access to IT equipment and services and that providers and community groups are well resourced to support members of the community most in need.
LAB 010	Mental Health Support for Young Canberrans	Invest in more mental health support for Canberra's young people during COVID-19, by increasing total mental health funding to over \$200 million a year. This investment will increase access to resources and timely care for young Canberrans suffering mental health concerns.
LAB 034	Tourism Marketing Partnerships	Invest up to \$3 million over four years in tourism marketing partnerships to attract more direct domestic flights to Canberra. The fund will be used to partner with Canberra Airport, Tourism Australia and other destinations to attract more direct flights to and from COVID-safe destinations, including bringing low-cost airlines to our market.
LAB 040	Pilot of Headstart Program	Provide new pathways for young Canberrans to secure a job and rollout free online courses for Canberrans to upskill during Canberra's COVID-19 economic recovery. Pilot an innovative 'Headstart' program for year 12 students from public schools looking to complete an apprenticeship. The program will allow young Canberrans to take an extra year to complete college so they can start early training for a recognised qualification or trade. The Headstart pilot will commence in 2022 with 50 young Canberrans participating from a range of public schools across Canberra. The pilot is expected to cost approximately \$2.3 million. All students and employers will have one-on-one support to complete their qualifications and gain their senior secondary school certificate.
LAB 049-e	International Education Sector	Work every day to support the international education sector to bounce back stronger and more resilient.

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LAB 058	Canberra's Creative Recovery - Canberra Theatre	Continue to work on completing the design work and business case for a new Canberra Theatre precinct in the city to create jobs and attract bigger shows and concerts to the ACT.
LAB 058-a	Canberra's Creative Recovery - Kingston Arts Precinct	Deliver the Kingston Arts Precinct, with detailed design work underway to provide new purpose-built facilities for a number of Canberra's visual arts organisations.
LAB 058-b	Canberra's Creative Recovery - Tuggeranong Arts Centre	Invest \$2 million in the Tuggeranong Arts Centre for upgrades to the theatre to increase capacity for local events on the south side.
LAB 058-c	Canberra's Creative Recovery - Gorman House	Invest \$8 million into Gorman House to enhance accessibility, safety and energy efficiency and commence major heritage restorations in time for the centre's 100th birthday in 2024.
LAB 058-d	Canberra's Creative Recovery - Recovery and Resilience Sector Forum	Establish a creative recovery and resilience sector forum to provide ongoing opportunities to connect, share skills and knowledge.
LAB 058-e	Canberra's Creative Recovery - Creative Industries Policy	Commit to a holistic creative industries policy, drawing together the arts and culture, events, tourism, business and innovation. Appoint an ACT Government artist; commission artists to create work responding to the city; and implement a new approach to residency programs while travel is restricted.
LAB 061	Support Local Tourism	Establish the ACT COVID-safe Tourism Demand Program, providing direct finance for the development of COVID-safe tourism products and infrastructure to help the industry restart. The \$1.5 million fund will provide matched funding for projects and infrastructure that can demonstrate a return to the Territory.
LAB 061-a	Support Local Tourism - Floriade	Continue the Floriade in the Suburbs and engage with community organisations.
LAB 061-c	Support Local Tourism - Major Events Fund	Commit \$6 million for the Major Events Fund, with the aim of attracting COVID-safe events to the ACT over the next four years.
LAB 071	Response to COVID-19	Continue to take advice from public health experts on how we can continue to effectively respond to the threat of COVID-19. Invest in Canberrans and lead the city through the pandemic.

ATTACHMENTS

Attachment 1: Public Health Arrangements

The ACT is well prepared for a pandemic, with mature plans, policies and arrangements in place. This includes (but is not limited to):

- Legislation (*Emergencies Act 2004*, *Public Health Act 1997*); and

- ACT Emergency Plans (ACT Emergency Plan, Health Emergency Plan, Epidemic Infectious Diseases Annex).

The ACT Emergency Plan establishes that ACT Health is the lead agency for communicable human disease outbreaks, epidemics and pandemics. The Health Emergency Plan (HEP), a sub-plan of the ACT Emergency Plan, provides a framework for a coordinated ACT health sector approach to emergencies.

The *Public Health Act 1997* establishes the statutory position of the ACT Chief Health Officer (CHO) and authorises the Minister for Health to declare a public health emergency (Section 119).

While an emergency declaration is in force, the CHO has significant powers and may take any action, or give any direction, considered necessary to alleviate the emergency (Sections 120-121). Actions or directions may include:

- Direct a person to take actions (e.g. undergo a medical examination, remain in a specified area etc); and
- Provide authorised persons with emergency powers (e.g. prevent injury to any person, rescue any endangered person, prevent access to any place etc).

ACT Health Emergency Sub-Plan

The purpose of the ACT Health Emergency Sub-Plan is to provide a framework for a coordinated ACT Health Sector emergency response in accordance with legislation and emergency plans.

The ACT Health Emergency Sub-Plan outlines response arrangements for a health-led emergency response. This includes, but is not limited to:

- The CHO appointing a Health Controller to coordinate and control the ACT health sector response to the emergency;
- Activation of the Health Emergency Control Centre (HECC);
- Links to other emergency operations centres; and
- Allocation of key roles and responsibilities for key internal and external stakeholders.

The ACT Health Emergency Control Centre (HECC) was activated by the CHO on 29 January. It is the emergency management structure to manage the ACT COVID-19 public health response. It comprises the following entities:

- Public Health Emergency Coordination Centre (PHECC);
- Clinical Health Emergency Coordination Centre (CHECC); and
- Supporting units under the CHO (e.g. Exemptions Team, Office of the CHO).

All elements of the HECC (consisting of PHECC, CHECC and CHO) work closely together and report to the CHO (see Figure 2).

Functions of the Health Emergency Control Centre

The HECC implements the decisions and directions of the CHO, including, but not limited to:

- Monitor, investigate and manage any confirmed cases, contacts and outbreaks of COVID-19;
- Public health directions under the Public Health Act 1997;
- Provide public health advice;
- Formalise processes to implement Public Health Directions (e.g. exemption applications, non-compliance);
- Plan for and manage repatriation flights;
- Develop COVID-19-centric emergency plans;
- Provide daily / regular situation reports and briefs;
- Brief ACT Health executives, ACT Government executives and ACT Ministers for ACT and National committee meetings;
- Manage the personal protective equipment (PPE) stockpile for the ACT;
- Manage hotel and home quarantine programmes;
- Coordinate clinical response of all ACT hospitals in the ACT;
- Establish COVID-19 Testing Clinics and testing capability;
- Develop public health messaging and communications with the PICC;
- Deploy staff internationally and domestically as required (through Australian Medical Assistance Teams); and
- Work with ACT Government, jurisdictions, non-government stakeholders etc.

The composition of the Health Emergency Control Centre is based on core emergency management principles, and is scalable and flexible to meet the nature and complexity of the incident.

Public Health Emergency Coordination Centre

The PHECC is focused on the public health response to COVID-19 in the ACT. The Deputy Health Controller (Public Health) oversees the PHECC. The PHECC has the following goals:

- Effectively identify, treat and manage new cases of COVID-19;

- Minimise the transmission of COVID-19 within the community;
- Ensure consistency and effective communications across whole of government;
- Manage returned travellers who have entered mandatory 14 days quarantine; and
- Review and consider lessons learned from other jurisdictions and continue planning and preparation for future COVID-19 cases in the ACT.

Key PHECC functions include, but are not limited to:

- Operations (case management, contact tracing, exemption applications, data, medical officers etc);
- Logistics (PPE stockpile, accommodation services for hotel quarantine etc);
- Planning (daily briefing and situation report, developing ACT health sector plans [e.g. COVID-19 Primary Health Care Support Framework, COVID-19 Fatality Action Plan etc]).

Clinical Health Emergency Coordination Centre

The CHECC is led by the Deputy Health Controller Clinical, Ms Bernadette McDonald (who is also the CEO of Canberra Health Services (CHS)). The CHECC coordinates, enables and facilitates the CHO's management of the clinical response to COVID-19 by developing Territory-wide clinical response plans, providing clinical advice, clinical direction, effective and consistent standards, and will act as an emergency committee in providing health services to the ACT and surrounding regions during the pandemic. In doing this the CHECC aims to:

- Protect patients and consumers;
- Protect health workers; and
- Protect the community.

The CHECC leads the Territory-wide clinical service delivery response to the COVID-19 pandemic for the ACT with a focus on:

- identifying the capacity of hospital-based services across the ACT and region (such as emergency departments, intensive care units and ward-based care) and the workforce, equipment and supplies required to operate them should increased cases of COVID-19 impact on demand;
- establishing a clear and agreed clinical services response plan for managing increased demand across the ACT and region for hospital-based services, including use of private hospitals should cases increase to the point where this is required;
- working closely with the PHECC to align the clinical response plans and activities with the public health response, particularly in relation to the primary health care and non-government sectors; and

- delivering COVID-19 testing capability across the Territory through existing and new sites.

Public Health Directions currently in place

There are currently five public health emergency directions in place:

- Public Health (COVID-19 Interstate Travellers) Emergency Direction 2020 (No. 2)
 - Requires ACT residents that have been in Victoria in the past 14 days to quarantine at their home address (or another suitable premises) upon their return to the ACT.
 - Prohibits entry into the ACT for any non-ACT resident that has been in Victoria in the past 14 days unless they have applied for and been granted an exemption, or they fall within a limited number of exclusion categories (such as persons arriving in the ACT by air to transit to another jurisdiction, or transit through the ACT by road for business or freight purposes).
- Public Health (Residential Aged Care Facilities) Emergency Direction 2020 (No. 3)
 - Prohibits entry into Residential Aged Care Facilities (RACFs) to persons who recently returned from overseas, have been in contact with a confirmed case of COVID-19, who have a temperature greater than 37.5C.
 - An influenza vaccination is required for people entering a RACF unless the person's presence is for the purposes of emergency management or law enforcement, or if vaccination is not available to the person due to a documented medical contraindication or the person is a child under 6 months of age.
 - Extends to RACF workers, contractors, and visitors and prospective residents, but does not apply to current RACF residents.
- Public Health (Returned Travellers) Emergency Direction 2020 (No. 8)
 - Requires persons entering the ACT on a flight that originated overseas to undergo 14 days quarantine at a designated premises (hotel quarantine) until clearance from quarantine is given by an authorised medical officer.
 - If a returned traveller does not undertake a COVID-19 test, a supplementary quarantine period of 10 days is required to be completed.
- Public Health (Self-Isolation) Emergency Direction 2020 (No. 3)
 - A person diagnosed with COVID-19 and close contacts on confirmed cases must self-isolate until clearance is given by an authorised person, or travel directly to a hospital for medical treatment.
- Public Health (Restricted Activities – Gatherings, Business or Undertakings) Emergency Direction 2020 (No. 11)

- Places restrictions on gatherings and businesses or undertakings deemed to be non-essential. This direction provided for the following most recent changes:
 - All gatherings are capped at 200 people, where one person per four square metres of usable space can be maintained in indoor spaces and one person per two square metres of usable space in outdoor spaces.
 - All venues (non-hospitality) can have 25 people across the whole venue. If they wish to have more than 25 people they can use the one person per four square metres of usable space for each indoor area and one person per two square metres of usable space in each outdoor area (up to 200 people in each area)
 - Medium sized hospitality venues can select from a third option in addition to the above, which provides that venues with total usable space between 101 sqm and 200 sqm can have 50 people throughout the venue (excluding staff). If they wish to have more than 50 people they can calculate their capacity based on the one per four square metres of usable indoor space and one per two square metres of outdoor space rule.
 - Large indoor seated venues (for example, Canberra Theatre and Llewellyn Hall) can have ticketed events of no more than 50 per cent capacity, up to 1,000 people, provided they have a COVID Safe Plan for each specific event.
 - Cinemas and movie theatres can sell up to 50 per cent capacity of each theatre, up to 200 people.
 - Enclosed outdoor venues with permanent tiered seating and grandstands can have no more than 50 per cent capacity, up to 1,000 people, provided they have a COVID Safe Plan for each event.
 - GIO Stadium and Manuka Oval can have crowds of no more than 50 per cent capacity with an appropriate COVID Safe Plan in place for each event.
- Venues cannot temporarily modify spaces.
- Non-essential businesses and undertakings have included a diverse ranges of enterprises including (but not limited to):
 - Nightclubs, casinos and other gaming venues;
 - Cinemas and movie theatres;
 - Strip clubs, brothels and escort agencies;
 - Museums, galleries, national institutions, historic sites and outdoor amusement/attractions;
 - Hospitality and licensed venues;

- Gyms, health clubs, fitness centres, centres providing barre, spin facilities or yoga, as well as bootcamps and personal trainers;
 - Community sporting activities and swimming pools;
 - Performance venues;
 - Personal services, such as nail salons, beauty therapy services and tattoo parlours;
 - Places of worship and religious ceremonies.
- Nightclubs are the only business which currently remain closed, in view of the high-risk nature of the activity. However, nightclubs have been offered the ability to change the nature of their permit to allow them to operate as bars. Nightclubs can do this through an application to Access Canberra.
 - The Direction also extends to:
 - Gatherings in an outdoor spaces;
 - Gatherings at non-residential premises, unless that place is excluded from the operation of the gathering restrictions (such as medical facilities, shopping centres, public transport facilities, and workplaces not listed as non-essential businesses).

COVID-19 Response – Data

The HECC compiles epidemiological, quarantine, and exemption data on a daily basis (Monday-Sunday). These data are recorded and managed by the Data team (PHECC) and the Exemptions team (Office of the CHO). The RedCap database is used to store data, manage entries, and export data reports.

The above data are compiled into ‘situation reports’ which are circulated to stakeholders on a need-to-know basis between Monday-Friday. The most recent report (Annex A) includes the following information:

- HECC Morning Data Report which includes epidemiological, quarantine and exemptions data (compiled by PHECC planning team). This is circulated to:
 - All ACT Cabinet Ministers;
 - Respective Ministerial Chiefs of Staff;
 - All ACT Directors-General; and
 - ACT Government executives selected by the CHO;
- Health Emergency Control Centre Situation Report (compiled by PHECC planning team). This is circulated to:
 - ACT Minister for Health;
 - ACT Health Sector Emergency Management Committee (includes all ACT hospitals, Capital Health Network, ACT Government Directorates, and other members);

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- ACT Public Information Coordinator;
- ACT Health Directorate Executives;
- On-call Chief Health Officers;
- Canberra Airport Group;
- ACT Policing;
- Other agencies on a 'need-to-know' basis.

Contact: Kylie Jonasson, (02) 5124 9786

Contact: Kerry Coleman, (02) 5124 9442

Annex A – Data Report #50



Health Emergency Control Centre (HECC) Data Report

Brief No: #50	Date: 16 October 2020
Incident: Novel Coronavirus (COVID-19)	Time: 1000hrs

The following contains sensitive information – NOT FOR FURTHER DISTRIBUTION

The purpose of this report is to provide a data snapshot of the ACT Health Emergency Control Centre (HECC) response to COVID-19. The data is current as of 0900hrs Friday 16 October 2020.

The following data is provided below:

- Epidemiological;
- Quarantine; and
- Exemptions.

1. Epidemiological Data:

- Sourced from the Daily Epi Report provided by HECC Operations: Data.

Cases Today	0
Active Cases	0

Hospital in-patients	ACT Tests (past 24 hours)	Negative results
0	579	100,630
Total cases	Lives lost	Recovered
113	3	110

2. Quarantine Data:

- Sourced from the Daily Epi Report provided by HECC Operations: Data.
- This data is a snapshot of people currently in quarantine.

	Home Quarantine	Hotel Quarantine	Total
Domestic Quarantine	116	39	155
Returned Overseas Traveller	91	42	133
Total	207	81	288

3. Exemptions Data:

- Sourced from the Office of the Chief Health Officer daily snapshot.
- This data is a snapshot of all exemption applications to date.

	ACT	Non-ACT	Other	Total
Approved	1,423	1,215	737	3,375
Not approved	58	682	-	740
Not applicable	33	549	-	582
Withdrawn	228	541	12	781
Outstanding / waiting on further applicant info.	-	-	-	436
Total Applications	-	-	-	5,914

Next Data Brief: Monday 19 October 2020

Name: Craig Cannon

Appointment: Deputy Health Controller (Public Health)

Attachment 2: Public Information Coordination Centre (PICC)

The COVID-19 PICC has coordinated and delivered whole of government communications, campaigns and engagements on the Public Health Directions and the ACT Government's preparedness and response to the pandemic. Through an August ACT Government survey, 93 per cent of respondents said they feel well informed on COVID-19. The COVID-19 PICC's key activities include:

- A dedicated COVID-19 website for the ACT with 1,621,596 visits since March 2020 (September 2020).
- A dedicated weekly COVID-19 e-newsletter reaching 50,000 subscribers.
- Significant social media assets for ACT Health Facebook, growing from 20,000 followers in March to 34,000 in mid-May, with average posts reaching 40,000 - 50,000 people with an engagement rate of 10-15 per cent.
- Delivered approximately 125 COVID-19 Press Conferences and Facebook Live events (with AUSLAN interpreters and captions).
- Issued over 200 media releases as part of the COVID-19 response since March.
- Delivered key COVID-19 campaigns with a focus on community safety, mental health, economic recovery and resilience. Key campaigns have included, Mental Health - Canberra Strong Together, Domestic and Family Violence, Jobs for Canberrans, Choose Local, Canberra Strong Together, Restrictions and Your Responsibilities.
- Delivered Business Resource Kit to support local business with providing a COVID-safe workplace for staff and customers.
- Delivered dedicated communication and engagement with culturally and linguistically diverse (CALD) community leaders including a community leaders forum and Community Partner Stakeholder Update bulletin.
- Translated materials and resources in 14 languages.

A sustainable core COVID-19 PICC workforce with dedicated and funded resources is required to support the government, the CHO/Incident Controller and Coordinator-General for the full duration of the COVID-19 public health emergency, which could be scaled up if there was a COVID-19 impact and/or if a concurrent emergency occurs.

Should a concurrent emergency occur during the COVID-19 public health emergency, the lead directorate and communication of public information for the second emergency would depend on the nature of the emergency. The CMTEDD Executive Group Manager of Communications and Engagement (or their delegate) would continue to be the overarching Public Information Coordinator (PIC), over each of the PICCs (i.e. COVID-19 and the concurrent emergency, to ensure a fully coordinated response). CMTEDD would continue to coordinate the Whole of Government response and directorates would lead their relevant public information.

Other potential emergencies and the lead directorate and communications team:

- Terrorist attack – ACT Policing/JACSD
- Flood emergency – ESA/JACSD
- Storm emergency – ESA/JACSD
- Bushfire emergency – ESA/JACSD
- Urban fire – ESA/JACSD
- Chemical or hazardous emergency – ESA/EPA/CMTEDD
- Disease or epidemic emergency – ACT Health
- Extreme heat - ESA and ACT Health, supported by WorkSafe and EPSDD
- Recovery – CSD/CMTEDD.

We will brief you further on options for ongoing PICC arrangements

Contact: Anita Perkins, (02) 6205 0035

Attachment 3: Compliance

Authorised public health officers from ACT Health, Access Canberra and ACT Policing undertake compliance activities relating to the COVID-19 public health emergency. This includes issuing of infringement notices.

Roles of Health Protection Services, ACT Policing and Access Canberra

- Health Protection Services, through the Chief Health Officer (CHO), are the lead agency when it comes to the ACT's overall compliance response to COVID-19 and Public Health Directions.
- Access Canberra and ACT Policing are key regulatory compliance partners, with each agency assigned responsibility for supporting regulatory compliance across areas of business, industry and community. Areas of responsibility relate to the existing powers, authorising frameworks and responsibilities of the agencies (ie. Access Canberra primarily supports compliance for COVID-19 across regulated business and industries).
- The three agencies work in a coordinated way to support compliance with the Public Health Directions, underpinned by the COVID-19 Compliance and Enforcement Framework, which was endorsed by the CHO.
- Agencies apply an *engage, educate and enforce* approach to the compliance activity, working closely with business and industry so they understand their compliance requirements through the Directions.

Compliance statistics

- As at 8 October 2020, there have been 10,128 inspections of businesses against the CHO Directions carried out since January 2020.

	Proportion of compliant inspection - 1 September to 1 October 2020
Proportion of businesses compliant with direction	69.9%
Proportion of businesses complying with social distancing	88.3%
Proportion of businesses with a staff illness register	75.1%
Proportion of businesses with a COVID safe plan	67.6%

Access Canberra

- Between 25 March and 28 September 2020, Access Canberra conducted 5,297 inspections at businesses affected by the Public Health Direction. These businesses included licenced liquor premises; gyms; real estate auctions and open homes; entertainment venues; brothels; betting agencies; gaming venues and arcades.
- To date, the majority of compliance activity has rested within engagement and education activities, however, Access Canberra has taken proportionate action where it has been required to support compliance, including the provision of education and warning letters for

businesses. As at 28 September 2020, Access Canberra had issued 64 education letters and 78 warning letters. ACT Policing has to date issued 21 Criminal Infringement Cautions and six Criminal Infringement Notices in relation to COVID-19 compliance breaches.

- Overall, and to date, the majority of business and industry have demonstrated a strong willingness to be compliant and to support the safety of the community and their staff, as well as by extension, support the ongoing easing of restrictions through demonstrated compliance. However, as restrictions ease, the level of complexity in compliance activity increases. In addition, the level of complacency in the broader community also increases, which poses challenges for business and industry as well as regulators.
- Access Canberra recently recruited an additional nine inspectors to support its proactive compliance approach to COVID-19. The recruitment of inspectors to focus on COVID-19 compliance will allow Access Canberra to continue with core existing inspectorial and compliance functions under the suite of laws that comprises Fair Trading Compliance. Staffing and resourcing continue to be assessed, noting that as public health restrictions ease, the demand upon regulatory compliance increases.
- Access Canberra also plays a key role in providing key insight and information to the CHO and to the Public Information Coordination Centre around compliance with the Directions, key pressure points and business and industry sentiment, which informs further consideration for public communications as well as for restriction settings. In addition, the agency supports the provision of information directly to regulated industries around COVID-19 and requirements. This engagement is through email, in-person information at businesses during inspections as well as through the Business Liaison Team.
- Access Canberra provides a fortnightly compliance report on its activities to key agencies and officers, which is also tabled via the Security and Emergency Management Committee of Cabinet.

Contact (Access Canberra): Emily Springett, 0413 169 029

Contact (HPS): Rebekah Smith, (02) 6207 0595

Attachment 4: Stimulus Measures – ACT Property Group, Shared Services and Access Canberra

ACT Property Group (ACTPG), Commercial Services and Infrastructure, CMTEDD, is coordinating the Government's rental relief to community and commercial tenants occupying ACT Government properties that are affected by COVID-19.

As well as leading the implementation of the program across government, ACTPG's rent revenue has been adversely impacted, as has Venues Canberra's rent revenue.

A decision on further extension of financial support through rental waivers is required by November 2020, ahead of rental invoices for January 2021 being issued.

ACTPG has delivered building improvement projects at over 30 buildings under the Government's Economic Recovery stimulus initiative ('Screwdriver and Fast Track'). Another 22 community building improvement projects are being delivered under the Commonwealth Government Local Roads and Community Infrastructure (LRCI) programs. ACTPG is also completing various building and construction work on behalf of other Directorates under these programs. These projects deliver upgrades to buildings used for delivery of community and government services, providing economic stimulus to the construction industry and extending the lifespan of ACT Government owned buildings.

Shared Services expedited the payment of bills to deliver cashflow support to small to medium businesses. The standard payment terms of invoices was changed from 30 days to 14 days from the receipt of a correctly rendered invoice.

Access Canberra has delivered a range of measures in support of the Government's suite of economic stimulus to support the economy. These included:

- COVID-19 Liquor Permits
- Liquor Fee Stimulus
- Gaming initiatives
- Outdoor Dining Permit Holders
- Incorporated Associations – Annual General Meeting (AGM) extension
- Rideshare, taxis and hire cars
- Parking support in restaurant/café precincts

Detailed briefing can be provided on all these measures, and on options moving forward.

Contact (ACTPG): Daniel Bailey, (02) 6207 5618

Contact (Shared Services): Graham Tanton, (02) 6207 5757

Contact (Access Canberra): Derise Cubin, 0408 413 719

Attachment 5: Community Recovery

The unprecedented social and economic consequences of the COVID-19 pandemic have meant that greater supports have been required to support individual and community resilience and recovery. The community recovery process is significantly intertwined with economic recovery, mental health and service system responses. Continued support for individual and community resilience and recovery into the medium- to long-term is considered critical.

You may wish to consider how best to address the needs of those who are most adversely impacted by the pandemic including older Canberrans, people with disability and/or chronic health conditions, women, families, and young people and those living in poverty. The ways that these groups have been impacted, and how to best support their recovery, differs.

Further investigation of the ongoing impact of COVID-19 on different cohorts will inform recovery and the development of appropriate responses.

CSD will brief relevant Ministers on governance options and consultation mechanisms to:

- coordinate community recovery activities across government;
- engage with trusted community and business leaders, and respected community organisations; and
- include the voices of those most impacted by COVID-19.

Background

The COVID-19 pandemic has created significant social and economic challenges for the local economy and community. Following the initial crisis response, efforts have been focused on building resilience and supporting longer term recovery.

The Community Recovery Roadmap (the Roadmap) recognises the inter-dependent and interconnected elements of community recovery that require responses across different areas of the ACT Government. It was developed in consultation with representatives from Chief Minister, Treasury and Economic Development Directorate, Community Services Directorate, Education Directorate, ACT Health, Canberra Health Services, Libraries ACT and ACT Policing. The ACT Council of Social Services (ACTCOSS) and Joint Advisory Council Chairs (JACC) were also briefed on the development of the Roadmap.

Phase 1 of the Roadmap included immediate community support measures to promote wellbeing and reduce cost of living pressures. These included: ACT Government actions addressing the National Mental Health Pandemic Response Plan (NMHPRP) priorities; and establishment of a Wellbeing Team inside the Public Health Emergency Coordination Centre (PHECC) to provide psychosocial support and psychological care to people impacted by COVID-19 through isolation, quarantine and/or contact tracing for COVID-19. Rebates on residential rates and utilities, and one-off payments to social, public and community housing tenants were also offered to eligible people.

Phase 2 (current phase) involves working with the community and community sector partners over 6-12 months to understand and evaluate the evolving needs of those most impacted through the events of 2020 and establishing a foundation for recovery over the next 2-5 years. A primary focus of Phase 2 is delivery of the six-month Community Resilience and Crisis Response (CRCR) workplan

that includes several initiatives to improve and foster community resilience. Further details are at Attachment 15. The plan has included the delivery of Wellbeing Calls through Red Cross, the Check In On Your Neighbour promotion and the provision of activity packs for families and young people.

Phase 3 will focus on building resilience by developing ongoing recovery measures that deliver support, provide certainty, and promote longer-term Community Recovery.

The Roadmap builds on the Community Recovery stimulus measures which were introduced to help community partners meet increased service demand as a result of COVID-19. These included, but were not limited to, the \$7 million Community Support Package to meet increased service demand for emergency relief.

Contact: Jacinta Evans, (02) 6205 5147

Attachment 6: Emergency Declaration Renewal

Summary

- A Public Health Emergency declaration in the ACT is in place to support the Government's ongoing COVID-19 response and to protect the community.
- The existing declaration is due to expire on 19 November 2020, requiring a decision in early November on whether to extend the emergency declaration.

Key issues

- Section 119 (4B) of the *Public Health Act 1997* provides that if the "COVID-19 declaration has been extended or further extended under subsection (4), the chief health officer must advise the Minister at least every 30 days about—
 - (a) the status of the emergency; and
 - (b) whether the chief health officer considers the declaration is still justified."
- The most recent report of 18 September 2020 recommended that the public health emergency declaration was still justified, subject to ongoing review of the situation. The next report will be prepared on 18 October 2020 for provision to the Minister for Health as required under the legislation. Caretaker conventions will be followed.
- A further report will be provided before a decision on whether to extend the emergency declaration beyond 19 November 2020 is required.

Options for consideration

- Extend the Public Health Emergency declaration beyond 19 November 2020 or do not extend the emergency declaration.
- Not extending the declared emergency would bring the emergency to an end, along with all Public Health Emergency Directions in place, including those requiring hotel quarantine for returned travellers and for confirmed cases of COVID-19 to self-isolate.
- The cessation of the declared emergency would also expire all COVID-19 legislative measures (either immediately or 12 months after the commencement of the *COVID-19 Emergency Response Act 2020*, on 8 April 2021). Certain amendments include transitional mechanisms to ensure the COVID-19 measure can continue to operate effectively during a specified transition period.
- If necessary, these COVID-19 legislative measures may be amended so that they continue to apply for a further period. This has been the subject of consideration by the Justice and Community Safety Directorate during the Caretaker period and the Attorney-General and Chief Minister will be briefed on options for future reform.

Decision points/timeframes

- The Public Health Emergency declaration has been extended several times due to the ongoing public health risk posed by COVID-19 and the consequent need to maintain Public Health Emergency Directions to mitigate these risks.

Financial implications

- The Public Health Emergency response will continue to have a significant financial impact on the Territory.

Background

- On 16 March 2020, the ACT Minister for Health declared a public health emergency under section 119 of the *Public Health Act 1997* due to the public health risk of COVID 19 to the ACT community.
- The public health emergency was declared for the whole of the ACT for a period of five days (the maximum period allowed pursuant to section 119(3)(a)). It was the first time that a public health emergency had been declared under the Act. An emergency declaration can be extended and further extended by notifiable instrument for period of up to two days pursuant to subsection 119(4). The emergency declaration has been extended a number of times and due to the seriousness of COVID-19 an amendment bill was introduced to extend the allowable duration for a public health emergency in relation to COVID-19 for up to 90 days.
- On 20 August 2020, the emergency declaration was extended for a further 90 days, effective until 19 November 2020.

Responsible Portfolio(s) and Function(s)

- ACT Health Directorate / CHO

Contact: Kylie Jonasson, (02) 5124 9786

Attachment 7: International Repatriation Flights and Hotel Quarantine

Summary

- This attachment outlines the current arrangement between the ACT and the Commonwealth Government for accepting international repatriation flights into Canberra and provides an overview of hotel quarantine arrangements in the ACT. Over 25,000 Australians overseas are seeking to return home to Australia.

Key issues

- The Commonwealth Government is seeking states and territories' support to increase the number of Australians who can return home. In September 2020, the Commonwealth Government increased the cap on international arrivals from 4,000 to 6,000 people per week and determined that National Cabinet will be the prime forum for review of cap numbers.
- The ACT has indicated to the Commonwealth that we could accept a regular international flight of no more than 150 people no more often than every 16 to 18 days where there are 300 or fewer people in quarantine. The ACT has advised the Commonwealth that it expects to be positioned to receive international flights around the end of October-early November.
- The Prime Minister wrote to the Chief Minister on 12 October 2020 requesting that the ACT accept three Australian Government facilitated flights for vulnerable Australians up to the end of the year. The Head of Service provided a holding response to the Secretary of the Department of the Prime Minister and Cabinet indicating that the ACT was in caretaker and that the letter will be considered by the incoming government. A briefing and draft response will be provided for your consideration.
- Under current arrangements in which all international arrivals, unless exempt, must complete mandatory hotel quarantine, the ACT's ability to accept international flights depends on our overall quarantine capacity, including health and wellbeing support and compliance resourcing.
- Two key impediments to the repatriation of overseas Australians to the ACT include domestic travellers requiring quarantine (especially from Victoria) and the notable burden placed on the ACT to accommodate exempt passengers such as diplomats and government officials in home quarantine. Additionally, parliamentarians required to travel from Victoria for sittings have primarily quarantined in the ACT, increasing the numbers of people in quarantine.
- The Australian Health Protection Principals Committee (AHPPC) is considering whether international arrivals from countries such as New Zealand may be able to be exempt from mandatory quarantine. Recommendations from the AHPPC could inform the number of passengers on incoming international flights that the ACT is able to accept. We will brief you further on the AHPPC's recommendations when they are provided.
- On 7 September 2020 the Government agreed the Deco Hotel and Pacific Suites would be the preferred hotels for hotel quarantine in the ACT. Negotiation of contractual terms will recommence with the properties, including any arrangements for fixed fees, cancellation, damage and other liability costs.

- Adjunct Professor Jane Halton has conducted a national review of hotel quarantine arrangements, including of arrangements in the ACT, on behalf of National Cabinet. The key interim findings of the Halton Review have been incorporated into the ACT's revised arrangements for mandatory hotel quarantine. We will brief you further on the findings of the review.
- The Canberra Airport has experienced significant decline in passenger numbers due to the travel restrictions put in place to manage the spread of COVID-19. Greater certainty of regularised flights into the ACT is supported by the Canberra Airport who may make early representations to the incoming government in this regard.
- Your commitment to invest \$3 million over four years in tourism marketing partnerships, to attract more direct domestic flights to Canberra, may complement anticipated flow on effects of regularised repatriation flights.
- In October the Chief Minister wrote to the Prime Minister (following consultation with the leaders of the Opposition and the Greens) confirming the ACT government's in principle agreement to participate in quarantine free travel from New Zealand. Travel to Australia has commenced, with NSW accepting its first flight on 16 October.
- We will provide an early briefing on the commencement of flights to the ACT. To allow this to occur, a Standing Exemption has been signed by the Chief Health Officer allowing travellers from New Zealand to enter the ACT without undergoing quarantine. Operational arrangements for the arrival of flights are being developed.

Options for consideration

- You may wish to consider the ACT's commitment to accept regular international flights on an ongoing basis (and dependant on quarantine capacity), including in light of any AHPPC advice about countries whose passengers could be exempt from mandatory hotel quarantine on arrival in Australia.

Decision points/timeframes

- International passenger caps are regularly discussed by National Cabinet.

Financial implications

- Most jurisdictions, including the ACT, have moved or are moving to a "user pay" quarantine arrangement. This has substantially reduced government costs but has also imposed additional barriers to Australians returning, especially noting the airline costs of return flights.
- The ACT quarantine fees are:
 - o Adult who is not part of family group - \$3,000.
 - o Family group \$3,000 for the first adult, \$1,000 for each additional adult and \$500 for each child aged 3 years or older.
- The ACT is on track to implement its charging system for any future international flights.

Background

Hotel Quarantine arrangements

- Since March 2020, all travellers arriving in Australia from overseas are required to complete a 14-day quarantine period in a hotel (or other designated accommodation), unless exempt.
- Mandatory quarantine is managed and enforced by state and territory public health legislation.
- To date, guests have stayed in a small number of hotels assessed by ACT Health as appropriate for mandatory quarantine purposes. The Deco Hotel or the Pacific Suites (which would provide surge capacity should Deco Hotel be filled) meet the ACT Health Directorate's minimum standards for hotel quarantine and provide the benefit of being able to contain all quarantined international passengers in a single location, reducing the burden on ACT Policing resources.
- The ACT has resources and plans in place to receive 150 overseas arrivals for quarantine every 16-18 days, on approval by Cabinet.
- Mandatory quarantine for international arrivals is likely to remain a key pillar of government efforts to suppress COVID-19 into the future.

International repatriation flights

- To date, the ACT has received two significant government facilitated international repatriation flights at the request of the Commonwealth Government, repatriating a total of 504 Australian citizens and residents. The ACT currently has no regular scheduled international services.

Responsible Portfolio(s) and Function(s)

- CMTEDD / Policy and Cabinet Branch/Economic and Regional Policy Branch
- ACT Health Directorate / Chief Health Officer

Contact: Leesa Croke, (02) 6207 3751

Attachment 8: Joint Work with Commonwealth on Aged Care and Disability

Summary

Aged Care

- A joint COVID-19 Residential Aged Care Preparedness and Response Centre with the Australian Government has been established in the ACT, with Commonwealth representatives integrated into all governance structures for COVID-19 planning and preparedness for aged care in the ACT, and a joint response protocol between the ACT and Commonwealth is currently being developed.
- Extensive work has been undertaken to prepare for a case and/or outbreak in a Residential Aged Care (RAC) facility, with further work being progressed by the joint Centre and key ACT stakeholders.

Disability

- Extensive work has been undertaken or is planned to ensure a coordinated approach across service systems and governments, and to prepare the disability sector to prevent or manage a COVID-19 case in a supported independent living site.
- The *COVID-19 – An ACT Operational Plan for People with Disability* outlines the ACT's response to the Australian Government's *Management and Operational Plan for People with Disability* and responsibilities for implementation.

Key issues

Aged Care

- On 14 August 2020, National Cabinet considered a paper on Aged Care Preparedness, which included a proposal to establish joint Aged Care Response Centres (JACCs) in each jurisdiction to bring together Commonwealth and state/territory government agencies and enable a unified response to COVID-19 outbreaks.
- While it is the Commonwealth's overall responsibility to ensure ACT RAC facilities are fully supported in preparedness and prevention against a COVID-19 outbreak, ACT Health has undertaken significant forward planning to strengthen preparedness for prevention and response arrangements for COVID-19 outbreaks in RAC facilities.
- Should an outbreak occur, the JACC will be activated upon request from the Chief Health Officer (CHO) to support the ACT response to COVID-19 in the aged care sector. Our early establishment of a joint COVID-19 Residential Aged Care Preparedness and Response Centre will provide a strong foundation for the JACC.

Disability

- Registered disability providers in the ACT are regulated by the Commonwealth National Disability Insurance Agency (NDIA) Quality and Safeguards Commission (the Commission).

- The ACT government is working with the Commonwealth, NDIA, NDIS Quality and Safeguards Commission and the sector on planning and preparedness. One bilateral meeting has taken place and a second meeting will take place on 16 October 2020 with a view to confirming the role of the NDIA and NDIS in supporting people with disability and the sector to prepare for the pandemic.
- Issues being explored include the capacity of the Commission to support/audit disability providers, accessing improved data on the number and nature of services providers in the ACT, and the number and profile of recipients, and working with providers to undertake infection prevention control training (in partnership with VET, Skills Canberra and CSD). Further work is also required on identification of a surge workforce and triggers for activation if there is community transmission, and the development of an operational protocol that clearly identifies roles and includes trigger points to stand up an emergency response team.

Financial implications

- Under the *National Partnership on COVID-19 Response*, the Commonwealth Government has committed to cover 50 per cent of eligible COVID-19 costs including additional costs incurred by state and territory health services as a result of the diagnosis and treatment of patients with COVID-19, those suspected of having the virus, or activities that prevent the spread of it.

Background

Aged Care

- On 14 August 2020, National Cabinet considered a paper on Aged Care Preparedness, which included a proposal to establish JACCs in each jurisdiction to bring together Commonwealth and state/territory government agencies and enable a unified response to COVID-19 outbreaks. It is expected that all jurisdictions will have the arrangements in place for these 'centres' by 16 October 2020.
- Extensive work has been conducted to prepare the ACT for an outbreak in a RAC facility. This includes:
 - o Discussions with the Commonwealth regarding learnings from interstate outbreaks and to clearly identify Commonwealth and jurisdictional responsibilities regarding RAC facility outbreaks;
 - o Development of a COVID-19 preparedness and response plan (and associated implementation Plan) for the RAC facility sector;
 - o Development of a joint protocol for managing a COVID-19 Outbreak in a RAC facility;
 - o Personal Protective Equipment training conducted for RAC facility staff;
 - o A structured audit tool developed to enable Site visits to RAC facilities to assess outbreak preparedness;
 - o Webinars to prepare RAC facility staff to prevent/manage an outbreak; and

- Cabinet approved the Whole of Government COVID-19 High Risk Settings Outbreak Management Framework on 7 September 2020.

Disability Sector

- The ACT COVID-19 Disability Prevention, Preparedness and Response Action Plan (the Plan) has been developed in recognition that some people with disability will be more vulnerable during the pandemic.
- People with disability in the ACT, as with other jurisdictions, are a highly diverse population. The focus of the Plan is for individuals who require intensive support from services to participate in daily life and the disability providers who deliver these supports.
- The Office for Disability has consulted on the Plan across the disability sector. Consultations with the sector indicate that the number of plans is confusing. Key considerations for the sector include the provision of a surge workforce, workforce mobility and clear communication pathways.
- Significant work has occurred to help the Disability Sector plan for a COVID-19 outbreak. Under the COVID19 ACT Disability Strategy a range of core initiatives have been explicitly funded to support people with disability, their families and their supporters to come through this crisis as well as possible. These initiatives include funding for additional advocates, PPE for people with disability and their supporters, and training for disability support staff in infection control and use of PPE.

Responsible Portfolio(s) and Function(s)

- ACT Health Directorate / CHO / Community Services Directorate

Contact (ACT Health): Kylie Jonasson, (02) 5124 9786

Contact (CHO): Kerry Coleman, (02) 5124 9442

Contact (CSD): Jacinta Evans, (02) 6205 5147

Attachment 9: ACT Public Service

Summary

- COVID-19 has presented the ACT Public Service (ACTPS) with unprecedented challenges requiring innovation, collaboration, resilience and flexibility. The ACTPS has responded quickly to the COVID-19 related health advice and will continue to respond in an agile and efficacious manner.

Key issues

- In accordance with the advice from the Chief Health Officer and a resolution in the Legislative Assembly on 25 July 2020, employees have been encouraged to work flexibly, including alternative start and end times and working from home.
- The majority of ACTPS staff, such as those working in health services, justice and community, schools and customer-facing roles, have continued to perform their duties in the workplace, adapted to be COVID-safe.
- The transition to COVID-19 safe practices fast-tracked several initiatives that will serve the ACTPS and the Canberra community well into the future, beyond COVID-19. The move to providing more digital services, including at Access Canberra, generates tangible efficiencies.
- There are a range of examples where an increase in productivity can be quantified since transitioning to employees working remotely. One such example is in the Environment, Planning and Sustainable Development Directorate. Since the directorate moved its employees to home-based work, the Planning and Land Authority has been able to maintain and enhance its productivity and reduce the number of active applications under assessment.
- Significant work has been undertaken in preparation for transitioning our workforce back into their usual workplace as Chief Health Officer guidance changes and comprehensive strategies have been developed and workplace plans to ensure our work health and safety obligations can be maintained.

Responsible Portfolio(s) and Function(s)

- CMTEDD/WCAG

Contact: Damian West, (02) 6207 5397

Attachment 10: Roadmap to Recovery for Health System

Summary

- ACT Health Directorate is undertaking work to develop a territory-wide roadmap for health system recovery post COVID-19, for consideration by the Minister for Health. The ACT's key health services will be engaged to inform this work that builds on work already completed by Canberra Health Services (CHS) and Deloitte.

Key issues

- The roadmap will draw on the existing CHS Recovery Plan and Roadmap, focussing on strategies that have already been identified as requiring a territory-wide approach.
- These strategies will be tested with Calvary Public Hospital Bruce and key stakeholders to identify key implementation risks and issues.
- The work will involve a rapid review and completion of a report and roadmap for evidence based Territory-wide recovery initiatives post COVID-19.
- It is intended that the roadmap will align with ACT Health Directorate's Territory-wide Health Service Plan and support its strategic direction.
- The Minister for Health will receive an early briefing on the opportunities arising from this work.

Options for consideration

- This work provides an opportunity to drive territory wide system improvement by drawing on key insights from the work already completed in other jurisdictions and with CHS, learning what service changes have worked well during COVID-19 and will deliver sustainable improvement into the future.
- It will guide opportunities to accelerate territory wide recovery and improvement, identifying initiatives that are most critical to deliver system wide improvement against each strategic theme.

Decision points/timeframes

- The work is scheduled to conclude in November 2020. The deliverables include a detailed document summarising the health system improvement opportunities for the ACT and the analysis that underpins it as well as a roadmap for delivery.

Financial implications

- This work is being funded within the ACT Health Directorate budget.

Responsible Portfolio(s) and Function(s)

- ACT Health Directorate

Contact: Kylie Jonasson, (02) 5124 9786

Attachment 11: Elective Surgery Strategy

Summary

- On 1 July 2020, the ACT Government announced a funding boost of \$22.082 million, including Commonwealth and Territory, to enable additional elective surgery (and endoscopies) to occur in 2020-21.
- Increasing activity is essential to ensure current and future patients have access to timely and appropriate healthcare while we work to recover from the challenges presented by COVID-19.

Background

- National Cabinet, acting on the advice of the Australian Health Protection Principal Committee, determined that on 25 March 2020, all non-urgent elective surgery would be temporarily suspended due to the COVID-19 pandemic. In line with this direction, the ACT suspended all non-essential surgery from 25 March 2020 for both public and private hospitals in the ACT.
- National Cabinet moved to ease the restrictions on elective surgery in late April 2020. The ACT issued a guidance note to public and private hospitals that elective surgery could be resumed in a careful and staged approach from 27 April 2020.
- In line with the National Cabinet announcement on 15 May 2020, restrictions on elective surgery were lifted. The ACT further increased elective surgery, and by 15 June 2020 normal surgical activity had resumed.
- As a consequence of the deferred elective surgery there has been unavoidable increase in the number of public patients waiting longer than clinically recommended for their surgery.
- The funding boost of \$22.082 million will provide up to 2,000 additional elective surgeries (and up to 600 endoscopies) above the number already approved and funded for 2020-21. The elective surgery recovery program will allow for the delivery of more than 16,000 elective surgeries in 2020-21. The elective surgery program will be delivered in addition to an anticipated 11,500 emergency surgeries.
- The Territory has already seen a positive impact on the reduction of the elective surgery long-wait list for elective surgery since July 2020. As of 21 September 2020, 627 long-wait patients have undergone surgery as part of the elective surgery recovery program.

Responsible Portfolio(s) and Function(s)

- Canberra Health Services / ACT Health Directorate

Contact: Kylie Jonasson, (02) 5124 9786

Attachment 12: Testing Clinics

Summary

- A long period without COVID-19 cases in the ACT is linked to reduced numbers of people seeking COVID-19 testing. ACT Health, with PICC, is working to maintain and increase COVID-19 testing rates appropriately in the ACT community.

Key issues

- It has been identified that symptomatic people may not attend for testing due to poor understanding, dismissal of symptoms, fear of the process/public identification, loss of income or inconvenience.

Options for consideration

- Regular communications encouraging Canberrans to continue to get tested for COVID-19 when they have symptoms that are typical of COVID-19. The PICC is currently rolling out a testing communications plan, and testing messaging will continue to feature in our COVID-19 prevention campaign.
- Our focus is to keep our testing communications relevant, and able to be amended to respond to the changing environment and any particular needs in communities e.g. if a particular community has a fear of testing or where circulating “myths” needed to be dispelled. Messaging will be regularly refreshed to keep it engaging as well.

Decision points/timeframes

- People are prioritised for testing if they:
 - Have characteristic clinical symptoms as well as an epidemiological link;
 - Have characteristic clinical symptoms of COVID-19 but have no epidemiological link;
 - Have less common symptoms of COVID-19 but have no epidemiological link;
 - Are asymptomatic but have a high risk of exposure to COVID-19 (including during outbreaks in high-risk settings, returned travellers in hotel quarantine, and close contacts of confirmed cases) or who are part of a specific public health investigation into the infection source of a confirmed case (i.e. ‘upstream contacts’).
- The turnaround time for test results via ACT Pathology is generally less than 24 hours. However, individual results can be fast-tracked if an urgent result is required.

Financial implications

- Under the *National Partnership on COVID-19 Response*, the Commonwealth Government has committed to cover 50 per cent of eligible COVID-19 costs including additional costs incurred by state and territory health services as a result of the diagnosis and treatment of patients with COVID-19, those suspected of having the virus, or activities that prevent the spread of it.

Background

- The key objectives in relation to COVID-19 testing are to:
 - o Ensure that the ACT community remains highly motivated to get tested when they have symptoms associated with COVID-19;
 - o Facilitate access to COVID-19 testing;
 - o Test to match rates of acute respiratory infection in the community;
 - o Identify and address barriers to COVID-19 testing;
 - o Facilitate widespread testing in high-risk populations and outbreak scenarios; and
 - o Rapidly scale up testing in the context of escalating community transmission.
- Eight government testing locations are available in the ACT:
 - o The Weston Creek Walk-in Centre open 7:30 am–10:00 pm daily, including public holidays;
 - o Garran Oval Clinic – from 9:30am to 5pm seven days a week;
 - o West Belconnen Child and Family Centre – from 9:30am to 5pm Monday to Friday;
 - o Kambah Drive Through– from 9:30am to 5pm seven days per week, weather permitting;
 - o EPIC Drive Through – from 9:30am to 5pm seven days per week;
 - o The Winnunga Nimmityjah Respiratory Clinic (for First Nations people and existing clients of Winnunga) – managed by Commonwealth Department of Health;
 - o Your GP@Crace (by appointment) – managed by Commonwealth Department of Health;
 - o Lakeview Medical Practice Tuggeranong (by appointment) – managed by Commonwealth Department of Health.
- In addition, Capital Pathology has three COVID-19 collection centres and Laverty Pathology has one COVID-19 collection centre. Individuals can attend these centres for testing with a GP referral.

Responsible Portfolio(s) and Function(s)

- ACT Health Directorate / Chief Health Officer

Contact: Bernadette McDonald, (02) 5124 4700

Attachment 13: Impact of COVID-19 on ACT Government Infrastructure Projects

Summary

- To advise of risks to major projects, consultation with industry thus far and Major Projects Canberra's (MPC) capability regarding stimulus response.

Key issues

Overview

- COVID-19 has not yet caused material disruption to ACT Government infrastructure projects, though significant risks continue to exist.
- The local construction industry has been materially affected by a slowing of private-sector infrastructure projects, particularly in the multi-residential space.
- Infrastructure investment is recognised nationally as being an important response to assist in the economic recovery from COVID-19.
- MPC is focussed on progressing the ACT Government's capital works program as quickly as possible to assist the local construction sector.

Consultation with Industry

- MPC continues to be involved in regular industry forums for stakeholders to provide an update on ACT Government's approach to continuing infrastructure projects during the health emergency. This includes representatives from key industry bodies such as Master Builders Association (MBA), Property Council, Engineers Australia, Consult Australia, and Professionals Australia.
- During initial stages of the COVID-19 response, meetings were being held daily to inform industry and to gain feedback and insights which proved a valuable mechanism to work together to respond to the health crisis. Meetings have now reverted to a fortnightly cycle through the Planning and Construction Industry Chief Executive Reference Group which is chaired by the Director-General of EPSDD.
- MPC is also consulting with industry and unions (in liaison with the Coordinator-General for the Whole of Government Response (Non-Health) to COVID-19) on potentially appropriate construction sector restrictions should the need arise in the ACT.
- In the event restrictions are reintroduced within the ACT, MPC will re-establish regular phone conference calls with stakeholders to ensure all parties are fully informed of matters as they develop.
- MPC also has regular meetings with industry bodies where COVID-19 response and risks are discussed. This includes quarterly meetings with the MBA.

Supply Chain

- The potential risks related to COVID-19 impacts on the ability to source materials and plant were identified early in the COVID-19 response and MPC worked with its contractors to identify potential supply chain issues. There were isolated examples of delays with some products, but contractors and suppliers found ways to deliver on their requirements, or alternatives were identified. Overall, there were minimal impacts on the delivery of construction projects due to supply chain issues related to COVID-19.
- MPC continues to work with its contractors to support industry and identify and respond appropriately to any supply chain risks.
- MPC will brief you separately on any supply chain risks to Designated Major Projects.

Stimulus package (screwdriver ready)

- MPC will mobilise resources to support the delivery of infrastructure stimulus as was the case with the \$25 million package of 'screw-driver ready' projects to fast-track government infrastructure projects and maintenance on local schools, roads, and public transport and a second phase of funding providing \$10 million for suburban infrastructure developments.

Canberra Hospital Expansion Project stimulus

- Work on the new Acute Clinical Services Building (ACSB), as well as other improvements to healthcare facilities across the campus, will support hundreds of construction jobs over the next four years. There will also be opportunities for about 150 local trainees and apprentices to support up-skilling of our local workforce, and more than 500 construction jobs for Canberrans supported over the life of the Project. This is a critical component of the ACT Government's Jobs and Economic Recovery Plan, which is supporting local businesses and the community through the immediate impacts of COVID-19.

Responsible Portfolio(s) and Function(s)

- Major Projects Canberra

Contact: Duncan Edghill, (02) 6205 3842

Attachment 14: Venues and Events

Venues

Summary

- COVID-19 restrictions have had a negative financial impact on Venues Canberra. Any return to events at Exhibition Park in Canberra (EPIC) may require decisions on the COVID-19 testing centre at EPIC.

Key issues

- We expect a negative financial position for Venues Canberra for the first six months of the 2020-21 financial year. The time frame to return to normal operations is unknown and once restrictions are lifted, it is difficult to know the capacity of sporting organisations or event promoters and the appetite of patrons to attend events.
- The current restrictions and the hosting of the COVID-19 testing centre effectively prohibit the hosting of major events at EPIC and Manuka Oval, and Venues Canberra is suffering a significant reduction in commercial revenue streams as a result.

Options for consideration

- Venues Canberra has sought where possible to negate the impact of COVID-19 on its own source revenue by developing its own projects and seeking other opportunities. Stadium Golf will return to GIO Stadium, discussions are underway to host “Stadium Stomp” fitness sessions and GIO Stadium and EPIC have been used to store vehicles for AVIS and conduct virtual concerts.
- The success of events at GIO Stadium may assist in our venues being considered as a “bubble” base for sporting events.
- Venues Canberra will investigate the establishment of a COVID safe approved venue where functions and events can be held.

Decision points/timeframes

- Venues Canberra will provide briefing on options for the balance of the 2020-21 financial year.

Financial implications

- The estimated financial losses for the first two quarters of 2020-21 is \$2,669,760. The majority of these losses is due to smaller or no events at all venues and an associated downturn in commercial and a reduction in camping income. Included in this estimated loss is \$186,639 due to a reduction in rent as part of the rent relief initiative for tenants of ACT Government owned properties who have been affected by COVID-19.

Background

- Due to ongoing restrictions and the accommodating of various government initiatives, Venues Canberra has been unable to host its normal calendar of events.
- At the end of the 2019-20 financial year, Venues Canberra received a Treasurer's Advance to cover the net loss of cancelled events, downturn in functions and camping and reduction in rent.
- In March 2020, a drive through COVID-19 testing centre was established at EPIC and it will be in place at least until the end of the current declaration of the public health emergency (November 2020).

Events

Summary

- COVID-19 has had a major impact on the events sector and fundamentally changed the way in which events are planned and run. The ACT Government runs several major and community events, with decisions needed about their operation well in advance of the date of the event given lead times involved. Options will be provided about the ACT Government events. Advice will also be provided on support options for the private and community events sector.

Key issues

- The COVID-19 epidemic has had a significant impact on the ability of:
 - o the ACT Government to deliver its calendar of events and to host major events at its venues;
 - o professional event organisers to plan and deliver their events in the ACT; and
 - o community organisations to host smaller scale events of sporting, artistic, or other cultural significance.
- The inability to deliver events has impacted the ACT economy, particularly the tourism and hospitality sector, and the broader community.

Options for consideration

- ACT Government events – further to the submission considered by Cabinet in September, advice will be provided on the conduct of the major ACT government events, including New Year's Eve in the City, Australia Day in the Capital, the Enlighten Festival, Canberra Day and the National Multicultural Festival.
- Support for private and community events – advice will be provided on support for private sector and community-based events as well as options to support the viability of the events sector.

Decision points/timeframes

- Given the lead times involved, decisions about the ACT Government events due to be delivered between now and April 2020 will need to be made quickly.
- Decisions on the format for Floriade 2021 are required to inform the horticultural program. The ordering of plant stock needs to occur in early December 2020 to meet the horticultural deadlines.
- A new winter festival is being planned for July 2021, with decisions required urgently as to whether to proceed.

Financial implications

- There are a range of potential financial impacts (different for each event), including: potential inability to recoup expenditure already committed to an event; unspent funding should an event be cancelled; additional costs of delivery in a COVID Safe event; and loss of revenue.

Background

- The conduct of events is driven by the Chief Health Officer's Public Health Directions at the time the event is scheduled to take place. A COVID Safe Event Protocol was released by the Chief Health Officer in September 2020.
- Prior to COVID, Floriade and the Enlighten festival contributed around \$45 million in total to the ACT economy.

Responsible Portfolio(s) and Function(s)

- CMTEDD/ Commercial Services and Infrastructure/ Property and Venues/ Venues Canberra
- Events ACT, Economic Development Division, CMTEDD

Contact (Venues): Shaun Strachan, (02) 6207 1001

Contact (Events): Kareena Arthy, (02) 6207 5564

Attachment 15: Community Resilience

Summary

- A six-month workplan of community resilience initiatives is due to cease at the end of 2020. You may wish to consider the delivery of programs for the remainder of 2020, and whether the workplan is extended beyond 2020.

Key issues

- Community Resilience refers to a supportive social context for communities to respond, withstand and recover from disasters and crises. The Community Resilience and Crisis Response team in the Community Services Directorate has, since April 2020, delivered several community resilience initiatives to improve and foster community resilience which are due to end in December 2020.

Options for consideration

- There are several options for the delivery of community resilience programs for the remainder of 2020, including:
 - o Development of a second round or expansion of the Community Connection Grants.
 - o A reorientation of the 2020-21 Participation (Digital Communities) Grants and Community Support and Infrastructure Grants (CSIG) to respond to COVID-19 needs;
 - o Continuation of the Red Cross Wellbeing Calls; and
 - o Development of other community resilience activities.
- You may wish to consider whether this work plan should be extended beyond 2020.
- Community resilience in the disaster and crisis context encompasses individual preparedness, as well as a supportive social context in communities to withstand and recovery from disasters. You may wish to consider how community resilience work is embedded for future disasters and crises.

Decision points/timeframes

- The Community Resilience and Crisis Response (CRCR) workplan is planned to continue until December 2020, when a decision on the future of the workplan work is required.
- The Community Connections Grants are underway. Recommendations on the successful applicants will be made to the relevant Minister by the end of November.
- The Participation (Digital Communities) Grants and Community Support and Infrastructure Grants (CSIG) are recurring grant programs that need to be expended by the end of the 2020-21 financial year. These grant programs may be reoriented to respond to COVID-19 issues flagged in election commitments, such as providing additional digital and IT supports for families, prior to opening both grant programs.

- A decision on the continuation of the Red Cross Wellbeing Calls will be required in December 2020.

Financial implications

- \$300,000 has been committed to support the CRCR six-month workplan. In addition, \$328,000 was allocated to the 2019-20 Participation (Digital Communities) Grants and Community Support and Infrastructure Grants (CSIG). These grants have recurrent funding - the 2020-21 rounds have not yet opened.

Background

- The COVID-19 pandemic follows a long summer of bushfires, smoke and a hailstorm that caused significant damage in February. These ongoing events have taken their toll on Canberra's community resilience.
- Wellbeing in the ACT community has decreased with the advent of COVID-19 and vulnerability has increased for many groups in Canberra. People in Canberra have, however, reported a greater sense of social cohesion and rising levels of community trust.
- The Community Resilience and Crisis Response team has delivered several community resilience initiatives to support the community's ability to withstand and respond to COVID-19:
 - o **Supporting Community-led Recovery:** A pilot Community Connections Grants is underway to resource small-scale, grassroots, community-led projects to improve community connection and resilience. The Participation (Digital Communities) Grants and Community Support and Infrastructure Grants (CSIG) provide funding to community organisations to support their clients, particularly those most impacted by COVID-19.
 - o **Reducing Social Isolation:** The Wellbeing Calls Service with the Red Cross is underway to support people in the community experiencing loneliness and social isolation.
 - o **Encouraging Stronger Local and Community Connections:** CRCR has developed and continues to promote a range of resources for people to increase connections and links in their local communities through Know Your Neighbour and Keeping Connected with Communities.
 - o **Strengthening Community Engagement and Activity:** CRCR will continue to deliver Community Activity Packs to support people in the community to recognise and mark significant days and events.
 - o **Keeping Communities Informed:** Connect in Canberra is a non-health COVID-19 information hub on the Community Services Directorate website with details about services, supports and activities for people affected by COVID-19.

Responsible Portfolio(s) and Function(s)

- Community Services Directorate/Inclusion and Participation

Contact: Jacinta Evans, (02) 6205 5147

Attachment 16: Roadmap to Recovery for Schools

Summary

- The Education Directorate has worked to ensure the continuity of education to children and young people in the ACT; support staff and student health, safety and wellbeing; and minimise the impact of the pandemic on the ACT education and early childhood sectors. Schools are now operating under the COVID-19 Easing of Restrictions Roadmap and additional extensive cleaning and hygiene practices have been implemented in all ACT Public Schools and early childhood education and care services.

Key issues

- Schools are currently operating under the COVID-19 Easing of Restrictions Roadmap (the Roadmap), which is attached. Restrictions under the Roadmap have been progressively eased in consultation with the Chief Health Officer (CHO) and can be eased or tightened depending on public health advice. The Roadmap is regularly updated and available online at <https://www.education.act.gov.au/public-school-life/covid-school-arrangements>.
- The CHO announced the ACT would move to Step 3.2 of Canberra's Recovery Plan from 9 October 2020, with changes including increasing gathering sizes to 200 people and reducing density restrictions to one person per two square metres outdoors. As a result, changes have been made to the Roadmap for Term 4.
- The Roadmap currently provides for on-campus learning for most students, with schools continuing to support remote learning for students considered vulnerable to COVID-19. Assessment and reporting are occurring as normal. Some examples of activities allowed under the Roadmap's current stage are excursions, small assemblies, and student-only fundraisers.
- Additional changes for Term 4 include the resumption of interschool supports within the greater ACT region (including Greater Queanbeyan, Murrumbateman, Yass and Bungendore); local and low risk interstate excursions and camps; and student discos.
- End of year school events such as formals, graduations and concerts are also able to take place in line with the CHO's End of Year School Events Guidelines.
- The Directorate has undertaken scenario planning in case the ACT's COVID-19 situation worsens.

Options for consideration

- Should the COVID-19 situation in the ACT significantly worsen, the Directorate has undertaken scenario planning to ensure it is prepared to respond to a COVID-19 incident within an individual site, a cluster of sites, or across the entire education system.
- If an individual site is affected, the site would be closed for up to two weeks to enable cleaning, contact tracing and potential isolation requirements to be met.
- If a cluster or all sites are affected, remote learning would be implemented for the cluster or all sites. Five pupil free days would be provided for schools to prepare and school staff would be

requested to work on site unless they were vulnerable or had flexible arrangements approved. Students who required internet access and/or devices to learn from home would be provided with these.

- On-campus learning would be available for all public school students attending specialist schools, flexible education settings and college settings for courses that require it, with all other learning delivered remotely. On-campus supervision would be limited to students with disability, children of school-based staff, and children whose personal family circumstances prevent them from learning from home. These students would be supervised on school premises but would participate in learning through the remote learning system. A registration process would be established, with registrations requiring confirmation by the Directorate.
- The Education Directorate would support schools with pre-developed learning resources and clear messaging around assessment and reporting requirements, managing expectations placed on families supporting younger children, and tiered check in and case management supports for vulnerable students. Para-professional staff would be engaged to support students learning on-campus if required.

Decision points/timeframes

- Schools operations are guided by the Roadmap. Decisions about the Roadmap, such as moving to the next stage, are made on the advice of the CHO and the Directorate is in regular contact with her office.
- Decisions to move to remote learning for a cluster or all school sites would include consideration of health advice, including confirmed community transmission and/or changes to health directions issued by the CHO; workforce availability and industrial considerations; and changes in community sentiment such as concerns about the safety of schools.
- The COVID-19 Emergency Response Act 2020 allows the Minister to declare that a number of Education Act 2004 provisions related to school attendance and participation do not apply – for example, if a COVID-19 emergency prevents students from attending school. However, this has not been required or enacted to date.

Financial implications

- If the COVID-19 situation in the ACT significantly worsened and all schools had to move to remote learning, there may be additional costs associated with the provision of internet access to students who need it to learn remotely, and standing up a centralised workforce to meet the needs of students learning on campus.

Background

- ACT Public Schools moved to remote and online learning at the beginning of Term 2 in response to declining student and staff attendance and national physical distancing requirements, with a phased return to on-campus learning beginning in Week 4 of Term 2.

Responsible Portfolio(s) and Function(s)

- Education and Early Childhood Development

Contact: David Matthews, (02) 6207 0384



ACT EDUCATION DIRECTORATE



Education

COVID-19 Easing of Restrictions Roadmap for ACT public schools as at 9 October 2020

	Previous step	 Current stage 9 October- 6 November	Next step	Future considerations
Schooling	Students across all years return to on-campus learning. Remote learning offered to students who need it. Assessment against achievement standards continues.	Students across all years continue with on-campus learning. Schools continue to support remote learning for students who are vulnerable to COVID-19. Assessment and reporting as normal.	Students across all years continue with on-campus learning. Schools continue to support remote learning for students who are vulnerable to COVID-19. Assessment and reporting as normal.	Students across all years continue with on-campus learning. Schools continue to support remote learning for students who are vulnerable to COVID-19. Assessment and reporting continues as normal.
Cleaning	Out of hours cleaning continues with a focus on high frequency touch points, including daily cleaning of student desks. Day cleaning continues with a focus on high frequency touch points including: school entry/administration areas, staff rooms and kitchens, washrooms and major transit areas. Sufficient soap, paper towel and hand sanitiser supplied to every school.			
Facilities & Hire	- Libraries can open with a focus on safe handling of returned items. - Hiring of school facilities can resume. Groups must not exceed 20 people, plus a coach and one parent/carer per child.	Hiring of school facilities continues. Group numbers must not exceed 200 people (including staff, trainers and spectators) per indoor or outdoor space, or one person per 4 square metres indoors and one person per 2 square metres outdoors, whichever is lesser. Communal facilities (such as playgrounds and changerooms) can open. A risk assessment for this should be outlined in the COVID Safety Plan.		

On-site visitors	- Schools should limit the number of adult visitors/volunteers on school sites. - Parents should avoid entering the school building where possible. - NDIS providers/therapists can attend school-sites. - External music schools can return to school-sites. - Preservice teachers can undertake placements and school based clinics in ACT public schools.	Schools should limit the number of adult visitors/volunteers on school sites. Parents should avoid routinely entering the school building where possible but can attend scheduled school events and meetings with teachers – gathering restrictions (200 adults), physical distancing and hygiene measures still apply. Records should be kept of visitors attending the school.	- Large scale (over 200 adults) parent-teacher interviews can resume in a face-to-face format, with physical distancing and hygiene measures in place (ie. Hand sanitiser available on entry/exit). - Parents and volunteers can attend school sites with physical distancing and hygiene measures in place (ie. Hand sanitiser available on entry/exit). - Records should be kept of visitors attending the school.	
Excursions and Out of School Activities	- Day only excursions can resume within the ACT. Groups must not exceed 20 people (this number includes adults). - Outdoor education programs can resume within the ACT region. - Incursions can proceed at the discretion of schools. - All overseas excursions cancelled for 2020. - Work experience opportunities can be supported in the local community. Employers should have COVID Safety plans in place.	Local and low risk interstate excursions and camps can resume (with some restrictions). This includes overnight excursions/camps to country and remote areas where mixing with other people is minimised. Interschool sports can continue within the ACT Region- this would include Greater Queanbeyan, Murrumbateman, Yass and Bungendore. Schools must adhere to the specific COVID-19 rules within and between the states they are travelling. For up to date travel advice go to https://www.covid19.act.gov.au/community/travel. Groups must not exceed 200 people (this number includes adults). Camping should be in single tents where possible. Normal risk assessment requirements apply, including an assessment of COVID-19 risks prior to any excursions taking place. Schools must notify ESO of any interstate excursions.		
Assemblies, Performances and End-of-Year Activities	Not allowed.	Small assemblies, gatherings and performances can take place with limitations on parent/carers audience numbers (maximum of 200 adults, or one adults per 4 square metres indoors and one adult per 2 square metres outdoors,, each (family) group must sit 1.5 metres apart). End of year events, including formals and graduation ceremonies can go ahead inline with the CHO issued guidelines for end of year events.	Larger (over 200 adults) assemblies, gatherings and performances can resume with limitations on parent/carers numbers (as per health advice).	

WHOLE OF GOVERNMENT IMPLICATIONS OF COVID-19
INCOMING GOVERNMENT BRIEF

P&C Activities	- Canteens can reopen in line with ACT Health protocols. - School uniform shops can reopen in line with ACT Health protocols.	On-site, student only fundraisers, including student discos can go ahead. Working bees can go ahead within health guidelines.	Fundraising events can go ahead with limitations on numbers in line with broader community restrictions.	School fetes can go ahead in line with broader community restrictions.

*Physical distancing and hygiene requirements must be adhered to by adults at all times.

* Timing next steps is dependent on the broader easing of community restrictions.

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TREASURER OVERVIEW

The portfolio of Treasurer is diverse and plays a role across most areas of Government activity.

The Treasurer has the responsibility of leading the prudent and sound economic and financial management for the Territory. This feeds directly into the Government's capacity to provide services and deliver new projects/infrastructure for the community. It also determines the Government's capacity to respond to unexpected events as they occur, such as COVID-19.

The Treasurer also plays a leading role in promoting accountability and transparency in the delivery of services to the community and the management of resources, for example, through the promotion of efficiencies within directorates or the redirection of resources to higher priorities. The Treasurer also plays a key role in the accountability systems for the spending of taxpayer funds.

Under the current legislation¹, the Treasurer's responsibilities cover:

- borrowing, funds management and infrastructure finance;
- budget process and financial reporting;
- concessions;
- directions relating to authorisation thresholds for land acquisition by the City Renewal Authority or Suburban Land Agency;
- fiscal and economic policy, including competition;
- government business enterprises;
- infrastructure policy frameworks and coordination of infrastructure planning;
- insurance policy (including compulsory third-party and lifetime care and support scheme);
- Revenue Office, including administration of rental bonds;
- taxation and revenue policy; and
- Venues Canberra (Arboretum, Exhibition Park in Canberra, GIO Stadium, Manuka Oval, Stromlo Forest Park) including elite sporting venue agreements.

The Treasurer is supported by the Treasury, which lies within the Chief Minister, Treasury and Economic Development Directorate (CMTEDD). The Treasury is headed by the Under Treasurer (UT). The UT has a direct reporting line to the Treasurer.

The Treasury comprises of two sub-streams:

- Economic, Budget and Industrial Relations, headed by the Deputy Under Treasurer; and
- Commercial Services and Infrastructure, headed by the Deputy Under Treasurer.

Economic Budget and Industrial Relations (EBIR)

EBIR is comprised of four groups – Economic and Financial, Finance and Budget, Revenue Management (incorporating the ACT Revenue Office) and Workplace Safety and Industrial Relations.

¹ Administrative Arrangements 2020 (No 1)

Economic and Financial

Key responsibilities for Economic and Financial Group (EFG) include:

- Economic policy advice
- Economic reporting and forecasting
- Revenue forecasting
- Taxation policy advice
- Commonwealth state financial relations (including GST revenue)
- Motor Accident Insurance and Lifetime Care schemes
- Financial and debt management

Finance and Budget

Key responsibilities for Finance and Budget Group (FABG) include:

- Fiscal strategy and budget policy advice
- Budget coordination and preparation (including managing the budget process and publication of budget papers)
- Accounting policy advice
- Consolidated financial reporting
- National partnership agreements

Revenue Management

Key responsibilities for Revenue Management Group (RMG) include:

- Revenue collection (including compliance)
- Tax legislation

Workplace Safety and Industrial Relations

Key responsibilities for Workplace Safety and Industrial Relations (WSIR) include:

- Workplace safety legislation
- Workers compensation (public and private schemes)
- ACTPS mental health strategy

Commercial Services and Infrastructure Group

The Commercial Services and Infrastructure Group (CSIG) was established in 2017 and is part of the Treasury Stream within Chief Minister, Treasury and Economic Development. CSIG brings together five critical service delivery areas in supporting all ACT Government Directorates – ACT Insurance Authority, Infrastructure Finance & Reform, Procurement ACT, Property & Venues and Shared Services.

The Treasurer has responsibility for the following areas of CSIG:

Infrastructure Finance & Reform:

Infrastructure Finance & Reform (IFR) advises Government on the development of infrastructure projects, including the use of private finance where appropriate, partnering with directorates to ensure that projects provide the required evidence and analysis to justify the funding decisions of Government. IFR also oversees the Territory's Unsolicited Proposals process.

Venues Canberra, National Arboretum Canberra and Stromlo Forest Park:

Venues Canberra, the National Arboretum Canberra (NAC) and Stromlo Forest Park sit within the Property and Venues Division. Venues Canberra manages the strategic and operational outcomes of GIO Stadium,

Exhibition Park in Canberra and Manuka Oval. The team at the NAC manages the operation of the venue that offers access to forests, gardens, trails and venue hire facilities.

Major Projects Canberra

The Treasurer has administrative responsibility for Major Projects Canberra, though Major Projects Canberra is accountable directly to relevant portfolio Ministers for each of its designated major projects. The Treasurer also has responsibility for the ACT Chief Engineer, which resides within Major Projects Canberra.

Major Projects Canberra was established on 1 July 2019 to lead the procurement and delivery of the Territory's infrastructure program. It has two main components:

1. Procuring and delivering infrastructure projects designated by the Chief Minister into Major Projects Canberra. Typically, those designated projects will have significant complexity and scale. Major Projects Canberra will bear budget accountability for those projects and have accountability to the relevant Minister responsible for those projects. The first projects designated into Major Projects Canberra are: the Canberra Hospital Expansion Project, City to Woden light rail; the new CIT Woden campus, incorporating the new Woden public transport interchange; and the Canberra Theatre redevelopment;
2. Delivering other whole-of-government infrastructure projects in partnership with other Directorates.

Other functions of Major Projects Canberra include contractor pre-qualification and IRE Certification, project management and reporting, superintendency of works and WHS Active Certification.

Led by the Chief Projects Officer, Major Projects Canberra reports to the Head of Service and is accountable directly to the Treasurer and the relevant Ministers.

DELIVERING ON YOUR PRIORITIES

Economic Budget and Industrial Relations (EBIR)

The Government's economic and budget priorities were set out in the August Economic and Fiscal Update and the ACT Jobs and Economic Recovery Plan. Treasury will assist the Government to deliver those priorities including:

- supporting the ACT economy to survive and recover from the COVID-19 pandemic;
- restoring public finances, after the impact of COVID-19 has passed, by systematically reducing debt over the long term; and
- strategically investing in infrastructure that improves wellbeing and supports economic growth in the longer term.

As part of this, Treasury will support the Government in meeting its objectives of keeping Canberrans employed and growing jobs to reach a target of more than 250,000 jobs by 2025. We will also provide policy advice to help the Government continue to delivery high quality services, make the Territory a great place to live and support the most vulnerable in our society.

Commercial Services and Infrastructure Group

Venues Canberra, National Arboretum Canberra (NAC) and Stromlo Forest Park (SFP):

Tourism and Events

Venues Canberra, by hosting world class sporting and other events at GIO Stadium, Manuka Oval and Exhibition Park in Canberra, will support the growth of the visitor economy and manage upgrades to the key tourism infrastructure we manage. NAC and SFP will continue promoting its service offerings for recreation and events and will support the economic recovery of the Territory by supporting local jobs through its capital project initiatives. Venues Canberra, NAC and SFP will work with industry partners to attract appropriate tourism investment into our venues.

National Arboretum Canberra:

National Arboretum Upgrades

Investment of approximately \$2.2 million in the next six months in the National Arboretum through an expansion of the fast-tracked infrastructure program. This will include improved roads and trails in the facility, with a total of 4.5 kilometres of dirt roads upgraded to tarmac, and improved site accessibility with new wheelchair accessible paths in Central Valley and the Himalayan Cedar Forest. This commitment will create and support local jobs and provide improved site upgrades for the community.

Major Projects Canberra Activities

- Major Projects Canberra understands its priorities to include (i) delivery of designated projects, and (ii) facilitating the achievement of the ACT Government's budgeted capital works expenditure.
- Designated major projects are addressed in the incoming Minister briefs of the relevant portfolio Minister.

- In relation to the ACT Government's capital works program more generally, Major Projects Canberra's (MPC) 'Infrastructure Delivery Partners Group' consists of the Civil, Commercial and Social Infrastructure Branches. It provides advice to directorates, agencies, territory entities, including Treasury, in relation to the planning and business case approval process for the majority of the capital works program, as well as delivering the design, construction and post-completion phases of capital works projects. It maintains relationships with key industry and union stakeholders to deliver this program.
- In relation to the ACT Chief Engineer, the ACT Chief Engineer was appointed in 2019 to provide strategic advice on the development and delivery of key infrastructure projects and to promote an innovative and skilled engineering workforce in the ACT. The Chief Engineer is also supporting the development of an engineering registration scheme, which is being delivered by the Environment, Planning and Sustainable Development Directorate.

MINISTERIAL FUNCTIONS

Economic Budget and Industrial Relations (EBIR)

As Treasurer you set the overall economic and fiscal strategy for the Government and have traditionally chaired the Budget Committee of Cabinet (BCC). Treasury will provide you regular economic and budget updates meetings to assist you in meeting your responsibilities and will work with Cabinet Office in scheduling BCC meetings.

You are responsible for legislation including:

- Financial Management Act
- A range of taxation acts (including the Taxation Administration Act, Rates Act, Land Tax Act, Payroll Tax Act, Duties Act and Taxation (Government Business Enterprises) Act)
- Independent Competition and Regulatory Commission Act
- Lifetime Care and Support (Catastrophic Injuries) Act
- Motor Accident Injuries Act
- Legislative Assembly (Members' Superannuation) Act
- Territory Superannuation Provision Protection Act
- Territory-owned Corporations Act
- Utilities (Network Facilities Tax) Act

You are a member of:

- Council on Federal Financial Relations
 - The next CFFR meeting is currently scheduled for 23 October 2020 and we will provide briefing ahead of that meeting. The timing of this meeting may change given the rescheduling of National Cabinet to the same date.
- Board of Treasurers
 - The next BoT meeting is scheduled for 21 October 2020 and we will provide briefing ahead of that meeting.
 - Victoria currently chairs the BoT but the ACT is due to take the chair in January for a period of 12 months. In the coming weeks we will provide options for you to consider regarding the running of BoT.

Commercial Services and Infrastructure Group

Venues Canberra:

Large-Scale Venue for Multicultural and Community Events at EPIC Feasibility

The ACT Legislative Assembly passed a resolution on 21 August 2019 regarding *Large-Scale Venue for Multicultural and Community Events at EPIC Feasibility*. The current public health emergency has impacted the ability to complete the feasibility and scoping study. Works have commenced to identify the best way to enable Canberra's multicultural community to host large scale community events.

You have committed to investing in a new indoor venue at EPIC that can cater for large multicultural performances and private events and to start design work and commence construction in the new term of Government.

KEY ISSUES AND CONSIDERATIONS

Economic Budget and Industrial Relations (EBIR)

Economic outlook and challenges

The COVID-19 pandemic has had a significant impact on economic activity and employment in the ACT. State final demand declined by 2.2 per cent in the June quarter 2020. While this was less severe than anticipated in the August Economic and Fiscal Update (EFU) resulting in GSP growth in 2019-20 being upgraded to 2¾ per cent in the Pre-Election Budget Update (PEBU), it demonstrates the dual speed economy resulting from the pandemic. Household consumption contracted by 10.9 per cent, while public sector consumption rose by 10.9 per cent over the year to June.

Around 10,500 jobs were lost between April and May 2020, with female employees initially accounting for more than a half of the decline. Job losses also affected more young people than other age groups. Industries severely affected by COVID-19 restrictions included hospitality where around 5,500 jobs were lost, and professional services where around 5,300 jobs were lost in the early phase of the pandemic. More recently, high skilled service sectors have experienced sharp contractions in employment, with the education sector losing around 1,500 jobs between May and August.

The ACT health response has been effective in containing the virus, allowing restrictions to be eased earlier than was the case in most other jurisdictions. As restrictions were eased employment improved between June and September adding 11,600 jobs. The level of hours worked in the ACT, although volatile, is now above the level of hours worked reported in March 2020. Female employment has recovered, and young people have also re-entered the work force, but male employment remains lower by 1,800 jobs than in March 2020. As a result, the unemployment rate remains elevated at 4.2 per cent in August 2020.

While public spending is supporting state final demand, the impact of COVID-19 on the private sector remains severe. Over 12,190 of the ACT's 30,000 businesses are receiving JobKeeper payments. This means that some current key economic indicators (such as employment) are likely to show a more positive situation than is actually the case.

It is not clear what the impact of the replacement of these supports with less direct and more targeted supports through income tax cuts, wage subsidies for younger workers and business investment incentives announced in the Commonwealth Budget will be on business viability and jobs. The Commonwealth Government is expecting them to drive consumption and business investment, with a contraction in GDP growth of 1 ½ per cent in 2020-21 and then a strong rebound of 4 ¾ per cent growth in 2021-22. The Commonwealth is also expecting employment to strengthen, growing by 2 ¾ per cent in 2020-21, before moderating to 1 ¾ per cent in 2021-22, on the back of a fall of more than 4 per cent in 2019-20.

In part reflecting the high degree of uncertainty, in the August EFU GSP in the ACT was expected to contract by 1½ per cent in 2020-21, before rebounding to grow by 4 per cent in 2021-22 and returning to trend growth of 3¼ per cent in 2023-24. Despite this expected recovery in growth, the level of GSP was still expected to remain below pre-COVID-19 estimates across the forward estimates.

Employment was expected to contract further by a ¼ of a percentage point in 2020-21, before recovering strongly by 3¼ per cent in 2021-22 and then returning to growth around the 5-year average of 2 per cent in 2023-24. As with GSP, the level of employment was expected to remain below the estimates prior to the pandemic.

Growth in population in ACT was expected to slow to ¾ of a percentage point in 2019-20 and to around 1 per cent in 2020-21, due to a large decline in net overseas migration because of international border restrictions. On the assumption that international borders re-open from 1 July 2021, population growth was expected to steadily increase back to the 5-year average growth rate of 1¾ per cent by 2023-24.

The forecasts for the national economy in the Commonwealth Budget are slightly more optimistic than those underlying the forecasts for the ACT in the August EFU. National employment in particular is forecast to be somewhat stronger than we had anticipated. By contrast, however, the Commonwealth's population forecasts are significantly more pessimistic than those presented in the August EFU, with population growth expected to slow to 0.2 per cent in 2020-21 and 0.4 per cent in 2021-22. The Commonwealth's forecasts assume a gradual return of international students and permanent migrants through the latter part of 2021 and that inbound and outbound international travel will remain low through the latter part of 2021, after which international tourism will gradually recover.

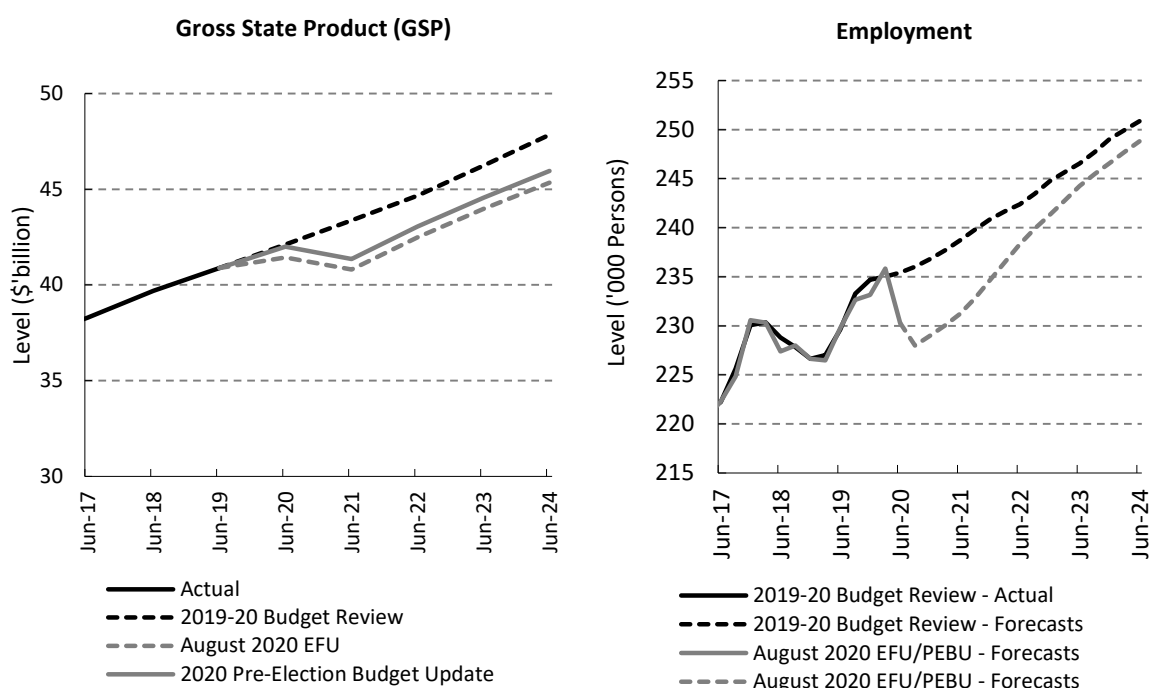
We will provide further advice on the implications of the measures in the Commonwealth Budget and the Commonwealth's population forecasts for economic activity and jobs in the ACT and for revenue as part of the 2020-21 Budget process.

Economic parameters, baseline forecasts, percentage change from Economic and Fiscal Update

	Actual	Estimate	Forecast		Projections	
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACT						
Gross State Product	3.0	2¼ (+1¼)	-1½	4	3½	3¼
Employment	1.5	-0.5	-¼	3¼	2½	2
Wage Price Index	2.2	2	1½	1¾	2	2
Consumer Price Index	1.7	-0.6	3	1¼	1½	1¾
Population	1.5	¾	1	1¼	1½	1¾
Australia						
Gross Domestic Product	2.0	-0.2	-2½	n/a	n/a	n/a

Source: Pre-Election Budget Update.

Baseline forecasts of Gross State Product (GSP) and employment



Sources: ABS Cat. No. 5220.0 and 6202.0 and Chief Minister, Treasury and Economic Development Directorate

The ACT housing market has remained relatively resilient despite the COVID-19 restrictions. In the ACT property prices rose by 0.8 per cent in the June quarter following a 0.2 per cent increase in the March quarter 2020. Much of this strength reflects a solid take up of stimulus measures with the detached dwelling market showing the most strength. By contrast, the pipeline of apartments and pre-sales approvals has begun to weaken. Residential building approvals fell by 32 per cent to 344 approvals in August 2020. Feedback from industry contacts suggests further weakness in the commercial construction sector (particularly in the residential apartment sector) is likely despite solid government contract activity, partially offset by solid activity in the single residential side of the market.

Overall risks remain elevated. This is a difficult time to forecast economic activity, employment and population, and revenue in the ACT. The economic outlook is largely dependent on the success of containing the spread of COVID-19 and the measures required to minimise the associated risk to public health both in the ACT and in neighbouring jurisdictions.

The PEBU projections outline two scenarios which remain relevant: a path to stronger growth, reflecting more optimistic assumptions about our ability to contain the spread of COVID-19 which supports confidence and activity; and more pessimistic assumptions where further outbreaks of the virus lower confidence, leading to lower spending and activity. Until Australia's international borders re-open, and a vaccine is broadly available, population growth will remain a drag on economic activity relative to the pre COVID-19 experience in the ACT.

It is important to keep the above commentary in context. The economic statistics will jump around in the short term as the economy suffers and recovers from the health pandemic. Of greater concern is the impact on the level of economic activity (i.e. the permanent loss of income as a result of the crisis) and the longer-term growth rate (i.e. the ongoing behavioural impact of COVID-19).

Fiscal outlook and challenges

Key Fiscal Aggregates

The COVID-19 pandemic has given rise to significant deterioration in economic and fiscal circumstances across all Australian jurisdictions.

The loss of revenue from the economic slowdown and additional spending to support individuals and businesses combined to generate expected significant Headline Net Operating Balance (HNOB) deficits over the forward estimates. Similarly, forecast net debt has grown rapidly to be over 60 per cent higher over the forward estimates.

The key aggregates, as published in the PEBU, are set out below.

Table 1: General Government Sector Fiscal Indicators

2020 PEBU	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Revenue	5,580.3	5,884.3	6,202.0	6,412.1
Expenses	6,665.8	6,742.5	6,853.8	7,023.5
Superannuation Return Adjustment ¹	171.7	183.7	196.0	209.0
HEADLINE NET OPERATING BALANCE	-913.8	-674.4	-455.7	-402.3
Net Debt	4,971.9	6,337.3	7,204.3	7,962.4

Note: Numbers may not add due to rounding.

1. The HNOB incorporates the impact of long-term superannuation investment earnings to provide an accurate assessment of the longer-term sustainability of the budget position.

Chart 1: Historical and forecast General Government Sector Headline Net Operating Balance

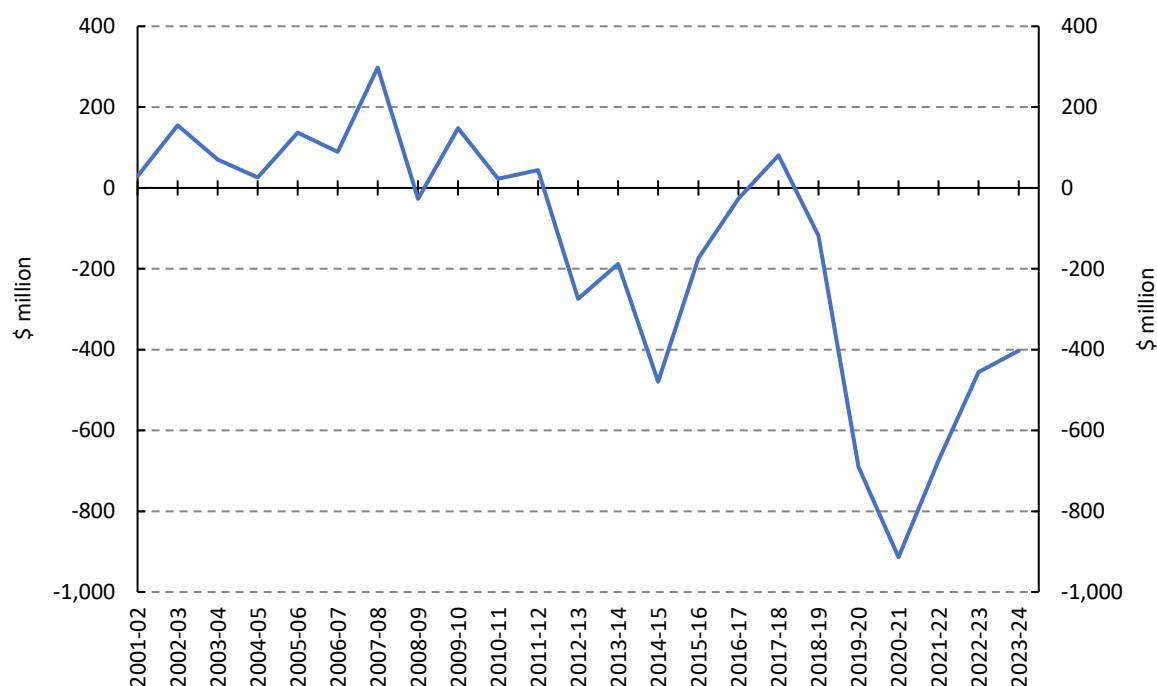
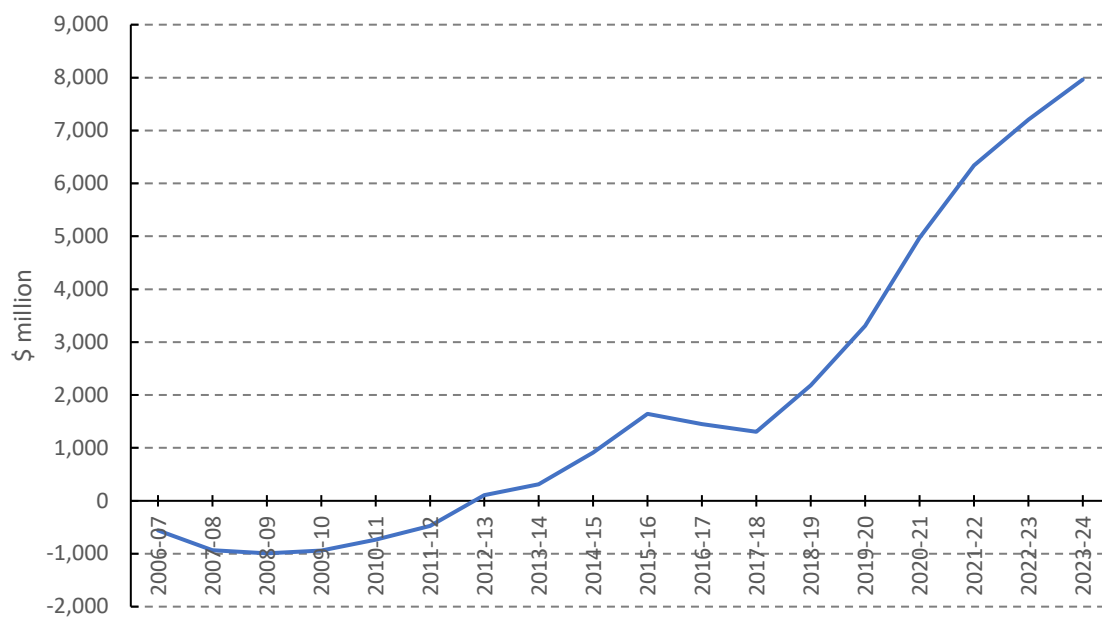


Chart 2: Historical and forecast General Government Sector Net Debt



Notes:

1. 2019-20: as per the 2019-20 interim actual outcome
2. 2020-21: as per Pre-Election Budget Update 2020

Fiscal Strategy and Challenges

The Government amended its fiscal strategy in light of the COVID-19 pandemic to be:

- supporting the ACT economy to survive and recover from the COVID-19 pandemic;

- restoring public finances, after the impact of COVID-19 has passed, by systematically reducing debt over the long term; and
- strategically investing in infrastructure that improves wellbeing and supports economic growth in the longer term.

Complementing this, the Government has reiterated a commitment to:

- sustainable economic growth;
- quality and efficient services;
- sustainable taxation and revenue;
- sound public finances; and
- a strong balance sheet.

In the short term, there remains a case for supporting the economy until the uncertainty around the impact of COVID-19 passes and the ACT economy shows more consistent signs of an economic recovery. The initiatives considered by the Government should, however, shift from helping businesses and individuals survive to helping them recover from this health and economic shock.

The current gap between spending and taxation is not, however, sustainable over the medium term, and as soon as practically possible the Government will need to put in place a more detailed strategy to return the budget to balance and start repaying debt.

Standard & Poor's (S&P), while reaffirming the ACT's AAA credit rating, has indicated that downward pressure on future ratings could emerge if the ACT's deficits turn out to be larger or more prolonged than expected, resulting in a steeper rise in the debt burden than currently forecast.

Moreover, continuing to run deficits will reduce the Government's capacity to respond to any future economic shocks and if sustained may lower the ACT's capacity to access market finance, putting at risk the Government's capacity to deliver services.

Further advice on the fiscal strategy and challenges will be provided to you over the coming weeks. This advice will necessarily include approaches to constraining spending growth over the medium term.

2020-21 and 2021-22 Budget processes

2020-21 Budget

As part of a decision of national cabinet, all jurisdictions agreed to delay the usual timing of their 2020-21 annual budgets. The ACT Budget was delayed by the Government until after the election. The timing of the 2020-21 Budget should be finalised as a matter of urgency, so that we can prepare processes to deliver both this budget and prepare for the 2021-22 Budget.

The two options for timing of the 2020-21 Budget are either December 2020 or February 2021.

The benefit of a December budget is that it would allow you to implement urgent and/or time sensitive election commitments immediately. It would also provide a platform for making and announcing decisions about whether or not to extend a number of survival package initiatives into 2021.

Should you decide to proceed with a December budget then we recommend that you limit the consideration process to a small number of election commitments. This approach would be consistent with the fact that the August EFU contained a large number of policy announcements. It would also allow you more time to fully develop more complex proposals ahead of the 2021-22 Budget.

Under the December option a sitting day would be required in December 2020 to introduce the appropriation bills to the Assembly and any new policy decisions would need to be finalised by BCC by mid-November at the latest.

The benefit of a February budget is that it would give you more time to consider the initiatives you wished to include in the 2020-21 Budget and to run a more comprehensive (albeit still a shortened) budget process. It would also give you more time to fine tune your fiscal strategy. The downside to a February budget is that it would shorten the time available for developing the 2021-22 Budget and create considerable risks around the implementation plans for some more complex election commitments should they need to be ready for the February budget.

Should you decide on the February option we would recommend that the 2020-21 Budget be presented before 15 February 2021 (this is the last day that the budget review can be presented as per the FMA). Any new policy decisions would need to be finalised by BCC before the Christmas shutdown period.

In either case we recommend that you do not release a budget review in 2020-21. This approach reflects that the purpose of a budget review is to provide an update relative to the budget (normally 6-8 months after the budget). In the context of the delayed 2020-21 Budget, this is not relevant.

Regardless of the timing, we recommend that the 2020-21 Budget focus on the delivery of time sensitive election commitments and economic recovery initiatives while at the same time putting in place the framework for restoring the public finances.

We will provide further briefing on the budget process, including options to manage new initiatives, in the coming weeks.

2021-22 Budget

We recommend that the 2021-22 Budget be released in June 2021. An alternative option would be an August 2021, consistent with the FMA which allows for the budget to be released up until 30 September. While this would allow additional time for preparation, this timing overlaps with the preparation of end of year financial reports, including the consolidated whole of government reports.

As is standard practice following an election, we recommend that the 2021-22 Budget is a one-stage process (i.e. no initiative concept briefs are considered) and that business cases be due in late February for consideration by BCC from late March onwards.

Further advice on the 2021-22 Budget process, including budget consultation, will be provided following your decision on timing.

Commercial Services and Infrastructure Group

Infrastructure Finance & Reform:

Public Private Partnership (PPP) – Life of Project transactions

The Territory currently has two operational PPPs: Light Rail Stage 1 (TCCS) and ACT Law Courts (JACS). Both Project Companies are in the process of refinancing their senior debt facilities by December 2020.

Both processes are unlikely to result in an adverse impact on the Territory, so will be administrative in nature. However, should this position change, the responsible Minister (currently the Treasurer) would need to decide whether to accept a revised risk position.

Digital Engineering / Building Information Modelling strategy

Infrastructure Finance & Reform and the ACT Chief Engineer are developing a strategy for the Territory's implementation of Building Information Modelling (BIM), in line with the national strategy endorsed by the Board of Treasurers.

Review of the Capital Framework

Infrastructure Finance & Reform is undertaking the third and final stage of a comprehensive review of and update to the Capital Framework.

Stakeholder consultations on the new guidance material are occurring through September and October, with the updated guidelines being ready for consideration by Government in November 2020.

National Arboretum Canberra and Stromlo Forest Park:

Master Plan Implementation

Current stakeholders and user groups of both the National Arboretum Canberra and Stromlo Forest Park are anticipating prioritisation and implementation of certain master plan projects, to ensure future proofing and more visitor experiences.

Venues Canberra:

Events Unable to Proceed or Only with Limited Capacities

Due to ongoing COVID-19 restrictions and the accommodating of various government initiatives, Venues Canberra has been unable to host its normal calendar of events. This is creating a negative financial position for Venues Canberra.

Exhibition Park in Canberra (EPIC) Redevelopment

An operational works analysis of the EPIC site was undertaken capturing the current and future user requirements for the site and known constraints. Venues Canberra will seek an opportunity to undertake design work, feasibility and consultation for a staged redevelopment of the EPIC site.

New Rectangular Stadium

Funding was provided (\$0.200m under 2019-20 Second Appropriation funding) to undertake a site feasibility study to determine whether a 25,000-seat rectangular stadium could be constructed on a site in the City and at EPIC. The final report has been received with considerations for both sites, particularly the City site.

Manuka Oval Light Towers

The towers suffered significant hail damage in the January 2020 storm. Venues Canberra are working with ACTIA insurers to repair the damage including new ignitors, ignitor boxes and fittings. This issue could affect the hosting of day-night events at the oval.

MAJOR UPCOMING DECISIONS AND EVENTS**Economic Budget and Industrial Relations (EBIR)**

TOPIC AND TIMING	DETAILS
2020-21 and 2021-22 Budget Timing and Process	You will need to decide the timing and process for the 2020-21 and 2021-22 Budgets.
Continuation of survival initiatives	The initiatives largely expire in December 2020. You will need to coordinate a decision on whether or not to continue the initiatives into 2021.

Commercial Services and Infrastructure Group

TOPIC AND TIMING	DETAILS
VENUES CANBERRA	
Royal National Canberra Agriculture Society (RNCAS) Support – November 2020	Schedule 2.2(a)(xi)
Cricket Australia/Cricket NSW Venue Hire Agreement – November 2020	
Canberra Raiders Venue Hire Agreement – February 2021	
Brumbies Rugby Venue Hire Agreement – January 2021	

GWS Giants Venue Hire Agreement – February 2020	
Manuka Oval Camera Deck – November 2020	

KEY STAKEHOLDERS

Commercial Services and Infrastructure Group

ORGANISATION	CONTACT DETAILS
INFRASTRUCTURE FINANCE & REFORM	
Infrastructure Australia	Ms Romilly Madew AO romilly.madew@infrastructure.gov.au [REDACTED] IFR is a member of a working group reviewing IA's assessment framework
Infrastructure Partnerships Australia	Mr Adrian Dwyer adrian.dwyer@infrastructure.org.au [REDACTED] IPA is the national peak body for infrastructure and frequently lobbies the Chief Minister on infrastructure-related issues
NATIONAL ARBORETUM CANBERRA & STROMLO FOREST PARK	
Friends of the National Arboretum Canberra	Ms Trish Keller OAM [REDACTED] Chair, Donations and Sponsorship Manager of the not-for-profit organisation – made up of volunteers interested in supporting the Arboretum as it evolves into a unique attraction of international renown.
VENUES CANBERRA	
Canberra Raiders	Mr Don Furner Chief Executive Officer

	14 Torrens Street, Braddon ACT 2612 PO Box 300, CIVIC SQUARE ACT 2608 [REDACTED] [REDACTED] Major hirer of GIO Stadium
Brumbies Rugby	Mr Phil Thomson Chief Executive Officer LPO Box 5039 University of Canberra, BRUCE ACT 2617 Building 29, University of Canberra, BRUCE ACT 2617 [REDACTED] [REDACTED] 1300 228 278 Major hirer of GIO Stadium
GWS Giants	Mr David Matthews Chief Executive Officer PO Box 7112, Silverwater NSW 2128 [REDACTED] [REDACTED] Major hirer of Manuka Oval
Cricket Australia	Mr Nick Hockley A/g Chief Executive Officer 60 Jolimont Street, EAST MELBOURNE VIC 3002 [REDACTED] 03 9653 9999 Major hirer of Manuka Oval
Cricket NSW	Mr Lee Germon Chief Executive Officer

	6 Herb Elliott Avenue, Sydney Olympic Park NSW 2127 [REDACTED] 02 8302 6092 Major hirer of Manuka Oval
Royal National Canberra Agricultural Society (RNCAS)	Mr Rick Jones President PO Box 124, Mitchell ACT 2911 generalmanager@rncas.org.au 02 6241 2478 Tenant and major hirer of Exhibition Park in Canberra
Summernats	Andy Lopez Managing Director, Out There Productions 37A Farr Street, Marrickville NSW 2204 [REDACTED] 0419 207 689 Major hirer of Exhibition Park in Canberra
National Folk Festival	Helen Roben Managing Director Unit 11/160 Lysaght Street, Mitchell ACT 2911 [REDACTED] [REDACTED] Major hirer of Exhibition Park in Canberra

FINANCIAL CONSIDERATIONS

Treasury

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	115.114	87.474	88.038	83.077
Controlled – capital injection	5.400	3.056	3.107	2.109
Territorial – expenses	3,945.159	4,128.869	4,337.551	4,524.765
Territorial – capital injection	25.000	25.000	25.000	25.000

The figures above are sourced from CMTEDD information included in the August 2020 Economic and Fiscal Update.

The controlled expense figures relate to CMTEDD's:

- Output Class 4, 'Financial and Economic Management';
- Output Class 6, 'Revenue Management';
- Output 8.1, 'Infrastructure Finance'; and
- Output 9.2, 'Venues'.

The quoted expense figures include:

- an allocation of the Directorate's overheads (a share of central expenses, such as Corporate and Strategic Finance); and
- expenses paid centrally, such as rent.

The territorial expenses largely relate to the on-passage of taxes, fees and fines collected through the Revenue Office, and dividend revenue collected from other ACT Government Agencies, on behalf of the Territory to the Territory Banking Account.

The territorial capital injection is for the purchase of land for use in the Land Rent Scheme.

Commercial Services and Infrastructure Group

Commercial Services and Infrastructure Group (CSIG) consists mainly of Fee for Service cost recovery Business Units whereby the majority of the revenue they receive is from charging Directorates and agencies directly for their services/products, not through direct appropriation. The appropriation received by CSIG is mainly for government-funded initiatives approved through the Budget process.

The direct Fee for Service Business Units (i.e. Shared Services, ACT Property Group, National Arboretum Canberra and Venues Canberra) are budgeted to not recover certain non-cash costs e.g.

depreciation on Government funded assets and movement in employee entitlements. A summary of Infrastructure Finance & Reform, National Arboretum Canberra and Venues Canberra Revenue and Expenditure items for 2020-21 is provided in the table below.

CSI - Summary

Item	Infrastructure Finance and Reform \$m	National Arboretum Canberra \$m	Venues \$m
Controlled Recurrent Payments	5.358	1.283	7.054
User Charges	0.000	4.431	9.231
Other Revenue	0.000	0.223	4.183
Total Revenue	5.358	5.937	20.468
Employee Expenses	0.924	3.148	4.355
Other Operating Expenditure	4.434	3.322	15.971
Depreciation	0.000	1.406	2.916
Total Expenditure	5.358	7.876	23.242
Net Operating Result	0	(1.939)	(2.774)
Staffing (including Contractors)	6	29	35

Key Financial Considerations:

- The Information contained within the above table is based on 2019-20 Budget and includes internal trading between CSI Business Units but excludes CMTEDD Corporate overhead allocation (approximately \$4.8m).
- A number of CSI Business units, while Fee for Service, are budgeted for a net operating loss as not all costs are budgeted to be recovered.

Major Projects Canberra

This is a fee for service function resourced through a 4 per cent Capital Works Management Levy applied to the Territory's Capital Works program.

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	23.8	24.1	24.3	24.6
Own Source Revenue	22.5	22.8	23.0	23.3

The difference between revenue and expenses represents non-cash expenses, in particular depreciation and amortisation.

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL
David Nicol	Under Treasurer		david.nicol@act.gov.au
Stephen Miners	Deputy Under Treasurer, EBIR		stephen.miners@act.gov.au
Sue Vroombout	Executive Group Manager, Economic and Financial		sue.vroombout@act.gov.au
Mark Whybrow	Executive Group Manager, Finance and Budget		mark.whybrow@act.gov.au
Kim Salisbury	Commissioner for ACT Revenue		kim.salisbury@act.gov.au
Michael Young	Executive Group Manager, Workplace Safety and Industrial Relations		michael.young@act.gov.au
Shaun Strachan	Office of the Deputy Under Treasurer, CSIG		Shaun.Strachan@act.gov.au
David Asteraki	Infrastructure Finance & Reform, CSIG		David.Asteraki@act.gov.au
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Matthew Elkins	Property and Venues, Venues Canberra, CSIG		Matthew.Elkins@act.gov.au
Duncan Edghill	Chief Projects Officer, Major Projects Canberra		Duncan.Edghill@act.gov.au
Adrian Piani	ACT Chief Engineer & Executive Group Manager, Infrastructure Delivery Partners, Major Projects Canberra		Adrian.Piani@act.gov.au

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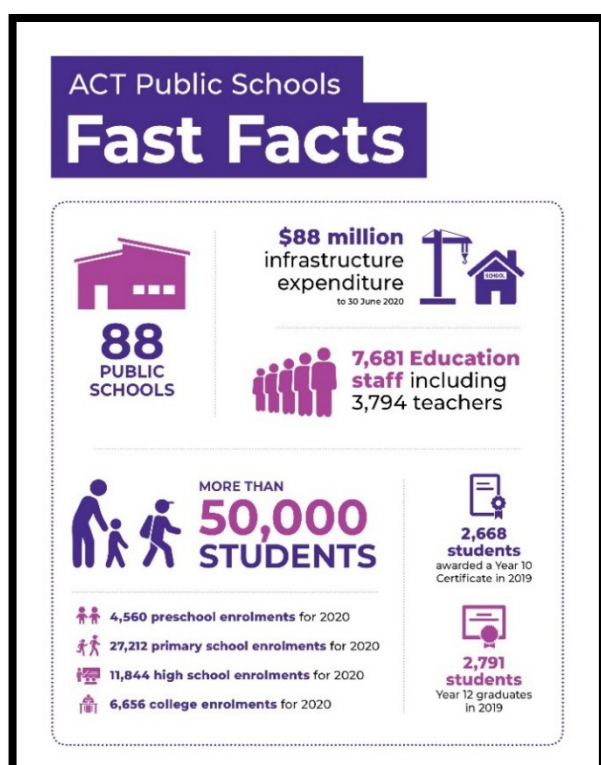
EDUCATION OVERVIEW

As Minister for Education and Early Childhood Development you are responsible for:

- Education, including early childhood education;
- Government and non-government schools; and
- Childcare Services and regulation.

These portfolio responsibilities are administered through the **Education Directorate**.

The *Education Act 2004* applies the principle that every child has the right to receive a high-quality education and acknowledges the right of parents to choose a suitable education environment. Canberra schools provide inclusive, accessible, and high-quality education across all sectors.



Where are our public schools?

Note:
Jervis Bay School is included
in the North/Gungahlin
Network.



BELCONNEN NETWORK

- 1** Early childhood school
- 15** Primary schools
- 2** Combined schools
- 3** High schools
- 2** Colleges
- 1** Specialist school

New P-6
school: **2021**

NORTH/ GUNGALIN NETWORK

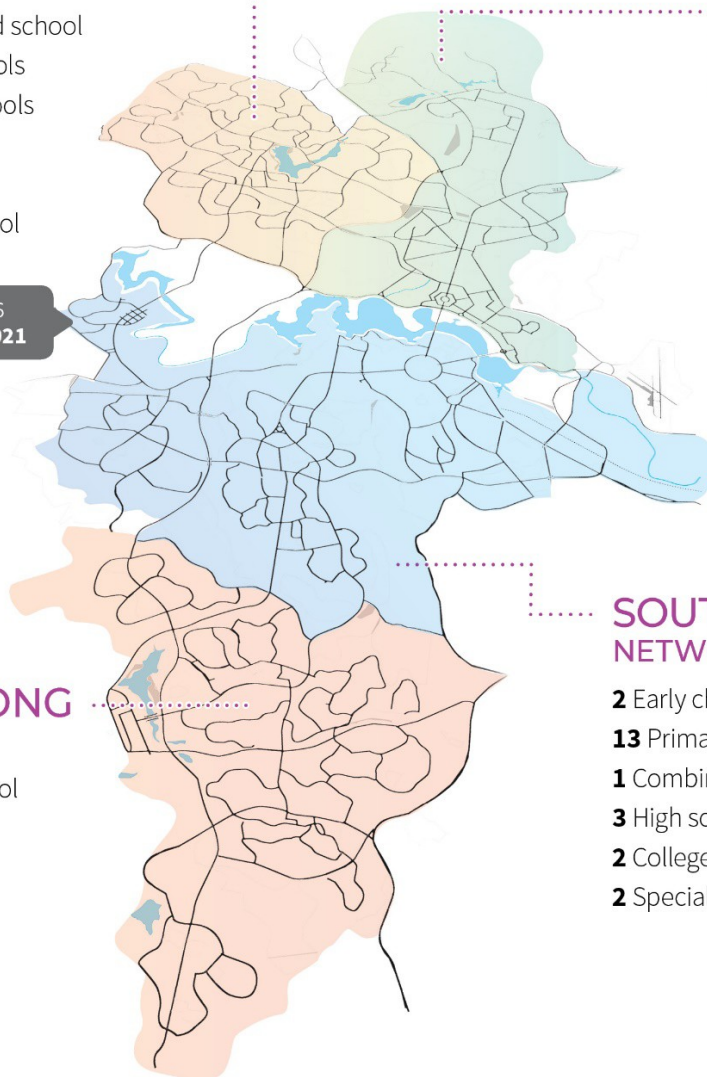
- 2** Early childhood schools
- 11** Primary schools
- 3** Combined schools
- 2** High schools
- 2** Colleges
- 1** Specialist school

TUGGERANONG NETWORK

- 1** Early childhood school
- 12** Primary schools
- 3** Combined schools
- 2** High schools
- 2** Colleges

SOUTH/ WESTON NETWORK

- 2** Early childhood schools
- 13** Primary schools
- 1** Combined school
- 3** High schools
- 2** Colleges
- 2** Specialist schools



DELIVERING ON YOUR PRIORITIES

The Education Directorate will continue to support you to deliver your priorities through the second phase of the *Future of Education Strategy* and the implementation of the *Set up for Success: ACT Early Childhood Strategy*.

You have committed to the *Future of Education* – an inclusive, equitable and high-quality education system that recognises the rights of every child and young person to learn and benefit from the life opportunities that education brings. You have acknowledged that every child’s learning journey starts at birth and is influenced by a range of factors that should not be a barrier to learning. Regardless of background, or individual differences, all children and young people should be supported to reach their full potential in a supportive and welcoming school community.

You have committed to learning pathways that set children and young people up for success as adults, including through a focus on inclusion, wellbeing, personalisation, and community partnerships. You have also committed to empowering teachers to design learning around the needs and aspirations of each child and young person and recognise the critical role that teachers play in achieving educational outcomes from early childhood through to senior secondary studies and beyond.

The significant investment in school upgrades and new schools that form part of your election commitments will support broader policy objectives – specifically around climate change and economic recovery – while ensuring ACT Public School students have access to modern facilities that encourage learning and belonging within inclusive school environments. This also includes your election commitments to increase the number of teachers and school support staff to meet the needs of a growing community.

Quality early childhood education has the power to bridge inequities and ensure all children get the best start to life. Your commitment to early childhood education is outlined in *Set up for Success: ACT Early Childhood Strategy*, a commitment that acknowledges that every child has a story and that by working together for children, the Government and community partners can ensure a fair start for every child.

Future of Education Strategy

You have committed to placing **students at the centre**, ensuring diversity is embraced, all students are accommodated, and a universal sense of belonging is fostered. The Directorate will continue to deliver the government’s priority by focusing on respectful relationships and inclusion objectives including for students with disabilities, Aboriginal and Torres Strait Islander students, and students with diverse gender and sexual identities, along with a feasibility study for a north side specialist school.

You have committed to student wellbeing by ensuring supports for learning and wellbeing are available and provided to all students. The Directorate will deliver this by ensuring every ACT Public School has access to a social or youth worker and expanding the number of places offered to students unable to engage in mainstream school.

You have committed to preparing students for the workforce by strengthening the current approach to vocational education and training pathways. This will ensure all young people have the skills they need to get a job in the global recession caused by COVID-19, including a focus on supporting young women into non-traditional opportunities. This will include a \$2.3 million pilot of the Headstart program for 50 Year 12 public school students looking to start an apprenticeship.

You have committed to ensuring that student achievement sets aside economic, social and cultural barriers by providing all students in years 7–12 with access to a Chromebook to support their learning; introducing a Future of Education Equity Fund so all students can participate in activities that support their learning and development; a free breakfast trial in five ACT Public Schools, and a grants program to support parental engagement in non-government schools.

You have committed to **empowering learning professionals** by leveraging and extending the existing partnership with the University of Canberra to support employment pathways for teaching and psychology students into ACT Public Schools. This commitment will include employing an additional 25 teacher librarians and providing scholarships for teachers to become teacher librarians. The directorate will initiate the first round of teacher librarian scholarships for 2021 prior to the end of the 2020 school year to allow successful recipients to commence their studies next year.

You have committed to recruit an additional 400 new teachers and school-based staff to grow capacity to meet the increased demand for enrolment in ACT Public Schools. You have also committed to working with the non-government schooling sectors to attract and retain more teachers in the ACT.

You have committed to focusing on language pathways and supporting ACT Public Schools to teach Aboriginal languages and providing the specialist teaching skills required. You have committed to supporting best practice pedagogy by building on the success of the *Positive Behaviours For Learning* framework to create positive school cultures where all students can thrive, emotionally, socially, behaviorally and academically. You have also committed to the Affiliated Schools program to enhance high quality learning instruction; and community partnerships that integrate learning, health and social outcomes within a community schools' approach.

You have committed to building **systems supporting learning** through a \$99 million investment in school upgrades designed to ensure all ACT Public Schools are great schools for Canberra's children and young people, while creating jobs for around 650 Canberrans, and continuing the ACT Government's strong leadership on climate change action. In addition, you have made a \$15 million commitment to remove hazardous materials to ensure ACT Public Schools remain safe. By the end of the summer school holidays the Directorate will have completed the assessment of school infrastructure to identify hazardous materials including lead and provide options for remediation.

By the beginning of the 2021 school year, the Directorate will support you to launch new major capital works that demonstrate your commitments to providing Better Public Schools Where You Live. This will include the opening of the new Evelyn Scott School on day one term 1. The directorate will develop a school upgrade works program in line with your priorities for the summer school holidays to deliver improved school infrastructure for the beginning of term 1 2021.

To build **strong communities for learning** you have committed to ensuring a fair start for every child by continuing to roll out free quality early childhood education for 3-year-olds with a commitment to one day a week for all 3-year-olds during the tenth assembly. This commitment complements and leverages the full range of early childhood initiatives outlined in *Set up for Success: ACT Early Childhood Strategy*.

At the beginning of the 2021 school year, the second cohort of three-year-old preschool will commence.

MINISTERIAL FUNCTIONS

Your responsibilities and powers as Minister for Education and Early Childhood Development are set out in the following pieces of legislation.

Education Act 2004

The *Education Act 2004* provides a foundation for providing high-quality education for children at school or at home in the ACT. It incorporates values and principles that are founded on every child's right to a high-quality education and recognise children's individual education needs. It recognises the obligations of parents and government to implement those principles and the right of parents to choose a suitable educational environment for their child.

The *Education Act 2004* provides a framework for the governance and management of government schools and regulation of non-government schools and home education and provides a legislative foundation for the reporting and accountability obligations of all involved in the education of children.

Under the *Education Act 2004* you appoint a **Registrar of Non-Government Schools**. Currently the Executive Branch Manager, Governance and Community Liaison is delegated this authority. [Refer to [Attachment A](#) for more information.]

ACT Teacher Quality Institute Act 2010

The **Teacher Quality Institute (TQI)** is an independent statutory authority established by the *ACT Teacher Quality Institute Act 2010*. TQI is charged with integrating standards-based quality measures into professional regulation as teachers enter and progress through career stages in the profession to enhance student outcomes.

Under the *ACT Teacher Quality Institute Act 2010* you appoint members to the TQI Board other than the Chief Executive Officer. The current TQI Board Chair, Natalie Howson commenced on 11 August 2020 for a period of three years. Recruitment of a permanent Chief Executive Office is currently pending. [Refer to [Attachment B](#) for more information]

Board of Senior Secondary Studies Act 1997

The **ACT Board of Senior Secondary Studies (BSSS)** is a statutory authority established under the *Board of Senior Secondary Studies Act 1997* and is responsible for the certification of senior secondary school studies in government and non-government schools in the ACT.

The Board Secretariat, managed by the Executive Group Manager (titled Executive Director), consists of eleven other staff; seven teachers and four administrative officers, all employed through the Education Directorate. The Executive Director reports to the Board on its legislated functions and to the Directorate on administrative functions.

You appoint members to the BSSS Board. The current Board Chair Ms Roberta McRae OAM was appointed on 5 June 2018 and her appointment expires on 4 June 2021. [Refer to [Attachment C](#) for more information]

Education and Care Services National Law (ACT) Act 2011

Education and Care Services National Law (ACT) Act 2011 applies a national law relating to regulation of education and care services for children.

The National Law specifically replaces current licensing requirements (Chapter 20, *Children and Young People Act 2008*) and quality assurance processes for long day care, family day care, outside school hours care and independent preschools. The National Law applies to all preschools in the ACT. The National Law provides for a public assessment and rating system which gives families greater access to information about the performance and quality of services.

Children and Young People Act 2008 (chapter 20)

Chapter 20 of the *Children and Young People Act 2008* applies to playschools, occasional care services, budget-based funded services, and certain school holiday programs in the ACT.

Chapter 20 and associated powers and functions of the *Children and Young People Act 2008* sets out the licensing scheme for services under this law. It outlines the application process, suspension, and cancellation of licences, assessment and reporting requirements and enforcement powers. It also creates offences for certain actions and inactions by responsible persons for childcare services.

Children's Education and Care Assurance

The National Quality Framework (NQF) regulates Early Childhood Education and Care (ECEC) services for children from 0–12 years-old. ECEC services includes long day care, family day care, preschools, and outside school hours care.

Under the NQF, the Director-General of the Education Directorate is the ACT's Regulatory Authority. The functions of the Regulatory Authority are delegated to Children's Education and Care Assurance (CECA). [Refer to [Attachment D](#) for more information]

Training and Tertiary Education Act 2003, section 26

Under the *Training and Tertiary Education Act 2003* (s.26) the Minister for Education is the designated authority under the *Education Services for Overseas Students Act 2000* (Cwlth) (*ESOS Act 2000*) responsible for approving ACT government or non-government school providers to deliver courses to overseas students registered on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS).

INTERGOVERNMENTAL ARRANGEMENTS

Education Council

The Minister for Education and Early Childhood Development represents the ACT on the Education Council. The Education Council meets quarterly, the next meeting is on 11 December 2020 via videoconference.

Membership of the Education Council includes State, Territory, Australian Government and New Zealand Ministers with portfolio responsibility for school education and/or early childhood, as nominated by their respective first Ministers.

Education Council provides a forum through which strategic policy on school education and early childhood development can be coordinated at the national level, and through which, information can be shared, and resources used collaboratively towards achieving agreed objectives and priorities.

On 26 June 2020, National Cabinet agreed that former Director-General of the Western Australian Department of Premier and Cabinet and former Commonwealth Cabinet Secretary Mr Peter Conran AM will lead a review of the former COAG Councils and Ministerial Forums with a view to rationalise and reset their work. Education Council is in scope of this review.

Australian Education Senior Officials Committee (AESOC)

The Education Council is supported by the Australian Education Senior Officials Committee (AESOC), a group of senior officials with responsibility for school education, early childhood and higher education. The Director-General, Education Directorate represents the ACT at AESOC.

AESOC is directly responsible for executing Education Council decisions. Specifically, AESOC is responsible for:

- providing policy advice to Ministers in areas of national significance
- supervising and coordinating priority work across the Education Council's working group structure
- resolving issues to the extent possible before progressing advice to Education Council, and
- managing jurisdictional funding contributions for nationally agreed projects and initiatives, through the Council Secretariat.

There are three AESOC working groups which report to and provide high level strategic policy advice to AESOC on national school education matters:

- Schools Policy Group (SPG)
- Early Childhood Policy Group (ECPG)
- Data Strategy Group (DSG).

Other ministerial authorities and companies established to deliver services for national initiatives include:

- Australian Curriculum, Assessment and Reporting Authority (ACARA)
- Australian Institute of Teaching and School Leadership (AITSL)
- Education Services Australia (ESA)
- Australian Children's Education and Care Quality Authority (ACECQA)

ACARA was established under the *Australian Curriculum, Assessment and Reporting Authority Act (Cth) 2008* and is an independent statutory authority. ACARA provides advice on, and delivers national curriculum, assessment and reporting for all Australian education ministers.

ACARA is governed by the Board Chair, Deputy Chair and ACARA Board representatives from each state/territory. Appointments to the Board are approved by the federal minister for education.

AITSL is a public company responsible for promoting excellence in teaching and school leadership through national professional standards; initiating high quality professional development and working collaboratively across jurisdictions and engaging with key professional bodies. AITSL is fully funded by the Commonwealth.

Education Services Australia (ESA) is a not for profit company owned by education ministers that supports the delivery of national priorities and initiatives in education by providing services to develop technologies, create, publish, disseminate and market curriculum and assessment materials for use in education. ESA operates on project-based funding and funding for each project is variously determined. Some projects involve a small contribution from the ACT.

Australian Children's Education and Care Quality Authority (ACECQA) is a statutory authority that provides national leadership to promote quality and continuous improvement in early childhood education and care in Australia. It works with State and Territory Governments and the early childhood sector to regulate education and care services for young children and their families.

KEY ISSUES AND CONSIDERATIONS

Some key issues for early considerations are highlighted below. The Director-General and other senior staff can provide face to face briefings at your convenience.

1. COVID-19

Refer to [Attachment E](#) for detailed information. Key issues arising are:

- The easing of restrictions and how they relate to schools, formals and graduations.
- The proposed COVID-19 Emergency Response Legislation Amendment Bill to temporarily extend existing COVID-19 measures beyond their current expiry date.

2. Hazardous materials

North Ainslie Primary School, Yarralumla Primary School and Alfred Deakin High School had lead paint detected at above recommended levels in in past six months. School communities were informed and rectification works and deep cleaning were undertaken. Re-testing has shown lead particles within acceptable levels and school communities will be informed early in Term 4. The Directorate has separately commenced a broader program of work identifying hazardous materials across all schools in line with your Election Commitment.

3. Worksafe

There are several significant matters subject to ongoing dialogue with Worksafe. The Directorate will provide a briefing as soon as possible.

4. Education Council

An Education Council meeting is scheduled for December. While in caretaker, the Education Directorate has refrained from making any commitments. Accordingly, there are decisions pending and the December meeting has several items of significance including workforce strategy on which you will be separately briefed.

5. Program of ministerial visits

Should you wish, the Directorate will prepare a program of visits to schools and early childhood settings in consultation with your office.

MAJOR UPCOMING DECISIONS

Topic	Decision to be made	Timing
Jobs for Canberrans EDU Recruits (Cleaners and School Maintenance and Repairs Officers)	Contract extensions beyond 18 December 2020	Early November
Education Council	A range of Education Council decisions held off during caretaker	Early November
Chief Executive Officer Teacher Quality Institute	Appointment of Chief Executive Officer, Teacher Quality Institute	Late November
Non-Government School (NGS) Registration	Re-registration of NGS schools for 2020.	Late November
Naming of new schools	Decision required on naming preferences for new schools at Throsby and East Gungahlin.	Late November
National Partnership on Universal Access (NPUA) to Early Childhood Education.	The Commonwealth has offered a further one-year extension of the NPUA to States and Territories. The ACT Government will need to agree to the extension or decline the offer.	Mid December
Appointment of Board Chair for the Board of Senior Secondary Studies	Commence process to appoint Chair	January 2021

UPCOMING EVENTS & KEY DATES

Date	Event	Audience
12 October 2020	Term 4 commenced in ACT Schools	All students
26 - 30 October 2020	Ride Safe to School Week	All school community
28 October 2020	WIN News School of the Week	All community
28 October 2020	Children's Week includes award ceremony for students	All community
30 October 2020	World Teacher's Day Morning Tea – potential Ministerial media event	All community
30 October 2020	Day for Daniel – Child safety protection and harm prevention awareness	All community
5 November 2020	Outdoor Classroom Day – Southern Cross Early Childhood School outside learning project	All students and teachers
8-15 November 2020	NAIDOC Week	All community
11 November 2020	Remembrance Day	All community
11 November 2020	WIN News School of the Week	All community
12 November 2020	Neville Bonner School Ngunnawal alphabet embedded into design of school entry gates/fence	All community
19 November 2020	Public Education Awards	All staff
20 November 2020	Fred Hollows Humanity Award for Year 6 students	All community
25 November 2020	WIN News School of the Week	All community
25 November 2020	ARIA Awards – Palmerston Primary music teacher nominated for Music Teacher of the Year Award	All community
1 December 2020	Year 10 Excellence Awards – Southside	All students
3 December 2020	Year 10 Excellence Awards – Northside	All students
3 December 2020	International Day of People with Disability	All community
8 December 2020	Potential end of year wrap up breakfast with principals	Minister/Principals
9 December 2020	WIN News School of the Week	All community
11 December 2020	Education Council	Minister
16 December 2020	Electronic release of ATARs 11 am	College students
18 December 2020	Term 4 Concludes in ACT Schools	All school community
18 December 2020	2019-20 Annual Report presented to speaker by the Chief Minister. (All Directorates)	Legislative Assembly
January 2021	Induction new teachers	New teachers
January 2021	Teacher Excellence Awards	All teachers
January 2021	Amaroo School (senior school expansion) – sod turning	All community
January 2021	Gold Creek Senior School expansion – sod turning	All community
26 January 2021	Australia Day	All community
29 January 2021	Term 1 - Teachers commence (Pupil free day)	All teachers
February 2021	Campbell Primary School modernisation – sod turning	All community
1 February 2021	Term 1 - New students start school	New students
2 February 2021	Term 1 - Continuing students return to school	All students

KEY STAKEHOLDERS

Details of key portfolio stakeholders that you might consider meeting with are provided below. The Directorate will work with your office to arrange.

Stakeholder group	Stakeholder function	Contact person
ACT Australian Education Union (AEU)	The AEU represents Australian public school, early childhood and TAFE teachers, education leaders and education support staff industrially and professionally.	Glenn Fowler, Branch Secretary Ph: 6272 7900 Mobile: [REDACTED] Email: [REDACTED]
Association of Independent Schools (AISACT)	AISACT represents and advocates for the interests of all independent schools in the ACT, consulting with governments, statutory authorities, and a wide range of other educational stakeholders.	Andrew Wrigley, Executive Director Ph: 6282 3488 Mobile: [REDACTED] Email: Director@ais.act.edu.au
Catholic Education Archdiocese of Canberra and Goulburn (CEO)	The Catholic Education office supports Catholic Schools across a range of areas including education information and advice, quality control, reporting, school services, financial administration, and pastoral care.	Ross Fox, Director Ph: 6234 5455 Mobile: [REDACTED] Email: [REDACTED]
ACT Council of Parents & Citizens Association (ACTP&C)	ACT Council of Parents and Citizens Associations is the peak body for parent associations in ACT Public Schools.	Kirsty McGovern-Hooley, President Ph: 6241 5759 Mobile: [REDACTED] Email: [REDACTED]
ACT Principals' Association (ACTPA)	ACTPA is the ACT professional association for principals and deputy principals in ACT public education.	Mike Battenally, Chair Ph: 6142 3288 (Canberra College) Mobile: [REDACTED] Email: Michael.Battenally@ed.act.edu.au
Aboriginal and Torres Strait Islander Elected Body (ATSIEB)	ATSIEB provides direct advice to the ACT Government with the ambition of improving the lives of Aboriginal and Torres Strait Islander Canberrans, a step towards true reconciliation.	Katrina Fanning, Chair Ph: 6205 2551 atsieb@act.gov.au

FINANCIAL CONSIDERATIONS

The Education Directorate's appropriation is broken into three main components:

- **Directorate Appropriation (Controlled)** – this funding source is provided to fund the operations of public schools, the Education Support Office (ESO) and the administration of non-government schools. The Director-General has control over the expenditure of this appropriation.
- **Territorial Appropriation** – known as Expenses on Behalf of the Territory (EBT), this funding source is provided to pass on ACT and Australian Government grants to non-government schools. The funding is provided in accordance with a Commonwealth fixed model and the Director-General does not have discretion in allocating this appropriation; and
- **Capital Injection** – this funding source is provided for Government approved infrastructure and capital works including information communication technology projects.

The Directorate's 2019-20 operations were impacted by COVID-19. Through the Economic Survival package to support the community, the directorate received additional funding during the financial year. This included funding for screwdriver ready projects in schools, the purchase of devices for students (Education Digital Delivery) to assist with remote learning and Jobs for Canberrans. The Directorate also incurred costs, from within existing resources, to provide additional support to schools and the community for increased cleaning and cleaning supplies and continuation of temporary and casual staff.

The total impact on the financial performance of the Directorate was immaterial and therefore has not significantly impacted the 2019-20 financial statements. As the Directorate is primarily funded through controlled recurrent payments, COVID-19 impact is not expected to have a material effect on future financial performance.

The 2020-21 Budget (Economic and Fiscal Update) provides Directorate expenses of \$944.7 million (controlled), Expenses on Behalf of the Territory (EBT) of \$326.1 million and Capital Injection of \$145.0 million.

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	944.7	965.1	1006.9	1027.0
Controlled – capital injection	145.0	143.3	77.2	28.0
Territorial – expenses	326.1	325.5	334.2	336.0
Territorial – capital injection	--	--	--	--

Controlled

As at the end of August 2020, \$176.4m has been spent which equates to 18.7 percent of the total budget and is in line with expected August performance as this includes the COVID-19 impact.

Expenses on Behalf of the Territory

The 2020-21 Territorial budget totals \$297.5m. As at the end of August 2020, \$53.6m had been spent, in line with anticipated expenditure.

Capital Injection

The Directorate has expended \$9.1m from its Capital Works program as at the end of August 2020.

In addition to these works, a further \$1.85m in 'fast track' stimulus funding is to be allocated and spent by the end of 2020. This amount includes the further allocation of \$0.35m. These additional projects will be subject to the same completion and reporting requirements as phase 2 projects. Given the directorate achieved a successful outcome for phase 1 of the program, it is not anticipated that there will be any issues in the delivery of phase 2 within the required timeframes.

As at August 20	2020-21 Indicative Budget \$'000	2020-21 Revised Budget \$'000	2019-20 Accruals \$'000	August YTD Actual \$'000
Infrastructure and Capital Works	129,459	126,946	2,513	7,955
Information Communication and Technology	18,871	15,764	3,107	947
Total	148,330			8,902

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	PHONE	MOBILE	EMAIL	FACEPLATE
Director-General				
Katy Haire			Katy.Haire@act.gov.au	
<i>Executive Officer: Kristen Laurent</i>			Kristen.Laurent@act.gov.au	
<i>Executive Assistant: Hannah Flaherty</i>			Hannah.Flaherty@act.gov.au	
Senior Executives				
David Matthews, Deputy Director- General			David.Matthews@act.gov.au	
Deb Efthymiades, Deputy Director- General System Policy and Reform			Deb.Efthymiades@act.gov.au	
Ross Hawkins, Executive Group Manager, Service Design and Delivery			Ross.Hawkins@act.gov.au	
Mark Huxley, Executive Group Manager, School Improvement			Mark.Huxley@act.gov.au	
Margaret McKinnon, Executive Group Manager, Business Services			Margaret.McKinnon@act.gov.au	

ATTACHMENT A: REGISTRAR OF NON-GOVERNMENT SCHOOLS

There are 48 non-government schools registered in the ACT:

- 29 Catholic systemic schools
- 19 independent schools.

In the period 2014 – 2020 the non-government schools sector has expanded to include:

- two new Catholic systemic schools;
- a new Islamic school;
- the ACT's inaugural Jewish school;
- additional campuses for two independent schools; and
- the commencement of additional year levels in four non-government schools.

This represents a nine percent increase in the number of ACT non-government schools over the past six years.

Responsible Functions

Under *Education Act 2004* (the Act) the Minister for Education determines applications relating to:

- In-principle Approval (IPA) for new and expanding non-government schools;
- Provisional registration of non-government schools holding current IPAs to apply for provisional registration;
- Registration of provisionally registered non-government schools;
- Registration of existing non-government schools at additional year levels or campus; and
- Registration renewal of existing non-government schools.

The Minister may cancel the registration of a non-government school if satisfied that the school contravened a condition of registration (s.91 of the Act) or another requirement of the Act.

Under the *Training and Tertiary Education Act 2003* (s.26) the Minister for Education is the designated authority under the *Education Services for Overseas Students Act 2000* (Cwlth) (*ESOS Act 2000*) responsible for approving ACT government or non-government school providers to provide courses to overseas students registered on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS).

The Registrar of Non-government Schools (an appointment under the Act and an Executive Branch Manager within the Education Directorate) is responsible for registering non-government schools in the ACT; overseeing the work of Authorised Persons (Education Directorate staff) who inspect non-government schools; managing the in-principle approval and registration processes for NGS; and overseeing the regulatory processes relating to the four (4) non-government schools that are CRICOS registered.

Relevant legislation

The Education Act 2004 and *Education Regulations 2005* require the proprietor of a NGS to be a corporation and have a complaint policy; and require NGS to:

- have policies, facilities and equipment for curriculum and safety and welfare of students;
- provide a curriculum equivalent to that in public schools;
- provide an education appropriate for age levels of students;
- monitor educational outcomes;
- be financially viable;
- respond to recommendations of Royal Commission (Institutional Responses to Child Sexual Abuse);
- to meet the Australian standards for boarding school (from January 2021) if the school offers boarding; and
- comply with the Act's requirements including those relating to student reporting, approval of courses elsewhere than a school, enrolment and attendance, suspension, and exclusion.

NGS must ensure their teachers are registered by the ACT Teacher Quality Institute.

The *Australian Education Act 2013* and *Australian Education Regulations 2013* impose additional requirements on NGS for example relating to funding, reporting and the governance of NGS. These requirements are monitored by the Commonwealth Department of Education, Skills and Employment.

Key Contacts

Name	Position	Contact Number
Ross Fox	Director Catholic Education Canberra Goulburn	Ph: 6234 5455 Mobile: [REDACTED]
Andrew Wrigley	Executive Director ACT Association of Independent School	Ph: 6282 3488 Mobile: [REDACTED] Director@ais.act.edu.au

ATTACHMENT B: TEACHER QUALITY INSTITUTE

The ACT Teacher Quality Institute (TQI) is an independent statutory authority established by the *ACT Teacher Quality Institute Act 2010* (TQI Act) to build the professional standing of all ACT teachers – public, Catholic and independent - to enhance the community's confidence in the teaching profession through professional regulation and practical initiatives to raise teacher quality and strengthen child safety and wellbeing.

TQI is governed by a Board comprised of representatives of key ACT education stakeholders, the teaching profession, and the ACT community. The Board advises the Minister on matters relevant to the purpose of the Act.

Responsible Functions

TQI promotes connection and active engagement with all stakeholders across and between the ACT Public, Catholic and Independent school sectors, teacher employers, teacher unions, ACT universities providing initial teacher education, the Australian Institute of Teaching and School Leadership and Australian teacher regulatory bodies.

TQI's functions include:

- registering teachers or granting permits to teach to eligible people and maintaining a register of people suitable to teach;
- determining standards, including assessment and certification standards, for the teaching profession within a framework of nationally recognised professional standards;
- certification of highly accomplished and lead teachers (HALTS);
- regulating the teaching profession in the ACT and applying the *TQI Code of Professional Conduct and Practice and child safety principles*;
- accrediting and quality assurance of professional learning programs for teachers and initial teacher education programs provided by the University of Canberra and the Australian Catholic University's Canberra campus;
- keeping a register of pre-service teachers undertaking or intending to undertake professional experience in an ACT school;
- sharing information on the teachers register and pre-service teachers register to facilitate planning or research in relation to teacher quality or the teaching workforce; and
- building community confidence in the teaching profession.

As at 30 September 2020, in the ACT, there are:

- 8333 registered teachers;
- 139 people with a Permit to Teach;
- 1013 pre-service teachers included on the pre-service teacher register;
- 73 Highly Accomplished or Lead Teachers across 49 schools; and
- 84 active certification assessors across 92 schools.

Key Contacts

Name	Position	Contact Number
Natalie Howson	Board Chair	Ph: 6205 1099 Mobile: [REDACTED]
Jason Borton	Chief Executive Officer	Ph: 6205 1099 Mobile: [REDACTED] Jason.Borton@act.gov.au

ATTACHMENT C: ACT BOARD OF SENIOR SECONDARY STUDIES

Responsible Functions

The principal functions of the ACT Board of Senior Secondary Studies (BSSS, the Board) are:

- accrediting or registering courses taught by recognised educational institutions;
- approving recognised educational institutions for teaching vocational education courses;
- establishing guidelines for the development of courses by the Board or by a recognised educational institution;
- establishing principles and procedures for the assessment of attainments of students and the moderation of these assessments;
- implementing the ACT Scaling Test (AST) to establish a common scale in order to aggregate student course scores across all T courses and colleges to form a single rank of students for university entrance (*including the opportunity to deliver the AST through a digital platform*); and
- providing certificates and transcripts of their attainments, including the ACT Senior Secondary Certificate to those who have undertaken courses, or units of courses.

Key Contacts

Name	Position	Contact Number
Roberta McRae OAM	Board Chair	Contact to be made through BSSS Office. Ph: 6205 7181 Email: Jenny.Maher-smith@act.gov.au
Martin Watson	Executive Director	Ph: 6205 7181 Mobile: Martin.Watson@act.gov.au

ATTACHMENT D: CHILDRENS EDUCATION AND CARE ASSURANCE **ACT EARLY CHILDHOOD REGULATORY AUTHORITY**

Responsible Functions

The Education Directorate is responsible for regulating the Early Childhood Education and Care (ECEC) sector under a suite of national regulatory instruments known as the National Quality Framework (NQF).

The NQF regulates ECEC services for children from 0–12 years-old. ECEC services includes long day care, family day care, preschools and outside school hours care.

Under the NQF, the Director-General of the Education Directorate is the ACT's Regulatory Authority. The functions of the Regulatory Authority are delegated to Children's Education and Care Assurance (CECA).

As at 30 June 2020, the ACT had 361 education and care services approved under the National Law. The nominal capacity of the sector is approximately 28,000 full time places.

The NQF places obligations upon the CECA to undertake investigations, compliance, enforcement, and quality rating functions.

The Regulatory Authority (CECA) is comprised of the following teams:

- Quality Assurance;
- Audit and Risk Management; and
- Investigation.

Quality Assurance

CECA's Quality Assurance team undertakes the assessment and rating of services against the National Quality Standard (NQS) <https://www.acecqa.gov.au/nqf/national-quality-standard>.

There are five rating levels within the assessment and rating process as follows:

- Excellent;
- Exceeding National Quality Standard;
- Meeting National Quality Standard;
- Working Towards National Quality Standard; and
- Significant Improvement Required.

As at 30 June 2020, the positioning of education and care services in the ACT that had been assessed was:

- 2 (0.6%) services had achieved an Excellent rating;
- 154 (47%) services had achieved an Exceeding rating;
- 88 (27%) services had achieved a Meeting rating;
- 81 (25%) services had a Working Towards rating; and
- 1 (0.3%) services had a Significant Improvement Required rating.

Approximately 75 per cent of ACT services with a quality assessment have a rating of meeting or above. This is consistent with figures from 2019.

The percentage of services with an 'Exceeding' rating has risen to 47 per cent, marginally higher than 46 per cent in 2019, 45 per cent in 2018 and significantly increased from 32 per cent in 2017.

The percentage of services with a 'Working Towards' has been steady with 25 per cent in 2020 and 2019, down from 30 per cent in 2018 and 47 per cent in 2017.

Audit and Risk Management

CECA's Audit and Risk Management Team undertakes compliance audits of education and care services. Audits are scheduled based on the risk rating of the service which is monitored by the team. Audits ensure that services are meeting their minimum requirements under the NQF.

The team also carries out audits in response to incidents or notifications to identify and resolve any specific and immediate risks to children, known as risk audits.

Investigation team

CECA's Investigation Team investigates serious matters and assesses notifications of incidents complaints. Investigations are undertaken where there may have been a contravention of the National Law that represents a risk to the safety, health and well-being of children.

Major areas of investigation are allegations of harm to children, non-compliant staffing arrangements, inadequate supervision and missing children.

Compliance Actions

Compliance actions range from administrative letters to conditions on provider or service approvals, enforceable undertakings, emergency action notices, compliance directions, compliance notices, suspensions or cancellations of provider or service approvals and prohibition of individuals.

Sector Professional Learning

CECA facilitate professional learning opportunities for providers, service leaders and educators. This includes Sector Meetings and CECA's annual Symposium to educate and engage the sector. Quantitative and qualitative trends identified by CECA are used to tailor and target professional learning.

Relevant legislation

National Quality Framework (NQF) <https://www.acecqa.gov.au/nqf/about>

Key Contacts

Name	Position	Contact Number
Deb Efthymiades	Deputy Director-General	Ph: 6205 9171 Mobile: Deb.Efthymiades@act.gov.au
Sean Moysey	Executive Branch Manager	Ph: 6207 2143 Mobile: Sean.Moysey@act.gov.au

ATTACHMENT E: COVID-19 RESPONSE

The Education Directorate has worked to ensure children and young people in the ACT can continue their education; support staff and student health, safety and wellbeing; and minimise the impact of the pandemic on the ACT education and early childhood sectors. Schools are now operating under the COVID-19 Easing of Restrictions Roadmap and additional extensive cleaning and hygiene practices have been implemented in all ACT Public Schools and early childhood education and care services.

Key issues

Schools are currently operating under the COVID-19 Easing of Restrictions Roadmap (the Roadmap) (Attachment F). Restrictions under the Roadmap have been progressively eased in consultation with the Chief Health Officer and can be eased or tightened depending on public health advice.

The Chief Health Officer announced the ACT would move to Step 3.2 of Canberra's Recovery Plan from 9 October 2020, with changes including increasing gathering sizes to 200 people and reducing density restrictions to one person per two square metres outdoors. As a result, changes have been made to the Roadmap for Term 4.

The Roadmap currently provides for on-campus learning for most students, with schools continuing to support remote learning for students considered vulnerable to COVID-19. Assessment and reporting are occurring as normal. Some examples of activities allowed under the Roadmap's current stage are excursions, small assemblies, and student-only fundraisers.

Additional changes for Term 4 include resuming interschool sports within the greater ACT region (including Greater Queanbeyan, Murrumbateman, Yass and Bungendore), local and low risk interstate excursions and camps, and student discos.

End of year school events such as formals, graduations and concerts can take place in line with the Chief Health Officer's End of Year School Events Guidelines.

The Directorate has undertaken scenario planning in case the ACT's COVID-19 situation worsens.

Options for consideration

Should the COVID-19 situation in the ACT significantly worsen, the directorate has undertaken scenario planning to ensure it is prepared to respond to a COVID-19 incident within an individual site, a cluster of sites, or across the entire education system.

If an individual site is affected, the site would be closed for up to two weeks to enable cleaning, contact tracing and potential isolation requirements to be met.

If a cluster or all sites are affected, remote learning would be implemented for the cluster or all sites. Five pupil free days would be provided for schools to prepare and school staff would be requested to work on site unless they were vulnerable or had flexible arrangements approved. Internet access and/or devices to learn from home would be provided to students that need them.

On-campus learning would be available for all public-school students attending specialist schools, flexible education settings and college settings for courses that require it, with all other learning delivered remotely. On-campus supervision would be limited to students with disability, children of school-based staff, and children whose personal family circumstances prevent them from learning from home. These students would be supervised on school premises but would participate in learning through the remote learning system. A registration process would be established, with registrations requiring confirmation by the directorate.

The Education Directorate would support schools with pre-developed learning resources and clear messaging around assessment and reporting requirements, managing expectations placed on families supporting younger children, and tiered check in and case management supports for vulnerable students. Para-professional staff would be engaged to support students learning on-campus if required.

Decision points/timeframes

Schools operations are guided by the Roadmap. Decisions about the Roadmap, such as moving to the next stage, are made on the advice of the Chief Health Officer and the directorate is in regular contact with her office.

Decisions to move to remote learning for a cluster or all school sites would consider health advice, including confirmed community transmission and/or changes to health directions issued by the Chief Health Officer; workforce availability and industrial considerations; and changes in community sentiment such as concerns about the safety of schools.

The *COVID-19 Emergency Response Act 2020* allows the Minister to declare that several *Education Act 2004* provisions related to school attendance and participation do not apply. For example, if a COVID-19 emergency prevents students from attending school. However, this has not been required or enacted to date.

Financial implications

If the COVID-19 situation in the ACT significantly worsened and all schools need to move to remote learning, there may be additional costs associated with providing internet access to students who need it to learn remotely, and standing up a centralised workforce to meet the needs of students learning on campus.

Background

ACT Public Schools moved to remote and online learning at the beginning of Term 2 in response to declining student and staff attendance and national physical distancing requirements, with a phased return to on-campus learning beginning in Week 4 of Term 2.

ATTACHMENT F: COVID-19 EASING OF RESTRICTIONS ROADMAP

	Previous step	Current stage	Next step	Future considerations
Schooling	Students across all years return to on-campus learning. Remote learning offered to students who need it. Assessment against achievement standards continues.	Students across all years continue with on-campus learning. Schools continue to support remote learning for students who are vulnerable to COVID-19. Assessment and reporting as normal.	Students across all years continue with on-campus learning. Schools continue to support remote learning for students who are vulnerable to COVID-19. Assessment and reporting as normal.	Students across all years continue with on-campus learning. Schools continue to support remote learning for students who are vulnerable to COVID-19. Assessment and reporting continues as normal.
Cleaning	- Out of hours cleaning continues with a focus on high frequency touch points, including daily cleaning of student desks. - Day cleaning continues with a focus on high frequency touch points including: school entry/administration areas, staff rooms and kitchens, washrooms and major transit areas. - Sufficient soap, paper towel and hand sanitiser supplied to every school.			

Facilities & Hire	- Libraries can open with a focus on safe handling of returned items. - Hiring of school facilities can resume. Groups must not exceed 20 people, plus a coach and one parent/carer per child.	- Hiring of school facilities continues. Group numbers must not exceed 100 people (including staff, trainers and spectators) per indoor or outdoor space, or one person per 4 square metres, whichever is lesser. - Communal facilities (such as playgrounds and changerooms) can open. A risk assessment for this should be outlined in the COVID Safety Plan.		
On-site visitors	- Schools should limit the number of adult visitors/volunteers on school sites. - Parents should avoid entering the school building where possible. - NDIS providers/therapists can attend school-sites. - External music schools can return to school-sites. - Preservice teachers can undertake placements and school based clinics in ACT Public Schools.	- Schools should limit the number of adult visitors/volunteers on school sites. - Parents should avoid routinely entering the school building where possible but can attend scheduled school events and meetings with teachers - physical distancing and hygiene measures still apply. - Records should be kept of visitors attending the school.	- Parent-teacher interviews can resume in a face-to-face format, with physical distancing and hygiene measures in place (ie. Hand sanitiser available on entry/exit). - Parents and volunteers can attend school sites with physical distancing and hygiene measures in place (ie. Hand sanitiser available on entry/exit). - Records should be kept of visitors attending the school.	

Excursions and Out of School Activities	- Day only excursions can resume within the ACT. Groups must not exceed 20 people (this number includes adults). - Outdoor education programs can resume within the ACT region. - Incursions can proceed at the discretion of schools. - All overseas excursions cancelled for 2020. - Work experience opportunities can be supported in the local community. Employers should have COVID Safety plans in place.	Day only excursions, including interschool sports can continue within the ACT Region this would include Greater Queanbeyan, Murrumbateman, Yass and Bungendore. Overnight excursions for College students where it is part of their assessment requirements (with restrictions). Groups must not exceed 100 people (this number includes adults). An assessment of COVID-19 risks should be undertaken prior to any excursions taking place.	- Excursions can continue within the ACT Region. Groups must not exceed 100 people (this number includes adults). - Overnight excursions at Birrigai can go ahead, with physical distancing restrictions for adults. - Interstate excursions and camps can resume where they are a necessary part of a student's education program (for example, College outdoor education programs). This includes overnight excursions. Schools must adhere to the specific COVID-19 rules within the state they are travelling.	
Assemblies, Performances and End-of-Year Activities	Not allowed.	Small assemblies, gatherings and performances can take place with limitations on parent/carer audience numbers (maximum of 100 adults, 1 adult per 4 square metres, each (family) group must sit 1.5 metres apart).	- Larger assemblies, gatherings and performances can resume with limitations on parent/carer numbers (as per health advice). - On-site discos and celebrations can go ahead with no limitations on student numbers (parents/carers can attend).	- Off-site school formals/discos can go ahead in line with broader easing of restrictions. Schools will work with venues to determine maximum numbers allowed. - Graduation ceremonies can go ahead on-site. Audience numbers will be determined based on broader easing of restrictions.

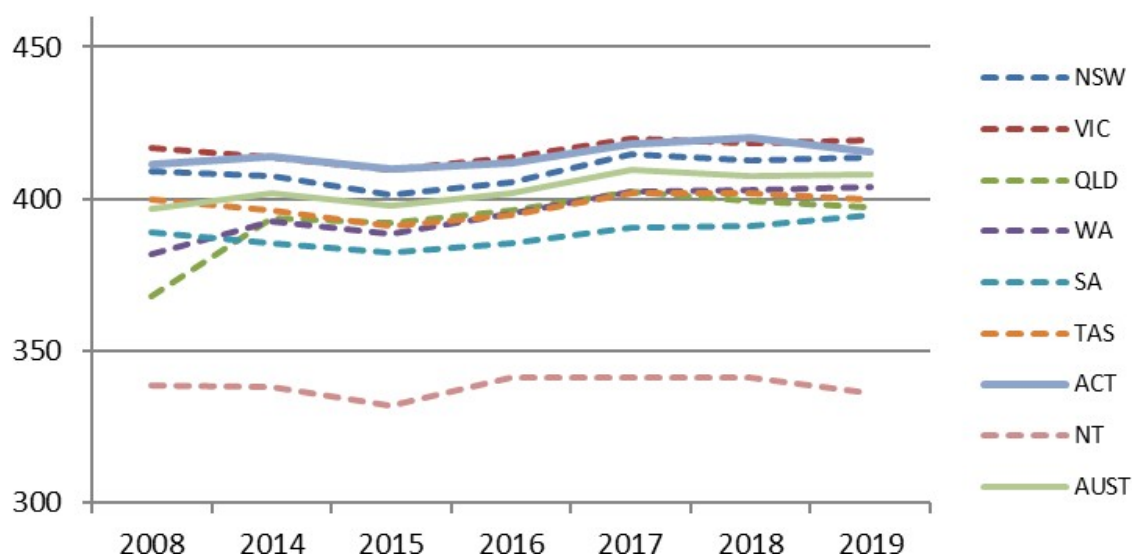
P&C Activities	• Canteens can reopen in line with ACT Health protocols. • School uniform shops can reopen in line with ACT Health protocols.	• On-site, student only fundraisers can go ahead. • Working bees can go ahead within health guidelines	• Fundraising events can go ahead with limitations on numbers in line with broader community restrictions. • School fetes can go ahead in line with broader community restrictions.

ATTACHMENT G: PERFORMANCE OF THE EDUCATION SYSTEM

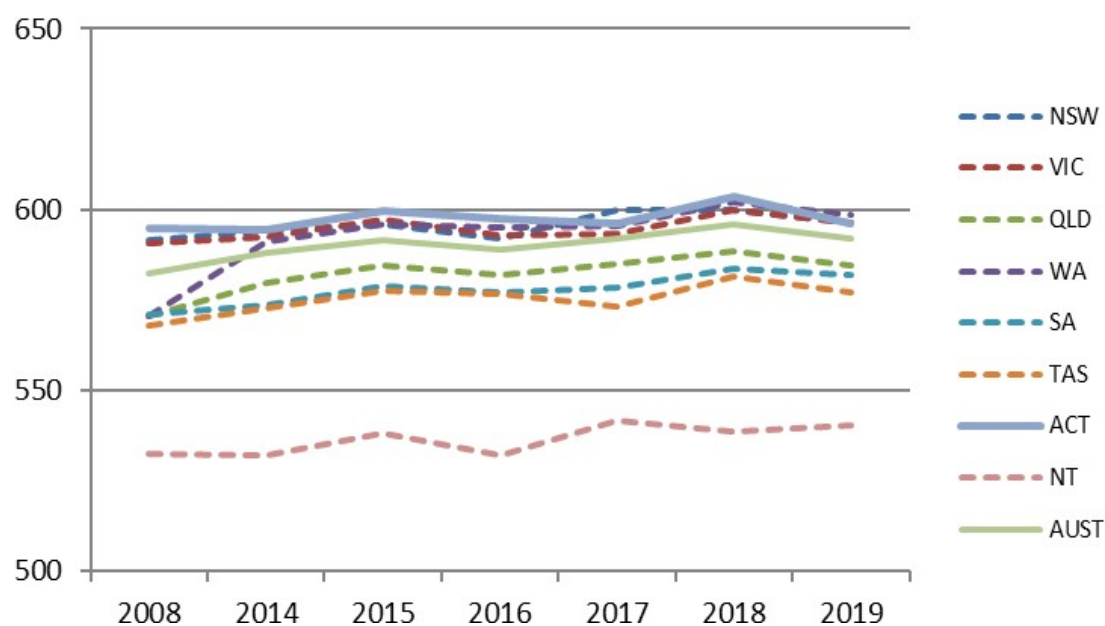
The performance of education systems in Australia is generally measured through national, or international, standardised testing regimes, such as NAPLAN, or PISA. NAPLAN and PISA results generally reflect well on the performance of ACT schools (see the attached tables below), particularly regarding reading.

NAPLAN – Jurisdictional Comparisons for reading and numeracy over time

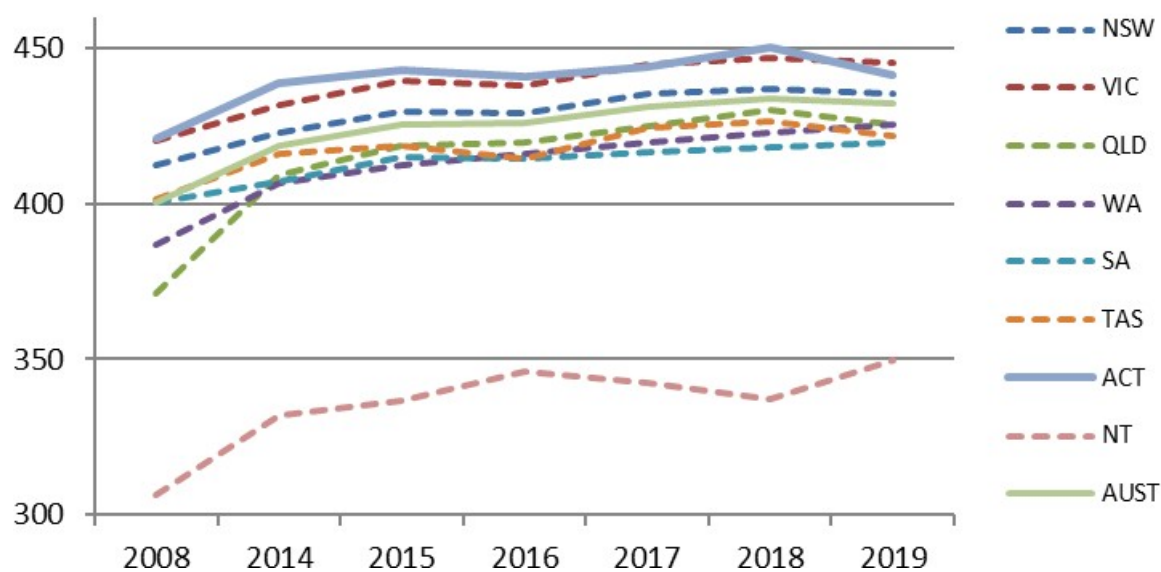
Year 3 Numeracy



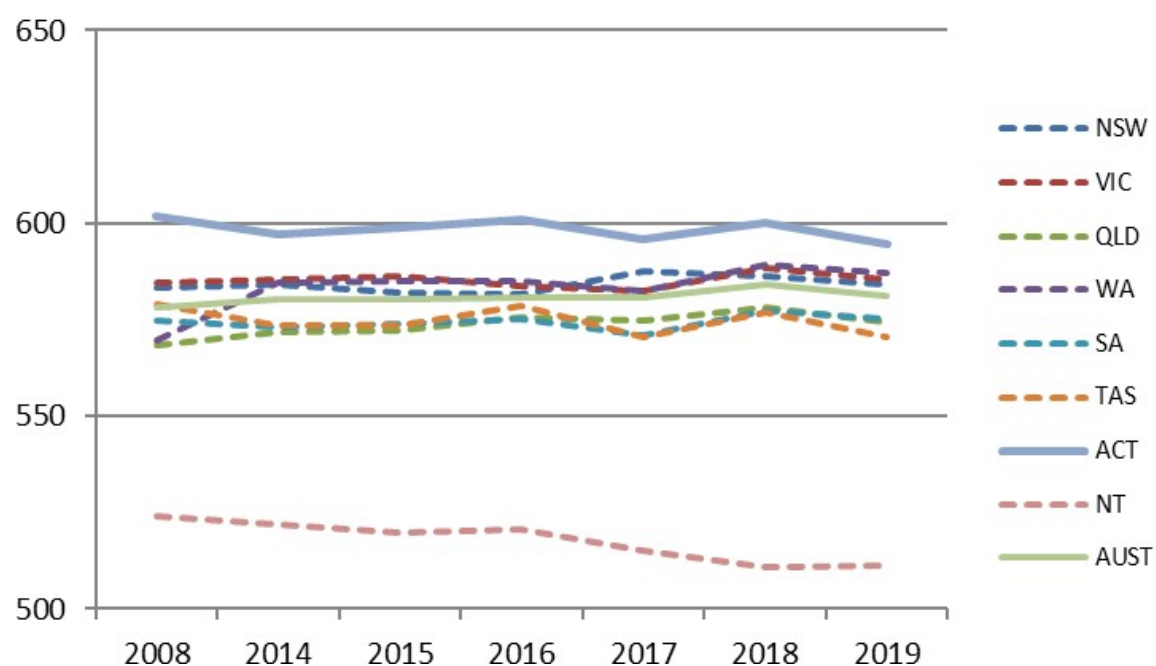
Year 9 Numeracy



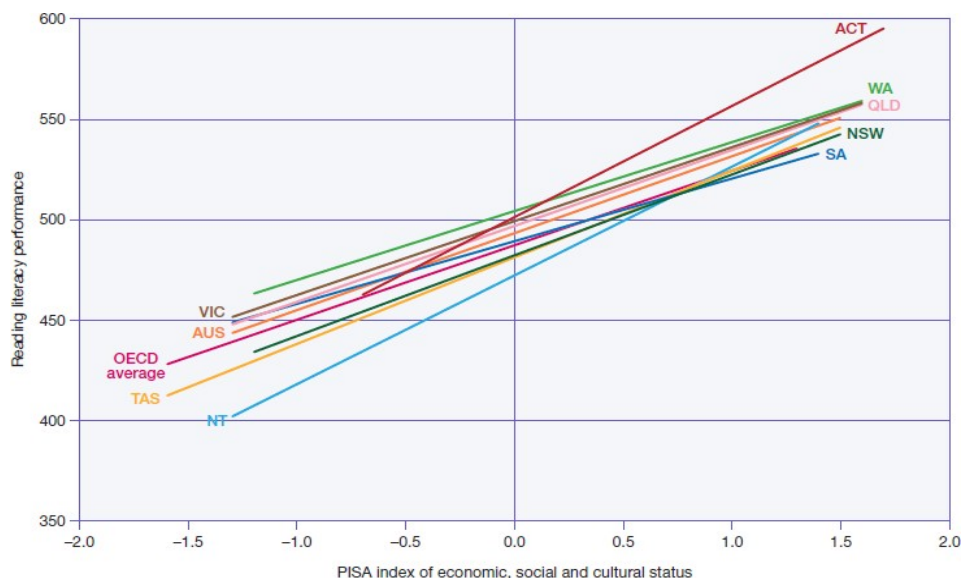
Year 3 Reading



Year 9 Reading



However, system performance in the ACT has some aspects that require ongoing attention. Principle among these is the issue of equity of outcomes achieved by students from different backgrounds. While advantaged students do well in the ACT, less advantaged students do not do as well, as indicated in this chart from an OECD report published in September 2020, based on the 2018 PISA results.



This chart shows the underlying socio-educational advantage of the ACT (the orientation of the ACT line to the upper right of the chart). However, the downward slope of the line indicates that ACT students from less advantaged backgrounds do not perform as well as equivalent students in other jurisdictions.

This outcome, recognised by the ACT Auditor General in 2017, has led to the development of specific strategic indicators that focus on the performance gap between more and less advantaged students, along with an indicator that focusses on student learning growth, as measured by NAPLAN, rather than NAPLAN mean scores.

These indicators and the relevant data are provided annually in the Annual Report (provided as part of this suite of materials).

Further detailed data and analysis on school and system performance will be provided at your convenience.

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TRANSPORT OVERVIEW

As Minister for Transport you are responsible for the ACT public transport system and public transport policy. These portfolio responsibilities are currently administered through the Transport Canberra and City Services Directorate (TCCS) in partnership with Major Projects Canberra (MPC).

We are well positioned to deliver on the Government's public transport priorities including transitioning public transport to zero emissions, delivering a new modern ticketing system, constructing a new public transport interchange at Woden and continuing to make progress on the popular light rail network delivering the next stage of Light Rail to Woden. We will also work with MPC to deliver the Mitchell light rail stop to provide better access to the Mitchell business district and the future residents of Kenny.

You have also committed to increasing the number of buses used for the on-demand service, replacing the entire fleet over time with new low-floor, accessible, electric small buses. We will deliver on this commitment, recognising the important part the flexible bus service plays in keeping people with mobility issues connected to the community. In addition, we will work with you to trial a new demand-responsive transport service with an 'uber-style' booking app.

We understand that investing in transport infrastructure and a public transport network is essential to creating faster and easier commutes, creating jobs, taking action on climate change and improving the quality of life of Canberrans.

Public transport investments will be supported by a number of the Government commitments around road and path infrastructure and active travel, as part of the city-wide Plan for Active Travel. Transport Canberra will work closely with the City Services and Roads and Active Travel portfolios to deliver holistic transport outcomes in line with the Government's vision.

Key facts

- The operational bus fleet consists of over 820 bus drivers and 451 buses, of which:
 - 419 are *Disability Discrimination Act 1992* (Cth) accessible (91%).
 - 431 have bike racks (94%).
 - 419 are climate controlled (91%).
- The Flexible Transport Office manages a suite of specialised transport services including the operation of Special Needs School Transport (SNT), the Aboriginal and Torres Strait Islander Community Bus and the Flexible Bus Service.
 - The SNT fleet comprises:
 - 17 x 21 seat wheelchair accessible minibuses.
 - 2 x 18 seat easy access wheelchair accessible minibus.
 - The Aboriginal and Torres Strait Islander Community program comprises 2 minibuses (one is wheelchair accessible).
 - The Flexibus is operated utilising the SNT fleet available in the middle of the day.

- A number of the services provided out of the SNT office are delivered by QCity under contract to Transport Canberra.

COVID-19 response

The public transport network has continued to operate throughout the COVID-19 period. Additional cleaning and safety measures have been put in place to protect staff and the community, including additional cleaning of buses, light rail vehicles and interchanges, cashless payments, preventing front entry to buses and limiting access to the seats nearest the driver. These measures have been supported by an ongoing communications campaign for customers and staff.

Staff from Murrays were employed under the Jobs for Canberrans stimulus policy, to ensure the level of cleaning in depots and on buses could be sustained.

The onset of the COVID-19 pandemic also introduced several uncertainties to infrastructure markets, financial markets and international supply chains. This impacted the ability of the Government to enter into contracts to deliver Light Rail Stage 2A ahead of the election. MPC is actively working through procurement approaches and will brief you on this matter.

A Transport Recovery Plan is being prepared to guide recovery of public transport as COVID-19 restrictions ease.

DELIVERING ON YOUR PRIORITIES

To support the Government and its key transport priorities we will focus on continuing to expand the popular light rail network and transition the bus fleet to zero emissions whilst also making improvements to public transport infrastructure and the bus fleet. This will protect and create jobs and tackle climate change.

Details will be provided in further briefings on each of these priorities.

Zero Emissions Buses

- The Government has committed to creating up to 500 new jobs by transitioning Canberra's public bus fleet to zero emissions by 2037 or earlier. 64 additional bus drivers and five mechanics will be recruited from 2024.
- We will commence implementation of the Zero Emissions Transition Plan and work with you to deliver on this commitment. This will include building a new zero-emissions bus depot in Canberra's North, building electric bus infrastructure at the new Woden Depot and procuring 90 electric buses.

Light Rail

- You have committed to building Stage 2 of light rail to Woden and continuing to seek approvals and achieve procurements so construction can begin as quickly as possible, with the best value for money, creating and supporting thousands of jobs. MPC is actively working through procurement approaches for progressing Stage 2 and will provide relevant briefings.
- The Government has committed to a new light rail stop at Mitchell to better service the area's growing business district and provide access to future residents of Kenny. This project has

attracted Commonwealth funding. Physical works are expected to commence in January 2021 subject to a modification order with Canberra Metro. MPC will provide relevant briefings.

- We will work with you to progress the pre-feasibility work on Light Rail stages 3 and 4. This work will bed down alignment options through engagement with the local and broader community and present Government with the opportunity to progress with planning and design of these stages.

Woden Transport Interchange

- In addition to building a new Woden CIT campus the Government has committed to a new Woden transport interchange. Consistent with the Woden Town Centre Master Plan, we will work with MPC to build a new Woden transport interchange on Callam Street and provide a more accessible, attractive and safe bus interchange that will integrate with light rail Stage 2.
- A light rail stop for Woden will be incorporated within the new Woden interchange. This will ensure the interchange is light rail ready, for the network's future extension to Woden. MPC will begin the planning approvals process later this year.

On-demand travel

- We will help you deliver several important commitments around on-demand travel. Schedule 2.2(a)(xvi)



- The flexible bus service is critical to keeping people with mobility issues connected to the community.

Ticketing system

- We will continue to work to ensure Canberra's public transport has a modern account-based ticketing system that provides passengers with convenient and flexible payment methods, such as tapping on and off with a credit card.
- COVID-19 has forced Transport Canberra to implement cashless transactions on buses for health and safety reasons, which the Government may wish to explore as a permanent arrangement moving forward.

MINISTERIAL FUNCTIONS

You are responsible for setting strategic direction and policy in relation to public transport in the ACT.

Legislation and decision making

Current legislation in the Transport portfolio and key decision-making responsibilities are set out in the table below.

Legislation	Decision making responsibilities
<i>Rail Safety National Law (ACT) Act 2014</i>	For the purposes of alcohol and drug testing of rail safety workers the Minister can currently appoint a person as an analyst and approve a

	laboratory for the alcohol and drug testing section of the Act.
<i>Road Transport (Public Passenger Services) Act 2001</i> Sections 23 and 27C	The Minister can currently determine maximum fares, and ways of calculating maximum fares, payable by passengers on regular bus route services and light rail services, and ways of paying for fares for light rail services.
<i>Road Transport (Public passenger Services) Regulation 2002</i> Sections 70 (1) (a) and (b), 70AS and 70AAD (1) and (2)	Currently the Minister may: • Approve guidelines about the exercise of the Road Transport Authority's functions. • Declare a place, connected to a light rail service, where a person is required to have a valid light rail ticket for travel on the light rail service. • Determine circumstances in which a light rail service operator must or must not allow an animal to be in a light rail vehicle, and ways in which an animal must or must not be carried in a light rail vehicle. • Determine the circumstances in which a standard taxi licence or wheelchair-accessible taxi licence is available. • Declare methods of payment for the definition of payment surcharge.

Appointments

Nil.

Intergovernmental forums you attend

Infrastructure and Transport Ministers Meeting (ITMM), formerly TIC

The Minister for Transport and Minister for Road Safety have been the ACT Representatives on the Infrastructure and Transport Ministers' Meeting (ITMM), a subcommittee of National Cabinet (previously the Transport and Infrastructure Council (TIC)). ITMM brings together Commonwealth, State, Territory and New Zealand Ministers with responsibility for transport and infrastructure issues, as well as the Australian Local Government Association. The next meeting is on 20 November 2020. Some of the key focus areas of the meeting will include fast tracking of infrastructure projects to support economic recovery, regulatory reform for a more productive transport sector, road safety, and efficient freight and supply chains.

ITMM is advised and assisted by the Infrastructure and Transport Senior Officials' Committee (ITSOC) on all non-infrastructure priorities, and the Infrastructure Working Group providing advice and guidance on the coordination of infrastructure planning and investment, across governments and the private sector. The Directors-General of TCCS and the Justice and Community Safety Directorate have attended ITSOC meetings.

Further information can be found at <https://www.transportinfrastructurecouncil.gov.au/>.

Assembly reporting requirements

There are no ongoing assembly reporting requirements for the Minister for Transport.

KEY ISSUES AND CONSIDERATIONS

Zero emissions transition plan (ZETP) implementation

Implementation planning for the ZETP will incorporate commitments around the Woden Depot expansion and 90 buses. Business cases will need to be brought forward as a priority for additional committed funding, and procurement of new fleet progressed.

Faster rail commitment

The NSW and Commonwealth Governments are continuing to plan for a faster rail network on the eastern states and NSW in particular has made considerable commitment to investigating the Sydney to Canberra service.

Further briefing will be provided to you in the context of the priorities of the Government.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
November 2020 Bus Procurement	Start procurement of the 34 replacement buses required to meet Disability Discrimination Act (DDA) compliance. Start the market sounding process for procuring zero emissions buses.
November 2020 Transport Canberra school holiday timetable	Timetable for Christmas period to be agreed.
January 2020 Back to school bus services	Public information for students/parents about school bus services.

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Transport Workers Union (TWU)	Klaus Pinkas Ph: [REDACTED] Email: [REDACTED]
Australian Manufacturers Workers Union (AMWU)	John Stewart AMWU Wollongong Regional Office Ph: 02 4229 7611 Email: [REDACTED]
Canberra Metro	Lachlan Marks CEO Canberra Metro Ph: [REDACTED] Email: [REDACTED] Canberra Metro Board Members Tom Roche, Project Co Board member Email: [REDACTED] Ph: [REDACTED] Jim McAlpine, Operations and Maintenance Board Member Email: [REDACTED] Ph: [REDACTED]
Light Rail Board	Chair, Greg Wilson Ph: [REDACTED] Email: [REDACTED]

Major community Groups	Weston Creek Community Council Key Contact: Tom Anderson (President) Ph: 02 6288 8975 Email: [REDACTED] / info@westoncreek.org.au Woden Valley Community Council Key Contact: Previous Chair resigned, looks like Jenny Stewart Is the new Chair Ph: unknown Email: info@wvcc.org.au Tuggeranong Community Council Key Contact: Jeffrey Bollard (president) Ph: [REDACTED] Email: president@tuggcc.com Belconnen Community Council Key Contact: Glen Hyde (Chair) Ph: [REDACTED] Email: chair@belcouncil.org.au Gungahlin Community Council Key Contact: Peter Elford (President) Ph: 02 6152 9170 Email: president@gcc.asn.au North Canberra Community Council Key Contact: Jochen Zeil (Chair) Ph: unknown Email: Chair@northcanberra.org.au Inner South Community Council Key Contact: Marea Fatseas (Chair) Ph: unknown Email: Chair@isccc.org.au
School stakeholders	Jennifer Rickard - Executive Officer, APFACTS Andrew Wrigley - Executive Director, Association of Independent Schools of the ACT Mareez Fernando - Catholic Education Office Janelle Kennard - P&C Association, ACT public schools
Mitchell Traders Association	Key Contact: Julian Kusa (secretary) Ph: [REDACTED] Email: info@mitchelltraders.asn.au

Hume Traders Association	Key Contact: Mike Steel Ph: 02 6269 1000 Email: info@nationalmailing.com.au
Women's Centre for Health Matters Canberra (WCHM)	Key Contact: Marcia Williams (CEO) Ph: 02 6290 2166 Email: ceo@wchm.org.au
Office for Disability and Disability Reference Group (Community Services Directorate)	Key Contacts (ACT Government Employees): Ellen Dunne, Executive Branch Manager / Amanda Charles, Senior Director Office for Disability
Communities@Work	Jo Cochrane Communities@Work Ph: 02 6228 9200 M: 245 Cowlshaw St, Greenway ACT 2900

FINANCIAL CONSIDERATIONS

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	203	205	208	211
Controlled – capital injection				
Territorial – expenses	-	-	-	-
Territorial – capital injection				

Major Projects Canberra

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	2.2	0	0	0
Controlled – capital injection	39.3	77.5 (Provisioned)	66.5 (Provisioned)	168.3 (Provisioned)

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL	
Transport Canberra and City Services				
Ben McHugh A/G	Transport Canberra and Business Services	6205 4105	Ben.mchugh@act.gov.au	
Judith Sturman	Executive Group Manager, Transport Canberra	6205 2639	Judith.sturman@act.gov.au	
Ian McGlinn	Executive Branch Manager, Bus Operations	6207 8000	ian.mcglinn@act.gov.au	
Jo Dawson	Executive Branch Manager, Light Rail	6205 4487	Jo.dawson@act.gov.au	
Major Projects Canberra				
Duncan Edghill	Chief Projects Officer	6205 3842 	Duncan.Edghill@act.gov.au	

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ROADS AND ACTIVE TRAVEL OVERVIEW

As the Minister for Roads and Active Travel you are currently responsible for:

- Management and maintenance of the ACT road network, footpaths and bridges.
- Active travel, including walking, cycling and road crossing supervisors.

The Government has committed to significant investment in our road and active travel network.

Guided by the Transport Strategy we will deliver significant road improvements as part of the Government's comprehensive road improvement plan for our growing city, including pothole and road repairs, maintenance and substantial road upgrades. Good roads are essential to keeping our community moving and we are well positioned to deliver on the substantial program of road network improvements.

We will also deliver integrated active travel networks across the Territory in support of the Government's city-wide plan for active travel, with significant investment in cycle paths and an updated active travel policy framework.

The look and feel of our city is one of the best things about living in Canberra. Maintaining our roads and active travel networks keeps our city beautiful and easy to move around and supports the planning strategy for a compact and efficient city.

Key facts

The Roads and Active Travel portfolio currently includes:

- 3,179 kilometres of roads (7,208 lane kilometres). Around 1.1 million square metres of road resurfacing is undertaken each year.
- 1,293 bridges and culverts.
- 2,571 kilometres of footpaths.
- 78,418 streetlights.
- 602 kilometres of on-road cycle lanes.
- 495 kilometres of off-road cycle paths.

DELIVERING ON YOUR PRIORITIES

Your Government has committed to better roads to keep our city moving and a comprehensive city-wide Active Travel Plan consistent with the Transport Strategy.

To support these outcomes we will focus on delivering a range of key Government priorities and commitments, as outlined below. Details will be provided in further briefings.

Better roads to keep our city moving

- The Government has committed to a comprehensive road improvement plan for our growing city that will provide public transport and safety improvements for pedestrians and cyclists, improve the road network performance and support active travel options. To deliver on this outcome we will work with you to:
 - Duplicate the road currently named William Slim Drive from the Barton Highway to Ginninderra Drive.

- Duplicate William Hovell Drive from Drake Brockman Drive to John Gorton Drive.
- Undertake major upgrades to the Monaro Highway.
- Duplicate Athllon Drive from Drakeford Drive to Sulwood Drive in Kambah/Wanniassa and from Melrose Drive to Shea Street in Phillip.
- Construct the final stages of John Gorton Drive including the Molonglo River Bridge at Coppins Crossing.
- Deliver road and related improvements along Beltana Road in Pialligo.
- We will also continue to deliver comprehensive operation and maintenance services across the road and active travel networks, including delivering the Government's commitments to road and pothole maintenance, repairs and upgrades.
- You have also committed to working with other states and territories and the Commonwealth to set the parameters to trial and encourage electric vehicle uptake. We are well positioned to support you in delivering on this commitment.

City-wide Active Travel Plan

- The Government has made significant commitments around active travel, signalling investment in building and maintaining shared paths, cycleways and upgraded footpaths across Canberra, including in key locations like Sulwood and Haydon Drives. We will support you in ensuring Canberra has the right infrastructure and investment to support the community and promote active travel.
- To achieve this, we will work with you to update the Active Travel Framework to provide coordinated active travel networks across the Territory and continue to provide the role of the ACT Government Active Travel Office. In addition, we will adopt a Movement and Place Framework for Canberra that prioritises walking and cycling and develop the CBR cycle routes network.
- We will also work across Government to build new, strategic cycling and pedestrian connections, maintain the existing trunk cycle path network to ensure that 'cycle highways' receive as much maintenance as our roads and build all new major roads with on-road cycle paths and/or off-road shared paths.
- Investigation will occur into key cycle routes, Schedule 2.2(a)(xvi)
[REDACTED]
- For schools you have committed to continue supporting school communities with funding for the Physical Activity Foundation and the Active Streets for Schools program. In support of this we will develop a public education campaign about the practical measures people can take to get started with active travel.
- The Government has committed to trialing new ways of using roads that most efficiently move people and goods, while better supporting sustainable transport modes. We will consider best practice road intersection and protected cycle way design to inform trials.
- We will work closely with the City Services portfolio to patch cracks, address erosion and clean up after weather events as part of a holistic approach to maintaining the active travel network.

Age Friendly Suburbs program

- You have committed to supporting local jobs by expanding the successful Age Friendly Suburbs program to improve path networks and promote accessibility for older Canberrans.
- We are well placed to work across Government to expand this program and continue to improve and invest in age friendly suburbs across our City.

Gungahlin traffic model and improvements

- To support the Government's commitment to road improvements in Gungahlin, we will work with you to deliver a sophisticated traffic model to identify future transport improvements in the Gungahlin region.
- As part of commitments around road improvements in Gungahlin, we will also give consideration to public transport priority and dedicated bus lanes as well as active travel upgrades.

MINISTERIAL FUNCTIONS

You are responsible for management and maintenance of the road network and associated infrastructure, and setting active travel policy.

Legislation and decision making

Current legislation in the Urban Services portfolio and key decision-making responsibilities are set out in the table below.

Legislation	Decision making responsibilities
<i>Road Transport (General) Act 1999</i> Sections 12, 13, 14, 17, 19, 20, 54 and administration provisions relating to fees and approval of forms, in relation to a function under the road transport legislation that is the responsibility of the Minister for Roads and Active Travel.	The Minister can currently do a number of things and may: • Declare that the road transport legislation, or a provision of the road transport legislation applies to an area that is open to or used by the public or does not apply to a road or road related area. • Declare that the road transport legislation, or a provision of the road transport legislation, does not apply to a vehicle, person or animal in a place or circumstance stated in the declaration. • Order that the operation of regulations made under the road transport legislation, or a provision of such regulations is suspended for a stated period or is varied in the way stated in the order.
<i>Road Transport (General) Regulation 2000</i>	Currently the Minister is only responsible for sections 13AA and 14 (1), (2) and (3) in relation to a function under the road transport legislation that is the currently responsibility of the Minister for Roads and Active Travel. The Minister has no decision-making responsibility. These sections generally relate to the Road Transport Authority remitting and refunding fees.

<i>Road Transport (Road Rules) Regulation 2017</i>	Currently the Minister is only responsible for sections 213F, 213O, 295A (3), 295B (3), 310 and 346A (1) and (2). The Minister has no decision-making responsibility. These sections generally relate to closure of a parking spaces and powers of the road transport authority, exemptions for roadworks and traffic control devices.
<i>Road Transport (Safety and Traffic Management) Act 1999</i>	Currently the Minister is only responsible for sections 5A, 18, 20, 31 and 32. The Minister has no decision-making responsibility. These sections generally relate to powers of the Road Transport Authority including taking place in road races, installing traffic devices, removal of unauthorised devices, removal of traffic obstructions and removal of unattended vehicles.

Appointments

Nil.

Intergovernmental forums you attend

Nil.

Assembly reporting requirements

There are no Assembly reporting requirement for this portfolio.

KEY ISSUES AND CONSIDERATIONS

Response to Commonwealth Government Budget funding announcements

- The Commonwealth Government has made matched budget funding announcements for a number of significant road upgrades across the Territory.

Sci

2.2(a)(xvi)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Schedule 2.2(a)(xvi)

SC1 2.2(a)(xvi)

Key Roads Contracts

- There are a number of significant procurements in Roads ACT that will commence shortly. Details will be provided in a further briefing.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
October 2020 Belconnen Bikeway	Full completion of Belconnen Bikeway – late October (being delivered by Infrastructure Delivery).
21 October 2020 National Ride to Work Day	
March 2021 Six months since e-scooter operations commenced	Operations commenced in September 2020.
February 2020 William Slim Drive	Duplication project due to commence (being delivered by Infrastructure Delivery).
February 2021 Well Station Drive park and ride	Well Station Drive park and ride start of works (TBC) (being delivered by Infrastructure Delivery).

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Pedal Power ACT	Mr Ian Ross, CEO Ph: [REDACTED] M: [REDACTED]
Canberra Cycling Club	John Warren Ph: [REDACTED] [REDACTED]
ACTVETS Cycling Club	Ian McVay [REDACTED]
Cycling ACT (1 November to be known as AusCycling)	Neil Skipper [REDACTED] @cycling.org.au
Heart Foundation	Robyn Smith and Annie Kentwell Ph: 02 6269 2641 [REDACTED]
Master Plumbers ACT (MPA)	Leigh Watson Executive Officer Ph: [REDACTED] eo@masterplumbersact.asn.au
Master Builders Association (MBA) of the ACT	Michael Hopkins [REDACTED]
AustRoads	Transport Infrastructure Program Coordinator: Eliz Esteban Ph: [REDACTED] M: [REDACTED] [REDACTED]
Property Council of Australia – ACT Branch	Adina Cirson Australian Capital Territory Executive Director Ph: 02 6276 3601
Consult Australia – ACT Branch	Jan Irvine Acting ACT Manager Ph: [REDACTED]

ACT Council of Parents and Citizens Association	Terry Sanders, Executive Officer Ph: 02 6241 5759
The Association of Parents and Friends of ACT Schools (independent schools)	Jenni Rickard, Executive officer Ph: 02 62873538
Catholic Education – Archdiocese Canberra and Goulburn	Ross Fox, Chief Executive Officer Ph: 02 6234 5455

FINANCIAL CONSIDERATIONS

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses¹	244	247	253	258
Controlled – capital injection	164	137	104	43
Territorial – expenses	-	1	1	2
Territorial – capital injection	-	-	-	-

Note: Included in the Controlled expenses is Depreciation expense of: \$150m (20-21), \$153m (21-22), \$156m (22-23), \$159m (23-24)

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL	
Jim Corrigan	Deputy Director-General, City Services		Jim.corrigan@act.gov.au	
Ken Marshall	A/G Executive Group Manager, City Operations		Ken.marshall@act.gov.au	
Shelly Fraser	A/G Executive Branch Manager, Roads ACT		Shelly.fraser@act.gov.au	
John Bowdery	Executive Branch Manager, Strategic Policy and Customer (responsible for Active Travel Office)		John.bowdery@act.gov.au	

¹ Included in the Controlled expenses is Depreciation expense of: \$150m (20-21), \$153m (21-22), \$156m (22-23), \$159m (23-24)

Geoffrey Davidson	Executive Branch Manager, Place Coordination		Geoffrey.davidson@act.gov.au	
Ben McHugh	A/G Deputy Director-General, Transport Canberra (responsible for Active Travel Office)		Ben.mchugh@act.gov.au	

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CITY SERVICES OVERVIEW

As the Minister for City Services you are responsible for:

- Our public open spaces, including management and maintenance of parks, playgrounds, local shopping centres and public facilities such as BBQs and toilets.
- Licensing and compliance of public land issues.
- Management of the urban forest as part of Canberra's status as the bush capital.
- A range of Territory and Business Services including Domestic Animal Services, Libraries ACT, Yarralumla Nursery, Birrigai outdoor school, Canberra Cemeteries and Capital Linen Services.
- Delivery of related infrastructure projects, such as new roads and cycle paths.

The Government has committed to improve the public realm and maintain the beautiful look and feel of our city, including delivering key infrastructure upgrades to pathways, playgrounds and local shopping centres across Canberra, increasing the tree canopy and supporting local jobs by investing in our public spaces. We are well placed to deliver on these commitments.

Canberra's open and public spaces are the centres of our community – our parks, playgrounds, shopping centres and libraries are where people come together. We will work with you to ensure that the look and feel of our city is maintained as one of the best things about living in Canberra.

Key Facts

Public realm

- The City Services portfolio includes management of:
 - 6,318 hectares of urban open space
 - 374 hectares of lakes and ponds
 - 770,824 urban trees
 - 512 playgrounds that are inspected at least fortnightly for safety and repairs
 - 117 BBQs
 - 90 shopping precinct areas
 - 424 designated urban parks
 - 120 hectares of irrigated grassland
 - 3,822 kilometres of stormwater pipe.
- Mowing of public open spaces currently occurs every four weeks and arterial roads every five weeks during the warmer months.
- Inspections and litter picking at town and district parks currently occur at least weekly with major arterial roads and open space litter picked monthly.
- Over 1,500 public land use permits on average are issued a year for a range purposes, including events and construction permits.
- Over 5,000 development proposals are reviewed a year in relation to impacts on public land and assets, in partnership with the ACT Planning and Land Authority.

ACT Libraries

- Approximately 41% of the ACT population are registered members of Libraries ACT.
- 2,291 public library programs were attended by 64,488 people last financial year, including 29,563 participants at Giggle & Wiggle and Story Time.

Domestic Animal Services

- The dog shelter at Symonston houses up to 50 abandoned, stray or seized dogs.
- DAS processed approximately 990 dogs through its facility last financial year and rehomed over 90% of saleable stray and abandoned dogs.

Canberra Cemeteries

- The Woden Cemetery is a 12-hectare site and is approaching full subscription.
- The Gungahlin Cemetery is a 40-hectare site with approximately 40-50 years remaining to full subscription.
- Certification, testing and approval for the new public Gungahlin Crematorium is expected to begin on 22 October 2020. This will be Canberra's only public crematorium and operate alongside privately owned Norwood Park.
- The Hall Cemetery is a 4-hectare site with few burials but significant issues with endangered flora.

Yarralumla Nursery

- Last financial year 330,000 trees, shrubs and groundcovers were grown for government projects, local and regional retail industries

COVID-19 response

Most services continued during COVID-19, with increased cleaning of public spaces. All essential services related to public safety were maintained, including sharps collection from public areas, incident response (e.g. storm damage), urgent tree maintenance, cleaning of public toilets (if they remain open) and other public places and touch points, streetlight response and removal of abandoned vehicles.

Libraries were closed for a period of time during tightened restrictions but are now open. Online library programs were implemented in lieu of face-to-face programs.

The construction sector also experienced some supply chain impacts for items such as playground equipment and luminaires.

Capital Linen has prepared for urgent supply of linen to the health sector, if needed. Operations are continuing as normal.

Canberra's cemeteries prepared for a worst-case scenario during COVID-19 and this plan is standing by in case of any future spikes in COVID-19 cases in the ACT. The new public crematorium at Gungahlin Cemetery, expected to be complete in early 2021, has been factored into this plan

Domestic Animal Services is open by appointment and rangers have focused on serious dog attacks and essential welfare requirements during COVID-19, such as cleanliness, feeding and veterinary care.

Nurseries and Birrigai outdoor school are currently operating, although services were affected.

Social distancing is adhered to across all City Services sites and operations, with staff and community safety and welfare a priority.

DELIVERING ON YOUR PRIORITIES

The Government has committed to further improving our public spaces, supporting our suburbs and looking after the infrastructure that keeps our city so liveable.

To support this outcome we will focus on growing our tree canopy and upgrading our shops, playgrounds and other public spaces to keep our city beautiful. Details will be provided in further briefings.

Growing our tree canopy

- You have committed to planting and caring for the 450,000 trees necessary to reach a 30% canopy target by 2045 as part of the Urban Forest Strategy, recognising that the urban forest is one of the best things about our city and plays an important role in combatting the effects of climate change.
- We will work with you to protect and grow our tree canopy and develop a plan to plant and maintain trees that will survive for generations.
- In addition, we will work across Government to build on the existing network of green spaces by identifying new areas where we can invest in natural assets, including trees, so that we are not just maintaining but also improving our city's environment.

Invest in local shopping areas

- The Government has committed to significant investments in our local shopping areas, with \$22 million for upgrading 12 shopping and business precincts in the next four years and a commitment to upgrade Beltana Road in Pialligo, as part of a plan to protect and create more than 250,000 local jobs by 2025.
- The ACT's local shopping precincts are a hive of activity for surrounding communities and keeping our local shops vibrant and accessible helps to support our economy and encourages the community to come together.
- We will support you in delivering these significant investments, making our local shopping centres safer and more accessible for pedestrians, cyclists and cars. Upgrades will include landscaping, footpath renewal and mobility upgrades, new seating, new toilets, new bins and improved waste management, among other things.

Better playgrounds

- We are well positioned to support the Government's investment of \$5.4 million in local playgrounds, to improve facilities for our community, build on the Government's track record of delivering better playgrounds in Canberra, and create jobs.
- This will include improving playgrounds in six suburbs and may include upgrades to the existing playground or adding new play facilities like nature play, climbing structures or bike pump tracks, as well as toilets, shade-sails and fencing.
- In addition, there will be significant investment in new playgrounds including a new destination playground in the Inner North.

- We are well prepared to deliver these new investments, which builds on work during the previous term of Government in delivering new and upgraded playgrounds.
- This work is in addition to the dozens of playgrounds that are refreshed each year through the regular audit program that includes things like repainting, new soft fall and better seating and equipment.
- We will work with you to ensure appropriate consultation occurs with the community.

Improve our parks and public places

- You have committed to improving our parks and public spaces, including new public toilets at the Farrer Nature Play and in Colbee Court Phillip, as well as an investment of \$250,000 in new landscaping, additional lighting and more trees at Telopea Park.
- We will deliver these improvements.

Lakes and waterways, including the Tuggeranong Foreshore

- The Government has committed to improving lakes and waterways, including upgrading the Lake Ginninderra swimming area and a 10-year plan for a healthier Lake Tuggeranong.
- We will work with the Roads and Active Travel portfolio to support your commitment to start construction on active travel improvements in the Tuggeranong Town Centre, to make safer connections for walkers and cyclists.
- We will also deliver on the Government's commitment to invest \$4.75 million for major improvements to the foreshore precinct from Reed Street South to Tuggeranong Town Park. Upgrades will include a new playground, recreation facilities, better green spaces and accessibility improvements.
- As part of the Tuggeranong Foreshore improvements we will lead consultation with the community to see what they would like in areas like Tuggeranong Town Park and the Skatepark.

Libraries

- The Government has recognised that libraries are an important hub in our community, providing access to services and providing a place of lifelong community learning.
- In recognition of this, the Government has committed to start work on a new library and community centre in Molonglo so that residents of this growing area can enjoy the benefits libraries bring. We will support the delivery of this through a co-design process and working closely with the community.

Animals

- Many Canberrans own a pet and animals are integral parts of the lives of Canberrans.
- The Government has committed to encouraging responsible pet ownership and fostering good animal welfare outcomes while keeping the community safe. As part of this we will continue the rollout of cat containment in a measured, deliberative and consultative way, to

protect our pets as well as the natural environment. We will also make further upgrades to the facilities at Domestic Animal Services to make sure animals at the shelter receive the best care, while also keeping our workers safe.

- We will work with the RSPCA on significant building, treatment and capacity upgrades to its facility in line with the Government's commitment.
- In addition, we will deliver on your commitment to build more dog parks across the city.

Cemeteries and crematoria

- The Government has committed to ensuring that all Canberrans can access cemetery and crematorium services as the city grows.
- We will continue to provide a range of services including burials, cremations and natural burials. Certification, testing and approval for the new cremator in Gungahlin is expected to begin on 22 October 2020. The induction of funeral directors and the commencement of formal cremations is expected to start in the week beginning 2 November 2020. The completion of all remaining stages of the new publicly run crematorium, including the viewing room, landscaping and other non-cremator related infrastructure is expected in late January 2021.
- We will also progress work with you, including appropriate budget submissions, for a new cemetery for Canberra's southside by progressively building new stages at the Southern Memorial Park.

MINISTERIAL FUNCTIONS

You are responsible for setting strategic direction and policy in relation to public land use, management of the urban forest on private and public land, cemeteries and crematoria in the ACT, and animal welfare and domestic animal management as well as regulation of the veterinary profession.

This includes how our public land is used and managed, and our community is involved as part of this process, for example in upgrading playgrounds and shopping centres.

Legislation and decision making

Current legislation in the City Services portfolio and key decision-making responsibilities are set out in the table below. Opportunities for reform can be discussed with you.

<i>Animal Welfare Act 1992</i>	The Minister currently has the power to determine standards, approve codes of practice relating to animal welfare, declare animal welfare entities and make guidelines on how they deal with a seized animal and determine fees. Under the current Act the Minister must establish an Animal Welfare Advisory Committee (AWAC) and review the operation of the <i>Animal Welfare Legislation Amendment Act 2019</i> within three years of its commencement (this being 2022). Some AWAC appointments will expire in 2021.

	The Act sets out responsibilities, powers, and enforcement actions in relation to animal welfare issues and offences, including issuing fines. RSPCA ACT and DAS officials are currently authorised inspectors under the Act and can undertake enforcement action.
<i>Cemeteries and Crematoria Act 2020</i>	The Minister currently has the power to prohibit cremation of human remains in certain circumstances, approve the Cemeteries and Crematoria Authority (the Authority) to build, develop or operate a facility, give directions to the Authority, approve codes of practice and determine fees. The Act establishes the Cemeteries and Crematoria Authority Board, which has been appointed to operate the Gungahlin, Woden and Hall cemeteries. Board appointments expire in 2021. Currently the Minister must determine the trustee for perpetual care trust and the perpetual care trust percentage for a facility for which a perpetual care trust is established. TCCS currently acts as the regulator for cemeteries and crematoria. This role currently sits within the Chief Operating Officer Group, separate to cemeteries operations, and provides a range of oversight and regulatory functions for cemeteries and crematoria, including licensing of facilities.
<i>Domestic Animals Act 2000</i>	The Minister currently has the power to declare dog exercise areas, declare dog prohibited areas, issue guidelines about the exercise of the Registrar for Domestic Animal's functions for returning impounded dogs, declare cat containment areas, issue guidelines about returning seized cats, determine minimum assistance animal standards and accreditation guidelines, issue guidelines about the Registrar's functions regarding animal nuisance, approve codes of practice and determine fees. TCCS officials are currently delegated as the Registrar for Domestic Animals to make decisions around seizing, rehoming and destroying dogs, including dangerous dogs, among other things. The Act also includes a range of inspection and enforcement powers relating to domestic animals, including issuing fines, and DAS officials are currently appointed as investigators under the Act and can take enforcement action.
<i>Litter Act 2004</i> Enforcement only, policy responsibility sits with the	City rangers currently enforce the Act with a range of powers and enforcement actions around littering, including issuing fines. Policy responsibility rests with the Minister for Waste and Recycling.

Minister for Waste and Recycling	
<i>Public Unleased Land Act 2013</i>	The current Act regulates the use of public unleased land in the ACT. The Minister can currently approve a code of practice about movable signs, declare whether an activity is or is not a use of public unleased land, determine matters to be considered by Director-General in determining whether to impose financial assurance conditions on permits, determine fees and determine the annual percentage rate at which interest is payable under the Act. TCCS City Rangers currently enforce the PULA Act and have a range of inspection and enforcement powers, including issuing fines.
<i>Tree Protection Act 2005</i>	Under the current Act the Minister has the power to declare an area of land as built up urban area for the purpose of tree protection and regulation, determine approval criteria for activities which damage a protected tree or are prohibited groundwork in the protection zone for a protected tree or declared site, determine criteria for declaring a tree management precinct, declare an area a tree management precinct, determine registration criteria and cancel registration criteria for a tree, appoint members of the Tree Advisory Panel and determine fees. Appointments to the Tree Advisory Panel are due to expire in 2021. TCCS currently administers the Act on behalf of the Conservator for Fauna and Flora, which currently sits within the Environment, Planning and Sustainable Development Directorate. TCCS as the current delegate provides approval or refusal for activities that damage protected trees under the Act and can take a range of compliance and enforcement action.
<i>Trespass on Territory Land Act 1932</i>	Under the current Act the Minister has the power to cause a notice to be placed on unleased Territory land or land occupied by the Territory prohibiting trespass on the land, provide written authorisation to people to prevent trespassing, and authorise public servants to certify land as unleased Territory land or land occupied by the Territory that is within the city area. TCCS officials are currently appointed inspectors to carry out the provisions of the Act.
<i>Utilities Act 2000</i>	The Minister currently has the power to approve a stormwater network code, approve a framework for the interaction between

Part 14 and sections 254 and 256 in relation to part 14	the streetlight network and the electricity network, approve a draft streetlight network code as recommended by the Director-General and determine certain fees.
<i>Veterinary Practice Act 2018.</i>	Under the current Act the Minister has the power to appoint Veterinary Practitioner Board members, request written reports from the Veterinary Practitioner Board, write to the Veterinary Practitioner Board if unsatisfied with its exercise of functions and state what it must do for the Minister to be satisfied, exempt a veterinary practitioner from a provision under the Act if it is in the public interest and make guidelines about the giving of exemptions, declare an entity a professional body and determine fees. The Veterinary Practitioners Board regulates the veterinary profession in the ACT and can provide advice to the Minister. Under the current Act the Minister must review the Act as soon as practicable after the end of its 5th year in operation (this being 2023). The Chief Operating Office Group in TCCS is currently responsible for oversight of the Veterinary Practitioners Board, and also provides the Registrar function for the Board.

Appointments

The following statutory appointments are relevant to City Services:

- Appointments to the ACT Veterinary Practitioners Board under the *Veterinary Practice Act 2018*. A number of appointments will expire in 2021.
- Appointments to the ACT Cemeteries Authority Board under the *Cemeteries and Crematoria Act 2020*. Appointments will expire in 2021.
- Appointments to the Animal Welfare Advisory Committee under the *Animal Welfare Act 1992*. A number of appointments will expire in 2021.
- Appointments to the Tree Advisory Panel under the *Tree Protection Act 2005*. Appointments will expire in 2021.

Intergovernmental forums you attend

Nil.

Assembly reporting requirements

There are no current Assembly reporting requirements for the Minister for City Services.

KEY ISSUES AND CONSIDERATIONS

Finalising and Implementing the Urban Forest Strategy

- The Urban Forest Strategy is a commitment from Canberra's Living Infrastructure Plan and will guide tree plantings to achieve 30% canopy cover and ensure that the ACT's urban forest is resilient, sustainable and contributes to the wellbeing of the community in a changing climate.
- This work will include reform to the *Tree Protection Act 2005* to ensure that when trees are removed, they are replaced, and that there is an appropriate balance between protecting the urban forest and allowing good outcomes for Canberra's urban areas.
- This includes completion of the Yarralumla Nursery capital works upgrades to assist in the production and sourcing of plants to deliver on the Urban Forest Strategy.

Commonwealth funding opportunities

- The ACT is eligible for \$16 million as part of the Commonwealth Government's next round of funding under the Local Government Community Infrastructure program.
- We will provide a further briefing to you on election commitments that may be appropriate for the program.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
1-12 November Australia Reads campaign	Libraries ACT will be participating. Also includes Australian Reading Hour.
Early November 2020 Play space upgrades completed – early November (weather permitting)	Five play spaces completed following reviews.
16 November 2020 DAS volunteers return	Volunteers return to DAS under revamped program.
November 2020 Libraries ACT Woden Library upgrade	Upgrade of former ACT Heritage Library spaces and other spaces at Woden Library.
November 2020	2000 trees being planted under program.

Spring planting program completion (expected by end of November)	
December 2020 Dangerous Dog Kennels	Construction of new dangerous dog kennels for DAS to be completed.
December 2020 Cooleman Court car park	Start of works (TBC).
January 2021 Pet Business Animal Welfare Licensing	New pet business licensing scheme introduced under the Animal Welfare Legislation Amendment Bill 2019 was postponed due to the impact of COVID-19 on local businesses (was originally set to commence April 2020). Consultation with businesses was undertaken between November 2019-March 2020 to develop new codes of practice. New commencement TBD, estimated around January 2021 following renewed consultation with businesses and Ministerial approval of the new codes.
January 2021 Crematorium completion	Crematorium at Gungahlin due to be completed and fully handed over to Government.
February 2021 Dog park improvements	Dog park improvements at Tuggeranong and Belconnen commence.
14 February 2021 Library Lovers' Day	Library Lovers' Day is an annual opportunity for people to celebrate the valuable role that libraries play in their lives.

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Organisations	
Cemeteries & Crematoria Association of NSW	Secretary Level 2, 97-99 Bathurst St Sydney, NSW 2000 https://ccansw.org.au/ Additionally, All ACT (and surrounding region) funeral directors from both a burial and cremation perspective are considered key stakeholders.
Animal Rescue and Foster	Susan Black Secretary PO Box 1308 Woden ACT 2606 info@fosterdogs.org
RSPCA ACT	Ms Michelle Robertson CEO 12 Kirkpatrick Street Weston (off Cotter Road) ACT 2611 Ph: 62878100
National Capital Authority (NCA)	Sally Barnes CEO Telephone: [REDACTED] Email: info@nca.gov.au
Land Care ACT	Ms Karissa Preuss CEO [REDACTED] Landcare ACT Ltd Unit C / 2 Lansell Court, Wanniassa, ACT 2903
ACT Council of the Ageing (COTA)	Hughes Community Centre Wisdom St, Hughes, ACT, 2605 Ph: 02 6282 3777 Email: contact@cotaact.org.au

Conservation Council	Helen Oakley Executive Director Ph: 6229 3200 Email: info@conservationcouncil.org.au
ATSIA - Aboriginal and Torres Strait Islander Elected Body	Katrina Fanning Chairperson Ph: (02) 6205 2551 atsieb@act.gov
City Renewal Authority (CRA)	Malcolm Snow CEO (02) 6205 1805 Malcolm.snow@act.gov.au
Master Plumbers ACT (MPA)	Leigh Watson Executive Officer M [REDACTED] Eeo@masterplumbersact.asn.au
Austroroads	Eliz Esteban Transport Infrastructure Program Coordinator Ph: [REDACTED] M: [REDACTED] [REDACTED]
Boards and Committees	
Animal Welfare Advisory Committee	Ms Genevieve Butler Chair [REDACTED] AWAC under the <i>Animal Welfare Act 1992</i> advises you and the Directorate on animal welfare matters.
Veterinary Practitioners Board	Ms Debbie Neutze President [REDACTED] The Veterinary Practitioners Board is an independent Board that regulates the veterinary profession. You have a role in making decisions on aspects under the <i>Veterinary Practice Act 2018</i> , such as what constitutes an act of veterinary science.

Cemeteries Authority Board	Mr Stephen Bartos Chair  The Board reports to you as the responsible Minister under the <i>Cemeteries and Crematoria Act 2020</i>.

FINANCIAL CONSIDERATIONS

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses¹²	126	123	125	122
Controlled – capital injection	21	7	7	6
Territorial – expenses	1	1	1	1
Territorial – capital injection	-	-	-	-

Note: The City Services portfolio excludes the Sport and Recreation components, these are incorporated with CMTEDD.

Note: Included in the Controlled expenses is the depreciation expense of \$16m (20-21), \$16m (21-22), \$17m (22-23), \$16m (23-24)

¹ Controlled expenses include allocated corporate overheads. Sport and recreation components are excluded from City Services portfolio.

² Included in the Controlled expenses is the depreciation expense of \$16m (20-21), \$16m (21-22), \$17m (22-23), \$16m (23-24)

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

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Jim Corrigan	Deputy Director-General, City Services		Jim.corrigan@act.gov.au	
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Stephen Alegria	Executive Branch Manager, City Presentation		Stephen.alegria@act.gov.au	
Meghan Oldfield	Executive Group Manager, Infrastructure Delivery and Waste		Meghan.oldfield@act.gov.au	
Jeremy Smith	Executive Branch Manager, Infrastructure Delivery		Jeremy.smith@act.gov.au	
Ben McHugh	Transport Canberra and Business Services		Ben.mchugh@act.gov.au	

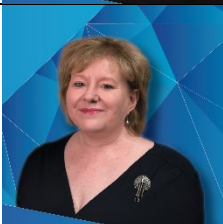
Craig Jordan	Executive Group Manager, Business Services		craig.jordan@act.gov.au	
Daniel Childs	Executive Branch Manager, Capital Linen		Daniel.childs@act.gov.au	
Vanessa Little	Executive Branch Manager, Libraries ACT		Vanessa.little@act.gov.au	

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RECYCLING AND WASTE REDUCTION OVERVIEW

As the Minister for Recycling and Waste Reduction, you are responsible for waste management and waste and recycling policy.

We will support you in the delivery of a number of Government commitments, including bringing forward the city-wide rollout of the bulky waste service in 2021 and a city-wide food waste collection service. We will also work with you to deliver a new large-scale in-vessel processing facility for food and garden waste.

Key facts

- 71.2 million containers were recycled through the Container Deposit Scheme in the first two years of operation.
- The ACT currently has a resource recovery rate of 76%.
- Around 7,041 million household rubbish and 3,615 million recycling collections are undertaken yearly.
- Around 76,490 tonnes of kerbside waste is sent to landfill yearly, and 31,954 tonnes of kerbside recycling recovered at the Materials Recycling Facility at Hume.
- 5,046 tonnes of recycling was collected through the ACT NoWaste Recycling Drop Off Centres last financial year.

COVID-19 response

Preparations were undertaken during COVID-19 for possible impacts on waste and recycling services.

The impact of COVID-19 from March to September 2020 included a 13 per cent increase in residential waste, 19 per cent reduction in commercial waste and an overall 4 per cent reduction in waste generation for the period.

Overall, the impact on waste management activities has been minimal, with no major service disruptions experienced. The following contingency measures were introduced:

- Household recycling and household waste collections commenced earlier by two hours, with a 5am start allowing staggered shifts and better social distancing between drivers.
- All Government waste facilities moved to electronic transactions.
- Education programs at the Recycling Discovery Hub (RDH) and community outreach activities were suspended in line with health and safety advice. The RDH has now recommenced to a limited extent, in line with ACT Government COVID-19 advice.
- The drop-off facilities at the Soft-Landing mattress recycling facility were temporarily closed but have now reopened.

DELIVERING ON YOUR PRIORITIES

Your Government has committed to reducing waste and making this easier for Canberrans, combatting the effects of climate change and helping Canberrans save time and money through effective waste management solutions.

To deliver these outcomes we will focus on a number of the Government's key priorities. Details will be provided in further briefings.

Food waste collection service

- You have committed to investing in a city-wide food waste collection service for the ACT to create new jobs and take further action on climate change. A food waste service will provide every house with a free green bin, kitchen caddy and weekly pickup. We are well positioned to support you in this goal.
- As part of this we will trial a food recycling scheme with 5,000 households in the Belconnen Town Centre, where Canberrans will be able to place food waste in existing green bins. The trial will be used to inform the city-wide rollout. The scheme will create jobs across collection, construction, and ongoing management.
- In addition, we will work with you to deliver the construction of a new large-scale in-vessel processing facility to turn Canberra's food and garden waste into valuable compost for the community.
- A food waste collection service is central to bringing down waste emissions by recycling food waste and will support the Government's commitment to reduce emissions by 30%.

Bulky waste pickup

- The Government has committed to bringing forward the city-wide roll-out of a household bulky waste pick up service to 2021.
- Having delivered the successful partial rollout of bulky waste collection in Canberra, we are well prepared to immediately work to deliver on this commitment.

Phasing out single use plastics

- The Government has committed to phasing out single use plastics and introducing a *Plastic Reduction Bill* to give legislative power to bans on polystyrene food containers, plastic cutlery and drink stirrers from 1 July 2021, and bans on oxo-degradable plastics, plastic straws and plastic barrier bags from 1 July 2022. The Government will also mandate a reduction in the use of plastic at major festivals and events.
- We are well placed to support this priority, with a Bill having already been drafted.

MINISTERIAL FUNCTIONS

You are responsible for setting strategic direction and policy in relation to waste and recycling matters.

Legislation and decision making

Current legislation in the waste and recycling portfolio and key decision-making responsibilities are set out in the table below.

Legislation	Decision making responsibilities
<i>Litter Act 2004</i> Policy responsibility sits with the Minister for Recycling and Waste Reduction, but enforcement is undertaken by City Services	The Minister can currently approve a code of practice setting out minimum standards or guidelines for this Act and must approve a code of practice setting out guidelines for the Director-General in dealing with amenity impacts caused by hoarding (a hoarding code of practice). The Minister may determine fees for this Act. TCCS officials are currently authorised under the Act to take compliance and enforcement action for littering offences, including issuing of fines.
<i>Plastic Shopping Bags Ban Act 2010</i>	The Act currently bans plastic shopping bags that are under 35 microns in thickness and not biodegradable. The Minister has a regulation-making power under this Act.
<i>Waste Management and Resource Recovery Act 2016</i> (the Waste Act)	The current objects of the Waste Act are to manage waste according to the waste hierarchy which emphasises minimisation, resource recovery and avoiding waste-to-landfill while promoting innovation, investment, responsibility and best practice in waste management. The Waste Act also establishes the ACT Container Deposit Scheme and provides for its administration. The Waste Act has a range of provisions around waste management and resource recovery, including licencing of facilities, and TCCS officials currently have compliance and enforcement powers. The Deputy Director-General is currently appointed as the Waste Manager under the Waste Act. The Waste Manager has a range of powers under the Waste Act, including granting waste facility licences and waste transporter registrations, and under particular circumstances taking regulatory actions, making requests for financial assurance, issuing directions and making enforceable undertakings.

Appointments

Nil.

Intergovernmental forums you attend

Commonwealth Meeting of Environment Ministers (MEM)

The ACT Representative on the Commonwealth Meeting of Environment Ministers (MEM) is the Minister for Environment. However, MEM is the forum where Waste matters are discussed, therefore dependent on the agenda, the Minister for Recycling and Waste Reduction has attended on occasion.

Senior executives of the ACT Government provide representation at the Senior Officials Group (SOG), which supports the work of the MEM.

This work is supported by several officer-level working groups that assist in delivering national resource recovery commitments, including the Photovoltaic Working Group and Circular Economy Cross Jurisdiction Working Group.

No MEM meetings are scheduled in the near future and the SOG last considered two items out-of-session on 13 October 2020 and will likely continue to consider items out-of-session for the foreseeable future.

Assembly reporting requirements

The Auditor-General reported to the Assembly on the Management of Household Waste Services. The Government Response was circulated to Members of the former Assembly out of session in September 2020. There is a requirement to formally table the report on the first day of the 10th Sitting.

KEY ISSUES AND CONSIDERATIONS

Key Waste Contracts

- There are a number of significant waste procurements that will commence shortly. Details will be provided in further briefing.

COAG Waste Export Ban

- The COAG Waste Export Ban was agreed at COAG in March 2020 and provides a timetable to ban the export of certain categories of waste plastic, paper, glass and tyres that don't meet specific export standards.
- The COAG Waste Export Ban is a first step in taking responsibility for waste and using this resource to create jobs, spark innovation, and deliver strong environmental outcomes. The following timetable is in place to implement the bans:
 - Unprocessed glass by January 2021.
 - Mixed plastics that are not of a single resin/polymer type by July 2021.
 - Whole tyres by December 2021.
 - Unprocessed single resin/polymer plastics by July 2022.

- Mixed and unsorted paper and cardboard by July 2024.
- Procurement is now underway for the Material Recovery Facility Upgrades to support successful implementation of the COAG Waste Export Ban and ensure processing of cleaner, higher quality recycled materials that can be more easily sold on domestic and international markets.

National Partnership Agreement on Recycling Infrastructure

- The ACT Government is a signatory to the National Partnership Agreement (NPA) on Recycling Infrastructure.
- The objectives of the NPA are to improve the quality of recyclable materials available for reuse and build Australia's sorting and processing capacity of recyclable materials affected by the COAG Waste Export Ban.
- The NPA and the related bilateral schedule has a number of project milestones that needs to be met and the Commonwealth will make payments subject to the Territory demonstrating that the relevant project milestones have been met.
- Under the NPA the ACT and Commonwealth Governments have agreed to co-fund a \$21 million upgrade to the ACT Government Materials Recycling Facility in Hume.

Waste facility development proposals

- Two proposals for new waste facilities in the ACT located in Fyshwick are currently subject to the ACT planning process, managed by the ACT Planning and Land Authority. TCCS is a mandatory referral agency under planning legislation.
- These proposals are by Capital Recycling Solutions and Hi Quality.
- Both development proposals have received significant media attention and are the subject of campaigns by the Fyshwick Business Association and the Inner South Community Council.
- As Minister, you will have opportunities to provide input through the planning process.

Negotiations between Suez and the TWU - Enterprise Bargaining

- Suez is the current contractor providing kerbside waste and recycling collection services in the ACT. The Transport Workers Union (TWU) are currently in negotiations over a new Enterprise Bargaining Agreement for the kerbside waste and recycling collection drivers.
- As the negotiations are between Suez and the TWU, the Territory plays no part in these negotiations.
- Protection Industrial Action may be undertaken if negotiations continue unsuccessfully, which has the potential to cause stoppages to kerbside bin collection services.
- You will be briefed on this issue in more detail.

Phasing out single-use plastics

- The *Plastic Reduction Bill* (the Bill) was developed through the last Assembly period to phase out unnecessary and problematic single-use plastic, as noted above. This project resulted from consultation in 2019 which showed strong community and business support to reduce plastic consumption in the ACT.
- The Bill was developed in consultation with ACT Government Directorates, other Australian jurisdictions, and the ACT Plastic Reduction Taskforce. The Taskforce represents key local and national industry, environmental and disability advocacy bodies.
- An exposure draft of the Bill was tabled in the Legislative Assembly on 13 August 2020. This Bill could be introduced prior to end-2020. There is a supporting business case.
- You will be briefed on this in more detail.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
19 October 2020 Corflute recycling trial commence	Trial will be promoted across political parties, real estate agents, printers etc.
November 2020 – TBC Waste Auditor General's Report - First sitting day of 10 th Assembly	Formally table the Auditor-General's Report No.5/2020 on Management of Household Waste Services.
November/Dec 2020 Waste - Introduction of <i>Plastic Reduction Bill</i>	Fulfilling Labor commitment to introduce the Bill prior to the end of 2020. Advice from the Minister's Office is that the Bill is 'shelf ready' pending a return to Government and a strong desire to achieve post-election.
9-15 November 2020 National Recycling Week	Design competition being held for new collection vehicles.
21-22 November 2020 Garage Sale Trail	ACT NoWaste provides financial support to the Garage Sale Trail Foundation. Each year the Foundation runs a 'National Garage Sale Trail' weekend across the country, with the aim of encouraging reuse and reducing waste to landfill. ACT NoWaste supports efforts to promote the weekend in the ACT.

23 November 2020	Phase 2 campaign and launch of the online challenge.
Love Food Hate Waste Program	

Schedule 2.2(a)(x), Schedule 2.2(a)(xvi)

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Commonwealth Department of Agriculture, Water and the Environment	The Hon. Trevor Evans MP Assistant Minister for Waste Reduction and Environmental Management Trevor.evans.MP@aph.gov.au Ph: (02) 6277 2008
Waste Management and Resource Recovery Association Australia (WMRR)	Ms Gayle Sloan Chief Executive Officer Ph: 02 8746 5066 M: [REDACTED] WMRR is the peak body on waste and recycling issues in Australia.
Waste Contractors and Recyclers Association of NSW (WCRA)	Tony Khoury Executive Director [REDACTED] WCRA is a registered industrial body of employers that addresses business issues relating to the waste and recycling industry on behalf of its constituent Members.

Re.Group	Mr David Singh Managing Director [REDACTED] Mr. Garth Lamb Chief Development Officer [REDACTED] Re.Group are contracted to manage the ACT Materials Recycling Facility, and are the parent company of Return.It, which operates the ACT Container Deposit Scheme network.
Suez	Leon Grosso NSW/ACT Senior Manager [REDACTED] Sean Crowe ACT Branch Manager [REDACTED] Ph: [REDACTED]
Remondis	Susie McBurney NSW Manager [REDACTED] Ph: [REDACTED] Russell Cairns ACT Manager [REDACTED] Ph: [REDACTED]
Canberra Region Joint Organisation	Yass Valley Shire Council Mayor Rowena Abbey Chair [REDACTED] Ph: [REDACTED] Kalina Koloff Executive Officer [REDACTED] Ph: [REDACTED] The Canberra Region Joint Organisation is comprised of Bega Valley, Eurobodalla, Goulburn Mulwaree, Hilltops, Queanbeyan-Palerang, Snowy Monaro, Snowy Valleys, Upper Lachlan, Wingecarribee and Yass Valley. A number of these councils use ACT waste facilities.

Inner South Community Council	Marea Fatseas Chair Inner South Community Council info@iscc.org.au The ISCC are running a community campaign against the proposed CRS and Hi Quality waste facilities in Fyshwick.
Fyshwick Business Association	Mr Rob Evans President, Fyshwick Business Association Ph: [REDACTED] On behalf of the FBA, Mr Evans is running a campaign against the proposed CRS and Hi Quality waste facilities in Fyshwick.
Australian Food and Grocery Council	Tanya Barden Chief Executive Officer [REDACTED] Barry Cosier Director, Sustainability [REDACTED] The AFGC are a member of the ACT Government Single-Use Plastic Reduction Taskforce.
Australian Packaging Covenant Organisation	Brook Donnelly Chief Executive Officer [REDACTED] Peter Brisbane Government Partnership Manager [REDACTED] APCO are a member of the ACT Government Single-Use Plastic Reduction Taskforce.
Conservation Council of ACT	Helen Oakey Executive Director [REDACTED] Ms Oakey is a member of the ACT Government Single-Use Plastic Reduction Taskforce.

Australian Hotels Association (ACT President)	Michael Capezio ACT President admin@actaha.org.au Mr Capezio sits on the ACT Government Single-Use Plastic Reduction Taskforce.
Australian Retailers Association	Paul Zahra Chief Executive Officer [REDACTED] Head of Public Affairs [REDACTED] [REDACTED] sits on the ACT Government Single-Use Plastic Reduction Taskforce.
National Retail Association	Dominique Lamb Chief Executive Officer David Stout Director, Policy [REDACTED] Mr Stout is a member of the ACT Government Single-Use Plastic Reduction Taskforce.
Canberra Business Chamber	Graham Catt Chief Executive Officer ceo@canberrabusiness.com The CBC is a member of the ACT Government Single-Use Plastic Reduction Taskforce.
Carers ACT	Carol Archard Manager of Policy and Advocacy [REDACTED] Mr Archard is a member of the ACT Government Single-Use Plastic Reduction Taskforce.
People with Disabilities ACT	David Luck President admin@pwdact.org.au Mr Luck is a member of the ACT Government Single-Use Plastic Reduction Taskforce.

Advocacy for Inclusion ACT	Nicolas Lawler CEO info@advocacyforinclusion.org Mr Lawler is a member of the ACT Government Single-Use Plastic Reduction Taskforce.

FINANCIAL CONSIDERATIONS

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses ¹	76	63	64	69
Controlled – capital injection	29	32	4	3
Territorial – expenses	25	26	27	27
Territorial – capital injection				

Note: Included in the Controlled expenses is Depreciation expense of: \$6m (20-21), \$7m (21-22), \$6m (22-23), \$5m (23-24)

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL	FACEPLACE
Jim Corrigan	Deputy Director-General, City Services		Jim.corrigan@act.gov.au	
Meghan Oldfield	Executive Group Manager, Infrastructure Delivery and Waste		Meghan.oldfield@act.gov.au	
Anthony Haraldson A/G	Executive Branch Manager, NoWaste		Anthony.haraldson@act.gov.au	

¹ Included in the Controlled expenses is Depreciation expense of: \$6m (20-21), \$7m (21-22), \$6m (22-23), \$5m (23-24)

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CLIMATE CHANGE AND SUSTAINABILITY OVERVIEW

The Minister for Climate Change and Sustainability is responsible for design and delivery of policies and programs to achieve your climate change goals. These policies and programs address mitigation of emissions, and resilience to climate effects already “locked in”.

Mitigation targets are based on scientific estimates of global reduction paths needed to limit global temperature increase to no more than two degrees. Transport is the largest contributor to the ACT’s emissions, accounting for more than 60% of emissions. Natural gas use accounts for a further 22%. Refrigerant gases, waste and land use changes are the other key contributors.

“Locked in” effects are likely to include more frequent and severe heat, drought, storms and bushfires. The summer of 2019-20 demonstrated many of these potential effects, with an extended drought, record-breaking bushfires, poor air quality from bushfire smoke, an intense hailstorm causing extensive property, and continued stress on mental and physical health.

The ACT has been widely recognised as a leading-edge jurisdiction in addressing climate change, with a proven track record. It has released an expansive plan to address mitigation and resilience in the *ACT Climate Change Strategy 2019-25* (‘the CC Strategy’) and *Canberra’s Living Infrastructure Plan: Cooling the City* (‘the LIP’).

You have committed to the following key targets:

- Achieving net zero emissions in the ACT by 2045 (legislated in *Climate Change and Greenhouse Gas Reduction Act 2010*), with interim targets of 50-60% below 1990 levels by 2025, 65-75% by 2030 and 90-95% by 2040.
- Making sure that the ACT has 100% renewable electricity on and from 1 January 2020 (legislated in *Climate Change and Greenhouse Gas Reduction Act 2010*).
- Increasing tree canopy cover and permeable surface area across the settled area of the ACT to 30% (announced in the LIP).
- Achieving zero emissions from ACT Government operations by 2040 (announced in the CC Strategy).

Energy Emergencies

The Minister for Climate Change and Sustainability also leads development of energy policy in the ACT, including the lead role for management of energy emergencies (electricity and natural gas shortages, fuel supply disruptions, etc). The ACT electricity system is part of the National Electricity Market, and many market design and regulation issues are discussed at the National Cabinet Energy Sub-Committee and related bodies. Recent years have seen an increase in declaration of energy emergencies in summer, due to increased heat stress on the system.

Sustainability

The Environment, Planning and Sustainable Development Directorate (EPSDD) also delivers a range of programs to the community through Actsmart, a key support point for households, businesses, schools and community organisations to improve their sustainability. This includes programs in energy, transport, waste and recycling. Much of this support is through an integrated information service and focused engagement. However, there are also financial support programs for groups including low income households, public housing and small businesses. The section also supports

ACT Government agencies to deliver on emissions reductions targets through the Zero Emissions Government team.

Commissioner for Sustainability and the Environment

Dr Sophie Lewis was appointed Commissioner for Sustainability and the Environment in May 2020.

The Commissioner provides independent advice including investigating complaints about the Government's management of the environment or Ecologically Sustainable Development in the ACT, undertaking investigations as directed by the Minister, or investigating Government actions that could substantially impact the environment of the ACT.

Relationship with other portfolios

The climate change and sustainability portfolio interacts right across the Government. Specifically:

- The Treasurer is responsible for utilities concession policy, infrastructure development, oversight of the Independent Competition and Regulatory Commission, skills development, and international investment attraction. The Treasurer is also one of the two nominated shareholders (along with the Environment Minister) with responsibility for the ACT Government's ownership of Icon Water, and subsequent 50 per cent ownership stake in the ActewAGL joint venture energy business.
- The Government's response to climate change is important to the economic development for the ACT, as the sustainable energy industry is seen as a key growth industry in the knowledge economy.
- The Minister for Planning and Land Management and the Minister for Building Quality Improvement is responsible for matters that determine the type, location and design of the built environment, which are central to achieving your energy, transport and living infrastructure objectives.
- The Minister for Transport and City Services delivers transport services that affect almost 2/3 of the ACT's emissions, maintains living infrastructure on government land, and manages waste services which are the fourth largest source of emissions in the Territory.

All Directorates have operations that affect your commitment to achieve a zero emissions government target; Buses, schools and hospital buildings are the largest contributors to government emissions.

DELIVERING ON YOUR PRIORITIES

Your commitment to the *ACT Climate Change Strategy 2019-25* ('the CC Strategy') will be delivered by reducing the use of natural gas in buildings, and to reduce emissions from private transport and addressing emissions from waste. Further funding and measures will be needed to fully implement the strategy and meet the 2025 target.

Key related election commitments include a \$150 million no interest loan scheme for household sustainability upgrades, low interest loans to private schools for building upgrades, \$100 million to support installation of 250MW of batteries across the ACT, acceleration of the transition to zero emission buses, more electric vehicle charging stations, and trials of alternative food waste collection methods.

Delivering these election commitments will help address the CC Strategy priorities, as well as to grow the sustainable energy sector in the ACT. This can strengthen the ACT's reputation as a leader in sustainability and climate change and attract businesses and jobs to the Territory. The directorate will deliver these initiatives in ways that develop strong, competitive businesses that can thrive even in the absence of direct government support, will enhance long-term job creation. Ensuring that initiatives deliver cost savings to households, businesses and the community will further support economic growth and job creation by allowing for more discretionary spending, as well as remove pressure on vulnerable households.

A number of your commitments offer opportunities to link with Commonwealth Government programs, including recently announced accelerated depreciation (which could reduce the cost of advanced heating and cooling or electric vehicles), extensions to funding for the Clean Energy Finance Corporation and Australian Renewable Energy Agency, the JobMaker focus on new energy technologies, and the Future Fuels Fund. The Commonwealth Government's commitment to a gas-led recovery may be less supportive.

EPSDD and other directorates will deliver your commitments by reallocating some resources from lower priority activities to address emissions reduction more directly. New funding may also be needed to deliver these commitments.

Your election commitments can deliver support to up to 30,000 ACT households and create what may be Australia's most comprehensive battery storage system. This can fundamentally alter the nature of the ACT's energy system if these elements are carefully designed and integrated to deliver systematic change.

MINISTERIAL FUNCTIONS

As well as the broad policy and program responsibilities discussed above, the Minister for Climate Change and Sustainability is responsible for:

A range of legislation

Many pieces of legislation include publication of regular or as-needed legal instruments including:

- setting Energy Savings Targets, Priority Household Targets and Allowable Activities under the EEIS (you will be briefed on these by mid 2021).
- defining renewable energy technologies and releasing renewable energy capacity for renewable electricity auctions (unlikely to be needed in the near future).
- defining the methodology for measuring achievement of 100% renewable electricity target (possible decision on GreenPower).
- declaration of a liquid fuel restriction under an approved liquid fuel restriction scheme, and the declaration of an electricity or natural gas restriction under an approved restrictions scheme.
- through interjurisdictional forums, regular decisions on national energy laws and appointments to national energy market institutions (noting that legislative decisions sometimes require unanimous agreement of all jurisdictions).

Appointments - Statutory

- Dr Sophie Lewis was appointed the Commissioner for Sustainability and the Environment in May 2020 for a five-year term. The Commissioner reports on complaints and actions taken by government agencies that significantly affect the environment or sustainable development in the ACT. The Minister can also direct the Commissioner to undertake investigations.
- The ACT Climate Change Council is established under the *Climate Change and Greenhouse Gas Reduction Act 2011* and advises the Minister on matters relating to reducing greenhouse gas emissions and adapting to climate change. The Council is enabled by law to advise you on related sustainability disciplines and is obligated to provide you with an annual report detailing its activities within three months of the end of the financial year. There is currently one vacancy on the Council.
 - Chair – Professor Penny Sackett (1 July 2019 – 30 June 2021)
 - Mr Ben Ponton (1 July 2019 – 30 June 2022) (public employee member)
 - Professor Mark Howden (1 July 2019 - 30 June 2022)
 - Dr Paul Bannister (1 July 2019 - 30 June 2022)
 - Ms Sophia Hamblin Wang (1 July 2019 - 30 June 2022)
 - Dr Christopher Brack (1 July 2019 - 30 June 2022)
 - Ms Karen Jesson (1 July 2019 - 30 June 2022)

Appointments – Non-Statutory

- Renewable Energy Innovation Fund (REIF) Board. The REIF Board provides advice on projects to be funded under the REIF, which derives from earlier renewable electricity auctions. As this fund is now largely expended, the REIF's role is largely to monitor existing projects and advise on promoting renewable energy industry growth in the ACT.
 - Chair – Sylvia Tulloch (2 June 2020 – 30 November 2020)
 - Carlo Botto (2 June 2020 – 30 November 2020)
 - Anne-Marie Perrett (2 June 2020 – 30 November 2020)
 - Professor Penny Sackett (2 June 2020 – 30 November 2020)
 - Garth Heron (2 June 2020 – 30 November 2020)

Reporting

- There are a range of reporting obligations under the Climate Change and Greenhouse Gas Reduction Act 2010.
 - The Act calls for publishing an annual Greenhouse Gas Inventory showing progress against emissions targets, due within two years of the end of the financial year. However, the EPSDD Annual Report includes a commitment to report within six months of the end of the financial year. An inventory has been completed for 2019-20 which shows the ACT met its commitment of reaching 40% below 1990 emission levels by 2020.

- The Act also requires the Minister to report to the Legislative Assembly on actions taken to achieve the aims of the Act and progress against the 100% renewable electricity target. Data indicates the 100% target has been achieved for 2019-20 through the surrender of certificates on 30 June 2020.
- A report meeting the above reporting obligations is being prepared and will be sent to you for approval and tabling in the Legislative Assembly by mid-November 2020. A Cabinet date for approval will be a priority to allow tabling before the end of the year.
- A six-monthly Climate Change Strategy progress report is due to the Economic Development Subcommittee of Cabinet in November 2020.

Legislative Responsibilities

- *Climate Change and Greenhouse Gas Reduction Act 2010*
- *Commissioner for Sustainability and the Environment Act 1993*
- *Electricity Feed-in (Large-scale Renewable Energy Generation) Act 2011*
- *Electricity Feed-in (Renewable Energy Premium) Act 2008*
- *Electricity (National Scheme) Act 1997*
- *Energy Efficiency (Cost of Living) Improvement Act 2012*
- *Fuels Rationing Act 2019*
- *National Energy Retail Law (ACT) Act 2012*
- *National Gas (ACT) Act 2008*
- *Utilities Act 2000*, except parts 3A, 11, 12 and 14 and sections 254 and 256 in relation to part 14 (with the exception of those sections related to water)

Note: Many of the regulatory powers under the Energy Efficiency Improvement Scheme are given by legislation to the Administrator, a position held by the Executive Group Manager of Climate Change and Sustainability.

KEY ISSUES AND CONSIDERATIONS

Preparation for Possible Summer Energy Emergencies

Summer periods in recent years have seen an increasing number of days when there is a risk that the National Electricity Market will have insufficient capacity to meet all needs. This is largely due to increasing heat, which drives up air conditioning demand, reduces the thermal efficiency of some electricity generation technologies and makes the transmission system less efficient. Bushfires can also play a part by removing infrastructure from the system.

While the ACT has not had to institute mandatory load shedding, energy emergencies have been declared to prepare for such eventualities and the risk of load shedding remains.

EPSDD can brief you on the likely summer situation and steps in place to address any issues that arise. This would also be an opportunity to discuss emergency management measures in relation to natural gas and liquid fuels. A briefing by mid-November 2020 would allow any issues or questions you may have to be addressed before the start of Summer.

Review of *Climate Change and Greenhouse Gas Reduction Act 2010*

This Act sets out your emissions reduction target, processes for interim targets, the functions of the Minister in reaching targets, measurement and reporting requirements, operation of the Climate Change Council and related matters.

The Act calls for a review of the Act “as soon as practicable after the end of this Act’s 5th and 10th years of operation” with a report of the review to be provided to the Legislative Assembly. This review is now due to commence. While the Act has operated well, issues that might be considered in a review include membership and operation of the Climate Change Council given an increasing focus on transport and gas, the need for any adjustments to functions given increasingly challenging targets, or any changes to targets.

EPSDD can brief you on possible next steps and gain your views on designing the review process.

Phase out of Natural Gas Use by 2045

The CC Strategy called to phaseout natural gas use in the Territory by 2045, with a plan to achieve this by 2024. This has raised considerable interest, including by Evoenergy as owner of the natural gas network. Two broad paths forward exist – one based on electrification and gradual shutdown of the gas network, and one based on alternative gases (likely hydrogen or biogas).

Both paths have considerable technical and economic challenges associated with them. EPSDD has completed some initial analysis that tends to suggest electrification is the preferred path, although this has not been tested through consultation.

Given the significant potential costs involved in pursuing both paths simultaneously, and the desirability of providing clear investment signals, it may be worthwhile to accelerate decisions on an appropriate path.

You may wish to discuss these issues with EPSDD to determine a proposed path for analysis and stakeholder consultation given their importance and sensitivities.

Progress on Living Infrastructure– discussion with Ministers for Planning and Transport and City Services

Canberra’s Living Infrastructure Plan: Cooling the City sets out targets of 30% tree canopy cover (or equivalent) and 30% permeable surfaces in Canberra’s urban area by 2045. The Urban Forest Strategy being developed by the Minister for Transport and City Services will include measures to assist with this target.

However, activity on leased land (i.e., residential, commercial and industrial land) will also be required, and this is the subject of planning regulations. A recently proposed Draft Territory Plan Variation, DV369, addressed residential land.

It may be beneficial for you to meet with the Ministers for Planning and Transport and City Services to receive a briefing on the progress of the draft variation and the Urban Forest Strategy to inform implications for non-residential land. This could take the form of a discussion at a sub-committee of Cabinet.

Upcoming Cabinet and Assembly Items

- Sustainable Energy Policy - for Cabinet consideration in early 2021.
- *Climate Change and Greenhouse Gas Reduction Act 2010*. A report meeting the above reporting obligations is being prepared and will be sent to you for approval and tabling in the Legislative Assembly by mid-November 2020. A Cabinet date for approval will be a priority to allow tabling before the end of the year.
- The six-monthly Climate Change Strategy progress report is due to the Economic Development Subcommittee of Cabinet (EDSC). A draft brief with the current report, including treatment of election commitments, will be provided to you by end November 2020, to enable EDSC consideration prior to the end of 2020.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
Budget business cases, including election commitment – decisions needed from December	The 2020-21 budget process was never finished due to COVID-19. EPSDD will provide advice on which election commitment measures could be pursued, broad implementation approach and required costs starting in November/ December 2020 for your approval. Depending on decisions by you and Budget Cabinet, more detailed budget proposals will then be developed for agreed measures.
National Cabinet Energy Sub-committee –likely in November or December	This committee was formed as part of the changes to intergovernmental arrangements during the COVID-19 emergency. This group has a limited agenda focused on hydrogen and gas, and does not address emissions reductions in the energy sector, despite calls from the ACT to expand its considerations. A parallel group with the same membership will also meet to discuss other energy issues, including issues surrounding National Electricity Market laws, progress with the National Productivity Plan and role and relationships of energy market bodies. The relationship between these two committees and the rules by which they will operate remain unclear. There is no fixed schedule, but the recent trend has been for short meetings with limited agendas and limited advance notice.
Sustainable Energy Policy – for Cabinet consideration in early 2021	A Sustainable Energy Policy to replace the one that expires in 2020 was considered by the Economic Development Subcommittee of Cabinet and some adjustments were made. The new policy will require further updates to reflect election commitments but is likely to include continuing elements to deliver reliable, affordable and sustainable energy. EPSDD will develop a revised policy for your consideration by the end of 2020.

Large Feed-in-Tariff – possible proposal for legislative change by early 2021	Your 100% renewable electricity target for the ACT has been delivered through a series of “reverse auctions” for renewable generation throughout the National Electricity Market. These result in deeds where renewable energy generators are paid for the difference between the agreed price and the wholesale price in the electricity market each half hour, which varies and is at times negative. These differences are summed monthly and Evoenergy as the ACT electricity distributor pays the amounts due. For regulatory requirements, Evoenergy is required in advance to project what these payments will be and then add this cost to electricity prices. There are variations in expected and actual prices, which affect Evoenergy’s annual profits, although these costs are trued up over time. Evoenergy has asked that they no longer bear any risk from deviations between expected and actual costs and have proposed possible steps to address this. EPSDD is analysing these proposals and alternatives that could address Evoenergy’s concerns without increasing risk to the Government. Legislative change may be required. EPSDD will brief you on a proposed way forward by the end of January 2021.
Priority Household Target (PHT) under the Energy Efficiency Improvement Scheme (EEIS) – decision needed by June 2021.	Under the EEIS, the Minister must determine an annual PHT, which sets out the percentage of energy savings that must come from priority households (vulnerable households such as low-income households). The Minister also determines the definition of priority households. As the dominant retailer in the ACT, ActewAGL is the only Tier 1 retailer, and so subject to the PHT. The ACT Government is funding a program until 30 June 2021 to upgrade the energy performance of public housing properties, with ActewAGL delivering these upgrades. As a result, Actew AGL has been able to meet a PHT of 30%, which was increased from previous targets of 20% in part to recognise the public housing program. It is possible that they will reduce the PHT as the public housing program is coming to an end. EPSDD will propose to expand the definition of priority households to include all Aboriginal and Torres Strait Islander households in the ACT. Decisions on the definition of priority households and the PHT will be due by June 2021. EPSDD will prepare a brief that sets out the range of issues, including previous banking of credits, the exhaustion of some low-cost energy efficiency improvements and lack of exploitation of others, consistency with future emissions reduction targets, and recommended options. You may wish for an early briefing to facilitate dialogue with ActewAGL.

KEY STAKEHOLDERS

ORGANISATION	DETAILS
Evoenergy/ActewAGL	Mr John Knox – Chief Executive Officer [REDACTED] Evoenergy is the ACT's electricity and gas distributor. ActewAGL is the ACT's largest electricity and gas retailer. Both are half owned by the ACT Government, with the Treasurer and Minister for Environment as the shareholders. These companies have strong interests in the progress of climate change and energy policy and are key partners in implementation of key mitigation measures. They also sometimes have concerns about the direction of climate change policies such as the phase out of natural gas use, so regular engagement can help to identify issues.
ACT Property Council	Ms Adina Cirson - Executive Director [REDACTED] The property council represents key developers who will help to determine the future nature, location, and design of future buildings. This is key to future energy use and living infrastructure patterns.
Canberra Business Chamber	Mr Graham Catt - Chief Executive Officer ceo@canberrabusiness.com Effective climate change response requires active engagement of all businesses in the ACT, making the Business Chamber a key partner. They are also heavily involved in delivery of key business events including the annual Business Sustainability Expo and Business Sustainability Awards.
Electric Vehicle Council	Mr Behyad Jafari - Chief Executive Officer ceo@evc.org.au Electric vehicles are likely to play a major role in delivering emissions reduction in the transport sector. The EVC is the leading national body supporting the uptake of EVs.
Canberra Environment Centre	Mr Ryan Lungu - Executive Director info@canberraenvironment.org The Canberra Environment Centre receives annual ACT Government funding, recognising their key role as a government partner working with the community to improve sustainability.
Conservation Council of ACT	Ms Helen Oakey - Executive Director director@conservationcouncil.org.au

	The Conservation Council of the ACT receives annual ACT Government funding recognising their key role as a government partner working with the community to improve sustainability.
SEE Change	Ms Maddie Diamond - Executive Officer office@see-change.org.au SEE Change receives annual ACT Government funding, recognising their key role as a government partner working with the community to improve sustainability.
Battery Storage and Grid Integration Program, ANU	Dr Lachlan Blackhall - Entrepreneurial Fellow and Head [REDACTED] This program, which was started with a \$4 million grant from the ACT's renewable electricity auction outcomes, is the leading national source of advice on integrating battery storage into electricity grids. Dr Blackhall was also key to the innovative virtual power plant created through Reposit Power, and was a member of the advisory committee on the ACT's Transition to a Zero Emissions Bus Fleet Plan. He is an innovative and pragmatic thinker with a thorough understanding of energy markets and technology, nationally and in the ACT.
Energy Change Institute, ANU	Professor Ken Baldwin - Executive Director [REDACTED] The Energy Change Institute is recognised as one of Australia's leading centres of research into possible energy futures, including renewable energy, hydrogen and storage. Their location in the ACT and EPSDD membership on their advisory committee gives them a very good understanding of the local situation and the ability to provide incisive policy advice.
Energy National Cabinet Reform Committee (member)	Current membership: Chair: The Hon Angus Taylor MP (Commonwealth) The Hon Matthew Kean MP (NSW) The Hon Lily D'Ambrosio MP (Victoria) The Hon Daniel van Holst Pellekaan MP (South Australia) The Hon Dr Anthony Lynham MP (Queensland) The Hon Bill Johnston MLA (Western Australia) The Hon Guy Barnett MP (Tasmania) The Hon Eva Dina Lawler MLA (Northern Territory) The Hon Dr Megan Woods MP (New Zealand)

FINANCIAL CONSIDERATIONS

The Climate Change and Sustainability Division supports the Minister to deliver their duties. The Division comprises around 70 FTE spread across:

- Climate Change and Sustainability Policy Branch – responsible for policy development for the division, with teams dealing with climate change; energy; and sustainability and resilience.
- Climate Change and Sustainability Programs – responsible for delivering a range of programs with teams focused on Households; Business and Economic Development; and Government, Schools and Community.
- Community Leadership Team – a single team focused on developing and maintaining partnerships with key parts of the community to ensure broad action and leverage Government efforts.

The funding for the division is summarised in the table below and includes different types of funding:

- General budget funding for core operations.
- Initiative budget funding for specific tasks.
- Tier 2 funds from payments by Tier 2 retailers under the Energy Efficiency Improvement Scheme which needs to be used only for purposes set out in the legislation.
- REIF funds received from renewable energy generators as part of previous renewable electricity reverse auctions and may be used only for the purposes for which it was provided.

Each year, the Government receives Large Scale Generation Certificates (LGCs) from renewable energy generators as their obligations under Renewable Electricity deeds. LGCs are then surrendered at no cost to meet the requirements of electricity use in the ACT. From 2020, receipt and surrender of LGCs should roughly balance. However, as they are valued at market value while held, they can result in large financial flows into and then out of the organization of \$50-\$100 million per year.

Table 1 – EPSDD Climate Change and Sustainability Budget

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	32.191	28.971	19.192	15.854
Controlled – capital injection	2.139	1.676	1.490	1.490
Territorial – expenses				
Territorial – capital injection				

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL	
Ben Ponton	Director-General Utilities Technical Regulator		Ben.Ponton@act.gov.au	
Geoffrey Rutledge	Deputy Director-General; Sustainability and the Built Environment		Geoffrey.Rutledge@act.gov.au	
Gene McGlynn	Executive General Manager; Climate Change and Sustainability		Gene.McGlynn@act.gov.au	
Daniel Harding	Executive Branch Manager; Climate Change and Sustainability Policy		Daniel.Harding@act.gov.au	
Karen Wilden	Executive Branch Manager; Engagement and Executive Support		Karen.Wilden@act.gov.au	
Craig Simmons	Chief Operating Officer		Craig.Simmons@act.gov.au	

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ENVIRONMENT AND HERITAGE OVERVIEW

The Environment Planning and Sustainable Development Directorate (EPSDD) manages a wide range of policies and programs to deliver on the ACT Government's planning, land management and environment priorities. Portfolio responsibilities cover areas such as the built environment, land strategy, planning policy, urban renewal, building policy, development and leasing applications, the environment, water, heritage, parks and nature conservation, climate change and energy.

The Environment Portfolio's functions have a focus to conserve, protect and enhance the natural and cultural environment (air, land, water, heritage and biodiversity) through legislation, policies, planning, programs, research, monitoring and on-ground delivery. The environment and heritage portfolio areas sit within the Environment Division in EPSDD, which also includes the ACT Parks and Conservation Service.

Key responsibilities in the portfolio include:

- Legislation and policy for:
 - Nature Conservation, Heritage, Biosecurity, Environment Protection, Water and Catchment Management (administered under multiple pieces of legislation).
- Operational delivery for:
 - catchment and water management (quantity and quality), nature conservation, conservation research, environment protection, natural and cultural heritage management, natural resource management, forestry, fire management, sustainable agriculture, rural services, biosecurity (including invasive species), fisheries management, offset management, threatened species management, and the management of the ACT's national park and nature reserves.

One focus of the portfolio is the management and mitigation of threats to people and ecosystems including fire and biosecurity incursions (invasive species), particularly as we adapt to a changing climate. The Environment portfolio involves work with and funding from the Commonwealth Government through the National Landcare Program, for natural resource management work, and Murray–Darling Basin reforms for water projects. The Directorate monitors and delivers scientific research that underpins policy and management strategies.

Operating out of eight work centres across the Territory, the Environment Division works in partnership with the community to enhance the resilience of the ACT and region's air, land, water, heritage and biodiversity through adaptive management. The Division works across disciplines and land uses and in partnership with a diversity of sectors. The Division works closely with the community and organisations in the management of our natural and cultural environment.

The portfolio area includes working with and learning from the rich knowledge and culture of the Ngunnawal traditional custodians in managing the landscape, natural resources and cultural heritage.

DELIVERING ON YOUR PRIORITIES

The ALP's *Climate Change and Environment Policy Position Statement* builds on recent initiatives and reforms and includes a number of measures that will support the ACT's recovery from COVID-19 and the 2020 bushfire.

Nature-based tourism

With the growing demand for nature-based experiences, and to support the delivery of the ACT's Nature-based Tourism Strategy, the Directorate is providing improved infrastructure to get people into nature, while conserving the natural and cultural assets. Emerging from the COVID-19 public health emergency, local and regional tourism will be pivotal in supporting sustainable growth and strengthening our economy.

With additional resource commitments made to date, we are well placed to deliver your election commitment to make Canberra the mountain biking capital of Australia. The economic benefit of mountain bike tourism in the ACT is estimated at \$30 million. Current planning includes the design of up to 100 kilometres of mountain bike trail linked from Stromlo Forest Park to Cotter Reserve and at Blue Range special purpose reserve and Uriarra Forest.

The Directorate will continue to deliver our Capital Works Program, currently investing \$21 million over four years with 20 projects of varying scales and complexity across national parks, nature reserves and commercial forestry lands. Projects include works to improve functionality and safety of park facilities and amenities, site remediation of contaminated sites to enable land management and meet ACT Government environmental offset commitments, development of recreational infrastructure including nature playgrounds, walking and mountain biking trails increasing community wellbeing, active living, and connection to nature and cultural connections. A number of these projects are part of your suite of election commitments.

In addition, working in partnership with the Woodlands and Wetlands Trust ('the Trust'), and the Australian National University (ANU) we will finalise the construction of the new Mulligans Learning Centre at Throsby, proposed for mid-2021. This will provide a gateway to explore Mulligans flat.

Implementing the Bushfire and Flood Recovery Program

Over the 2019-20 bushfire season, Namadgi National Park and Tidbinbilla Nature Reserve were impacted by bushfires and floods. The Orroral Valley and Beard bushfires burnt 88,000 hectares of ACT rural lands, Commonwealth lands and national park.

A Recovery Program is in place to address risks to the environmental, water supply and heritage values of affected areas, as well as repair and replace damaged park infrastructure.

The total cost of recovery works identified in the Recovery Plan is estimated to be \$20 million over three years, covering staffing, materials and project work. Of this, potentially \$13 million in funding has been identified through an insurance claim, Commonwealth funding and ACT Government allocations. The remaining funds will be sought through future Commonwealth funding and the ACT budget process. Continued work on the Recovery Program will include delivery of your commitment to hire more rangers to assist with the recovery efforts in Namadgi National Park.

Volunteering to conserve nature

Continued and ongoing investment in ACT catchment groups and ACT Wildlife remains a priority. Funding was provided 2020-21 to support these groups to deliver more work in partnership with EPSDD during 2020-21. Frogwatch, Waterwatch, Landcare and Parkcare continue to be the main programs delivered. ParkCare volunteers managed to record nearly 23,000 hours of volunteering during the 2019-20 financial year despite the fires and COVID-19. ParkCare provided an estimated value of volunteer contribution in excess of \$960,000.

These volunteers will continue support tree planting to achieve the election commitment to deliver your 30 per cent tree canopy target and implement catchment restoration programs around our waterways.

Work with traditional custodians to care for Ngunnawal country

The continuation of a strength-based Caring for Country program in partnership with the Ngunnawal people focussed on natural resource management, water management, burning, cultural interpretation and cultural heritage management is critical.

This program is assisting with health and well-being, economic and social participation through the recognition of communities' rights to be engaged in the management of Country. The Dhawura Ngunnawal Caring for Country Committee has been set up for the purpose of jointly managing Ngunnawal Country in partnership and to guide the delivery of the Caring for country program.

Implementing your election commitment to continue hiring more Aboriginal and Torres Strait Islander Canberrans will assist in achieving the Directorate's 10 per cent employment target for Aboriginal and Torres Strait Islander people.

Healthy Waterways and secure water for the future

Continued focus and investment to improve the health of the ACT Waterways remains a priority including areas like the Lower Cotter Catchment and key sites identified as part of the ACT Healthy Waterways Initiative. The \$93.5 million joint initiative of the Commonwealth and ACT Governments has delivered improvements to protect and improve long-term water quality in the ACT and the Murrumbidgee River system by reducing the level of sediment and nutrients entering ACT lakes and waterways.

The Healthy Waterways initiative has been extended through your election commitment to invest in a 10 year plan for a healthier and cleaner in Lake Tuggeranong. Likely works include the use of "knock down" agents, a gross pollutant trap at the bottom of Village Creek and trialing a swale system.

MINISTERIAL FUNCTIONS

Legislation

The following table identifies the legislative responsibilities of the Minister for Environment and Heritage. The key legislation includes:

- Nature Conservation Act 2014* which includes the requirement to develop a suite of nature conservation strategies and plans (<https://www.environment.act.gov.au/cpr/conservation-strategies>) and appointment of the ACT Conservator Flora and Fauna.
- Water Resources Act 2007* which includes the requirement to develop a suite of water resource strategies and plans (https://www.environment.act.gov.au/water/water-strategies-and-plans/act_water_strategy)
- Heritage Act 2004*, which includes the establishment of a ACT heritage register (https://www.environment.act.gov.au/heritage/heritage_register)
- Environment Protection Act 1997* protects the environment from pollution and its effects. The Act provides the regulatory framework to help reduce and eliminate the discharge of pollutants into the air, land, and water.

Legislative Responsibilities
<i>Animal Diseases Act 2005</i>
<i>Canberra Water Supply (Googong Dam) Act 1974 (Cwlth)</i> , sections 4, 5, 6, 6A, 7, 8, 9, 10, 11, 12, 13, 16, 17, 20, 21 and 23
<i>Environment Protection Act 1997</i>
<i>Fisheries Act 2000</i>
<i>Hemp Fibre Industry Facilitation Act 2004</i>
<i>Heritage Act 2004</i>
<i>Lakes Act 1976</i>
<i>National Environment Protection Council Act 1994</i>
<i>Nature Conservation Act 2014</i>
<i>Pest Plants and Animals Act 2005</i>
<i>Plant Diseases Act 2002</i>
<i>Utilities Act 2000</i> , except parts 3A, 11, 12 and 14 and sections 254 and 256 in relation to part 14 (as it relates to water)
<i>Utilities (Technical Regulation) Act 2014</i> (as it relates to water)
<i>Water Efficiency Labelling and Standards (ACT) Act 2015</i>
<i>Water Resources Act 2007</i>

Appointments

As well as the broad policy and program responsibilities discussed above, the Minister for Environment and Heritage is responsible for a range of legislation and subordinate regulations described in this brief and appointment membership to the following:

Statutory

ACT Heritage Council

The ACT Heritage Council (the Council) is an independent, statutory body responsible for a range of provisions under the *Heritage Act 2004* including:

- identifying, assessing, conserving, and promoting heritage places and objects in the ACT

- making decisions about the registration of heritage places and objects
- providing advice on works and development matters in accordance with the ACT's land planning and development system
- encouraging and assisting with appropriate management of heritage places and objects
- encouraging public interest in, and awareness of, heritage places and objects in the ACT.

Membership includes:

- Chairperson – Mr David Flannery (2 March 2018 - 1 March 2021)
- Deputy Chairperson – Dr Kenneth Heffernan (2 March 2018 - 1 March 2021)
- Mr David Flannery (2 March 2018 - 1 March 2021) (there is a separate instrument to the chairperson appointment)
- Dr Kenneth Heffernan (2 March 2018 - 1 March 2021) (there is a separate instrument to the deputy chairperson appointment)
- Ms Amanda Evans (2 March 2018 - 1 March 2021)
- Ms Edwina Jans (2 March 2018 - 1 March 2021)
- Mr Gary Shipp (2 March 2018 - 1 March 2021)
- Ms Lesley Williamson (2 March 2018 - 1 March 2021)
- Dr Laura Louise Dawes (12 June 2020 - 11 June 2023)
- Professor Roslynne Elizabeth Hansen (12 June 2020 - 11 June 2023)
- Dr Douglas Allan Hassall (12 June 2020 - 11 June 2023)

ACT Scientific Committee

The ACT Scientific Committee is an expert body appointed under the *Nature Conservation Act 2014*. Members of the ACT Scientific Committee have expertise in biodiversity and/or ecology, conservation science and conservation management.

Membership includes:

- Chair – Distinguished Professor Arthur Georges (4 July 2018 – 30 June 2021)
- Deputy Chair – Honorary Professor Penny Olsen (4 July 2018 – 30 June 2021)
- Dr Barry Richardson (4 July 2018 – 30 June 2021)
- Associate Professor Mark Lintermans (4 July 2018 – 30 June 2021)
- Assistant Professor Jasmyn Lynch (4 July 2018 – 30 June 2021)
- Dr Kenneth Hodgkinson (4 July 2018 – 30 June 2021)
- Dr Cloe Sato (4 July 2018 – 30 June 2021)

ACT and Region Catchment Management Coordination Group

The ACT and Region Catchment Management Coordination Group was established to advise the Minister on water catchment management in the ACT and Region Catchment.

Membership includes:

- Chair – Dr Maxine Cooper (19 November 2019 - 18 November 2022)
- Karissa Preuss (19 November 2019 - 18 November 2022) (representative of the community's interest in water catchment management)
- Head of Service (ex-officio)
- ESA Commissioner (ex-officio)
- DG, EPSDD (ex-officio)
- DG, TCCS (ex-officio)
- DG, Health (ex-officio)

The ACT Conservator Flora and Fauna

The Conservator of Flora and Fauna sits within the Environment portfolio. The Executive Group Manager - Environment holds the office of the Conservator of Flora and Fauna. Established by the *Nature Conservation Act 2014*, the Conservator of Flora and Fauna has additional responsibilities under the *Planning and Development Act 2007*, the *Fisheries Act 2000* and the *Tree Protection Act 2005*.

This is a statutory role and has advisory and independent decision-making powers under the Nature Conservation Act. The Conservator acts on issues that affect the conservation matters embodied in the Nature Conservation Act, relating to protecting native plants and animals including:

- the administration of a licensing system for the taking, keeping, selling, importing, exporting, disturbing, displaying and killing of native plants and animals;
- managing the nature reserve system; and
- protecting and conserving threatened species and ecological communities.

KEY ISSUES AND CONSIDERATIONS

In addition to projects noted in the Delivering your priorities section, the following projects and work of the Directorate will require consideration early in the new term. Detailed briefings can be provided:

Fire and Flood Recovery Program

EPSDD (largely within the Parks and Conservation Service) leads the ACT Government's response to environmental recovery from the bushfire and storm events that impacted Namadgi National Park and Beard in January and February 2020. A Recovery Program is in place to address risks to the environmental, water supply and heritage values of affected areas, as well as repair and replace damaged park infrastructure.

Canberra Nature Park Plan of management

Canberra Nature Park is made up of 38 nature reserves in and around urban Canberra, with environments ranging from forested hills to some of the best examples of lowland native grassland and critically endangered Yellow Box-Red Gum Grassy Woodland left in Australia.

A Draft Reserve Management Plan has been prepared for Canberra Nature Park. In accordance with the requirements of the *Nature Conservation Act 2014*, the Minister is required to refer the plan to the Standing Committee on Environment and Transport and City Services within five days of receiving the plan. The draft plan is ready for referral to committee and could occur when new committees have been formed.

Murray Darling Basin and Water Efficiency Program (MDBWEP)

The Basin Plan 2012 includes a commitment to recover, through water efficiency projects, 450 gigalitres of environmental water by 30 June 2024. The ACT committed to investigating water efficiency measures of up to 15 gigalitres integrating water security measures (reductions in per capita water use and establishment of interstate water trade) with waterway improvement activities (incorporating the principles of the Territory's ACT Water Strategy; Green Infrastructure Strategy and Climate Change Strategy).

A range of due diligence investigations are being undertaken. This work is well progressed and the outcomes will inform the commercial viability/options for ACT participation in the MDBWEP. This is proposed to be considered by Government.

Heritage Nominations

There are currently 83 nominations on the ACT Heritage Register. Anyone may nominate a place or object to the Register, and as such the number of incoming nominations is dynamic. The number of nominations continues to fall despite requests for advice and nominations escalating.

ACT Heritage issued 904 items of advice and/or approvals on Heritage Act applications and referrals during 2019/2020.

This reflects a steady increase in the volume of heritage applications and submissions being made annually, which have increased by 36% from the last financial year and 107% over the past five financial years.

Key nominations currently being considered include:

- Kingston Shopping Precinct
- Ainslie Volcanics
- Kingston Post Office.

Key government projects include:

- Kingston Arts Precinct redevelopment
- Yarralumla Brickworks
- Molonglo Stage 3 and other large scale/long terms EIS.

NRM Plan

Under the National Landcare Program Regional Land Partnerships, ACT NRM has received \$5.4million from the Commonwealth Government over 2018-2023 through a Service Agreement contract. As part of this service agreement, a new NRM plan will be prepared during 2021. EPSDD can provide a briefing for you on this as a draft discussion paper will be prepared for consultation in coming months.

Bushfire Risk

EPSDD delivers a \$13 million annual Bushfire Operations Plan (BOP) to mitigate the risks of bushfire to life, property and the environment. We deliver fuel reduction activities including burning, slashing, grazing, spraying and physical vegetation removal, targeting those areas that reduce the risk of bushfire impact on Canberra, based on 'residual risk' modelling and undertaken in consultation with the community. Access for reserve and fire management purposes through maintaining key roads and fire trails is a key part of our program. This strategic long-term approach is described in EPSDD's Regional Fire Management Plan. During summer, we support the ESA in responding to bushfire emergencies with 180 land managers trained as firefighters.

Invasive Species

The continued delivery of our invasive species programs to mitigate impact from pest plants and animals on biodiversity, agriculture and the environment is critical. The pest plan program annually treats 13,000ha at a cost of \$2.2m as outlined in the pest plant plan

<https://actgov.maps.arcgis.com/apps/MapJournal/index.html?appid=cd59d70662c94c75a0492635f7925384#map>. We also control feral pigs, feral deer, foxes, rabbits, horses and wild dogs. The program employs more than 12 small businesses undertaking control and restoration work.

ACT Cat Plan

The ACT Cat Management Plan has been drafted to provide a framework to better address issues including cat containment and management of domestic and stray cats in the ACT. The plan is intended to promote responsible cat ownership, improve compliance and enforcement of cat laws such as de-sexing and microchipping, and reduce the impact of feral cats on native wildlife. It is intended to finalise the plan in 2021.

Technical Regulation of Licensed Utilities (Electricity, Gas, Water and Sewerage)

Utilities Technical Regulation (UTR) is working with ActewAGL regarding inadequate progress on the management of quality of electricity supply, which is causing a number of issues with the electricity network. UTR is also working through an audit of electricity utility vegetation and asset management relating to fire mitigation, with an emphasis on bushfire ignitions management. These and other matters are considered in the published annual Technical Regulators Compliance Report. UTR officers are also working closely with Evoenergy and Icon Water to complete a thorough revision of the Technical Codes regulating licensed utilities.

As part of the finalisation of the second point of electricity transmission supply project, UTR is reviewing regulatory settings for electricity and gas transmission service providers which will also consider the increasing levels of development near utility assets can give rise to risks near gas pipelines and electricity transmission lines.

Technical Regulation of Unlicensed Utilities (e.g Big Batteries, Solar Farms, Territory Dams)

UTR is developing guidance and regulatory settings with the proponents of the new big batteries and has issued an Operating Certificate for the design and construction of a new Community Solar Farm and for additional Territory dams. UTR has recently developed revised guidance for applicants and holders of Operating Certificates and for dam constructors.

UTR is working with Queanbeyan Palerang Regional Council (QPRC) to coordinate the regulatory and cross-border issues related to the forthcoming replacement of Queanbeyan Sewage Treatment Plant.

Upcoming Cabinet Items

- ACT Heritage Council Appointments
- Murray-Darling Basin Water Efficiency Program ACT-led Project Business Case
- Management Plans intended to be developed for public land in 2021
- ACT Biosecurity Bill 2020 - Agreement to Introduce

Upcoming Assembly Items

Nil

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
Meeting of Environment Ministers – timing is variable	The Meeting of Environment Ministers comprises the Commonwealth Minister for the Environment and the Environment Minister from each Australian state and territory. In April 2014, Environment Ministers agreed they would meet as needed with a focus on streamlining multi-jurisdictional environmental work. These meetings provide a forum to discuss strategic issues and agree cross-government actions to improve Australia's environment. There has been considerable focus on waste policy in recent meetings. The Meeting of Environment Ministers operates concurrently with the National Environmental Protection Council (NEPC). The Director-General of EPSDD (Ben Ponton) is the Senior Official member and the Deputy Director-General Land Strategy and Environment of EPSDD (Erin Brady) is the alternate member.
Agriculture Ministers Forum – the next meeting is scheduled for November or December 2020 (TBC).	The Agriculture Ministers' Forum (AGMIN) (also known as Primary Industry Ministers) membership comprises Commonwealth/State/Territory and New Zealand Government Ministers with responsibility for primary industries and is chaired by the Commonwealth Government Minister for Agriculture and Water Resources. The role of AGMIN is to enable cross-jurisdictional cooperative and coordinated approaches to matters of national interest. AGMIN is the peak forum to collaborate on priority issues of national significance affecting Australia's primary production sectors including fisheries and forestry and agriculture. The Deputy Director-General Land Strategy and Environment, EPSDD (Erin Brady) is the Senior Official representative.
Murray Darling Basin Ministerial Council – 27 November 2020	The Ministerial Council is made up of Ministers responsible for water from each Basin jurisdiction and the Commonwealth. The Council has policy and decision-making roles for: state water shares, funding and delivery of natural resource management programs, issues relating to critical human needs as provided for in the Act. The Murray-Darling Basin Plan Authority prepares an annual corporate plan for approval by the Ministerial Council. The council can give directions to the Basin Officials Committee on its functions and powers. It can also seek the advice of the Basin Community Committee on these functions. The Deputy Director-General Land Strategy and Environment, EPSDD (Erin Brady) is the Basin Official Committee representative.

A review of Ministerial Forums is currently being undertaken by the Commonwealth as part of broader efforts to reform the Federation. The outcomes of this review may change arrangements for these forums.

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Conservation Council	Ms Helen Oakey Tel: 02 6229 3202 Mob: [REDACTED] conservationcouncil.org.au
ACT Landcare	Dr Maxine Cooper chair@landcareact.org.au
Ginninderra Catchment Group	Sandy Lolicato [REDACTED]
Molonglo Conservation Group	Karen Willians president@molonglo.org.au
Southern ACT Catchment Group	Glenys Patulny [REDACTED]
Wetlands and Woodlands Trust	Jason Cummings gm@woodlandsandwetlands.org.au
National Parks Association	Esther Gallant Mob: [REDACTED]
National Trust	Scott McAlister Tel: 6230 0533 info@nationaltrust.act.org.au
Australian National University	Professor Saul Cunningham Mob: [REDACTED] [REDACTED]

Representative Aboriginal Organisations	Buru Ngunnawal Aboriginal Corporation Wally Bell Tel: 6259 1672 / Mob: [REDACTED] [REDACTED] King Brown Tribal Group Tina Brown Mob: [REDACTED] [REDACTED] Little Gudgenby River Tribal Council Matilda House Mob: [REDACTED] Ngarigu Currawong Clan James Mundy Mob: [REDACTED]

FINANCIAL CONSIDERATIONS

The Environment Portfolio annual base budget is \$53 million with approximately 300 staff working across key branches including ACT Parks and Conservation Service, ACT Heritage, Conservation Research, Conservation Planning and Policy, Environment Protection Policy and Resilient Landscapes. The portfolio area has responsibility for managing 80% of the ACT's land in parks and reserves.

The portfolio area has an asset base in excess of approximately \$270 million

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	134.853	72.112	69.211	68.658
Controlled – capital injection	11.109	4.7	2.519	1.933
Territorial – expenses	2.581	2.152	2.19	2.229
Territorial – capital injection				

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL	
Ben Ponton	Director-General		Ben.Ponton@act.gov.au	
Dr Erin Brady	Deputy-Director General; Land, Strategy and Environment		Erin.Brady@act.gov.au	
Craig Simmons	Chief Operating Officer		Craig.Simmons@act.gov.au	
Ian Walker	Executive Group Manager; Environment ACT Conservator of Flora and Fauna		IanS.Walker@act.gov.au	
Justin Foley	Executive Branch Manager; Parks and Conservation		Justin.Foley@act.gov.au	
Karen Wilden	Executive Branch Manager; Engagement and Executive Support		karen.wilden@act.gov.au	

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TERTIARY EDUCATION OVERVIEW

Congratulations on your election to Government and your appointment as the Minister for Tertiary Education.

This portfolio is responsible for higher education and vocational education and training (VET).

The COVID-19 pandemic has had a significant impact on the tertiary education sector, both in terms of student numbers and sustained delivery of education and training. In response, universities and training providers have transitioned rapidly to online and remote delivery, to ensure continuity of learning, and support ongoing employment and business activity.

We understand your Government is committed to job creation and continued investment in and partnerships with our tertiary education sector, to train the workforce of the future and maintain our leading edge as the nation's knowledge economy.

The Tertiary Education portfolio is supported by Economic Development in the Chief Minister, Treasury and Economic Development Directorate (CMTEDD). Economic Development is responsible for activity that assists in diversifying the economy and making Canberra a great place to live. Skills Canberra and the Tertiary Education, Training and Research branches are the areas within Economic Development with responsibility for oversight and delivery of government-funded VET, and engagement with the university and research sector.

Economic Development is also well placed to:

- work across government to develop the right policy settings for the higher education and VET sectors;
- continue to build strong and collegial relationships with tertiary education institutions to deliver the workforce we need now and into the future, and support lifelong learning for all Canberrans;
- develop targeted industry strategies to facilitate workforce skilling in areas of current need and key growth sectors; and
- promote and market Canberra as a world class study destination.

DELIVERING ON YOUR PRIORITIES

During the ninth assembly, the ACT Government entered into two significant matched funding agreements with the Commonwealth Government to assist businesses to operate in a COVID-safe way, restore consumer confidence, and maintain and develop an engaged work-ready workforce:

1. **Infection Control Training Fund:** In June 2020, 3,800 free infection control training places were released for customer-facing workers in the ACT. About one quarter of places have enrolments to date. The ACT's share of this Fund is \$1.34 million (including a \$0.67 million ACT Government contribution). Economic Development is partnering with ACT Health and CIT on a strategy to roll out a tailored infection control training program for the disability care workforce.
2. **JobTrainer Fund:** The JobTrainer Fund will deliver approximately 3,500 additional training places in the ACT for young people, aged 17 to 24, and job seekers. The ACT's share of this Fund is \$16.75 million (including an \$8.375 million ACT Government contribution).

JobTrainer targets job seekers young people, who face an uncertain labour market, providing access to a range of quality learning opportunities in current and emerging skills needs areas; and provides employers with access to a skilled and adaptive workforce with a broad range of capabilities.

Courses will include full qualifications, pre-apprenticeships and online short courses in key industries and occupations including community services, healthcare, renewable energy and sustainability, digital and cyber security, construction and hospitality. Key delivery partners are Ginninderry, through expansion of the SPARK training and employment initiative, and CIT.

JobTrainer is yet to be launched. Briefing will be provided to confirm the approach prior to any launch activities.

The *ACT Jobs and Economic Recovery Plan* builds on COVID-19 economic survival measures and seeks to grow Canberra's employment base to more than 250,000 jobs by 2025. We understand this will be achieved through investment in industries most affected by the pandemic, including tourism and hospitality; sectors with high-growth potential, such as cyber security and renewable energy; and an infrastructure program to ensure our city keeps pace with its population growth.

The education and training sector will be critical in delivering skills needed by these industries. Economic Development can provide further briefings on these priorities and implementation options.

A robust higher education sector to support our knowledge economy

While the university sector is primarily regulated and funded by the Commonwealth, the ACT is a key stakeholder given its scale, and economic and community footprint in the Territory.

Canberra's higher education, training and research sector contributed \$3.3 billion to the local economy in 2017. The tertiary education sector supports 20,000 direct and indirect jobs (around nine percent of total employment in the Territory) and approximately 63,000 tertiary students. Tertiary education was the Territories first billion-dollar export industry.

Education and the visitor economy are also strongly linked; education visitors accounted for \$369 million (61 per cent) of the \$605 million of international visitor expenditure in 2019.

Canberra's higher education providers underpin business and research sectors engaged in key economic activities, including defence, cyber security, agricultural technology, renewables and health. The higher education sector also provides important links to international markets.

The COVID-19 pandemic has challenged the university sector in unprecedented ways, particularly the impacts on international students and university finances. You have committed to support the international education sector to bounce back stronger and more resilient.

Vocational education and training (VET)

The ACT VET system is focussed on teaching students the skills they need to secure well-paid jobs in a rapidly changing economy. The ACT Government currently supports over 22,000 VET students across 85 Registered Training Organisations (RTOs). This includes over 6,000 Australian Apprentices, 700 Aboriginal and Torres Strait Islander learners and 1,900 learners with a disability.

Economic Development, with CIT as the key delivery partner, works closely with local industry to design and deliver industry-relevant training, including funded training places, grants programs and learning support. There are a number of initiatives that target industries with high growth potential, including cyber security and renewable energy, and support a pipeline of workers for major

projects, for example, increasing the number of apprentices working on government projects. As a part of your education plan, we will work with CIT to invest an additional \$1.5 million over four years to deliver online courses.

Economic Development has commenced a review of all funded training activity, including what CIT provides under its profile appropriation. The review's findings will support development of a VET Investment Strategy, an ACT commitment under the *National Partnership on the Skilling Australians Fund*. A further briefing on the scope of the review can be provided.

MINISTERIAL FUNCTIONS

Legislation

University of Canberra Act 1989 (ACT)

This Act establishes the University of Canberra (UC) Council as the governing body for the university.

Training and Tertiary Education Act 2003 (ACT)

The objects of this Act are to regulate apprenticeships and traineeships; support quality assurance and best management practices for VET; and encourage awareness in the community of the need for, and to promote the development of, VET that is relevant to industry.

Building and Construction Industry Training Levy Act 1999 (ACT)

This Act establishes the ACT Building and Construction Industry Training Fund Authority, the statutory body responsible for providing funding for the training of eligible workers in the ACT building and construction industry.

Canberra Institute of Technology Act 1987 (ACT)

This Act establishes Canberra Institute of Technology (CIT) as a Territory authority. CIT has a range of responsibilities under the Act relating to its role as the public provider in the ACT. Under the Act, the Minister has the power to approve, determine and provide directions on the functions of CIT, to appoint members of the CIT Board, and set guidelines in relation to fees.

Relevant Commonwealth Legislation

- *Skilling Australia's Workforce Act 2005* (Commonwealth)
- *National Vocational Education and Training Regulator Act 2011* (Commonwealth)

Relevant Intergovernmental Agreements

National Agreement for Skills and Workforce Development (NASWD)

All states and territories signed the NASWD in 2009 and a revised agreement in 2012. The NASWD identifies long-term objectives for developing skills of the Australian people, including through a national training system which is responsive to local needs and delivers high quality training outcomes. In November 2019, the Commonwealth Government announced the Productivity Commission would undertake a review of the NASWD. An interim report was published on 5 June 2020, and the ACT Government provided a response on 17 July 2020.

National Partnership on the Skilling Australians Fund (NPSAF)

Six jurisdictions signed the NPSAF in 2018: the Australian Capital Territory, the Northern Territory, New South Wales, South Australia, Western Australia and Tasmania. The purpose of the NPSAF is to contribute to improved employment outcomes by supporting Australians to obtain the skills and

training they need for jobs in demand through increasing the uptake of apprenticeships and traineeships and other relevant employment-related training.

Heads of Agreement on Skills Reform

All jurisdictions recently signed the Heads of Agreement on Skills Reform (HoA). The HoA sets out immediate reforms to improve the national VET sector and priorities for a new National Skills Agreement to replace the NASWD. Signatories have access to the National JobTrainer Fund.

National Partnership on Streamlined Agreements: JobTrainer Schedule

The JobTrainer Fund will provide job seekers and people aged 17 to 24 with free VET, including full qualifications, pre-apprenticeships and online short courses. The ACT's share of this Fund is \$16.75 million (including the ACT's \$8.375 million contribution). This Fund will provide approximately 3,500 extra training places in the ACT.

Project Agreement for the National Infection Control Training Fund

In May 2020, the Commonwealth Government established the National Infection Control Training Fund to encourage the accelerated uptake of nationally accredited infection prevention and control training. The ACT's share of this Fund is \$1,340,000 (including the ACT's \$670,000 contribution). This Fund provides up to 3,800 free infection control training places in the ACT.

Project Agreement for Revitalising TAFE Campuses across Australia

The ACT signed the *Project Agreement for Revitalising TAFE Campuses across Australia* in August 2020. The ACT secured \$2.608 million from the Commonwealth Government to deliver two projects: expanding teaching and learning spaces at the CIT Fyshwick Campus, and technology infrastructure upgrades across the entire CIT network.

Key Appointments

Statutory Appointments

The Building and Construction Industry Training Fund Authority Board is established under the *Building and Construction Training Levy Act 1999* (ACT).

Membership:

- Mr Michael Young (Chair)
- Mr Zac Smith (employee representative)
- Mr Neville Betts (employee representative)
- Ms Graciette Ferreira (employer representative)
- Mr Stuart Sampson (employer representative)

The CIT Board is established under the *Canberra Institute of Technology Act 1987* (ACT). The CIT Chief Executive Officer is appointed by the CIT Board.

Membership:

- Mr Craig Sloan (Chair)
- Ms Kate Lundy (Deputy Chair)
- Ms Leanne Cover (CIT CEO)
- Mr Peter McGrath
- Mr Raymond Garrand
- Mr Nigel Phair

- Professor Frances Shannon
- Ms Jane Madden
- Ms Tahlia-Rose Vanissum
- Mr Sam Mills (elected CIT staff member)
- Ms Eve De Gregorio (student representative – CIT Student Association Board Chair)

Non-Statutory Appointments

Mr Vince Ball was appointed the ACT industry representative on the Australian Industry and Skills Committee (AISC) on 3 July 2019 with a term until 2 July 2022. Mr Ball is the Executive Director of the ACT Regional Building and Construction Industry Training Council.

UC Council

The UC Council is the governing authority of the UC, as established under the *University of Canberra Act 1989*. The Council is responsible for the overall management of the University including strategic direction, property and business affairs, management of finances, and academic activities.

The Membership of the Council is broad, including 15 board members:

- Eight appointments made by the Chief Minister, including one upcoming vacancy; and
- Seven other members of the Council: the Chancellor, Vice-Chancellor, Chairperson of the Academic Board, an academic staff member, a general staff member, an undergraduate student, and a postgraduate student.

The University has commenced recruitment activities to fill the upcoming vacancy. A Joint Selection Panel will convene after the 2020 ACT election to make recommendations to the Chief Minister.

Ministerial Councils and Consultative Bodies

Skills National Cabinet Reform Committee (Skills Committee) and Skills Forum (National)

The Council of Australian Governments (COAG) was superseded by the National Federation Reform Council (National Cabinet) in May 2020. With this change, COAG's Skills Council was replaced by two new bodies, the Skills National Cabinet Reform Committee (the Skills Committee) and the Skills Ministers' Forum.

The Skills Committee is reform-focused and will advise National Cabinet on the implementation of immediate reforms to the VET sector and development of a new National Skills Agreement, for approval by August 2021 and implementation in January 2022.

The Skills Ministers' Forum takes on the previous work of the COAG Skills Council. It is responsible for approving all VET standards related to registered training organisations, accredited courses and training packages. The Forum will also oversee the JobTrainer National Partnership and the VET sector's response to the COVID-19 pandemic.

The Skills Committee and Skills Forum is supported by the Skills Senior Officials Network (SSON).

Australian Industry and Skills Committee (AISC)

The AISC was established by the former COAG Skills Council in May 2015 to ensure ministers are informed by an industry-based perspective on the quality and relevance of the national training system, including training products. The AISC comprises ten Board members including Commonwealth nominees, peak industry representatives, and members nominated by state and

territory Skills Ministers. The current AISC ACT representative is Ms Vince ball, Executive Director of the ACT Regional Building and Construction Industry Training Council.

Education Council (National)

The Education Council provides a forum through which strategic policy on school education and early childhood development can be coordinated at the national level. However, from time to time it will also consider higher education matters. The Ministerial representative on the Education Council is the Minister for Education and is briefed on higher education matters through the Minister for Tertiary Education.

ACT Vice-Chancellors Forum (ACT)

The ACT Vice-Chancellors Forum is the (non-statutory) strategic body for collaboration between the ACT Government and local tertiary education institutions to support the growth and diversification of Canberra's economy, and build Canberra's reputation as a centre for high quality education, research and innovation. It is chaired by the Chief Minister and attended by Ministers with relevant portfolio responsibility.

Membership:

- Australian National University (ANU)
- University of Canberra (UC)
- Canberra Institute of Technology
- University of New South Wales – Australian Defence Force Academy
- Australian Catholic University
- Charles Sturt University

KEY ISSUES AND CONSIDERATIONS

COVID-19 impacts and response

Higher education

In 2019, Canberra hosted almost 19,000 international higher education students. While the majority of Canberra's first Semester 2020 international higher education students (around 13,000 YTD) were already in Australia by the time border restrictions came into effect, around 30 per cent (approximately 4,000, mainly from the ANU) remain offshore. The number expected to return is difficult to estimate, as it depends on domestic and overseas sentiment, and border restrictions. The international student market is highly competitive and the Commonwealth Government is leading national efforts to ensure Australia remains a destination of choice for students.

In May 2020, the ANU and the UC co-designed a Pilot Program to allow a safe passage for the return of international students to the Territory. In July 2020 universities decided to pause the Pilot Program due to the Victorian second wave. The Pilot Program remains on hold, with the focus shifting to returning international students for Semester 1 2021.

Both UC and ANU have publicly announced that they expect steep falls in revenue for this and the next several years as they adjust to the impacts of reduced international student enrolment, with ANU recently announcing job cuts. Both UC and ANU have petitioned the ACT Government for financial assistance.

VET

Economic Survival Package measures recently introduced, including increased subsidies and training places, have supported ongoing training activity to address workforce demand and supply, training provider viability and VET learners through the COVID-19 pandemic.

CIT student numbers

In 2020, CIT has experienced a 16 per cent decrease in student numbers—16,550 in comparison to 19,646 this time last year. While CIT was able to reconfigure teaching and learning activities to adapt to COVID-19 challenges, there have been a number of external factors impacting on students, including the social and economic effects of COVID-19.

Australian Apprentice numbers

Apprentice and trainee commencements and suspensions have been impacted significantly over the six months from March to August 2020, compared to the same period in 2019. We have seen:

- a 30 per cent decrease in Australian Apprenticeship commencements (1,591 down from 2,246)
- a 90 per cent increase in Australian Apprenticeship suspensions (127 compared to 67).

Economic Development can provide you with detailed briefing on trends by industry sector, support available to apprentices, trainees and employers, and provide options for further support (if requested).

Commonwealth reform agenda**Higher education**

The Australian Government has initiated a number of reviews of the higher education sector in recent years. These reviews have been geared towards improving higher education attainment for regional, rural and remote students; facilitating pipelines between vocational and higher education; and allowing for more rapid establishment of new higher education providers.

While not directly related to the responsibilities of the ACT Government, the implications of the changes on local universities are monitored as it may impact on university finances at a time when ANU and UC are seeking financial assistance from the Territory.

Timeline and expected outcomes of the Skills Committee

Nationally, the VET sector is facing significant changes in policy directions in response to a series of reviews initiated by the Commonwealth Government. The Skills Committee has been tasked by National Cabinet to support the implementation of the HoA signed by all State and Territory Governments in July 2020. The HoA commits governments to addressing reforms in the sector, including:

- working with the National Skills Commission to develop an approach to estimating the cost of training;
- developing a new funding model; and
- agreeing policy solutions for other priorities as outlined in the HoA and informed by the draft *Vocational Education and Training Reform Roadmap*.

The Skills Committee will advise the Council of Federal Financial Relations (CFFR) on a new national skills agreement to replace the NASWD in August 2021. The new agreement will establish the roles and objectives of the Commonwealth and State and Territory governments in skills and workforce development and underpin the Specific Purpose Payments made by the Commonwealth Government to the states and territories.

The work program of the Skills Committee is considerable and complex. Further briefing on the forward agenda will be provided. The Skills Committee has met twice – 25 September and 9 October – and will meet on 23 October and monthly thereafter.

Demand for VET

Recent years has seen increased demand for apprenticeships and traineeships which has placed pressure on the training budget. You will be provided with a detailed briefing on VET funding and expenditure.

Canberra Institute of Technology

CIT continues to operate in a challenging environment and has budgeted for an operating deficit in 2020. Its wholly owned subsidiary, CIT Solutions Ltd has also experienced significant financial pressures. Further briefing on CIT operating challenges will be provided.

University of Canberra Act 1989 Review

The *University of Canberra Act 1989* (ACT) (s43) requires the Minister to review the Act's operation and any other law prescribed by regulation (the Review). Specifically, the Review must consider the economic and other benefits gained by UC, and the community in the ACT region.

The responsible Minister was required to 'present a report of the Review to the Legislative Assembly not earlier than 5 years after the day the *University of Canberra Amendment Act 2015* commences but not later than 3 months after the end of that 5-year period', which would have been June 2020. However, provision to delay the report delivery date by one year was inserted to the *COVID-19 Emergency Response Legislation Amendment Bill 2020*, extending the deadline to June 2021.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
National VET Reform Ongoing	The next Skills National Cabinet Reform Committee meeting is scheduled on 30 October 2020.
<i>University of Canberra Act 1989</i> Review Ongoing	The Government must table a report on the review of the <i>University of Canberra Act 1989</i> by June 2021. There will be a series of ministerial decisions and discussions during this process.
Nominations for the UC Council October 2020	You will be asked to designate an ACT Government senior official to participate in shortlisting candidates for appointment to the UC Council in January 2021.
<i>2021 ACT Skills Needs List</i> consultation October 2020	You will be asked to approve consultation on the draft <i>2021 ACT Skills Needs List</i> .
Funding for the MyProfiling digital platform November 2020	You will be provided with options for ACT Government funding of the MyProfiling digital platform for Australian Apprentices enrolled at CIT and a selection of private RTOs.
Training Package Endorsement Ongoing	The Commonwealth Minister for Employment, Skills, Small and Family Business may write to you after the 13 October AISC meeting seeking your endorsement of training packages.
ACT Building and Construction Training Fund Authority <i>Training Plan 2020</i> 31 October 2020	You will be asked to approve the ACT Building and Construction Training Fund Authority Training Plan 2020.
Australian Apprenticeships Inspector Position November 2020	Your direction will be sought on the future of the Australian Apprenticeships Inspector position, currently a WorkSafe ACT officer funded by Skills Canberra.
CIT Strategic Compass Mid-November 2020	The CIT Board is in the process of developing its next strategy document for 2021-2025. The Board Chair and CEO will ask to discuss the Board's recommended strategic directions with you in mid-November, before finalising the document for public release in January 2021.
CIT CEO Consecutive Reengagement Process Mid-November 2020	The Chair of the CIT Board, Mr Craig Sloan, will commence a consecutive engagement appraisal process of CIT CEO, Ms Leanne Cover. The Chair will consult with you in mid-November as required under Section 80 (2) of the <i>Financial Management Act 1996</i> .
Australian Training Awards 20 November 2020	The Australian Training Awards are the peak national awards for VET. Winners from each state and territory compete for a national award title. The Awards ceremony will be an online event this year.
Development of a VET Investment Strategy	As part of the ACT's commitment under the NPSAF, Economic Development is to develop a four-year VET Investment Strategy. The Strategy is intended to provide a framework for strategic investment in the knowledge, skills, and capabilities that the ACT needs to support its social and economic development. Your agreement on the scope and delivery of the Strategy will be sought.

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
University of Canberra (UC Council/Governance)	Professor Tom Calma AO Chancellor governance@canberra.edu.au
University of Canberra (Operations)	Professor Paddy Nixon Vice-Chancellor and President ovc@canberra.edu.au
Australian National University	Professor Brian Schmidt AC Vice-Chancellor and President vc@anu.edu.au
University of New South Wales Canberra	Professor Michael Frater Rector RecOffice@adfa.edu.au
Australian Catholic University (Sydney – protocol)	Professor Greg Craven AO (from Jan 2021 Professor Zlatko Skrbis) Vice-Chancellor and President vc@acu.edu.au
Australian Catholic University (Canberra – operations)	Associate Professor Patrick McArdle Campus Dean (Canberra) [REDACTED]
Charles Sturt University (Bathurst – multi campus)	A/g Vice Chancellor Professor John Germov (Professor Andrew Vann to return Jan 2021, term to Dec 2021) vc@csu.edu.au
Australian Skills Quality Authority (ASQA)	Drew Ward [REDACTED]
Canberra Business Chamber	Graham Catt Chief Executive Officer ceo@canberrabusiness.com
Sarina Russo	Scott Lawler State Field Operations Manager - NSW/ACT [REDACTED]
ACT Building and Construction Training Fund Authority	Glenn Carter Chief Executive Officer [REDACTED]
Ginninderry	Emma Sckrabei Training and Employment Manager [REDACTED]
ACT Council of Social Services (ACTCOSS)	Emma Campbell Chief Executive Officer [REDACTED]
Apprentice Employment Network ACT and NSW	Jason Sultana Executive Officer [REDACTED]

Independent Tertiary Education Council of Australia (ITECA)	Mr Troy Williams Chief Executive Officer
Association of Providers of Training Services (APTS)	Alleyne Forjanic President info@apts.org.au
Master Builders Association of the ACT (MBA)	Michael Hopkins Chief Executive Officer
Housing Industry Association ACT and Southern NSW (HIA)	Greg Weller Regional Executive Director
ACT Regional Construction Industry Training Council (CITC)	Vince Ball Executive Director
Construction, Forestry, Maritime, Mining and Energy Union (CFMEU)	Jason Jennings CEO Creative Safety Initiatives
UnionsACT	Matthew Harrison Secretary
Australian Education Union (AEU)	Mr Glenn Fowler AEU Branch Secretary
Commonwealth Public Service Union (CPSU)	Madeline Northam Regional Secretary

FINANCIAL CONSIDERATIONS

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	34.4	29.8	25.9	24.9
Controlled – capital injection				
Territorial – expenses	0.1	0.1	0.1	0.1
Territorial – capital injection				

The figures above are sourced from CMTEDD information included in the August 2020 Economic and Fiscal Update.

The controlled expense figures relate to CMTEDD's Output Class 6, 'Higher Education, Training and Research'.

The quoted expense figures include:

- an allocation of the Directorate's overheads (a share of central expenses, such as Corporate and Strategic Finance); and
- expenses paid centrally, such as rent.

The territorial expenses reflect expenditure on interstate training grants.

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL
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Josephine Andersen	Executive Branch Manager, Skills Canberra Branch		Josephine.Andersen@act.gov.au
Ash Balaretnaraja	Senior Director, Tertiary Education, Training and Research Branch		Ash.Balaretnaraja@act.gov.au
Leanne Cover	Chief Executive Officer, Canberra Institute of Technology		Leanne.Cover@cit.edu.au

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TRADE, INDUSTRY AND INVESTMENT OVERVIEW

The COVID-19 pandemic has impacted world trade, investment and supply chains. There have also been significant impacts for local businesses, commercial landlords, the food and accommodation sector, entrepreneurs and start-ups, community clubs and the economy more broadly. As Minister for Trade, Industry, and Investment, you will oversee the Government's efforts to grow trade, industries and attract investment to the ACT economy.

We understand your strategy for economic recovery will create an environment for business to grow and hire staff through tax and regulatory reform. Your Government has set a target of more than 250,000 local jobs by 2025. This will be achieved by protecting and creating local jobs through delivery of an infrastructure program; engagement with industries; supporting business and employment growth in areas such as tertiary education, renewable energy, innovation, arts and defence industries; and by ensuring that Canberra's training system prepares workers for the jobs needed today and into the future.

The ACT's economy is significantly larger than that of Tasmania or the Northern Territory. The ACT is fundamentally a knowledge-based economy with a growing private sector, underpinned by world class tertiary education, science and research capability. Prior to the COVID-19 crisis, the ACT was a per capita leader in services exports thanks to the strength of our higher education, tourism and professional services sectors.

Canberra's higher education, training and research sector contributed \$3.3 billion to the local economy in 2017. The tertiary education sector supports 20,000 direct and indirect jobs (around nine percent of total employment in the Territory) and approximately 63,000 tertiary students.

Along with its innovation sector, Canberra's close proximity to major Commonwealth Government agencies and its position as the nation's capital provides competitive advantages in the space, defence, cyber security and renewable energy sectors.

Economic Development, CMTEDD

Economic Development, within the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) will drive your Government's priorities for business, job creation and economic recovery.

Responsibilities relevant to your portfolio include:

- Industry, innovation, trade and investment;
- Tourism; and
- Tertiary education and skills development, comprising vocational education and training and higher education.

DELIVERING ON YOUR PRIORITIES

Measures to assist business to adapt and survive were delivered during the ninth assembly. Economic Development can brief you on these measures if requested.

The Jobs and Economic Recovery Plan (the Plan) focuses on creating an environment for growth in industries such as tertiary education, renewable energy, innovation, arts and defence industries. It is also underpinned by an infrastructure investment program. Its headline priority is to reach a jobs target of more than 250,000 Canberrans in employment by 2025.

Following the release of the Plan, we identified areas of work to progress the priorities for local business growth, jobs creation and economic recovery. Work is currently underway on the implementation of the Jobs and Economic Recovery Plan, which will require input across a number of portfolios.

With the announcement of the Knowledge Capital Plan, significant opportunities in services exports and investment attraction in Canberra's high growth potential sectors can be developed. Economic Development can provide advice and options to focus efforts and resources on industries and markets with growth potential. As part of the Plan, we will work to deliver your commitment to expand the Canberra Innovation Network to CIT in Tuggeranong and University of Canberra in Belconnen.

Trade and export

During the ninth assembly, work progressed on the development of a framework for key markets and ACT sectors where the ACT has the propensity for accelerated growth and expansion.

The ACT Government has also developed partnerships with Austrade through the TradeStart program and the ACT State Specialist Business Development Manager (BDM) in Singapore.

The ACT Government's Singapore BDM facilitates market entry into Singapore and investment attraction into the ACT. During COVID-19 the focus for export trade into Singapore has been through virtual business matching activities and attracting inward investment for projects outlined as part of the Jobs and Economic Recovery Plan.

More detailed briefing can be prepared on the proposed markets and strategies for your consideration and input to the Commissioner for International Engagement for the International Engagement Strategy.

Growing Emerging Industries

Canberra's economic resilience is driven through diversification. Innovation and our status as the national capital provides competitive advantages in the space, defence, cyber security, and renewable energy sectors. KPMG estimates the current total economic contribution of the defence industry to the ACT economy and surrounding region is \$4.3 billion in Gross State Product (GSP), contributing 25,300 jobs in defence and other sectors.

The ACT cyber security sector is well placed to take advantage of the significant investment in cyber security recently announced by the Commonwealth Government. Our industry's proximity to the Department of Defence, other government agencies and the strong performance of our universities and CIT in cyber provide Canberra with a unique offering.

Across these professional services-based sectors, Canberra's research and education institutions innovative local SMEs, global exporters and multinational primes will continue to present opportunities to grow the ACT economy. A project is currently underway to develop a concept for a 'cyber cluster', based on our strengths in education, research and innovation, to position the ACT cyber industry to take advantage of the opportunities currently presented by Commonwealth Government funding programs.

Economic Development can develop further advice regarding industry and markets for renewable energy, advanced technologies and manufacturing, cyber security, space, and defence industries to enable our efforts to focus on areas of greatest return.

The Priority Investment Program (PIP) was established to build collaboration between the ACT Government, industry, and the tertiary education and research sector to attract investment and grow established and emerging priority sectors of Canberra's economy. This program can be

designed to further target jobs creation as part of recovery and support industries with high growth potential.

ACT Screen Industry

The Screen industry in Canberra is developing and becoming an important vehicle to showcase the ACT. Screen Canberra undertakes marketing and promotion, industry development, professional development, and leverages other funding for screen activities.

Screen Canberra also manages the ACT Government's \$5 million CBR Screen Fund, a strategic investment fund that supports the local ACT screen industry to become more commercially oriented and develop content for mainstream markets, as well as attracting productions and film industry activity to Canberra.

MINISTERIAL FUNCTIONS

Ministerial Councils

National Federation Reforms

Recent reforms to National Federation saw the Council of Australian Governments (COAG) and its sub-committees replaced with National Cabinet and six Reform Committees on: Rural and Regional Australia; Skills; Energy; Infrastructure and Transport; Population and Migration; and Health. Many of these have relevance to your portfolio, but none of the committees have met or had formal terms of reference established. Further briefing will be prepared as information becomes available on your role, and the role of Economic Development in supporting these Reform Committees.

Through the Council of Federal Financial Relations (CFFR), Treasurers will take forward deregulation as a priority.

Following these broad reforms to the National Federation architecture, the Commonwealth Government has commissioned a review to "rationalize and reset the structure and work programs of the former COAG councils and Ministerial Forums". You will be briefed on the implications of the review recommendations when they become available.

Trade and Investment Ministers (National)

Previously the Minister attended the Trade and Investment Ministers Meetings (TIMM), which provided an opportunity for cross-jurisdictional coordination and dialogue on trade and investment. TIMM is supported by the Senior Officials Trade and Investment Group (SOTIG), and the Deputy Director-General, Economic Development, is the ACT's representative at SOTIG.

Further advice can be provided about the status of this meeting, given the review of the former COAG structures currently underway.

Australian Data and Digital Council (National)

Membership of the Australian Data and Digital Council is made up of one ministerial representative from each State and Territory with responsibility for data and/or digital matters and chaired by the Commonwealth Minister for Government Services.

Portfolio links

Many of the priorities and areas for action across the Trade, Industry and Investment portfolio economic growth are connected or overlap across directorate and other portfolio responsibilities.

In addition to engaging with the business community, including through the recently established COVID-19 Local Business Commissioner, and the Canberra Economic Recovery Advisory Group, Economic Development can support you and Ministerial colleagues with cross portfolio coordination and communication across directorates.



Office for International Engagement

The Office of International Engagement (OIE) was established in 2016 and is led by the Commissioner of International Engagement.

In the same year, in order to have a detailed strategic guidepost for its activities, the OIE prepared *Canberra's International Engagement Strategy* (IES). It outlines the overall goals of our international engagement, specific activities to achieve those goals, key capabilities of our economy and international markets with which to engage.

Through the IES, the ACT Government established an overarching *2050 Vision* for Canberra, which is: "To be recognised as one of the world's great innovation, creative and art cities while remaining the world's most liveable city"

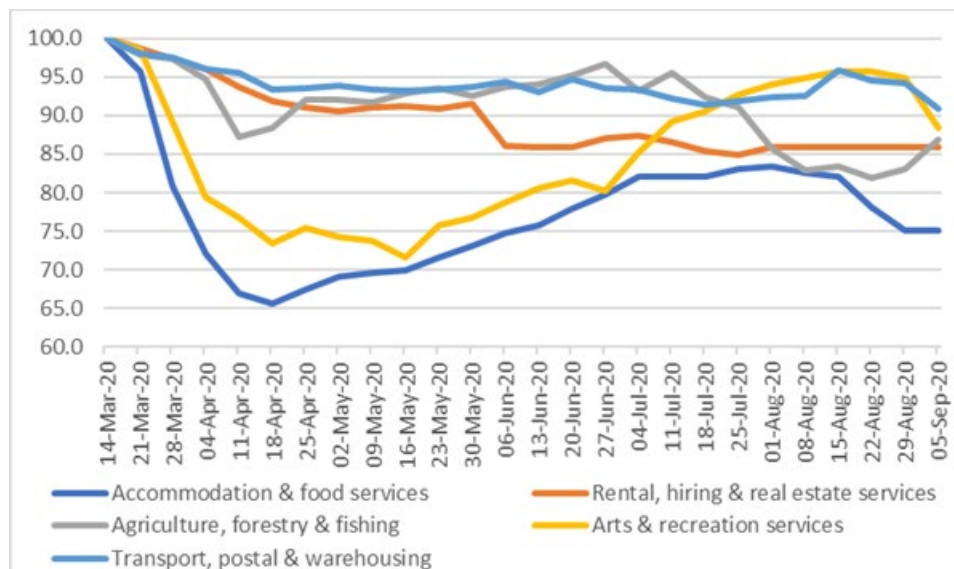
KEY ISSUES AND CONSIDERATIONS

COVID-19 Impact - Supporting the hardest hit sectors to recover

We understand your strategy to support recovery by working with business and industries that create secure jobs and targeting support to industries and sectors most impacted by COVID-19.

Figure 2 shows the change in jobs across industries since 14 March and shows the five industries that have contracted the most in % terms. The accommodation and food services sector has contracted the most and recently fallen after a period of recovery.

Figure 2: Cumulative fall in jobs index by industry, Top 5, revised ABS Payroll data, as at week ending 5 Sept,



Feedback from the business sector is that financial viability, mental health and digital capability/cyber security are some of the main issues currently facing the business community. The business community has also provided considerable feedback about the skills needs of its workforce.

Despite these impacts, some industries under this portfolio have experienced growth opportunities such as:

- Cyber Security has experienced an increased demand for solutions as online platform use and home-based work resulting from increased reliance on communications systems and networks.
- The local defence industry has benefited from the Commonwealth bringing forward procurement contracts to stimulate economic growth.
- Some local manufacturing companies pivoted their businesses to produce hand sanitiser and other organisations are manufacturing personal protective equipment (PPE).

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
Confirming the establishment of Canberra Economic Recovery Advisory Group (CERAG) with Government	• Chief Minister established CERAG before caretaker • There were to be five direct appointees. Additional members were to be identified through an EOI

	• The EOI is closed and CMTEDD is preparing recommendations for the Chief Minister • Membership will need to go to Cabinet for consideration.
Digital Capability and Enhanced Business Support.	During the ninth assembly, the Chief Minister instructed the directorate to develop options for a \$500,000 enhanced business support package aimed at boosting digital capability in vulnerable economic sectors. Further assistance to support business owners and managers' mental health and financial and legal decision making was also included in the package. We will put implementation options to you in the weeks following the 2020 ACT election.
Priority Investment Program – Jobs and Economic Recovery round	Calls for Expressions of Interest for the \$1 million Priority Investment Program for Jobs and Economic Recovery closed on 6 October. The independent advisory panel met on 15 October to short list applications to develop into business cases. In mid-December, you will have the opportunity to review the panel's funding recommendations. These are likely to be projects which help commercialise promising Canberra research, with a particular emphasis on job creation.

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Trade and Investment	
Canberra Business Chamber	Mr Graham Catt, CEO ceo@canberrabusiness.com 02 6247 4199
CBRIN Chair	Ms Hala Batainah - Chair E: [REDACTED] M: [REDACTED]
ACT Property Council	Ms Adina Cirson, Executive Director E: [REDACTED] 02 6276 3601
Austrade	Mr Tim Beresford Acting CEO +61 2 939 2200 [REDACTED]
Treasury (FIRB)	Mr Roger Brake Division Head +61 2 6263 4355 [REDACTED]

FINANCIAL CONSIDERATIONS

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	25.2	11.1	10.7	10.9
Controlled – capital injection	0.2	0	0	0
Territorial – expenses				
Territorial – capital injection				

The figures above are sourced from CMTEDD information included in the August 2020 Economic and Fiscal Update.

The controlled expense figures reflect some of CMTEDD's Output 3.1, 'Innovation, Industry and Investment'.

The quoted expense figures include:

- an allocation of the Directorate's overheads (a share of central expenses, such as Corporate and Strategic Finance); and
- expenses paid centrally, such as rent.

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL
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Brendan Smyth	Commissioner for International Engagement		brendan.smyth@act.gov.au
Jenny Priest	Economic Development		jenny.priest@act.gov.au
Ilsa Stuart	Economic Development		ilsa.stuart@act.gov.au

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TOURISM AND SPECIAL EVENTS OVERVIEW

In 2019, the ACT Government achieved its 2020 goal to grow the value of the visitor economy to \$2.5 billion of overnight visitor expenditure. However, the subsequent effect of bushfires and COVID-19 saw a significant reduction of visitation to Canberra, which has been devastating for the tourism sector and the businesses that support it.

As the Territory emerges from the COVID-19 crisis, rebuilding the visitor economy will be a key pillar of economic recovery. Investment in tourism and events is directly related to sustainable outcomes for the local economy, generated by spend in hotels, restaurants, retail, attractions, and many other businesses. It will support jobs growth, particularly for young people in the hospitality sector.

We understand that your plan is to keep existing jobs in tourism and create new jobs to expand tourism's contribution to our economy.

Economic Development - VisitCanberra and Events ACT

Economic Development, within Chief Minister, Treasury and Economic Development Directorate (CMTEDD), will drive your priorities for tourism and events. Responsibilities of relevance to your portfolio include:

- VisitCanberra which works with the ACT and region tourism industry to create and implement a range of marketing and industry development programs that aim to increase the economic return the Territory receives from domestic and international visitation.
- Events ACT which develops and delivers major, local and community events in Canberra.

VisitCanberra and Events ACT can provide further advice regarding:

- targeted strategies for the tourism and events sectors to protect and grow jobs in the wake of the COVID-19 pandemic;
- government engagement with the tourism, hotels and hospitality industry, as well as the events sector;
- partnerships with industry and opportunities for investment;
- Canberra as a destination in key domestic and overseas markets;
- attraction of new direct aviation routes into Canberra, in partnership with Canberra Airport, Tourism Australia;
- delivery of major and community events that attract interstate visitation, provide jobs for Canberrans, bring economic benefits and contribute to the vibrancy of our city; and
- a range of metrics related to the visitor economy, as well as the outputs of primary research on the destination marketing campaign and major events.

Tourism and events are often how we introduce people to our city. As a result, VisitCanberra and Events ACT work closely with other parts of government to promote Canberra as a destination to live, work, study and do business under the whole-of-city brand.

Interface with other portfolios

The Tourism and Special Events portfolio will continue to work with the Health portfolio to ensure any activity accounts for COVID-19 restrictions and events are delivered safely. This portfolio also has close linkages with the Chief Minister to ensure the ACT's views on domestic and international

border restrictions are taken into account in national decision-making forums given its significance to inbound domestic and international tourism.

There is a close working relationship with the community event portfolio to ensure the major events and community events are delivered seamlessly to the Canberra community. Your portfolio traditionally oversees major events in the ACT, including Floriade and Enlighten, and approves funding provided to attractions and event organisers through the Major Event Fund. Community events, such as the Canberra Nara Candle Festival and the Australia Day Celebrations, have sat under the *Arts, Creative Industries and Cultural Events* portfolio, as well as funding through ACT Event Fund.

For major sporting events, there is a crossover with the *Sport and Recreation* portfolio, particularly during a bidding or acquisition phase, or when entering into new contracts. Events ACT works closely with Venues Canberra and Sport and Recreation to support whole-of-government contractual obligations for delivery of sporting events in Canberra.

DELIVERING ON YOUR PRIORITIES

The Jobs and Economic Recovery Plan (“the Plan”) was released in the previous term of Government. Its headline priority is to reach a jobs target of more than 250,000 Canberrans in employment by 2025.

The strategy focuses on creating an environment for growth in key industries, including tourism and hospitality, which are critical to the visitor economy. We will support you in your priority to invest in this sector to protect local jobs.

In line with the Plan, and ACT Labor’s election commitments during the 2020 election campaign, we have identified the following areas of work to progress recovery of the visitor economy, contributing to local business growth and jobs creation. VisitCanberra and Events ACT can support you by providing advice and assistance in these areas, and by leading engagement with industry on these priorities.

Restoring major access routes

Your Government has announced investment of up to \$3 million over four years in tourism marketing partnerships to rebuild Canberra’s aviation sector. Restoring Canberra’s aviation network will be critical to support recovery of the visitor economy.

The fund could be used to partner with airlines, Canberra Airport, Tourism Australia and other destinations to attract more direct flights to and from COVID-safe destinations. This includes re-establishing key routes, pursuing new route development opportunities, bringing low-cost airlines back to our market and establishing trans-Tasman connectivity. VisitCanberra will support you to establish relationships with key partners in the aviation sector.

Offer quality events and experiences

The delivery of quality events and experiences to attract visitors and encourage the engagement of locals will be important to assist the accommodation, food services, arts and recreation sectors recover and grow. Further briefing can be provided on options for the operation of events in a COVID-normal environment.

VisitCanberra manages the Canberra and Region Visitors Centre (CRVC), which plays an important role in increasing the market reach of events and experiences available to visitors in the region. The CRVC supports local tourism businesses and promotes the region as a must-visit destination to increase visitor numbers, length of stay and visitor spending in the area. Open seven days a week, the CRVC is co-located with the National Capital Exhibition at Regatta Point.

Historically, the ACT Government has invested in large events through the Major Event Fund (MEF), which has driven overnight visitation and provided a significant return on investment to the ACT. In 2020-21, the MEF is supporting the National Gallery of Australia for the Botticelli to Van Gogh exhibition and the National Portrait Gallery for the Australian Love Stories exhibition. We understand your commitment to support local tourism and events through major commitment to support the Canberra Convention Bureau to attract high-impact business events, the National Capital Tourism Education Program, attracting COVID-safe events through the MEF and partnering with tourism operators on campaigns to attract visitors to the ACT.

Grow spend and visitation

Recovery in the visitor economy will involve growing demand in key domestic markets given there is little prospect for international visitation. A focus on overnight, rather than day, visitation to support businesses and restore employment will offer the greatest benefit. Through our marketing activities, we can maximise awareness of Canberra as a destination, highlight our points of difference and encourage visitation.

A new destination marketing campaign platform was launched with the agreement of the Government in September 2020. The focus of this campaign is domestic visitation, and VisitCanberra will remain flexible in its marketing efforts and is ready to reprioritise the focus of marketing investment as travel/border conditions change.

Further briefing can be provided on options to re-enliven visitation.

Increase the profile of our city brand

Brand Canberra is the whole-of-city branding program that was launched in 2013. The program has provided a consistent, cohesive and creative approach to marketing the ACT both nationally and internationally as an inviting city, a connected community and a great place to live, work, play, study and do business. The program has also aimed to enhance city pride within Canberra, appeal in the Canberra Region, and within national and international markets.

Brand Canberra guidelines were finalised in early 2020 and the canberra.com.au website was recently re-launched as the primary gateway for promoting Canberra as a place to visit, study, invest, live and do business.

Supporting tourism businesses

Restoring the visitor economy relies on the sustainability and resilience of local businesses. A range of measures have already been implemented to support the tourism and hospitality sectors. Further briefing can be provided on options to further develop the industry and assist it to respond to the changed operating environment as a result of COVID-19, reflecting your commitment to supporting local tourism to develop COVID-safe tourism products and infrastructure to help the tourism sector restart.

MINISTERIAL FUNCTIONS

Linkages with other portfolios

Many of the priorities and areas for action to support business and economic growth are connected or overlap across directorate and portfolio responsibilities. VisitCanberra and Events ACT can support you and Ministerial colleagues with cross-portfolio coordination and communication across directorates.

The portfolios that are mostly likely to overlap with the Tourism and Events Portfolio are:

- **Arts, Creative Industries and Cultural Events**, in activating Canberra as a creative, vibrant city to visit;
- **Sport and Recreation**, in the attraction of major sporting events to Canberra; and
- **Business**, to support the recovery of the tourism and events sector, particularly given the high proportion of small businesses that operate in the sector.

Tourism Ministers Meeting

Tourism Ministers from the Australian and State and Territory governments meet regularly to share information about tourism related matters and to discuss national strategies and activities to promote visitation.

KEY ISSUES AND CONSIDERATIONS

Border closures and aviation capacity

In 2019, Canberra International Airport had 14 international services per week, low-cost carrier connections to Melbourne and Brisbane and an extensive domestic services network. Pre COVID-19, Victoria accounted for nearly 20 per cent of overnight domestic visitation. In August 2020, the airport was servicing two per cent of 2019 flight capacity.

On 18 September 2020, Singapore Airlines advised due to the impacts of COVID-19, flights between Canberra and Singapore were suspended indefinitely, as part of a global restructure of their operations. A seven-year Memorandum of Understanding (MOU) with Singapore Airlines had been signed in 2018, which is now void.

Future aviation capacity into the Territory will be demand-led and rely on a combination of minimal border restrictions, increased consumer confidence in travelling and perceptions of Canberra as a safe destination. Competition for air capacity will be intense as many destinations seek to support their own recovery. Further briefing can be provided on options to expand aviation capacity.

Ongoing restrictions on venues and events

The restrictions in place to keep the community safe affect how businesses can trade, particularly for hospitality venues, attractions and events, and have negatively impacted employment in the sector. July 2020 ABS payroll data showed a 6.3 per cent fall in ACT jobs overall, but the impact was more severely felt in accommodation and food services, with a 23.3 per cent reduction in jobs. Ongoing disruptions are anticipated as governments continue to respond to COVID-19 outbreaks at short notice, and we will work with you to support tourism businesses through this uncertainty.

Leisure events and business events are proven demand drivers for visitation to the ACT. These cannot be delivered with the same confidence, or to the same capacity, as they were before COVID-19. Events ACT and VisitCanberra work with the various sectors to assist where possible.

Level of unemployment in the sector and risk of business failure

In June 2019, tourism as an industry employed 18,500 people in the ACT, representing 8.1 per cent of the Territory's total workforce. The small size of most tourism businesses (93 per cent of ACT tourism businesses are small operators with 19 employees or less and 42 per cent operate as sole traders) impacts their ability to innovate and respond to quickly changing circumstances.

The cancellation or postponement of events has serious financial implications for event organisers and for contracted suppliers of goods, services and staff to these events. The significant loss of revenue from these restrictions puts the viability of some businesses within the events sector at risk. This will impact the ability to deliver event activity in the ACT when restrictions are lifted.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
Visitor Economy Action Plan 2021	The Framework for Recovery of the Visitor Economy was released in September 2020. The Framework is the first step in developing an action plan for recovery of the visitor economy. An action plan will be put to you for approval for release in late 2020.
Floriade 2021	Noting your commitment to continue Floriade in the Suburbs and engage with community organisations, seek decisions on the format for Floriade 2021 to inform the horticultural program. The ordering of plant stock needs to occur in early December 2020 to meet the horticultural deadlines.
fYi Canberra 2021	You have resolved to deliver fYi Canberra (a new winter festival) in July 2021. The event is programmed to position Canberra as a vibrant future-focused city by promoting its strengths in innovation across the five pillars of technology, arts and culture, society and humanity, environment and technology. Funds have been appropriated for 2020-21 and 2021-22, but planning has been on hold during caretaker. A timely decision to continue the festival as currently planned will help secure programming content with partners and potential sponsors.
FIFA Women's World Cup 2023	Following thorough analysis of information made available to prospective host cities, the ACT Government advised Football Federation Australia (FFA) in October 2019 that it would not proceed to the final phase of the bid process for the FIFA Women's World Cup 2023 (FWWC 2023). There remains an opportunity for Canberra to pursue involvement in the FWWC 2023 as a training base camp, which would require early and intensive negotiation with FFA.

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Industry representative organisations	
Canberra Region Tourism Leaders Forum	Mr David Marshall, Chair chair@tlforum.com.au  CRTLF is an organisation that was formed in June 2018 after a 'breakaway' from the Canberra Business Chamber. It represents the ACT tourism, sports, arts and hospitality industries in the National Capital, promoting the value of these sectors to the ACT economy and advocating on behalf of these industry bodies.
National Capital Attractions Association	Dr Naomi Dale, President president@nationalattractions.com.au  NCAA represents tourist attractions within Canberra and the surrounding region. In 2018, NCAA took over the Canberra Region Tourism Awards with sponsorship support of  from VisitCanberra. This sponsorship is contracted for three years and ended on 30 June 2020, with no awards to be held in 2020 due to COVID-19.
Australian Hotels Association (AHA) - ACT Branch	Mr Anthony Brierley gm@actaha.org.au  AHA is the peak industry body representing the interests of the hospitality industry in the ACT. We are a Silver Sponsorship partners with AHA  This is a calendar year partnership. The AHA ACT Branch has been active in calling publicly for an easing of venue restrictions during the COVID-19 pandemic.
Canberra Convention Bureau (CCB)	Mr Michael Matthews, CEO   The CCB is a member-based organisation that promotes Canberra as an attractive destination for hosting business events. The CCB is funded by ACT Government through VisitCanberra, and this funding is confirmed until 30 June 2021.

National Convention Centre Canberra (NCCC)	Mr Stephen Wood, General Manager [REDACTED] 02 6276 5200 The National Convention Centre Canberra is a venue for events, part of the global InterContinental Hotels Group.
Canberra District Wine Industry Association (CDWIA)	Ms Fran Marshall, President hello@canberrawines.com.au CDWIA is the peak body representing the local wine industry and works to promote the Canberra district.
National Capital Educational Tourism Project (NCETP)	Mr Garry Watson, Project Team Leader [REDACTED] [REDACTED] NCETP aims to increase and sustain the number of school students visiting Canberra. VisitCanberra funds NCETP [REDACTED] under a joint venture, which ends 2019.
Australian Tourism Export Council (ATEC)	Ms Mel Braid, Branch Manager [REDACTED] [REDACTED] ATEC is the peak industry body representing Australia's tourism export sector. The ACT branch of ATEC is a key partner to deliver inbound training and grow the value of international tourism through industry engagement. Our current partnership is for [REDACTED], ending 30 June 2021.
Government organisations	
Destination Southern New South Wales	Mr Sean Haylan, General Manager [REDACTED] [REDACTED] Established by Destination NSW, the network covers the six local regions surrounding Canberra. This is a key organisation that we work with to influence and approach to the region. VisitCanberra also sits alongside them on a steering committee for the Tablelands Region. There is no financial commitment to this partnership.
Tourism Australia	Ms Phillipa Harrison [REDACTED] 02 9631 1302

	VisitCanberra has a strong partnership with Tourism Australia spanning domestic and international marketing activities, trade and distribution development activities, and research. The following commitments with Tourism Australia are funded for 2020/21: the Aussie Specialist Program; the Signature Experiences Program; the Consumer Demand Project; domestic campaign activity; and VisitCanberra's Business Development Manager position, based in Singapore.
National Capital Authority	Ms Sally Barnes, Chief Executive [REDACTED] 02 6271 2888 The NCA is landowner and strategic partner for a number of events in Events ACT's delivery portfolio – most notably Floriade and the Enlighten Festival. The Canberra and Region Visitors Centre, managed by VisitCanberra, is located at Regatta Point, in a building owned by the NCA.

FINANCIAL CONSIDERATIONS

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	22.8	17.0	17.0	17.5
Controlled – capital injection	0.4	0.34	0.3	0.3
Territorial – expenses				
Territorial – capital injection				

The figures above are sourced from information included in the August 2020 Economic and Fiscal Update.

The controlled expense figures relate to CMTEDD's Output 3.2, 'VisitCanberra' and a portion of Output 3.5, 'Events'.

The quoted expense figures include:

- an allocation of the Directorate's overheads (a share of central expenses, such as Corporate and Strategic Finance); and
- expenses paid centrally, such as rent.

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL
Kareena Arthy	Deputy Director-General, Economic Development		Kareena.Arthy@act.gov.au
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Ross Triffitt	A/g Executive Branch Manager, EventsACT		Ross.Triffitt@act.gov.au

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ADVANCED TECHNOLOGY AND SPACE INDUSTRIES OVERVIEW

The Advanced Technology and Space Industries portfolio focuses on the development of the ACT's key advanced technology sector capabilities and the space industry to support economic growth and diversification.

The COVID-19 pandemic has had an unprecedented effect on local businesses, commercial landlords, the food and accommodation sector, entrepreneurs and start-ups, community clubs and the economy more broadly.

We understand your priorities for economic recovery and your target of growing Canberra's employment base to more than 250,000 local jobs by 2025. We understand that recovery will be driven through infrastructure investment, supporting innovation and skills development, and growing emerging industries, of which advanced technology and space industries will be a key part.

Economic Development

The Economic Development Division within the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) has responsibility for areas that aid in diversifying the economy and that make Canberra a vibrant place to visit, live and study.

Areas of particular relevance to your portfolio include: trade, innovation and investment across key sectors including: advanced technology and manufacturing; defence, space and cyber security; agritech; and renewable energy.

Economic Development's other areas of responsibility - tourism, events, sport and recreation, and arts and creative industries - are also important drivers for jobs creation and economic recovery.

During the ninth assembly, Economic Development implemented a range of initiatives targeting advanced technology and space, for which briefing can be provided.

Building on the work to date, advice can be provided on further measures to support growth and job creation in the advanced technologies and space industries, including measures to:

- streamline interactions with the business community and improve engagement with business;
- build strong relationships with the training and higher education sector to deliver job-ready people to support ACT business growth and entrepreneurship;
- develop targeted industry strategies to protect and grow jobs in the wake of the COVID-19 pandemic; and
- attract investment to the ACT, through our capabilities in research and innovation, and assist business commercialise their ideas.

DELIVERING ON YOUR PRIORITIES

The Jobs and Economic Recovery Plan (the Plan) focusses on creating an environment for growth in industries such as tertiary education, renewable energy, innovation, cyber security and defence industries. It is also underpinned by an infrastructure investment program.

Following the release of the Plan, we identified key areas of work to progress priorities in growing emerging industries such as renewable energy, advanced technologies and manufacturing, cyber security, space, and defence industries as outlined below. Economic Development can provide further briefings on implementation options.

Growing Emerging Industries

Canberra's economic resilience is driven through diversification. Our economy is knowledge based and encourages innovation, as evidenced by the companies who are basing themselves in the ACT to develop and trial new technologies. Our status as the national capital, with close proximity to major Commonwealth Government departments and access to some of Australia's leading tertiary education and research institutions, provides competitive advantages in the space, defence, cyber security, and renewable energy sectors.

Targeted industry strategies in renewable energy, advanced technologies and manufacturing, cyber security, space, and defence industries will be underpinned by an analysis of sector level issues and opportunities for jobs creation and economic diversification. The strategies will build on the outcomes of the Priority Investment Program, which has supported a range of projects across the sectors, and capitalise on the strong ecosystems that exist in Canberra in these industries. The advanced technology and space industries also feature strongly in our approach to enhancing trade and investment.

The Government is regularly approached to consider innovation trials and briefing can be provided on current and potential activities.

Cyber Security Workforce and Skilling

There is currently a shortage of skilled cyber security workers with estimates suggesting that in Australia this shortage could reach 17,000 within the next decade.

Canberra's tertiary education and research institutions are renowned for their strong cyber security course offerings, research capabilities and facilities. There is significant opportunity for Canberra's education and research institutions to collaborate through a cluster model, in partnership with industry and Commonwealth Government agencies, to position Canberra as the key destination for cyber security education, training and research. By focusing on these areas of strength, the ACT has opportunity to position itself as a leading destination for cyber security professionals.

MINISTERIAL FUNCTIONS

The portfolio of Advanced Technology and Space Industries connects and overlaps a number of directorate and portfolio responsibilities, particularly: Trade, Industry and Investment; Business; Veterans; Tertiary Education; and Climate Change and Sustainability.

Portfolio links



Ministerial Advisory Boards

ACT Defence Industry Advisory Board:

The Chief Minister is responsible for appointing members to the (non-statutory) ACT Defence Industry Advisory Board (DIAB). The Board supports efforts to build on the ACT's competitive strengths and to identify new opportunities to maximise economic development and business outcomes across the ACT's priority defence domains including defence services, cyber security, and space and spatial technologies. Economic Development provides secretariat support to DIAB.

KEY ISSUES AND CONSIDERATIONS

COVID-19 Impact

As with all businesses across the Canberra economy, businesses in the advanced technology and space industries have been impacted by the COVID-19 crisis. Nevertheless, some sectors within this portfolio have experienced growth opportunities:

- Demand for cyber security and digital services has increased as a result of the increased use of online platforms by business and people working from home.
- The local defence industry has benefited from the Commonwealth Government bringing forward procurement contracts to stimulate economic growth.
- Some local manufacturing companies pivoted their businesses to produce hand sanitiser and other organisations are manufacturing personal protective equipment (PPE).

Key challenges experienced by business across this portfolio include:

- increased risk of cyber attack due to increased reliance on online communications systems and networks;
- international and national supply chain issues as a result of border closures;
- the impact of COVID 19 on university finances, the traditional based for research and innovation in advanced technology sectors; and
- travel and event gathering restrictions impacting on traditional methods to attract expertise, network and develop business opportunities.

Economic Development can provide further briefing on the challenges and opportunities facing the advanced technology and space industries.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
Cyber Security Cluster Model	• Agreement to procure a consultant to co-design options for a cyber cluster model was obtained prior to caretaker. • A consultant was engaged prior to caretaker. • The consultant's report outlining options for a 'cyber cluster model' and next steps will be brought forward for Ministerial consideration in mid to late November.
Defence Industry Advisory Board	Several DIAB appointments are due to expire in February 2021, with the remaining appointments expiring in April and June 2021. • Board members are appointed by the Chief Minister in accordance with <i>Governance Principles Appointments, Boards and Committees</i>. Six members on the board are currently serving their second term and would not normally be considered for reappointment unless they are recommended as a result of a full merit process. • The remaining three members are currently serving their first term and may be considered for reappointment.

	Pending agreement, it is expected that an open process will commence in November 2020 to fill six positions on the board.
Priority Investment Program – Jobs and Economic Recovery round	Calls for Expressions of Interest for the \$1 million Priority Investment Program for Jobs and Economic Recovery closed on 6 October 2020. The independent advisory panel met on 15 October 2020 to short list applications to develop into business cases for further assessment by the panel. The panel's recommendations will be brought forward for consideration by Government in mid-December and a decision on whether to proceed with funding any projects under the program.

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Space Sector	
Australian Space Agency	Dr Megan Clark AC (02) 6276 1166 enquiries@space.gov.au
Space Industry Association of Australia	Mr David Ball (Chair) operations@spaceindustry.com.au
The Australian National University	Professor Anna M Moore Director, Australia National University Institute for Space Director, Australian Astronomical Optics – Stromlo [REDACTED] M [REDACTED]
UNSW Defence Research Institute	Professor Russell Boyce, Chair for Space Engineering, School of Engineering and Information Technology (02) 6268 8056 [REDACTED]

Defence Sector	
Defence Industry Advisory Board members	Air Marshal (Ret'd) Geoff Brown AO (Chair and Defence Ambassador) [REDACTED] Brigadier (Ret'd) Alison Creagh CSC (Defence Ambassador) [REDACTED] Mr Robert Forbes [REDACTED] Mr Glenn Keys AO [REDACTED] The Hon Kate Lundy (Defence Ambassador) [REDACTED] Ms Karen Schilling [REDACTED] Air Vice Marshal (Ret'd) Mark Skidmore AM (Defence Ambassador) [REDACTED] Mr Adam Smith [REDACTED]
Cyber Sector	
AustCyber	CEO – Michelle Price [REDACTED] Chief of Ecosystem Development - Prerana Mehta [REDACTED] Acting ACT Node Manager – Linda Cavanagh [REDACTED]

FINANCIAL CONSIDERATIONS

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	0.5	0.2	0.2	0.2
Controlled – capital injection				
Territorial – expenses				
Territorial – capital injection				

The figures above are sourced from CMTEDD information included in the August 2020 Economic and Fiscal Update.

The controlled expense figures reflect some of CMTEDD’s Output 3.1, ‘Innovation, Industry and Investment’.

The quoted expense figures include:

- an allocation of the Directorate’s overheads (a share of central expenses, such as Corporate and Strategic Finance); and
- expenses paid centrally, such as rent.

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL
Kareena Arthy	Deputy Director General, Economic Development	6207 5564	kareena.arthy@act.gov.au
Kate Starick	Executive Group Manager, Economic Development	6205 9828	kate.starick@act.gov.au
Jenny Priest	Executive Branch Manager, Economic Development	6207 2070	jenny.priest@act.gov.au
Ilsa Stuart	Senior Director, Innovation, Trade and Investment, Economic Development	6207 8864	ilsa.stuart@act.gov.au

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ARTS, CREATIVE INDUSTRIES AND CULTURAL EVENTS OVERVIEW

The Arts, Creative Industries and Cultural Events is a diverse portfolio, which contributes significantly to the ACT economy and our community's culture and identity.

The COVID-19 pandemic has had an unprecedented effect on local businesses, the arts and culture industry, commercial landlords, the food and accommodation sector, entrepreneurs and start-ups, community clubs and the economy more broadly. We understand as Minister for Arts, Creative Industries and Cultural Events you will have a range of priorities to activate Canberra as a creative city and ensure the arts and creative industries recover and be more resilient.

Economic Development

Two branches within Economic Development in the Chief Minister, Treasury and Economic Development Directorate (CMTEDD), artsACT and Events ACT, will have primary responsibility to drive your priorities for arts, creative industries and cultural events.

Arts funding administered by artsACT supports individual artists, arts organisations and community groups. It is delivered through several categories and supports art across a broad range of artforms and levels of practices. This funding prioritises outcomes in the areas of arts development, arts participation and access, and arts opportunities.

artsACT is also responsible for areas of policy, funding, management of the Territory's extensive public art collection and management of 13 Territory-owned arts facilities occupied by arts organisations.

Events ACT will support you to delivery of major, local and community events in Canberra. More specifically, Events ACT will support you to plan, market and deliver a quality suite of significant cultural events.

Events ACT will also support you to develop of the ACT's festivals and events sector, including by managing the ACT Event Fund and providing of strategic planning support, advice and capacity building initiatives to the sector.

Currently Events ACT delivers the following events relevant to your portfolio:

- Australia Day celebrations
- Lights! Canberra! Action!
- Canberra Day
- Symphony in the Park
- The Canberra Balloon Spectacular
- Reconciliation Day
- Windows to the World
- The Canberra Nara Candle Festival
- New Year's in the City

Cultural Facilities Corporation

The Cultural Facilities Corporation (CFC) is a statutory enterprise, established by the *Cultural Facilities Corporation Act 1997* (the CFC Act). The CFC manages the following facilities:

- the Canberra Theatre Centre (the Canberra Theatre, The Playhouse and Courtyard Studio);
- the Canberra Museum and Gallery, including the Nolan Collection; and
- three historic places (Lanyon Homestead, Calthorpes' House and Mugga-Mugga Cottage).

DELIVERING ON YOUR PRIORITIES

Arts contribute to the wellbeing and health of our community and we know that the majority of ACT residents feel the arts have a 'big' or 'very big' impact on their sense of wellbeing and happiness (66%, Australia Council for the Arts' National Arts Participation survey 2016).

We understand that your priorities to sustain jobs, build resilience and promote the role of the arts in our community include the development and appointment of an ACT Government artist; commissioning artists to create work responding to the city; implementation of a new approach to residency programs while travel is restricted; and the establishment of a creative recovery and resilience sector forum to provide ongoing opportunities to connect, share skills and knowledge.

The Jobs and Economic Recovery Plan (the Plan) outlines the critical role that arts and creative industries play in activating Canberra as a creative city. Noting that Canberra has the highest cultural participation rate of any jurisdiction in Australia there is an opportunity to connect Canberrans with one another and promote a culture of engagement. Supporting recovery and resilience in the arts and creative industries will ensure the arts can play a greater role in keeping Canberrans connected and enhancing wellbeing into the future.

The Plan contained a number of initiatives targeted at the arts and creative industries sector. artsACT will support your priorities relating to Creative Recovery and Resilience, to which you have allocated \$375,000 in funding. This unit will also lead and assist with the delivery of your infrastructure investment priorities including expansion and redevelopment of the Canberra Theatre, delivery of the Kingston Arts Precinct, continued investment in Gorman House and upgrades to Tuggeranong Arts Centre.

Other support measures identified in the Plan relevant to this portfolio include:

- Ongoing \$5 million investment in the CBR Screen Fund, which supports strategic productions that build local screen industry capability and profiles Canberra across different genres and platforms to the world.
- Establishing MADE IN CBR through the \$250,000 Special Purpose Fund under the CBR Screen Fund to provide specific support to ACT Screen professionals to develop new projects that have the potential to connect with markets and reach global audiences.

Creative Industries Policy

The arts play a vital role in the economy and are an important drawcard both for domestic and international tourists. artsACT will work with you to support the development of creative industries policy focused on opportunities for creative businesses and employment of artists and support for the arts organisations funded by Government. It is proposed that engagement with the sector and Minister's Creative Council be key elements of this policy development.

Infrastructure and Capital Works

Delivery and maintenance of cultural infrastructure provides opportunities for artists to develop their practice and for community members to participate in creative activities. The Canberra Theatre Centre expansion and development of the Kingston Arts Precinct will be achieved through continued cross-portfolio partnerships including with the City Renewal Authority, Major Projects Canberra and the Suburban Land Agency along with upgrades across the arts infrastructure portfolio. The proposed significant upgrades for the Tuggeranong Arts Centre, and the heritage-listed Gorman House Arts Centre will be a priority.

Canberra Theatre Redevelopment Project

Design and scoping has commenced for a new and redeveloped theatre centre that has the seating capacity and facilities to support large scale national and international concerts, musicals, theatre and dance. Major Projects Canberra has administrative responsibility for this project and are working very closely with key project stakeholders including artsACT, the CFC and City Renewal Authority.

MINISTERIAL FUNCTIONS

ACT Cultural Facilities Corporation

You have responsibility for administering the *Cultural Facilities Corporation Act 1997* (the Act). The Act establishes the CFC, defines its functions and the areas or facilities for which it is responsible. One of your responsibilities under that Act is appointing six board members. The seventh member is the CFC's Chief Executive Officer (ex-officio).

Under the *Annual Reports (Government Agencies) Act 2004*, you are responsible for tabling the CFC's annual report in the Legislative Assembly.

ACT Minister's Creative Council

You have responsibility for appointing members to the (non-statutory) Minister's Creative Council. The Council was established in December 2018 and currently has 12 members. The Council's function is to advise you on the arts and sector issues. You may refer matters to the Council for consideration and advice, and you may use this forum to test ideas.

Meeting of Cultural Ministers (MCM)

The Commonwealth, state and territory and New Zealand Ministers for arts and culture meet on a regular basis to collaborate on developing Australia's arts and culture sector. Attendees include Ministers responsible for arts and culture in each state and territory, the Commonwealth Government Minister for the Arts and the New Zealand Minister for Culture and Heritage. You represent the ACT at the Meeting of Cultural Ministers.

Through the pandemic there have been two special meeting of Ministers to discuss opportunities for support of the sector. These have been outside the MCM framework.

Following recent reforms to federation which have seen the establishment of National Cabinet, the Commonwealth Government have commissioned a review to "rationalise and reset the structure and work programs of the former COAG councils and Ministerial Forums". The MCM is within scope of this review. You will be briefed on the implications of the recommendations when they become available.

Linkages with other portfolios

Many of the priorities and areas for action are connected or overlap across directorate and portfolio responsibilities. Economic Development can support you and Ministerial colleagues with cross portfolio coordination and communication across directorates, including:

- The Chief Minister and the Office of International Engagement (OIE) on the delivery of the annual Canberra Nara Candle Festival and fostering the Canberra/Nara sister-city relationship.
- The Minister for Aboriginal and Torres Strait Islander Affairs and the Community Services Directorate on the delivery of the annual Reconciliation Day event, including consultation on indigenous programming elements.
- The Minister for City Services, and Transport Canberra and City Services Directorate – including waste collection strategies, elimination of single-use plastics and public transport access/egress to ACT Government events.
- The Minister for Tourism and VisitCanberra on the marketing and promotion of community event activity in the ACT.
- The Minister for Health and the Office of the Chief Health Officer on planning considerations for ACT Government events in light of the ongoing COVID-19 pandemic.
- The Minister for Regulatory Services and Access Canberra, for matters relating to event permits and approvals.
- The Minister for Police and Emergency Services, and the Justice and Community Safety Directorate for matters relating to public safety planning at events.

Other matters will require engagement with the Commonwealth Government:

- The National Australia Day Council (NADC) on the delivery of annual Australia Day celebrations in Canberra. National collaboration is facilitated through the Australia Day National Network, an affiliate group of state and territory organisations.
- The National Capital Authority (NCA) as land-owner and a key strategic partner for several events in Events ACT's delivery portfolio.

KEY ISSUES AND CONSIDERATIONS

COVID-19 Impact

The arts and event sectors have been impacted significantly by the COVID-19 pandemic. Over the past six months support has been provided through grants to individuals, support for arts organisations, rent relief and additional capital works at arts facilities.

Additional funding of \$2.5 million has been provided to the CFC to support the ongoing employment for the CFC's large number of casual staff, especially at the Canberra Theatre Centre.

The most recent weekly payroll jobs and wages data from the Australian Bureau of Statistics shows that jobs in Arts and Recreation in the ACT have fallen 11.6% between 14 March and 5 September 2020 (change since 100th case of COVID-19).

Similarly, widespread event cancellations and postponements have had serious financial implications for event organisers and for suppliers of goods, services and staff to these events.

During the ninth assembly, Events ACT developed contingency options for supporting the events industry, including the RISE Canberra program, development and delivery of the Where You Are Festival, and delivery of an online event experience for Reconciliation Day.

COVID Safe event delivery and scenario planning

The ACT's new COVID Safe Event Protocol has been released and provides guidance to organisers on how to deliver events in a COVID Safe manner. The Protocol will also inform preparation of cultural events organised by the ACT Government.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
Arts Activities Funding Round 2, 2020.	artsACT received 76 applications for funding in the \$5 to \$50k category which have been assessed and ready to announce. The round is usually announced by 31 October 2020.
ACT Book of the Year Award, 2020.	artsACT received 28 nominations for the 2020 Book award. \$10,000 to winner, \$2,000 to any highly commended and \$1,000 for shortlisted books. The books need to be judged by a literary panel and it is recommended a winner is announced before the end of 2020.
Arts Organisation Funding Model engagement, 2021.	While artsACT has undertaken considerable consultation with arts organisations on a new funding model, consultation is also required with artists and arts workers, who either work in the organisations or access/benefit from their programs. Pending your agreement, further information will be provided regarding the timing, scope and implementation of consultation.
Decision on final format of community events in line with public health directions – New Year’s Eve 2020 and Australia Day 2021. Decisions required by early/mid-November 2020.	Considering the ongoing COVID-19 pandemic and public health directions, final decisions will be required on the format of 2020 New Year’s Eve celebrations in Canberra and the 2021 Australia Day celebrations in Canberra, noting that some decisions have already been made about their conduct.
Decision to approve grant funding recommendations made by the assessment panel for the ACT Event Fund 2021. Decision required in early/mid-November 2020.	The ACT Event Fund for events staged in the 2021 calendar year also opened to applications on Tuesday 22 September. The Fund assists eligible applicants to develop, market and promote their events – while fostering a diverse, high-quality calendar of events each year. In 2021, the ACT Event Fund will also play an important role in supporting events that can safely connect our community and visitors in line with public health directions. Applications close on Monday 19 October. Applications will be assessed, and a brief and recommendations prepared for your agreement.
Civic Arts and Cultural Precinct, including the New Canberra Theatre business case, December 2020.	Government to consider the proposed delivery options and commercial principles business case for implementation of the Civic Arts and Cultural Precinct, including the New Canberra Theatre.

Support Screen Canberra with core operational funding for the budget cycle 2020-21 to 2023-24, for consideration in February 2021.	Screen Canberra currently receives \$377,000 as core operational funding for 2020-21 financial year. A budget business case for ongoing core operational funding for Screen Canberra in the out years will be prepared for consideration as part of the 2021-22 budget cycle.
CFC Board Appointments	Two of six members terms will conclude 31 December 2021. Further briefing will be prepared regarding the appointment process.

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Cultural Facilities Corporation Board	Chair, Justice Richard Refshauge Justice.Refshauge@courts.act.gov.au
Minister's Creative Council	Chair, Ms Genevieve Jacobs [REDACTED]
Ainslie and Gorman Arts Centres	Chair, Mr Mark Van Veen 6182 0000 (Gorman Arts Office) Key ACT multi-arts arts facility including artist studios
Australian National University	Professor Rae Francis, Dean, College of Arts and Social Sciences 6125 5111 (Dean's office) Major funding agreement with the ANU School of Music, and School of Art and design.
Belconnen Arts Centre	Chair, Mr Phil Nizette [REDACTED] (Jack Lloyd, CEO) Key ACT mutli-arts/community access facility
Canberra Glassworks	Chair, Mr Gary Rake 6185 0374 (Julie Skate, CEO) Manages the Canberra Glassworks, a key ACT glass arts facility in the Kingston Arts Precinct
PhotoAccess	Chair, Ms Penelope Grist 6295 7810 (PhotoAccess office) Manages the Manuka Arts Centre, a key ACT visual arts facility
The Stagemaster	Chair, Mr Jamie Hladky 6247 1519 (Street office) Manages The Street Theatre, a key ACT performing arts facility

Tuggeranong Community Arts Association	Chair, Mr Don Cumming 6293 1443 Manages Tuggeranong Arts Centre, a key ACT multi-arts/community access facility
Canberra Potters Society	Chair, Ms Jill Farrelly [REDACTED] (Richard Thomas, Director) Manages Watson Arts Centre, a key ACT ceramic arts facility
Craft ACT	President, Ms Rebecca Coronel 6262 9993 (Craft ACT office) A key visual arts organisation that is proposed to be part of the Kingston Arts Precinct
Megalo	Chair, Ms Kate Ross 6232 6041 (Megalo office) Key visual arts organisation in the Kingston Arts Precinct
Screen Canberra	Chief Executive Officer, Ms Monica Penders [REDACTED] [REDACTED] Chair, Dr David Court [REDACTED] [REDACTED]
The Childers Group	Mr Michael White, Coordinator [REDACTED] [REDACTED] The Childers Group advocates for the arts in the ACT region.
Canberra Arts Action Group	Mr Michael Sollis, Coordinator [REDACTED] [REDACTED]

	The Canberra Arts Action Group advocates for the arts in the ACT region.
Nara Sister City Committee	Narelle Hargreaves OAM [REDACTED] Liaison regarding the Canberra Nara Candle Festival.
Japanese Embassy	Sumie Davies [REDACTED] Liaison regarding the Canberra Nara Candle Festival.
National Australia Day Council (NADC)	Karlie Brand, Chief Executive Officer [REDACTED] Liaison regarding Australia Day celebrations.
ACT Reconciliation Council	Dr Chris Bourke and Genevieve Jacobs, Co-Chairs [REDACTED] and [REDACTED] Liaison regarding Reconciliation Day.
Visabel Pty Ltd	Vickii Cotter, Managing Director [REDACTED] Contracted as Executive Producer for the Enlighten Festival (including associated community events) until 2022.
National Capital Authority	Sally Barnes, Chief Executive [REDACTED] Land-owner and Strategic Partner for a number of events in Events ACT's delivery portfolio.
ACT Health (Office of the Chief Health Officer)	Vanessa Dal Molin, Executive Branch Manager Vanessa.DalMolin@act.gov.au Ongoing liaison regarding delivery of events in line with public health directions and the ACT's COVID Safe Event Protocol.

FINANCIAL CONSIDERATIONS

Arts, Creative Industries and Cultural Events – CMTEDD

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	22.3	20.9	21.1	21.4
Controlled – capital injection	5.0	5.0	0.6	0.6
Territorial – expenses				
Territorial – capital injection				

The figures above are sourced from CMTEDD information included in the August 2020 Economic and Fiscal Update.

The controlled expense figures relate to CMTEDD's:

- Output 3.5, 'Arts Engagement'; and
- some of Output 3.4, 'Events'.

The quoted expense figures include:

- an allocation of the Directorate's overheads (a share of central expenses, such as Corporate and Strategic Finance); and
- expenses paid centrally, such as rent.

Arts, Creative Industries and Cultural Events – Cultural Facilities Corporation

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	21.5	22.0	22.3	22.7
Controlled – capital injection	3.0	1.7	0.8	0.5
Territorial – expenses				
Territorial – capital injection				

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL
Kareena Arthy	Deputy Director-General, Economic Development		Kareena.Arthy@act.gov.au
Kate Starick	Executive Group Manager, Economic Development		Kate.Starick@act.gov.au
Sam Tyler	Executive Branch Manager, artsACT		Sam.Tyler@act.gov.au
Ross Triffitt	Executive Branch Manager, Events ACT		Ross.Triffitt@act.gov.au
Jenny Priest	Executive Branch Manager, Innovation, Industry and Investment		Jenny.Priest@act.gov.au
Harriet Elvin	Chief Executive Officer, Cultural Facilities Corporation		Harriet.Elvin@act.gov.au
Sophie Gray	Canberra Theatre Redevelopment Project Director, Major Projects Canberra		Sophie.Gray@act.gov.au

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MINISTER FOR BUSINESS OVERVIEW

This new portfolio combines elements of Economic Development and the business component of the former Business and Regulatory Services portfolio, creating a portfolio that focusses on local business issues and opportunities.

The COVID-19 pandemic has had an unprecedented effect on local businesses, commercial landlords, the food and accommodation sector, entrepreneurs and start-ups, community clubs and the economy more broadly. As Minister for Business you will be central to delivering the Jobs and Economic Recovery Plan released in the previous term. The Plan builds on the raft of measures delivered for ACT businesses, employees and community in your previous term.

We understand your strategy for economic recovery will create an environment for business to grow and hire staff through tax and regulatory reform. Your Government has set an ambitious target of more than 250,000 local jobs by 2025. This will be achieved by protecting and creating local jobs through delivery of an infrastructure program, and engagement with industries, supporting business and employment growth in areas such as tertiary education, renewable energy, innovation, arts and defence industries, and by ensuring that Canberra's training system prepares workers for the jobs needed today and into the future.

Economic Development, CMTEDD

Economic Development, within the Chief Minister, Treasury and Economic Development Directorate (CMTEDD), will drive your priorities for business, job creation and economic recovery. Economic Development has responsibility for areas that build a resilient economy through diversification and make Canberra a vibrant place to live. Responsibilities relevant to your portfolio include:

- Industry, innovation, trade and investment;
- Skilled Migration; and
- Tertiary education and skills development, comprising vocational education and training, higher education and research.

Economic Development's other areas of responsibility, including tourism, events, sport and recreation, and arts and creative industries are also important drivers for job creation.

DELIVERING ON YOUR PRIORITIES

Measures to assist business to adapt and survive have been delivered including the Canberra Business Support and Advice Service delivered by the Canberra Business Enterprise Centre (CBEC), grants that foster innovation, and programs assisting tourism, arts and sporting organisations. Work had also commenced on the 'ChooseCBR' trial, a digital discount voucher scheme aimed to boost turnover of businesses most impacted from COVID-19 in a number of sectors.

The Jobs and Economic Recovery Plan focusses on creating an environment for growth in industries such as tertiary education, renewable energy, innovation, arts and defence industries. It is also underpinned by an infrastructure investment program. Its headline priority is to reach a jobs target of more than 250,000 Canberrans in employment by 2025, including 1000 jobs through the Future Jobs Fund.

Based on feedback from a range of sectors, potential new initiatives in the plan may be designed to:

- Stimulate consumer spending either directly or through 'buy local' activities or promotion of Canberra to visitors, including the digital discount voucher initiative;
- Promote business investment and support businesses to innovate and adapt;
- Improve cyber health and security of business; and
- Support business decision making and mental health.

Economic Development can provide further briefings on implementation options.

Industry engagement

The establishment of the Canberra Economic Recovery Advisory Group (CERAG) was announced in the previous term. To be chaired by the Chief Minister, CERAG is a mechanism to advise Government on its implementation of the *Jobs and Economic Recovery Plan*. Its membership consists of chosen experts and membership will be drawn from an expression of interest process. Further briefing will be provided on CERAG and the status of the membership processes.

Mr Brendan Smyth is the COVID-19 Local Business Commissioner, appointed to assist with the implementation of the commercial leasing measures and provide a mechanism of engagement with local business.

Economic Development can provide advice on additional options to support engagement with small business.

Creating and shaping future markets

Canberra's economic resilience is driven through diversification. Our economy is knowledge-based and our status as the national capital provides competitive advantages in the space, defence, cyber security, and renewable energy sectors.

Targeted industry strategies in renewable energy and construction; advanced technologies and manufacturing; cyber security; space; tourism and hospitality; the arts and culture; sport and recreation; defence industries and retail will enable a closer examination of sector level issues and opportunities for jobs creation and economic diversification.

Work based on maximising Canberra's competitive advantages in cyber security, defence, space and renewables commenced in the ninth assembly. A project is currently underway on a 'cyber cluster' concept based on our competitive advantages of education, research and innovation to position the sector to capitalise on the potential opportunities presented by recent Commonwealth Government funding announcements. Further sector specific briefing can be provided.

Developing skills and training the workforce of the future

The ACT is home to nation-leading higher education and research institutions, including the Australian National University, the University of Canberra and the University of New South Wales, Canberra. Our public training provider, the Canberra Institute of Technology (CIT), leads delivery of vocational education and training to the ACT and region's students.

One of the ACT's strengths is the ability to further forge strong relationships with these institutions to deliver job-ready graduates in the ACT's priority industries. Aligning business, labour market and education settings will be important to support both workers and businesses through recovery. As part of the Knowledge Capital Plan, we understand your commitment to maintain the site of the technology park building in Watson as a higher education institute.

Two recently initiated projects – the UNSW Canberra City Campus and a new dedicated campus for CIT in Woden – will offer dynamic and cutting-edge environments for tertiary education and research, as well as providing critical stimulus activity during construction and beyond.

The ACT is also signatory to a \$16.7 million JobTrainer program, co-funded with the Commonwealth Government. This program targets jobseekers and school leavers to deliver people with job-ready skills for business.

Attracting investment to build on our strengths

The ACT is Australia's knowledge capital with the highest rates of entrepreneurship and innovation in Australia. Opportunities exist for attracting and facilitating major investment proposals.

The CBR Innovation Network was established to develop an integrated local innovation ecosystem that encourages and supports entrepreneurs, start-ups and high growth potential businesses. It delivers a suite of programs and support mechanisms to encourage innovation, collaboration, and industry growth.

Opportunities to support local business through investment attraction exist through the local networks developed with research institutions, innovation funding/venture capital and government (most notably in cyber security, renewables and health).

In addition, the ACT Skilled Migration program includes a Business Innovation stream to attract people to conduct business and entrepreneurial activity in the Territory.

MINISTERIAL FUNCTIONS

Many of the priorities and areas for action to support local business and economic growth are connected or overlap across directorate and portfolio responsibilities.

In addition to engaging with the business community, including through the recently established COVID-19 Local Business Commissioner, Economic Development can support you and your Ministerial colleagues with cross portfolio coordination and communication across directorates.

Portfolio links



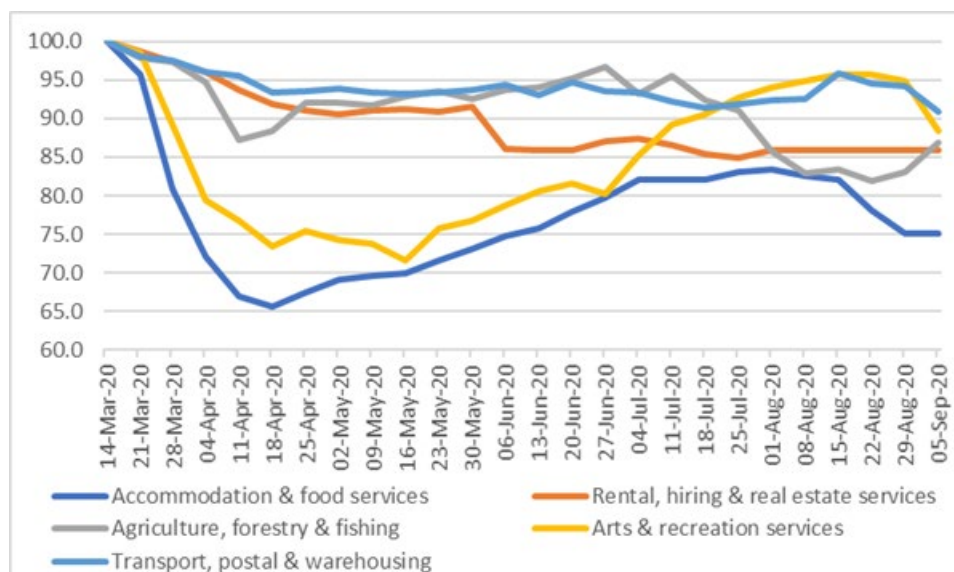
KEY ISSUES AND CONSIDERATIONS

Impacts of COVID-19

We understand your strategy to support recovery by working with business and industries that create secure jobs and targeting support to industries and sectors most impacted by COVID-19.

Figure 1 shows the change in jobs across industries since 14 March and shows the five industries that have contracted the most in % terms. The accommodation and food services sector has contracted the most and recently fallen after a period of recovery.

Figure 1: Cumulative fall in jobs index by industry, Top 5, revised ABS Payroll data, as at week ending 5 Sept,



Feedback from the business sector is that financial viability, mental health and digital capability/cyber security are some of the main issues currently facing the business community. The business community has also provided considerable feedback about the skills needs of its workforce.

Economic Development can provide you with more detailed sector briefing, including options to further support business recovery.

A Knowledge-Based economy and jobs market

The ACT's economy is significantly larger than that of Tasmania or the Northern Territory. While public sector employment remains important, our economy has become more diverse over time through the growth of private sector businesses in knowledge industries like research and innovation, defence, space and cyber, healthcare, IT and professional services. We are a per capita leader in services exports due to the strength of our higher education, tourism and professional services sectors.

Canberra's higher education, training and research sector contributed \$3.3 billion to the local economy in 2017. The tertiary education sector supports 20,000 direct and indirect jobs (around nine percent of total employment in the Territory) and approximately 63,000 tertiary students.

Canberra's innovative, knowledge driven economy and status as the national capital provide competitive advantages in the space, defence, cyber security and renewable energy sectors. KPMG estimates the current total economic contribution of the defence industry to the ACT economy and surrounding region is \$4.3 billion in Gross State Product (GSP) and contributes to 25,300 jobs in defence and other sectors.

There are a number of opportunities available to the defence, cyber and renewables industries as a result of Commonwealth Government funding and your Government's election commitments. It is unknown how the financial impact of the higher education sector from COVID-19 will affect the sector's ability to capitalise on these opportunities.

MAJOR UPCOMING DECISIONS AND EVENTS

TOPIC AND TIMING	DETAILS
Finalising the establishment of Canberra Economic Recovery Advisory Group (CERAG) with Government	• Chief Minister established CERAG before caretaker • There were to be five direct appointees. Additional members were to be identified through an EOI • The EOI is closed and CMTEDD is preparing recommendations for the Chief Minister • Membership will need to go to Cabinet for consideration.
Choose CBR (Digital Discount Voucher)– trial and possible extension	• A trial of the digital discount program; ‘ChooseCBR’ is scheduled to commence in November 2020. • The trial is planned to last for two weeks, or until \$500,000 worth of vouchers have been redeemed. • Through ChooseCBR, customers over the age of 18 can access up to \$40 per day of vouchers to spend at retail, hospitality, tourism, arts and recreation businesses that have been impacted by COVID-19. • An election commitment of \$2.5 million for this program was announced. We will develop options for implementation
Aboriginal and Torres Strait Islander Business Support	The Independent review into Aboriginal and Torres Strait Islander business support is due to be received in October 2020. Recommendations of this review will inform the future of Aboriginal and Torres Strait Islander Business Support programs as current funding expires on 3 January 2021
Digital Capability and Enhanced Business Support.	The Minister for Trade, Industry and Investment agreed to a \$500,000 allocation for an enhanced business support package during the ninth assembly. Economic Development is currently developing options to boost digital capability in business; support business owners and managers’ mental health; and assist financial and legal decision making. We will provide implementation options to you in the first few weeks of this assembly.
Priority Investment Program – Jobs and Economic Recovery round	Calls for Expressions of Interest for the \$1 million Priority Investment Program for Jobs and Economic Recovery closed on 6 October. The independent advisory panel met on 15 October to short list applications to develop into business cases. In mid December, you will have the opportunity to review the panel’s recommendations for which projects to back with ACT Government funding.
ACT Skilled Migration Program	The ACT is allocated nomination numbers under the Skilled stream of the Australian Migration Program. You will be briefed on options for the size and scope of the 2020-21 ACT Skilled Migration Program.

KEY STAKEHOLDERS

ORGANISATION	CONTACT DETAILS
Canberra Business Chamber	Mr Graham Catt, CEO ceo@canberrabusiness.com 02 6247 4199
ACT Property Council	Ms Adina Cirson, Executive Director [REDACTED] [REDACTED] 6276 3602
Australian Hotels Association – ACT Branch	Mr Anthony Brierley, General Manager gm@actaha.org.au [REDACTED] The AHA ACT Branch has been active in calling publicly for an easing of venue restrictions during the COVID-19 pandemic.
ClubsACT	Mr Gwyn Rees, Chief Executive [REDACTED] [REDACTED]
Canberra Region Tourism Leaders Forum	Mr David Marshall AM, Chair Chair@tlforum.com.au [REDACTED] The Canberra Region Tourism Leaders Forum convenes monthly to discuss issues relevant to the tourism sector. The Canberra Region Tourism Advisory Forum is a larger group that meets monthly to network and hear keynote speakers. The Chief Minister has spoken multiple times at this event in 2020.
National Capital Attractions Association	Dr Naomi Dale, President president@nationalattractions.com.au [REDACTED]

	NCAA is a not-for-profit organisation and the peak industry body for tourism in the Canberra region. They are funded by ACT Government through VisitCanberra to deliver the Canberra Region Tourism Awards program and events.

FINANCIAL CONSIDERATIONS

Business and Regulatory Services– Access Canberra

	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled – expenses	110.291	113.379	112.115	112.033
Controlled – capital injection	4.203	1.378	0.744	0.744
Territorial – expenses	327.465	344.532	354.779	367.490
Territorial – capital injection	-	-	-	-

DIRECTORATE CONTACTS FOR FURTHER INFORMATION

NAME	DIVISION	PHONE	EMAIL
Kareena Arthy	Deputy Director-General, Economic Development		Kareena.Arthy@act.gov.au
Kate Starick	Executive Group Manager, Economic Development		Kate.Starick@act.gov.au
Jenny Priest	Executive Branch Manager, Innovation, Industry and Investment		Jenny.Priest@act.gov.au
Josephine Andersen	Executive Branch Manager, Skills Canberra		Josephine.Andersen@act.gov.au
Ash Balaretnaraja	Senior Director, Tertiary Education, Training and Research		Ash.Balaretnaraja@act.gov.au

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HEALTH OVERVIEW

The ACT public health system aims to provide the ACT community and the surrounding region access to the right health care where and when it's needed, with safety and quality as driving forces.

Health Portfolio Governance

Our public health system relies on all stakeholders working together to integrate services across preventive health and community-based services through to hospital care.

The ACT Government Directorates – ACT Health Directorate (ACTHD) and Canberra Health Services (CHS) work in partnership and with consumers, providers and other stakeholders to deliver care to our community and advice to Government.

The Territory-wide health system in the ACT is overseen by ACTHD. CHS is the main provider of publicly funded health facilities, programs and services and Calvary Health Care ACT Ltd (Calvary) is contracted by the ACT Government (through ACTHD) to provide public health services. A variety of Non-government organisations (NGOs) are also contracted to provide health services to the community.

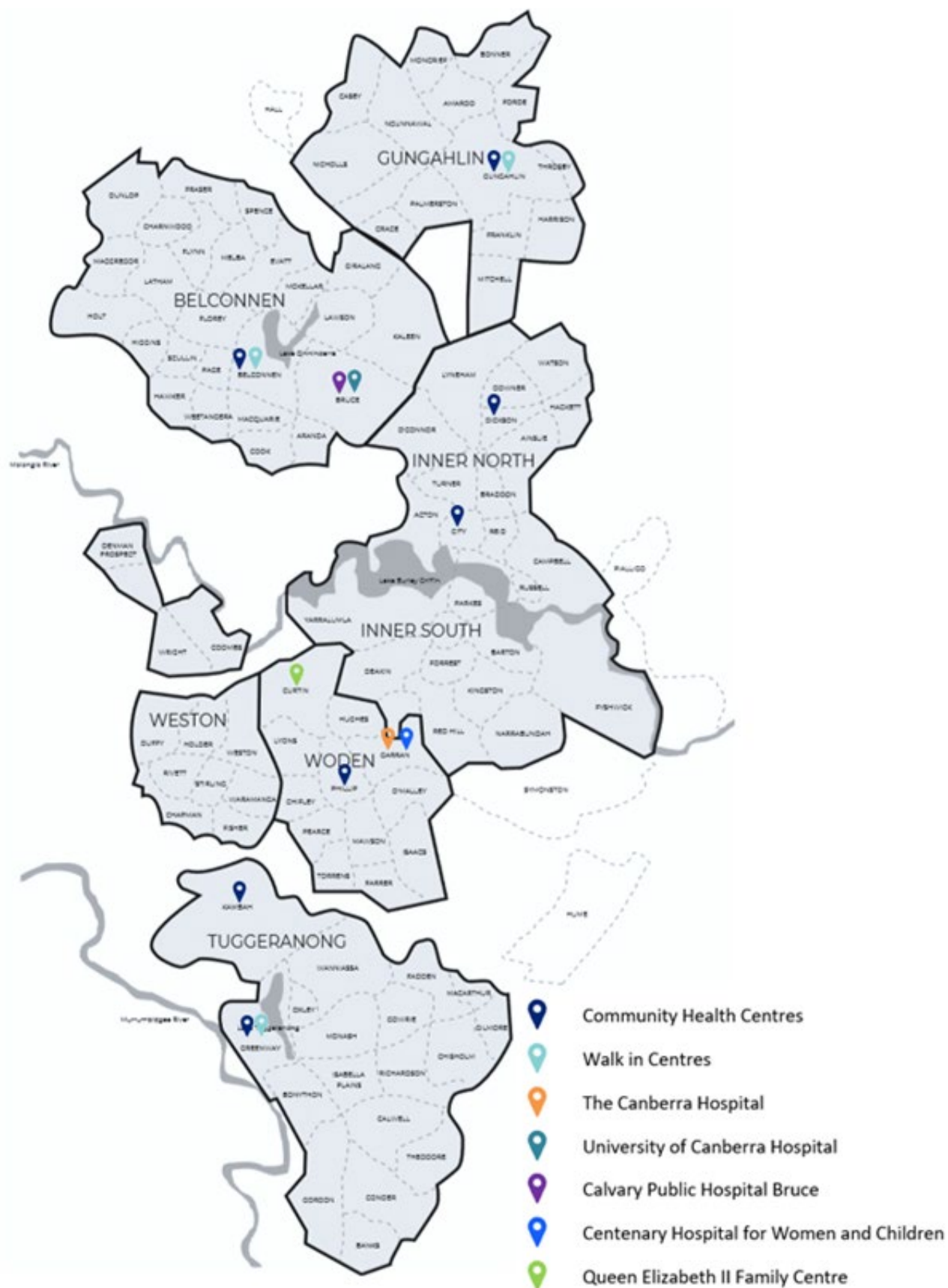
ACTHD works closely with Winnunga Nimmityjah Aboriginal Health and Community Services to support the provision of dedicated health services to our local Aboriginal and Torres Strait Islander community.

CHS and ACTHD partnerships also extend to the University sector and higher education including Australian National University, the University of Canberra, Australian Catholic University, Canberra Institute of Technology and others where a new generation of clinicians are being educated and research is being performed and translated to benefit the community.

In 2019, Major Projects Canberra (MPC) was established to deliver significant infrastructure projects in the Territory, including the Canberra Hospital Expansion Project – the largest Health infrastructure project in the Territory's history.

Service Locality

Health services are spread across the ACT. The Figure below shows locations of public hospitals and health services in the ACT.



Care in our community

Community Health Centres

Community Health Centres provide a range of community-based health services in several locations across the ACT.

Services provided include health promotion and clinical programs such as:

- Rehabilitation, Aged and Community Services community-based services including Community Care Program, Falls Injury Prevention and Community Rehabilitation
- Services provided for women, children and young people
- Mental Health, Justice Health, Alcohol and Drug Services
- Dental services
- Community palliative care.

There is a wide range of allied health and nursing services provided at Community Health Centres to meet the needs of people with chronic conditions.

Community-based public health services are also delivered in other facilities such as child and family centres, workplaces, homes and schools.

Walk-in Centres

Walk-in Centres (WiCs) provide free access to treatment and health advice. WiCs are led by a team of highly skilled advanced practice nurses and nurse practitioners with extensive experience in treating people with minor injuries and illnesses.

All Walk-in Centres are co-located with their respective Community Health Centre.

Non-government organisations

NGOs are critical to the delivery of the full range of health services required to maintain and improve the health of the community and provide invaluable support for the acute public health care sector.

We work in collaboration with non-government health service providers to deliver an integrated health network that best meets the needs of our community. The skills and professional base of the NGO sector are a valuable part of the ACT's health system, bringing their expertise in community development, social research and community consultation.

NGOs provide a range of services across various sectors, including aged care, alcohol and other drugs, mental health, neurology, oncology, rehabilitation, respiratory, rheumatology, sexual health and women, youth and children's health.

Ambulatory Care

Ambulatory care provides diagnosis, observation, consultation, intervention and rehabilitation care in an outpatient setting. An ambulatory care model is a key element of a broader planning framework for delivering more health care in the community and planning services that target priority health needs and improved management of chronic disease. A range of ambulatory care services are provided through hospital outpatient facilities and community health centres as well as clinic locations within Southern NSW.

Care in our hospitals

Canberra Hospital and Centenary Hospital for Women and Children

The Canberra Hospital is the largest public hospital and major trauma referral centre for the region, providing care to a growing catchment population of over 640,000 people. The Canberra Hospital is operated by CHS and is the only tertiary hospital in the ACT and Southern NSW region, delivering a comprehensive range of services including emergency department services, acute inpatient care in medical, surgical, cancer, mental health, maternity and paediatric services (including neonatal intensive care), general and specialist care, day services and outpatient treatment.

University of Canberra Hospital

The University of Canberra Hospital Specialist Centre for Rehabilitation, Recovery and Research is Canberra's first purpose-built sub-acute rehabilitation facility providing care and support for people over the age of 18 who are recovering from surgery, injury and/or mental illness. Operated by CHS, the University of Canberra Hospital is the largest rehabilitation centre in the ACT region, with both inpatient, day places and additional outpatient services.

Calvary Public Hospital Bruce

Calvary Public Hospital Bruce (CPHB) is operated by Little Company of Mary Healthcare under contract with the ACT Government and is a general hospital that provides a broad range of acute care services, including emergency medicine, inpatient medical, surgical, maternity and mental health and some outpatient services.

Calvary Clare Holland House

Clare Holland House (CHH) is owned by ACTHD and operated by CPHB. The service provides specialist inpatient care for terminally ill and palliative patients with complex needs, including hospice care, respite care, specialist consultation and pastoral care. Home based palliative care services are also provided through CHH, delivering specialist outreach services to a person's home and to aged care facilities.

Queen Elizabeth II Family Centre

Queen Elizabeth II (QEII) Family Centre is owned by ACTHD and operated by Tresillian Family Care Centres (Tresillian) through a service contract. It is a residential program for families with children aged up to 3 years experiencing health and behavioural difficulties in the postnatal and early childhood periods.

Working in partnership with families, QEII seeks to complement existing primary health care programs to support positive health and wellbeing outcomes through strengthening and promoting the physical, social and emotional development and attachment of young children and their families.

Roles and Responsibilities

ACT Health Directorate

ACTHD is the steward of the ACT health system and the primary source of policy advice to Government regarding the whole health system. This includes Territory-wide health service and infrastructure planning, health policy, Commonwealth and State Government Relations, relationships with private and NGOs, delivery of health promotion and preventive health measures, promotion and protection of public health including responding to public health emergencies (such as COVID-19), health research planning and governance, technology services including information management and security.

The Director-General of ACT Health oversees the whole health system and provides advice to Government on issues affecting the delivery of quality healthcare across the Territory. The Director-General of ACTHD is also the Director-General of the ACT Local Hospital Network Directorate with responsibility for the performance of Calvary and Tresillian and administration of funding and reporting for the Local Hospital Network (LHN) in accordance with the National Health Reform Agreement (NHRA) and the *ACT Health (National Health Funding Pool and Administration) Act 2013* (the Health Funding Act). CHS has a separate agreement with the Minister for Health.

Please refer to the ACTHD Directorate Brief for further information on ACTHD including its visions and strategic plan.

Stewardship function

As the steward of the health system, ACTHD engages and collaborates with all stakeholders across the health system in providing advice to Government on the Territory's health system. In doing this, ACTHD recognises the essential role of:

- Healthcare consumers, whose engagement is essential to improving our health system and health outcomes;
- Families and carers, whose support for healthcare consumers plays a significant role in our health system;
- Public hospital services, including those provided by Canberra Health Services at the Canberra Hospital and the University of Canberra Hospital, Calvary Public Hospital Bruce, Clare Holland House, Queen Elizabeth II Family Centre, and the ACT Ambulance Service;
- Community-based services (Government and non-government), which care for people in a variety of community settings and have a crucial role in improving and maintaining health and wellbeing;
- Private healthcare professionals, such as General Practitioners, allied health professionals, nurses, midwives, and medical specialists who provide services to our community in the private system, independently and in collaboration with the public health system;

- Private hospitals and health facilities, which provide care and services to our community and work closely with the public health system;
- Tertiary research and education sector partners, including universities, colleges and vocational training institutions which support innovation and play an essential role in developing our future workforce;
- Peak groups representing healthcare consumers, carers and service providers, and community interests;
- Health professional organisations, regulators and unions, which represent our workforce and advocate and advise on their behalf;
- Capital Health Network—the ACT’s primary health network—that plans and commissions primary care services in the ACT;
- Other directorates in the ACT Government that we collaborate with to achieve better health outcomes—particularly the directorates that are part of the human services cluster;
- Commonwealth, State and Territory Health Ministries;
- New South Wales (NSW) Health Local Health Districts, particularly Southern NSW and Murrumbidgee.

ACT Local Hospital Network Directorate

Under the NHRA, each LHN is required to have a service agreement established between it and the state/territory.

In the ACT, this Agreement is established in accordance with the requirements of the NHRA and the Health Funding Act. Under the current Administrative Arrangements, the ACT Minister for Health is the responsible for this legislation.

The ACT LHN receives funding from the Commonwealth, and the ACT and other state and territory governments. In the last category, funding is mainly received from the NSW Government for patients accessing services from the surrounding NSW region.

The ACT LHN funds public hospital and health services provided by CHS, Calvary and Tresillian.

ACT LHN and ACT Minister for Health are required to enter into an annual Service Agreement which includes a schedule of services to be provided by the LHN; performance goals and objectives for the LHN; performance standards, performance targets and performance measures for the LHN; reporting requirements; a performance management process; and LHN funding provisions.

The Director-General ACTHD is responsible and accountable for the performance of Calvary and Tresillian and administration of the funding and reporting for the LHN in accordance with the NHRA and the Health Funding Act. The administration of this is through ACTHD’s staff. Accountability for CHS’s delivery against the LHN service level and performance targets is with the Chief Executive Officer (CEO).

CHS as a standalone ACT Government directorate has a separate performance agreement with the Health Minister. CHS Statement of Priorities defines deliverables and performance expectations to ensure accountability for service delivery and achievement of objectives assigned by the Health Minister. It also includes CHS share of activity and deliverables funded through the ACT LHN, as well as strategic and accountability indicators included in the ACT Budget.

Canberra Health Services

CHS is an ACT Government Directorate led by CHS CEO who is also a Director-General. CEO CHS has overall accountability for both clinical and corporate governance and is responsible for overseeing progress against strategic objectives.

CHS is focused on delivering exceptional care that is safe, effective, personal, well-led, accessible, and connected.

CHS is the largest public health provider and delivers acute, sub-acute, primary and community-based health services to the ACT and the surrounding Southern New South Wales region. CHS also administer a range of publicly funded health facilities, programs and services. It is the Territory (and region's) only trauma centre, the only such centre between Sydney and Melbourne. CHS employs more than 7,500 people. Its workforce also provides coverage for some specialities delivered on the Calvary campus.

Through the Canberra Region Cancer Centre, CHS provides services to patients with cancer and other related illnesses and their carers including assessment, diagnosis, treatment and management.

CHS also deliver services in the community from a range of locations including through Community Health Centres in Belconnen, Canberra City, Gungahlin, Phillip, Dickson and Tuggeranong (see Service Locations map below). These Centres provide a range of general and specialist health services to people of all ages. Community health services are also provided at a range of other co-located sites across the ACT including child and family centres and schools.

CHS further operate five nurse-led Walk-in-Centres, providing free treatment for minor illness and injury. These are located in Belconnen, Tuggeranong, Gungahlin, Weston Creek and Dickson (see Service Locations map below).

Please refer to the CHS Directorate Brief for further information on CHS including its vision and strategic plan.

Calvary Health Care ACT Ltd

[Calvary Health Care ACT Ltd](#) (Calvary) is a subsidiary entity of the Little Company of Mary Health Care Ltd (LCMHC), engaged by the ACT Government to deliver public hospital and health services at [Calvary Public Hospital Bruce \(CPHB\)](#) and publicly funded palliative care services at [Clare Holland House Hospice \(CHH\)](#) in Barton.

The relationship between ACTHD and Calvary is governed by the Calvary Network Agreement (CNA), which came into effect in February 2012. The CNA establishes Calvary as a service provider of the ACT Local Hospital Network for the services provided at CPHB. Services provided at CHH does not fall within the CNA.

Major Projects Canberra

Major Projects Canberra (MPC) delivers major infrastructure projects for the Canberra community, provides advice to Government on capital works procurement policies, and undertakes procurement on behalf of Government directorates and agencies for infrastructure and capital works. The Canberra Hospital Expansion is a key project being delivered by MPC for the health portfolio.

More information on the Canberra Hospital Expansion project is discussed under Key Issues and Considerations.

Health system challenges

Similar to other health systems around Australia and the world, the ACT's public healthcare system faces various challenges now and into the future. These include rising demand for healthcare as a result of population growth and our ageing population, coupled with greater complexity of diseases and conditions and greater patient expectations resulting from technological advances. Added to this complexity are the challenges presented by the COVID-19 pandemic – the greatest public health challenge the Territory has ever faced.

Strategic Framework for the Health System

In light of these challenges, earlier this year, a strategic framework for the public health system was released to provide a common vision for the strategic, policy and planning activities that will shape the future direction of ACT health services over the next decade.

The [Accessible, Accountable, Sustainable: A Framework for the ACT Public Health System 2020-2030](#) (the Framework) anchors the vision for the ACT's public health system and provides the foundation for a person-centred, innovative, high performing public health system for the Territory, now and into the future. We will brief you further on this framework and seek advice to ensure it aligns with your priorities and expectations.

The Framework was developed in consultation health consumers, carers, peak and advocacy groups, primary health and clinical services and focuses on integrating services across three key areas of the health system – preventive health, community based services and care in hospital.

COVID-19 Public Health Response

Australia has been successful in reducing the effective reproduction rate of COVID-19. Efforts to suppress the virus are continuing in all jurisdictions with the aim of avoiding a resurgence in cases while gradually easing public health restrictions. The combination of measures implemented have been effective in flattening the curve to date. These restrictions assisted the ACT in becoming the first Australian jurisdiction to achieve zero active cases. For more information please see [Attachment A](#).

DELIVERING ON YOUR PRIORITIES

In delivering a high quality healthcare system for Canberrans when and where they need it, investment in more services in the community, more nurses and frontline health workers and more infrastructure is prioritised.

Care in the community

The expansion of the network and diversification of services through the Walk In Centre (WIC) network will capitalise on our experience delivering the five existing WICs. These commitments will be key priorities as the WICs are a central component of the ACT health care system, achieving better health outcomes for Canberrans and reducing demand on tertiary acute care.

Detailed planning will commence immediately to ensure consistent delivery of increasing workforce resources in coming years, through mechanisms such as training and transitioning nurse practitioners to be available as and when new WICs come online. This will secure the future of the expanded scope of practice of WICs to treat more patients with more conditions in a community setting, closer to home.

Procurement activities will also commence immediately on commitments that will require tender processes, such as engaging a consultant to develop a proof of concept for the Outpatient Imaging Service at Weston Creek WIC.

Existing data on the presentation of lower triage category conditions presenting to the Emergency Departments will be analysed to identify opportunities to expand the scope of treatable conditions at new and existing WICs, which will inform advice on what specific services are most required at specific WIC locations.

Care in our hospitals

Developing the resources of our hospital network to align with the current and projected needs of Canberrans is a continuation of the modernisation work that has been undertaken to date.

The Northside Elective Surgery Centre will be a significant new project requiring a dedication of resources to develop and plan, however the operational goal of 2024-2025 will be achieved by front-loading the development and planning phase.

Implementation of commitments that leverage off existing initiatives, such as establishing a dedicated palliative care ward at Canberra Hospital, will be able to materially progress within the first 100 days of the tenth assembly. Analysis of additional benefits will form a part of advice provided in the business cases, such as relieving pressure off bed block.

Care for all Canberrans

Identifying, understanding and responding to the diverse needs of the Canberra community is an ingrained tenet of the health system in the ACT, and commitments that build on this work will be able to be implemented with the benefit of these synergies.

We know COVID-19 is having significant impact on young people in Canberra. More than half of the young Canberrans that participated in a recent ACT Government survey described their mental health as either 'fair' or 'poor'.

The commitment to increasing total mental health funding to support the mental health of Canberra's young people during COVID-19 acknowledges the toll the pandemic and the associated economic downturn and social isolation has had on Canberra's young people.

Empowering young people in the management of their own mental health and wellbeing through easy to access digital platforms will ensure young people can engage with their mental health through a relevant platform, complementing face to face clinical support.

It is about building resilience in young Canberrans and giving them more tools in their toolkit and more support to get through this challenging time.

A continuation of the PACER and AMOS Programs will provide more care in the community and help prevent acute mental health cases in the Emergency Department or the hospital – providing care to people when and where they need it.

The value of hydrotherapy as an ongoing therapeutic activity for many people with chronic illness to maintain their mobility, manage their pain and foster overall wellbeing has been recognised through a commitment to explore options to deliver a new hydrotherapy pool in Canberra's south.

Options for the development of a new hydrotherapy pool have been explored, considering both standalone and an expansion of existing facilities. In addition, a market sounding process was conducted which called for proposals from parties interested in working with the Government to develop a public hydrotherapy pool. The responses were considered as part of the overall options analysis.

Based on the options analysis, further work will be undertaken to determine the feasibility of expanding either the Tuggeranong or Erindale facilities to accommodate a hydrotherapy pool. As part of this work, site investigations, consultation and preliminary design will be undertaken to further determine the cost and feasibility of building a hydrotherapy pool at these locations.

Supporting frontline health workers

An additional 400 frontline health workers – nurses, doctors and allied health workers - will be recruited and ready to start caring for patients across the ACT health system – including in the new Canberra Hospital Expansion.

In demonstrating the importance of our workforce – particularly during the COVID-19 pandemic, negotiations for a new enterprise agreement for nurses and midwives will be progressed, including the implementation of midwife/nurse to patient ratios, supporting our frontline workers and providing even better care for patients.

MINISTERIAL FUNCTIONS

Legislative Responsibilities

Under the current [Administrative Arrangements 2020 \(No 2\)](#), the Minister for Health is responsible for the Territory enactments of the following legislation:

- *Blood Donation (Transmittable Diseases) Act 1985*
- *Drugs of Dependence Act 1989*
- *Epidemiological Studies (Confidentiality) Act 1992*
- *Food Act 2001*
- *Gene Technology Act 2003*
- *Gene Technology (GM Crop Moratorium) Act 2004*
- *Health Act 1993*
- *Health (National Health Funding Pool and Administration) Act 2013*
- *Health Practitioner Regulation National Law (ACT) Act 2010*
- *Health Professionals (Special Events Exemptions) Act 2000*
- *Health Records (Privacy and Access) Act 1997*
- *Human Cloning and Embryo Research Act 2004*
- *Intoxicated People (Care and Protection) Act 1994*
- *Medicines, Poisons and Therapeutic Goods Act 2008*
- *Public Health Act 1997*
- *Radiation Protection Act 2006*
- *Smoke-Free Public Places Act 2003*
- *Smoking in Cars with Children (Prohibition) Act 2011*
- *Supervised Injecting Place Trial Act 1999, (except sections 7, 8 and 13)*
- *Tobacco and Other Smoking Products Act 1927*
- *Transplantation and Anatomy Act 1978*

The Chief Health Officer has responsibilities under other legislation that are the responsibility of other Ministerial portfolios such as:

- *Biosecurity Act 2015 (Commonwealth)*
- *Cemeteries and Crematoria Act 2003*
- *Criminal Code Act 2002*
- *Crimes Act 1900*
- *Drugs of Dependence Act 1989*
- *Emergencies Act 2004*
- *Liquor Act 2010*
- *Water and Sewerage Act 2000*
- *Privacy Act 1988 (Commonwealth)*

See [Attachment B](#) for an overview and your responsibilities under key legislation.

Upcoming Government Business

The following government business is currently in development:

Proposed Date	Title
December 2020	Tabling of the ACTHD and CHS 2019-20 Annual Reports - An extension was granted to all Directorates and public sector bodies until 18 December 2020 to present their Annual Reports. - ACTHD and CHS 2019-20 Annual Reports will be provided to you before close of business Friday 11 December 2020. - It is proposed that you provide the annual report to the Speaker by Friday 18 December 2020 and present it in the Legislative Assembly on the next sitting day.
December 2020	Government Response to Standing Committee on Planning and Urban Renewal—Report 14—Inquiry into planning for the Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) and the Canberra Hospital campus and immediate - The Standing Committee on Planning and Urban Renewal tabled Report No. 14 in the Legislative Assembly on 20 August 2020. The report makes 26 Recommendations. The response will be led by ACTHD with input across Government. - Standing Order 254B requires a government response to a Committee report to be tabled in the Legislative Assembly within four months of presentation.
December 2020	Government Response to the Standing Committee on Education, Employment and Youth Affairs – Report 9 – Youth Mental Health in the ACT - The Standing Committee on Education, Employment and Youth Affairs tabled Report No. 9 in the Legislative Assembly on 13 August 2020. The report makes 66 Recommendations. - The government response to recommendations 19 and 48 were tabled on 27 August 2020. The response to the other recommendations will be led by ACTHD with input across government. - Standing Order 254B requires a government response to a Committee report to be tabled in the Legislative Assembly within four months of presentation.

December 2020	Government Response to the Auditor-General's Report No. 7/2020 - Management of care for people living with serious and continuing illness - The Performance Audit Report titled 'Management of care for people living with serious and continuing illness' was presented to the Speaker of the Legislative Assembly on 10 September 2020 for tabling in the Legislative Assembly pursuant to Subsection 17(5) of the <i>Auditor-General Act 1996</i>. - Section 21 of the <i>Auditor-General Act 1996</i> requires a government response to an Auditor-General's report to be tabled in the Legislative Assembly within four months of presentation. - The ACT Health Directorate is collaborating with Canberra Health Services to address the five recommendations of the Report.
December 2020	Tabling of the Operations of the Gene Technology Regulator Annual Report 2019-20 This report is received from the Department of Health, Office of the Gene Technology Regulator and is required to be presented in the Legislative Assembly within six sitting days after the Minister receives it.

Key Appointments

Upcoming Statutory Appointments

Appointment Title	Membership Structure	Upcoming expiry of membership
Medicines Advisory Committee	Chair plus six members appointed by the Minister	Three memberships will expire in January 2021, with a further two memberships expiring in February 2021.
Canberra Region Medical Education Council	Chair plus nine members appointed by the Minister	Three memberships will expire in April 2021.
Gene Technology Advisory Council	Chair plus seven members appointed by the Minister.	Five memberships will expire in May 2021.
Radiation Council	Chair plus six members appointed by the Minister	All memberships expire on 30 September 2021.

Ministerial Councils and Consultative Bodies

Health National Cabinet Reform Committee (HNCRC)

On 29 May 2020, the Prime Minister announced that COAG would cease and a new National Federation Reform Council (NFRC) would be formed, with National Cabinet at the centre of the NFRC. As part of this decision a review of all previous COAG Councils (including COAG Health Council) and Ministerial Forums would be conducted by the Department of Prime Minister and Cabinet, led by Mr Peter Conran AM.

The review will make recommendations to National Cabinet on:

- a streamlined structure, scope and reporting arrangements;
- focused regulatory and policy work programs; and
- guidance on operating procedures.

It is expected that the Conran report will be considered by National Cabinet shortly. The report will include the terms of reference and workplan for the new Health Reform Committee.

The HNCRC will be chaired by the Commonwealth Minister for Health, with Ministers of Health from all states and territories as members.

Further details on the HNCRC are included in the Key Issues Brief on *Commonwealth State Relations*.

There is currently no date confirmed for the first meeting of the HNCRC. The previous COAG Health Council met face to face three times each calendar year and responded to out of session items between meetings. During the COVID-19 pandemic, Health Ministers have been meeting by teleconference each fortnight.

Australia and New Zealand Ministerial Forum on Food Regulation

The primary function of the Australia and New Zealand Ministerial Forum on Food Regulation is to develop policy guidelines that Food Standards Australia New Zealand (FSANZ) has to have regard to when setting food standards. The Forum also promotes harmonised standards between Australia and New Zealand, has general oversight of the implementation of standards and promotes a consistent approach to compliance and enforcement by the jurisdictions.

The Forum membership is made up of lead ministers (usually health ministers) from Commonwealth, State and Territory governments and the Commonwealth and New Zealand governments. Other ministers from related portfolios may participate. The Minister for Health is the ACT member of the Forum.

Ministerial Drug and Alcohol Forum

The Ministerial Drug and Alcohol Forum oversees the work on Australia's national drug policy framework. This framework includes strategies for alcohol, tobacco, ice, and strengthening the alcohol and other drug workforce. The role of the Forum includes overseeing the work to develop, implement and monitor Australia's national drug policy framework; directing, advising and reporting to other councils and committees; and reporting each year to COAG.

The Forum is co-chaired by the Commonwealth Minister for Health and the Commonwealth Minister for Justice. Membership include two Ministers from each state and territory, one from the health or community services portfolio (with responsibility for Alcohol and Other Drug policy). The Minister for Health and the Attorney-General are the ACT members of the Forum.

The Forum meet up to three times each year.

Legislative and Governance Forum on Gene Technology

The Legislative and Governance Forum on Gene Technology (previously known as the Gene Technology Ministerial Council) was established by the intergovernmental Gene Technology Agreement 2001, to govern the activities of the Gene Technology Regulator. The Forum provides the venue for national discussion on Gene Technology policy and regulation and is the vehicle used to achieve nationally consistent approaches on the regulation of Gene Technology.

Membership of the Forum includes one ministerial member from the Commonwealth and all States and Territories. The current Forum comprises Ministers from a range of portfolios including health, agriculture and primary industries. The Minister for Health is the ACT member of the Forum.

The Forum meets at such times and places as a majority of the members determine however, most items are considered out-of-session. The next meeting of the Forum is scheduled for Friday 11 December 2020.

ACT Mental Health Advisory Council

The ACT Mental Health Advisory Council is established under the *Mental Health Act 2015*. The Council provides considered advice to the Minister for Mental Health.

The Council has seven members appointed for a period of up to three years. Current members are:

- Ms Sue-Ann Polden (Chair);
- Ms Judy Bentley;
- Ms Matilda Emberson;
- Mr David Lovegrove;
- Ms Samia Goudie;
- Associate Professor Jeffery Looi;
- Dr Nadeem Siddiqui.

The Council meets approximately bimonthly and each meeting has a specific topic for consideration. The remaining meetings for 2020 are scheduled for 2 November and 3 December 2020.

Culture Review Oversight Group

The Culture Review Oversight Group provides the highest level of governance and oversees the implementation of the recommendations outlined in the [*Final Report: Independent Review into Workplace Culture within ACT Public Health Services*](#).

The membership of the Oversight Group includes:

- Minister for Health as Chair
- Minister for Mental Health as Deputy Chair

- Director-General of the ACT Health Directorate
- Chief Executive Officer of Canberra Health Services
- Regional Chief Executive of Calvary ACT
- Branch Secretary of the ANMF ACT
- President of the AMA ACT
- Regional Secretary of the CPSU
- President of ASMOF ACT
- President of the VMOA ACT
- Dean of the College of Health and Medicine at ANU
- Executive Dean of the Faculty of Health at the University of Canberra

The inaugural Culture Review Oversight Group meeting was held on 28 March 2019. Meetings were initially held on a quarterly basis, with frequency increased to bi-monthly from September 2019.

Clinical Leadership Forum

The Clinical Leadership Forum (Forum) was established on 1 July 2019 to provide independent and expert clinical advice to the Minister for Health and Minister for Mental Health, with the aim of contributing to the continuous improvement of a high performing health system that keeps people well, provides the best care when required and provides an industry-leading workplace. It makes recommendations to the Ministers where this relates to improving the clinical operations of the ACT's health system.

Appointments to the Forum are made by the Minister for Health, subject to endorsement by Cabinet. The current Forum membership comprises:

- Professor Imogen Mitchell, Senior Staff Specialist, Canberra Health Services & Dean of Medicine, Australian National University (Chair).
- Dr Frank Piscioneri, Clinical Director, Surgery, Canberra Health Services.
- Associate Professor Boon Lim, Clinical Director, Obstetrics and Gynaecology, Canberra Health Services.
- Associate Professor Paul Craft, Clinical Director, Cancer and Ambulatory Support, Canberra Health Services.
- Dr Ahmed Mashhood, Clinical Director, Forensic Mental Health, Canberra Health Services.
- Nikki Johnston OAM, Registered Nurse and Nurse Practitioner, Clare Holland House, Calvary Public Hospital Bruce.
- Clinical Associate Professor Louise Stone, General Practitioner.
- Dr Jade Stewart, Paediatric Registrar, Canberra Health Services.
- Toni Ashmore, Senior Project Manager, Division of Cancer and Ambulatory Services, Canberra Health Services (Allied Health professional).
- Shelley McInnis, Consumer Representative, Health Care Consumers' Association.

The Forum also has additional temporary members that may be called upon if the need arises to discuss the COVID-19 response. These members are:

- Dr Dinesh Arya, ACT Chief Medical Officer, ACT Health Directorate.
- Anthony Dombkins, ACT Chief Nursing and Midwifery Officer, ACT Health Directorate.
- Helen Matthews, ACT Chief Allied Health Officer, ACT Health Directorate.
- Dr Denise Riordan, ACT Chief Psychiatrist, ACT Health Directorate.
- Dr Simon Robertson, Staff Specialist, Intensive Care Unit, Canberra Health Services.

- Director of Clinical Services - Medical, Calvary Public Hospital Bruce.

The Forum meets bi-monthly. The inaugural meeting was held on 24 July 2019. Six meetings have been held to-date. The Minister for Health usually attends the Forum meetings. The next meeting is scheduled for Thursday 22 October 2020, 9.30am to 11am.

ACT Health Professional Colleges Advisory Committee

The ACT Health Professional Colleges Advisory Committee (the Committee) was established on 5 November 2019. The role of the Committee is to provide Professional Colleges' perspective on workforce culture and other systemic and institutional issues, to the Cultural Review Oversight Group and other key leadership committees within the ACT public health system.

The membership of the committee includes Representatives of Professional Colleges in the ACT, the Chief Medical Officer and the Chief Nursing and Midwifery Officer of the ACT Health Directorate.

The Committee meets approximately two weeks before the scheduled meeting of the Cultural Review Oversight Group, with the last meeting of the Committee being on 7 July 2020.

ACT Advisory Council on Gene Technology

The ACT Advisory Council on Gene Technology is established under Section 11 of the *Gene Technology (GM Crop Moratorium) Act 2004*. The Council provides strategic advice on matters referred by the Minister relating to gene technology in the ACT. This includes:

- to investigate matters the Minister refers to the Council;
- to give advice in relation to proposals for research trials for genetically modified food plants that the Minister refers to the Council;
- to give policy advice in relation to licences issued under the *Gene Technology Act 2003* that relate to genetically modified food plants; and
- to give advice on current developments and issues in relation to gene technology and its application to agriculture.

The Minister for Health appoints members to the Council as described under the Act. The current Council consists of the following members:

- Dr Kerryn Coleman, Chair (Represents ACT Health);
- Mr Walter Tate (represents the Commonwealth Scientific and Industrial Research Organisation (CSIRO));
- Dr Anne-Sophie Dielen (represents AusBiotech);
- Associate Professor David Jones (represents the Australian National University);
- Ms Virginia Shaw (has professional skills and experience in the marketing of food crops);
- Dr Anthony Griffin (represents ACT Rural Landholders Association); and
- Professor Ian Falconer (represents Conservation Council of ACT).

KEY ISSUES AND CONSIDERATIONS

See Attachment C for individual briefs on the following Key Issues:

- Commonwealth-State Relations
- ACT-NSW Cross Border Arrangement Negotiations
- Current Planning Processes
- Elective Surgery Wait Times
- Emergency Department Wait Times
- Paediatrics
- Underpayment of Junior Medical Officers
- Digital Health Record
- Calvary 2020-21 Performance Agreement Negotiations
- Ngunnawal Bush Healing Farm and Healing Framework
- Scoping Study / Northside Hospital
- Canberra Hospital Expansion
- Chronic Disease Management Policy and Programs and Auditor-General's Report
- Report on Inquiry into Maternity Services in the ACT
- Culture Review

MAJOR UPCOMING DECISIONS AND EVENTS

The below table provides a summary of key matters that you will be briefed on over the next couple of months for your consideration.

TOPIC AND TIMING	DETAILS	ACTION REQUIRED
Calvary Health Care ACT Ltd 2019-20 Performance Agreement To be finalised by the end of October 2020.	The 2020-21 Performance Agreement currently remains under negotiation. Calvary Public Hospital Bruce and the Regional Chief Executive, Little Company of Mary (LCM) reached agreement with ACTHD on 8 October 2020 on the content, to be provided for signing to LCM and ACTHD. The main elements of negotiation relate primarily to activity targets associated with the funding available. Given the 2020-21 Budget has been postponed, consideration of a business case for an increase in funding for Calvary has been delayed. ACTHD has worked with Calvary to address these matters in the Performance Agreement, with the intention of updating it to reflect any relevant Budget decisions made as part of the 2020-21 Budget appropriation.	ACTHD will brief you on the agreement.
Consideration of sustainable public health response for COVID	A significant investment was made to respond to the public health emergency in the short term. It is evident a longer term (18months – two years) more sustainable approach is required to ensure the Government has the capacity and capability to prepare, prevent and respond to COVID in the ACT.	A business case will be developed for your consideration in the 2020-21 post-election budget

Consideration of the need for further stimulus / COVID-19 response funding for Health funded NGOs Consideration for the 2020-21 Budget Appropriation	Deeds were executed in mid-late 2020 to provide stimulus funding and grants to a range of NGOs to assist them to transition to new models of care/ways of working, to promote health and wellbeing and respond to increasing demand as a result of COVID-19 and other major environmental events. A number of the early Deeds will expire in November 2020. Ongoing engagement with NGO providers will provide information as to whether further funding will be required to continue to support NGOs to meet increasing demand as a result of these events.	ACTHD will advise Government based on information from NGOs during regular contract monitoring engagement in November 2020.
Disability Royal Commission The Commission is expected to deliver its interim report to the Commonwealth Government by 30 October 2020. Its final report is due by 29 April 2022.	The Commission was established in April 2019 in response to community concern about widespread reports of violence against, and the neglect, abuse, and exploitation of people with disability. The Commission will investigate and report on experiences and conditions in all settings and contexts, including hospitals and secure mental health facilities. The Commission will recommend how to improve laws, policies, structures, and practices to ensure a more inclusive and just society. ACTHD will work closely with other applicable Directorates including the Office for Disability within the Community Services Directorate (CSD) following the release of the Royal Commission's interim and final reports, to action any relevant items (as applicable).	ACTHD will review and brief you on the interim report when published.

Towards a borderless health system: ACT-NSW Cross Border Agreement (2020-2025) Anticipate to finalise before the end of 2020	The new 2020-2025 ACT-NSW Cross Border agreement will include new funding parameters and will focus on developing a regional health partnership to improve health services and health outcomes. The Agreement is structured around four shared priority goals and includes specific actions to be completed over a one to five-year implementation schedule: • Coordinated Governance Arrangements; • Enhanced Data and Information Sharing; • Joint Regional Planning and Redesign; and • Regional Health Purchasing. ACT and NSW have reached a consensus for all actions listed under the priority focus schedules, the only elements remaining for negotiation are the funding parameters that will apply for the term of the Agreement (2020-2025). A senior officials' working group is scheduled for early November 2020 to negotiate these parameters. Once the parameters are defined and the draft agreement is finalised, it will be submitted to Government for consideration.	The new 2020-2025 ACT-NSW Cross Border agreement, including new funding parameters, shared priority goals and proposed high-level implementation plan will be provided for your review and endorsement.

Final Report of the Productivity Commission's Inquiry into Mental Health (falls within the responsibilities of the Mental Health portfolio) The Commonwealth Government is expected to release the report in December 2020 (25 sitting days since receipt of report on 30 June 2020).	The Productivity Commission provided their final report from their Inquiry into Mental Health to the Commonwealth Government on 30 June 2020. The release of the report will occur when the Commonwealth Government tables it in each House of the Parliament within 25 sitting days of receipt. The report is likely to make a range of recommendations for mental health services across the country, as well as placing a strong focus on the social and economic determinants of health outcomes. While it will depend on the content of these recommendations, and whether the Commonwealth Government accepts them, the findings of this report could have significant impacts on mental health services locally and nationally. The publication of the report is likely to drive significant media interest. This is particularly so, given the amount of commentary that there has been on the mental health implications of COVID-19 for the community. ACTHD will review and brief the Minister on the report when published.	ACTHD will review and brief you on the report when published.

LGBTIQ+ Health Scoping Study Final Report of the Study will be provided for your consideration in December 2020.	The LGBTIQ+ Health Scoping Study (Study) was undertaken between 5 December 2019 – 25 September 2020 (noting a project pause between April-June 2020 as a result of COVID-19). The Study was part of work envisaged by the Chief Minister and Economic Development Directorate's (CMTEDD) <i>Capital of Equality Strategy</i>. The Study consisted of stakeholder engagement, a literature review, a focus group, a Reference Group and LGBTIQ+ community survey. The final deliverable under the Study was a report detailing the barriers to accessing health services for LGBTIQ+ people in the ACT and a set of 22 recommendations to address the barriers identified.	The Final Report, including recommendations and proposed high-level implementation plan, and agreement to make the report publicly available will be provided to you for review and endorsement.
2020-21 Local Hospital Network Service Level Agreement Following the 2020-21 Budget Appropriation	Under Clause E8 of the <i>Addendum to the National Health Reform Agreement 2020-25</i>, each state/territory (represented by their Health Minister) is to sign a Service Level Agreement (SLA) for the financial year with each of their jurisdictions' Local Hospital Networks (LHNs). The LHN SLAs are required to be publicly released by states and territories within fourteen calendar days of finalisation. States and territories are also required to provide the Administrator of the National Health Funding Pool (NHFP) with a copy of the SLA for each LHN once agreed between the state/territory and the LHN (Clause A107). The Administrator of the NHFP is obliged to publish quarterly reports regarding jurisdictions' compliance with requirements applicable to submission of required data and LHN Service Agreements.	Following the 2020-21 Budget appropriation, ACTHD will prepare the 2020-21 ACT LHN SLA for your agreement and execution with the DG ACTHD as the administrative head for the (single) ACT LHN.

Finalisation and release of the Territory-wide Health Service Plan and CHS Clinical Services Plan	The Territory-wide Health Service Plan and CHS Clinical Services Plan are proposed to be completed in late 2020 with possible release in early 2021.	You will be briefed on this program work to ensure it aligns with your priorities. The current schedule is for completion in early 2021.
Canberra Hospital Master Plan consultation and options finalisation Community consultation in early 2021.	Consultation and engagement on the Master Plan to commence with clinicians from toward the end of 2020, and the community in January – February 2021. A final Master Plan recommendation will be made to Government for decision in April 2021 (assuming no COVID surge). More information on the Canberra Hospital Master Plan is available in the Key Issues and Considerations section.	You will be briefed on an early draft of the Master Plan options to ensure they align with your priorities and your expectations. Subject to your agreement to the Master Plan options, you may wish to launch the Master Plan community consultation.
Digital Health Record Formal launch in February 2021.	The Digital Health Record funding agreement was signed on 27 July 2020. Recruitment is underway with staff scheduled to commence in January 2021. More information on the Digital Health Record is available in the Key Issues and Considerations section.	You may wish to launch the Digital health Record at the Digital Health Record Launch Symposium.
Healthy Canberra Grants 2020/21 – 2022/23 grant recipient announcement – February 2021. 2021/22 – 2023/24 grant opening announcement – First quarter 2021.	The announcement of the recipients of the 2020/21 – 2022/23 Healthy Canberra Grants. The focus of this funding opportunity is on improving the quality of life of those living with a chronic illness and/or building greater social connectedness within our community. Up to \$1.9 million in funding available. Opening of the 2021/22 – 2023/24 Healthy Canberra Grants. The proposed focus of this funding opportunity will be on the five priority areas of the ACT Preventive Health Plan: • Supporting children and families; • Enabling active living; • Increasing healthy eating; • Reducing risky behaviours; and • Promoting healthy ageing.	You will be briefed on the ACT Preventative Health Plan. You may wish to announce the recipients of the 2020-21-2022-23 Health Canberra Grants.

First competitive research grant funding awarded under the Research and Innovation Fund (RIF) Grant recipients to be announced in early 2021.	The RIF was established in the 2019-20 ACT Budget. The purpose of the RIF is translation of research into improved outcomes that support the health service for users of the ACT health system. Calls for research grant applications under the RIF were launched on 10 September 2020 with a closing date for submissions of 1 December 2020.	You will be briefed on the Research and Innovation Fund and advice will be sought on your priorities prior to finalisation of the grants program.
Safe Haven Cafes (falls within the responsibilities of the Mental Health portfolio) The project is currently in the model design phase for the cafes, this process is expected to be completed in November 2020 with implementation of one cafe anticipated in early 2021.	Emergency Departments (ED) are often the ‘front door’ to the health system, playing a unique role in the provision of high quality acute medical care to everyone in the community. The ACT Government has been investing in a range of strategies to address the growing demands on ED and to improve the treatment and recovery outcomes of people presenting to the ED with mental health issues. One investment has been the commitment to deliver a pilot program of two Safe Haven Cafés (Cafes) in the ACT. A Safe Haven Café is a non-clinical, safe space that people can go to if they are experiencing personal difficulties, mental health concerns, loneliness or simply seeking social connection and support. It offers an alternative for people who might otherwise present to the emergency department and mental health crisis services when no other options are available.	You may wish to announce the opening of the Safe Haven Café.

KEY STAKEHOLDERS

Organisation	Contact	Email
Aboriginal & Torres Strait Islander Elected Body	Katrina Fanning, Chair	atsieb@act.gov.au Ph: 6205 2551
ACACIA, ACT Consumer and Carer Mental Health Research Unit at ANU	Dr Michelle Banfield, Principal Investigator	acacia@anu.edu.au  Ph: 6125 6547
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ACT Disability, Aged and Carer Advocacy Service (ADACAS)	Michael Bleasdale, CEO	manager@adacas.org.au adacas@adacas.org.au Ph: 6242 5060
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Alcohol Tobacco and Other Drug Association ACT	Devin Bowles, CEO	ceo@atoda.org.au Ph: 6249 6358
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Australian Health Practitioners Agency	Martin Fletcher, CEO Anthony McEachran, Territory Manager, ACT	Ahpra.gov.au Ph: 1300 419 495
Australian Medical Association (ACT)	Dr Antonio Di Dio President	reception@ama-act.com.au Ph: 6270 5410
Australian Red Cross Lifeblood	Jennifer Williams, Chief Executive	Donateblood.com.au Ph: 03 9863 1600

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Capital Health Network	Megan Cahill, CEO	reception@chnact.org.au Ph: 6287 8099
Carers ACT	Lisa Kelly, CEO	 Ph: 6296 9900
Council on the Ageing	Jenny Mobbs, CEO	exec@cotaact.org.au Ph: 6282 3777
Foundation for Alcohol Research & Education	Caterina Georgi, CEO	info@fare.org.au Ph: 6122 8600
Gugan Gulwan Youth Aboriginal Corporation	Kim Davison, Executive Director	 Ph: 6296 8900
Health Care Consumers' Association (ACT)	Darlene Cox, Executive Director	 Ph: 6230 7800
Heart Foundation	Kathy Chapman, General Manager NSW & ACT	contactus@heartfoundation.org.au Ph: 6282 5744
Local Hospital Network Council	Dr Ian Pryor, Chair	LHNCouncil@act.gov.au
Meridian (formerly AIDS Action Council of the ACT)	Philippa Moss, CEO	Contact@meridianact.org.au Ph: 6257 2855
Ted Noffs Foundation	Matt Noffs, CEO	team@noffs.org.au Ph: 6123 2400 or 9305 6600
Pharmaceutical Society Australia	Renae Beardmore, ACT President, National Vice President	 Ph: 6283 4777

Pharmacy Guild	Margaret Beerworth, Branch Director	 Ph: 6270 8900
Public Health Association of Australia ACT Branch	Devin Bowles, President	ceo@atoda.org.au phaa@phaa.net.au (National Office) Ph: 6285 2373
Sexual Health and Family Planning ACT Inc	Tim Bavinton, Executive Director	 Ph: 6247 3077
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Wirrpanda Foundation	Lisa Cunningham, CEO	www.wf.org.au Ph: 08 92426700
Woden Valley Community Council	Jenny Stewart, President	president@wvcc.org.au info@wvcc.org.au
Women's Centre for Health Matters	Marcia Williams, CEO	ceo@wchm.org.au Ph: 6290 2166
Work Safe ACT	Jacqueline Agius, Work Health and Safety Commissioner	worksafe@act.gov.au Jacqueline.agius@act.gov.au Ph: 6207 3000 or 6207 0360

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University of Canberra	Paddy Nixon, Vice Chancellor and President	[REDACTED] Ph: 6201 5000

Unions

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Australian Nursing & Midwifery Federation ACT	Matthew Daniel, Branch Secretary	anmfact@anmfact.org.au Ph: 6282 9455
Australian Workers Union	Daniel Walton, National and NSW Branch Secretary	info@awunsw.com.au Ph: 1300 763 223
Communications, Electrical and Plumbing Union	Allen Hicks, National Secretary	admin@etuaustralia.org.au Ph: 9663 3699
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Culture Review Oversight Group

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College of Health and Medicine	Professor Russell Gruen, Dean	 Australian National University CANBERRA ACT 2600 Ph: 6125 5111

Community and Public Sector Union (ACT)	Beth Vincent-Pietsch, Deputy Secretary	 1/40 Brisbane Avenue BARTON ACT 2600 Ph: 6220 9660
Faculty of Health University of Canberra	Professor Michelle Lincoln, Executive Dean	 11 Kirinari St Bruce ACT 2617 Ph: 6201 5111
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Colleges

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Australian College of Rural and Remote Medicine	Dr Ewen McPhee	president@acrrm.org.au Ph: 07 3105 8200
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Royal Australian and New Zealand College of Radiologists	Natalia Vukolova, CEO	ranzcr@ranzcr.edu.au Ph: 9268 9777

FINANCIAL CONSIDERATIONS

Appropriation for the Territory's health services

Appropriation	2020-21 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m
Controlled Recurrent Payments				
LHN	882,195	801,284	789,095	778,141
Health Directorate	253,168	236,496	237,786	236,680
	1,135,363	1,037,780	1,026,881	1,014,821
Capital Injection				
CHS	78,941	45,672	28,687	4,434
Health Directorate	34,830	61,618	36,071	5,499
MPC (Canberra Hospital Expansion)	40,782	149,200 (provisioned)	189,000 (provisioned)	229,600 (provisioned)
	154,553	256,490	253,758	239,533
Territorial				
Health Directorate	14,872	2,431	954	978
	14,872	2,431	954	978

Controlled Recurrent Payments – Several one-off decisions relating to funding in 2020-21 have not yet been considered for 2021-22, which is why funding is lower in 2021-22. These include COVID-19 funding (\$26.5 million), Canberra Health Services (CHS) financial sustainability funding (\$60 million), roll overs into 2020-21 and initiatives ending in 2020-21. Funding is lower beyond 2021-22 because the Health Central Provision (approximately 2.37 per cent growth per year) is held centrally until released by decisions of Government and has not yet been fully allocated in those years.

Capital Injection – The decrease in funding in 2022-23 and 2023-24 relates mainly to the completion of the Expansion of the Centenary Hospital for Women and Children and reduced outyear expenditure on the Digital Health Record initiative.

Territorial – The reduction in funding from 2020-21 to 2021-22 relates to a one-off capital grant to Winnunga Nimmityjah Aboriginal Health and Community Services in 2020-21 and lower capital grants for Calvary Public Hospital Bruce (CPHB).

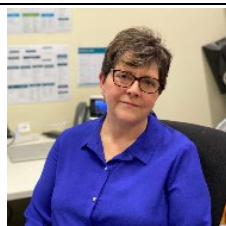
Funding and commissioning of health and hospital services in the ACT

The Territory receives funding from multiple sources including Commonwealth funding under the National Health Reform Agreement (NHRA), cross border revenue (mostly from NSW) and ACT Government revenue, to support the provision of health services. We will provide you with a separate briefing on these arrangements.

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Jane Dahlstrom	Executive Director, Pathology		Jane.Dahlstrom@act.gov.au	

Calvary Public Hospital Bruce / Clare Holland House				
Barbara Reid	Regional Chief Executive Officer - ACT			
Roslyn Everingham	A/g General Manager			

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COVID-19 Public Health Response

Australia has been successful in reducing the effective reproduction rate of COVID-19. Efforts to suppress the virus are continuing in all jurisdictions with the aim of avoiding a resurgence in cases while gradually easing public health restrictions. The combination of measures implemented have been effective in flattening the curve to date. These restrictions assisted the ACT in becoming the first Australian jurisdiction to achieve zero active cases.

As of 16 October 2020, nationally there have been:

- 27,362 total confirmed cases;
- 24,909 total cases recovered;
- 904 deaths;
- 23 new cases and 43,626 tests in last 24 hours; and
- 250 estimated active cases.

The key joint decision making body to manage COVID-19 in Australia is the National Cabinet. The National Cabinet is chaired by the Prime Minister and comprised of first ministers from all jurisdictions and the Commonwealth Chief Medical Officer. The National Cabinet is currently scheduled to meet on a monthly basis.

The National Cabinet is informed by the Australian Health Protection Principal Committee, which is chaired by the Commonwealth Chief Medical Officer and comprises all jurisdictional Chief Health Officers. The Australian Health Protection Principal Committee meets on a daily basis.

All Australian jurisdictions have introduced a range of public health control measures restricting movement to reduce the transmission of COVID-19. These measures have been successful in slowing and reversing the growth of COVID-19 cases in the ACT and across other jurisdictions.

Australia also continues to receive flights of repatriated citizens and permanent residents from overseas, including flights landing in the ACT. Given escalating COVID-19 case numbers in many countries, some individuals on these repatriation flights are likely to have been exposed to COVID-19 whilst abroad.

Over the pandemic, Commonwealth and jurisdictional restrictions have included the closure of Australia's border to non-residents, mandatory 14-day quarantine of persons returning from overseas travel, restrictions on domestic travel, restrictions on public and private gatherings, and closure of non-essential businesses and services. All jurisdictions have enforced their public health directions through legislation and a risk-based approach.

NSW has been implementing a strong public health response to low levels of community transmission over several months following the incursion of a small number of cases from Victoria. As at 15 October 2020 there are 45 active cases in the state with 2,875,738 tests conducted and 55 lives lost.

Victoria is experiencing the tail end of a significant second wave with 157 active cases as at 16 October 2020. The majority of new cases are contained to the greater metropolitan region. It is anticipated that these numbers will continue to decline slowly over the coming weeks.

Public Health Emergency status in the ACT

On 16 March 2020 a Public Health Emergency was declared under s119 of the *Public Health Act 1997* (PHA) by the Minister for Health in response to COVID-19. This has been extended several times, most recently to 19 November 2020. Under the ACT Emergency Plan, ACT Health is the lead agency for planning and response to public health emergencies. The declaration enables the Chief Health Officer to take the necessary actions to reduce threats to public health, including issuing public health directions that aim to limit the spread of COVID 19 in our community.

The PHA has been used because it was felt it could best be adapted to the current crisis. If the COVID-19 situation changes radically, or if there are multiple concurrent emergencies (such as COVID-19, bushfires, storms), the *Emergencies Act 2004* and activation of an Emergency Controller could be considered.

There are no new or active cases of COVID-19 in the ACT, with the last active case recovering on 1 August 2020. As of 16 October 2020, the ACT has recorded:

- 113 confirmed cases of COVID-19, of which 110 are recovered cases and 3 deaths;
- No evidence of community transmission in the ACT;
- Over 100,000 COVID-19 tests to date (positive and negative);
- 295 people currently in hotel quarantine or self-quarantine after travelling from Victoria, New South Wales areas of concern or overseas;
- A total of 6,014 people have entered quarantine (home or hotel) in the ACT since the commencement of the emergency response in January 2020; and
- Over 5,100 exemption applications to travel to the ACT from Victoria or other known hot spots since late June 2020, with 2,638 approved.

Public Health Arrangements

The ACT is well prepared for a pandemic, with mature plans, policies and arrangements in place. This includes (but not limited to):

- Legislation (*Emergencies Act 2004*, *Public Health Act 1997*); and
- ACT Emergency Plans (ACT Emergency Plan, Health Emergency Plan, Epidemic Infectious Diseases Annex).

The ACT Emergency Plan establishes that the ACT Health Directorate is the lead agency for communicable human disease outbreaks, epidemics and pandemics. The Health Emergency Plan (HEP), a sub-plan of the ACT Emergency Plan, provides a framework for a coordinated ACT health sector approach to emergencies.

The *Public Health Act 1997* establishes the statutory position of the ACT Chief Health Officer (the CHO) and authorises the Minister for Health to declare a public health emergency (Section 119).

While an emergency declaration is in force, the CHO has significant powers and may take any action, or give any direction, considered necessary to alleviate the emergency (Sections 120-121). Actions or directions may include:

- Direct a person to take actions (e.g. undergo a medical examination, remain in a specified area etc); and
- Provide authorised persons with emergency powers (e.g. prevent injury to any person, rescue any endangered person, prevent access to any place etc).

ACT Health Emergency Sub-Plan

The purpose of the ACT Health Emergency Sub-Plan is to provide a framework for a coordinated ACT Health Sector emergency response in accordance with legislation and emergency plans.

The ACT Health Emergency Sub-Plan outlines response arrangements for a health-led emergency response. This includes, but is not limited to:

- The CHO appointing a Health Controller to coordinate and control the ACT Health Sector response to the emergency;
- Activation of the Health Emergency Control Centre (HECC);
- Links to other emergency operations centres; and
- Allocation of key roles and responsibilities for key internal and external stakeholders.

Public Health Emergency Response Structure

The ACT Health Emergency Control Centre (HECC) was activated by the CHO on 29 January 2020. It is the emergency management structure to manage the ACT COVID-19 public health response, and comprises the following entities:

- Public Health Emergency Coordination Centre (PHECC);
- Clinical Health Emergency Coordination Centre (CHECC); and
- Supporting units under the CHO (e.g. Exemptions Team, Office of the CHO).

All elements of the HECC (consisting of PHECC, CHECC and the Office of the CHO) work closely together and report to the CHO (See Figure 1 and 2 below).

Functions of the Health Emergency Control Centre

The HECC implements the decisions and directions of the CHO, including monitoring, investigating and managing any confirmed cases, contacts and outbreaks; planning for and managing repatriation flights; establishing COVID-19 Testing Clinics and testing capability; and developing COVID-19 centric emergency plans.

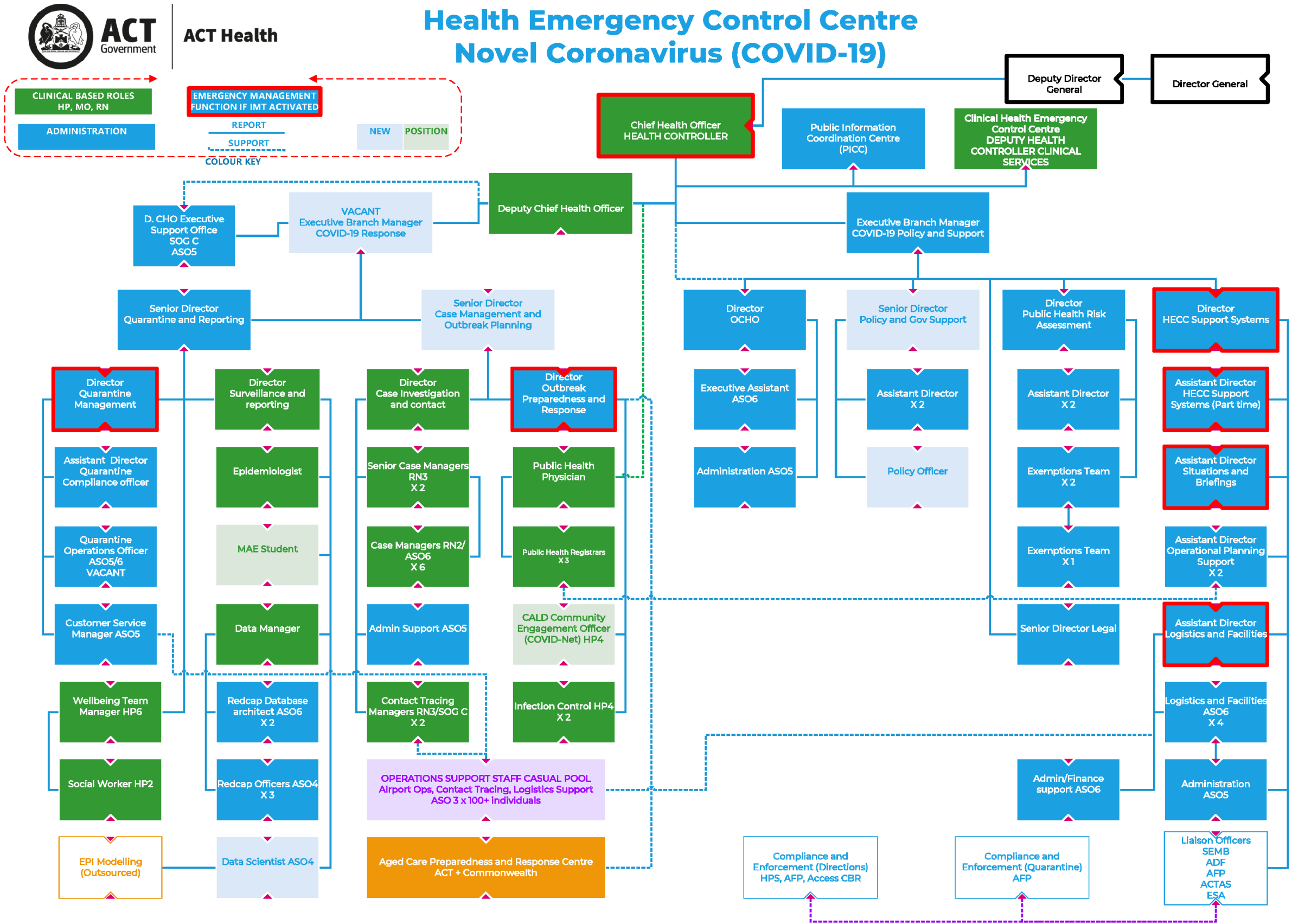
The composition of the HECC is based on core emergency management principles, and is scalable and flexible to meet the nature and complexity of the incident.

The HECC has close operational and organisational relationships with key stakeholders across government. Liaison officers attend daily briefings and serve as key operational contacts from ACT Ambulance Service (ACTAS), ACT Emergency Services Agency (ESA), Australian Defence Force (ADF), and Justice and Community Safety Directorate (JACSD). ACT Policing (ACTP) has an officer embedded within the HECC operations team to integrate quarantine compliance activities.

The HECC has worked closely with numerous stakeholders to prepare and plan for COVID-19 in the ACT. Whole-of-government plans and working groups have been established on the following health-centric activities:

- Compliance and enforcement;
- Correctional facilities;
- Disability;
- Non-Government organisations;
- Outbreak support (including communications);
- Primary health care;
- Residential aged care; and
- Accommodation.

Figure 1



Public Health Emergency Coordination Centre

The Public Health Emergency Coordination Centre (PHECC) is focused on the public health response to COVID-19 in the ACT. The Deputy Health Controller (Public Health) oversees the PHECC. The PHECC has the following goals:

- Effectively identify, treat and manage new cases of COVID-19;
- Minimise the transmission of COVID-19 within the community;
- Ensure consistency and effective communications across whole of government;
- Manage returned travellers who have entered mandatory 14 days quarantine; and
- Review and consider lessons learned from other jurisdictions and continue planning and preparation for future COVID-19 cases in the ACT.

Key PHECC functions include, but not limited to:

- Operations (case management, contact tracing, exemption applications, data, medical officers etc);
- Logistics (PPE stockpile, accommodation services for hotel quarantine etc);
- Planning (Daily briefing and situation report, developing ACT Health Sector plans [e.g. COVID-19 Primary Health Care Support Framework, COVID-19 Fatality Action Plan etc]).

Clinical Health Emergency Coordination Centre

The Clinical Health Emergency Coordination Centre (CHECC) is led by the Deputy Health Controller Clinical, Ms Bernadette McDonald (who is also the CEO of Canberra Health Services (CHS)). The CHECC coordinates, enables and facilitates the CHO management of the clinical response to the COVID-19 by developing Territory-wide clinical response plans, providing clinical advice, clinical direction, effective and consistent standards, and will act as an emergency committee in providing health services to the ACT and surrounding regions during the pandemic. In doing this the CHECC aims to:

- Protect patients and consumers;
- Protect health workers; and
- Protect the community.

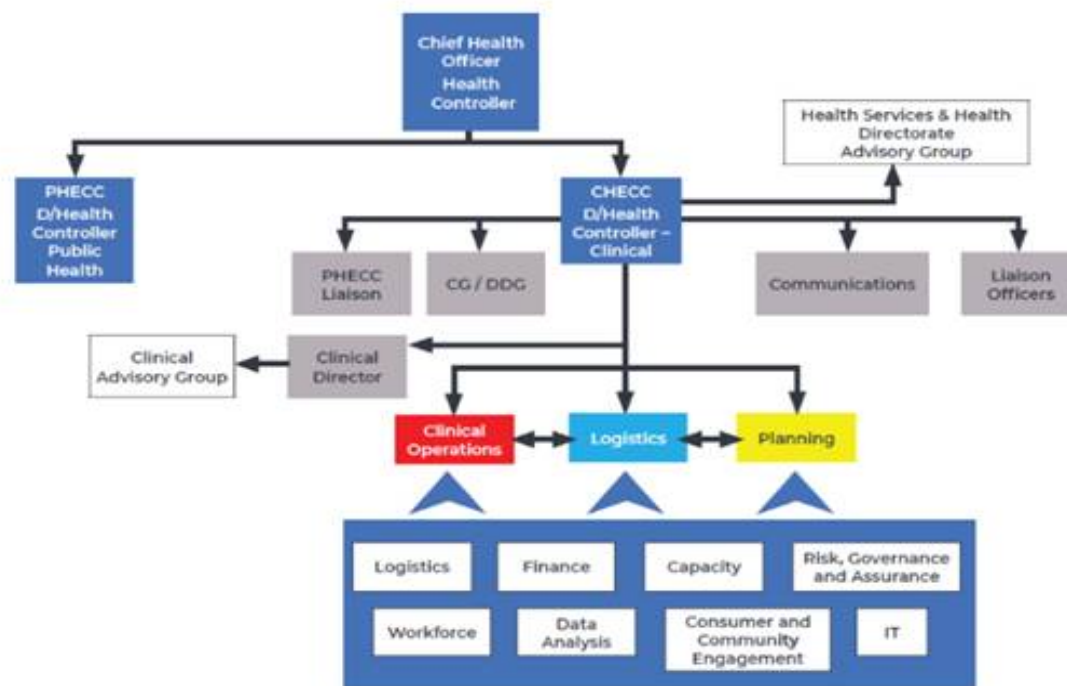
CHECC leads the Territory-wide clinical service delivery response to the COVID-19 pandemic for the ACT with a focus on:

- identifying the capacity of hospital-based services across the ACT and region (such as emergency departments, intensive care units and ward-based care) and the workforce, equipment and supplies required to operate them should increased cases of COVID-19 impact on demand;
- establishing a clear and agreed clinical services response plan for managing increased demand across the ACT and region for hospital-based services, including use of private hospitals should cases increase to the point where this is required;

- working closely with the Public Health Emergency Coordination Centre to align the clinical response plans and activities with the public health response, particularly in relation to the primary health care and non-government sectors; and
- delivering COVID-19 testing capability across the Territory through existing and new sites.

Figure 2

CHECC FUNCTIONAL STRUCTURE



Staffing the Health Emergency Control Centre

Staffing levels have fluctuated over the period of the ACT public health response based on a proportionate and appropriate response to the emergency. The PHECC is currently staffed at a base of 62 plus a pool of 60 casual trained surge staff who can assist with roles in contact tracing, logistics support, quarantine services and exemptions. This is continually being revised and pool staff increased, this will reach 100+ staff members in the next few months and to around 130 by early 2021. This number of staff does not include staff from within the Clinical Health Emergency Control Centre. Overall, approximately 160 staff (full-time, casual, and volunteers) have worked in the PHECC since it was activated on 29 January 2020.

Sustainable workforce for ongoing management of the pandemic

It is anticipated that a public health response to the COVID-19 pandemic will be required for at least another 18-24 months due to the ongoing risk of community transmission and the likely timeframes for the development of a vaccine. ACTHD is currently revising its

organisational structure to transition the immediate emergency response team into a long-term management team to ensure the sustainability of the public health response to the pandemic and maintain strong integration and coordination across whole of government arrangements.

COVID-19 Surge Centre on Garran Oval

The COVID-19 Surge Centre on Garran Oval will be dismantled when the ACT Public Health Emergency Directions are lifted. CHS is currently considering options for repurposing of the facility. Should the Public Health Emergency be stood down before a decision on repurposing is made, the facility will be placed in storage. Following dismantling of the facility, the Garran Oval will be restored for its previous purposes.

Financial Implications for the Public Health Emergency

Since February 2020, \$99.745 million has been expended across public hospitals, private hospitals and public health responses, of the 2020-21 ACT appropriation, \$29.950 million, a total of \$13.561 million has been expended from the COVID-19 response funding. Matched funding from the Commonwealth under the agreement is anticipated to be \$13.561 million for same period, as highlighted below:

	Jul-20	Aug-20	Sep-20	Total
Hospital Services Payments (HSP)	1,1167	4,446	6,448	12,061
State Public Health Payments (SPHP)	9,293	7,038	6,459	22,790
Private Hospital Financial Viability Payment (FVP)	-	-3,864	-	-3,864
Total Claimed Expenditure	10,460	7,621	12,907	30,978
Commonwealth Payments (50% of HSP, 50% of SPHP & 100% of FVP)	5,230	1,878	6,453	13,561

Under the *National Partnership on COVID-19 Response*, the Commonwealth Government has committed to cover 50 per cent of eligible COVID-19 costs including additional costs incurred by state and territory health services as a result of the diagnosis and treatment of patients with COVID-19, those suspected of having the virus, or activities that prevent the spread of it. The revised structure will maximise opportunities to recover appropriate COVID-19 costs through the National Partnership.

The 2020-21 appropriation was allocated to meet forecast costs associated with COVID-19 suppression, impact and ongoing recovery of the health system. As the virus evolves it has become apparent that a longer-term approach to the public health response will be required to support the CHO. ACT Health will brief Government on a longer term approach for COVID-19 suppression, impact and recovery.

Public Health Act

The ACT's *Public Health Act 1997* was first notified on 9 October 1997 and commenced on 9 April 1998. The public health emergency provisions were therefore prepared well before very large outbreaks and global pandemics of novel viruses, such as COVID-19, Middle East Respiratory Syndrome (MERS) [2012], 2009 H1N1 influenza (AKA 'Swine Flu') and Severe Acute Respiratory Syndrome (SARS) [2002], were identified as a significant risk with broad implications. Following the COVID-19 emergency you may wish to review the public health emergency provisions of the Act to address and encompass the learnings, and consider how they align with other non-health emergency legislation.

Compliance

Authorised public health officers from ACT Health, Access Canberra and ACT Policing undertake compliance activities relating to the COVID-19 public health emergency. This includes issuing of infringement notices.

The Health Protection Service, through the CHO, is the lead agency when it comes to the ACT's overall compliance response to COVID-19 and Public Health Directions. Access Canberra and ACT Policing are key regulatory compliance partners, with each agency assigned responsibility for supporting regulatory compliance across areas of business, industry and community. Areas of responsibility relate to the existing powers, authorising frameworks and responsibilities of the agencies (ie. Access Canberra primarily supports compliance for COVID-19 across regulated business and industries).

The COVID-19 Compliance and Enforcement Working Group (Compliance Working Group), chaired by ACT Health, provides ongoing oversight and coordination of COVID-19 compliance activities. The membership includes representation from all ACT Government Directorates involved in COVID-19 compliance including ACT Policing, Access Canberra, ACT Health and PICC, and meets twice weekly.

COVID-19 compliance activities operate under the COVID Compliance and Enforcement Framework. The framework has a strong emphasis on proactive information, education and advice. As of 8 October 2020, there have been 10,128 inspections of businesses against the CHO Directions carried out since January 2020.

- Business and individual compliance with Public Health Directions overall been very high.
- As at 28 September 2020, Access Canberra had issued 64 education letters and 78 warning letters.
- However, as restrictions ease, the level of complexity in compliance activity increases. In addition, the level of complacency in the broader community also increases, which poses challenges for business and industry as well as regulators.

Compliance activities have been undertaken within existing resources to date. Work is currently underway to supplement resources with temporary positions dedicated to COVID-19 compliance activities, allowing the full delivery of routine non-COVID regulatory functions.

Work is also underway to further strengthen the governance and operationalisation of COVID-19 compliance activities in the ACT in a continuous improvement model where we review and build on lessons learnt locally and nationally.

Legal Framework

It is an offence under the *Public Health Act 1997* to fail to comply with a Public Health Emergency Direction (as made by the Chief Health Officer under s120, *Public Health Act 1997*) without reasonable excuse.

The [Magistrates Court \(Public Health \(COVID-19\) Infringement Notices\) Regulation 2020](#) provides that non-compliance (without reasonable excuse) with a Public Health Emergency Direction may result in infringement penalties of \$1,000 for an individual and \$5,000 for a corporation.

To date, all infringement notices have been issued by ACT Policing Officers. Non-payment or challenge to an issued infringement notice may result in a court summons.

A very small number of businesses have received multiple infringement notices for failing to comply with the Public Health Directions.

Compliance Statistics

As at 8 October 2020, there have been 10,128 inspections of businesses against the CHO Directions carried out since January 2020.

	Proportion of compliant inspection - 1 September to 1 October 2020
Proportion of businesses compliant with direction	69.9%
Proportion of businesses complying with social distancing	88.3%
Proportion of businesses with a staff illness register	75.1%
Proportion of businesses with a COVID safe plan	67.6%

Access Canberra

Between 25 March and 28 September 2020, Access Canberra conducted 5,297 inspections at businesses affected by the Public Health Direction. These businesses included licenced liquor premises; gyms; real estate auctions and open homes; entertainment venues; brothels; betting agencies; gaming venues and arcades.

To date, the majority of compliance activity has rested within engagement and education activities, however, Access Canberra has taken proportionate action where it has been required to support compliance, including the provision of education and warning letters for businesses. As at 28 September 2020, Access Canberra had issued 64 education letters and

78 warning letters. ACT Policing has to date issued 21 Criminal Infringement Cautions and six Criminal Infringement Notices in relation to COVID-19 compliance breaches.

Overall, and to date, the majority of business and industry have demonstrated a strong willingness to be compliant and to support the safety of the community and their staff, as well as by extension, support the ongoing easing of restrictions through demonstrated compliance. However, as restrictions ease, the level of complexity in compliance activity increases. In addition, the level of complacency in the broader community also increases, which poses challenges for business and industry as well as regulators.

Access Canberra recently recruited an additional nine inspectors to support its proactive compliance approach to COVID-19. The recruitment of inspectors to focus on COVID-19 compliance will allow Access Canberra to continue with core existing inspectorial and compliance functions under the suite of laws that comprises Fair Trading Compliance. Staffing and resourcing continue to be assessed, noting that as public health restrictions ease, the demand upon regulatory compliance increases.

Access Canberra also plays a key role in providing key insight and information to the CHO and to the Public Information Coordination Centre around compliance with the Directions, key pressure points and business and industry sentiment, which informs further consideration for public communications as well as for restriction settings. In addition, the agency supports the provision of information directly to regulated industries around COVID-19 and requirements. This engagement is through email, in-person information at businesses during inspections as well as through the Business Liaison Team.

Access Canberra provides a fortnightly compliance report on its activities to key agencies and officers, which is also tabled via the Security and Emergency Management Committee of Cabinet.

COVID-19 Response Data and Reporting

The HECC compiles epidemiological, quarantine, and exemption data on a daily basis (Monday-Sunday). These data are recorded and managed by the Data team (PHECC) and the Exemptions team (Office of the CHO). The RedCap database is used to store data, manage entries, and export data reports.

The above data are compiled into 'situation reports' which are circulated to stakeholders on a need-to-know basis between Monday-Friday. The most recent report (Annex A) includes the following information:

- HECC Morning Data Report which includes epidemiological, quarantine and exemptions data (compiled by PHECC planning team). This is circulated to:
 - All ACT Cabinet Ministers;
 - Respective Ministerial Chiefs of Staff;
 - All ACT Directors-General; and
 - ACT Government executives selected by the CHO;
- Health Emergency Control Centre Situation Report (compiled by PHECC planning team). This is circulated to:
 - ACT Minister for Health;

- ACT Health Sector Emergency Management Committee (includes all ACT hospitals, Capital Health Network, ACT Government Directorates, and other members);
- ACT Public Information Coordinator;
- ACT Health Directorate Executives;
- On-call Chief Health Officers;
- Canberra Airport Group;
- ACT Policing;
- Other agencies on a 'need-to-know' basis.

Annex A



Health Emergency Control Centre Situation Report

SitRep No: 164		Date: 14 October 2020 1600hrs	
Incident: Novel Coronavirus (COVID-19)		Location: Whole of ACT	
Staffing:			
Chief Health Officer	Dr Kerry Coleman	Deputy Health Controller (Clinical)	Bernadette McDonald
On-call Chief Health Officer	Dr Vanessa Johnston	Deputy Health Controller (Public Health)	Craig Cannon

The following contains sensitive information – NOT FOR FURTHER DISTRIBUTION

1. SITUATION SUMMARY:

Location	Data as of	Active Cases	Confirmed Cases	Deaths	Cases Recovered	Hospitalised Patients	Total Tests
ACT	0900 14/10	0	113	3	110	0	99,760
National	0900 14/10	~271	27,317	899	24,888	32	8,062,988
International	1530 14/10		38,066,297	1,085,411	26,391,524		

Quarantine Data – Currently in quarantine as of 0900hrs (Sourced from the Daily Epi Report provided by HECC Operations: Data):

	Home Quarantine	Hotel Quarantine	Total
Domestic Quarantine	127	46	173
Returned Overseas Traveller	94	33	127
Total	221	79	300

Exemptions Data – Total number of all applications as of 0900hrs (Sourced from the Office of the Chief Health Officer daily snapshot):

	ACT	Non-ACT	Other	Total
Approved	1,409	1,192	661	3,262
Not approved	58	679	-	737
Not applicable	33	546	-	579
Withdrawn	225	532	10	767
Outstanding / waiting on further applicant info.	-	-	-	385
Total Applications	-	-	-	5,730

ACT:

- The Public Health Emergency Declaration [remains](#) in place, expiring on 19 November 2020.
- The ACT is currently in Step 3.2 of [Canberra's Recovery Plan](#).
- [ACT travel advice](#) remains in place for travellers from the ACT and travellers to the ACT.
- [Public health advice](#) for high-risk settings and health professionals regarding interstate COVID-19 outbreaks remains in place for individuals from Victoria and 3 NSW LGAs (Campbelltown, Liverpool and Parramatta) (current 1 October 2020).

National:

- On 14 October 2020, the Minister for Health [recognised](#) the challenging time for all Australians, and encouraged all Australians to stay on top of their mental and physical health and wellbeing:
 - Beyond Blue Coronavirus Mental Wellbeing Support Service on 1800 512 348;
 - Immediate advice and support through Lifeline (13 11 14) or Kids Helpline (1800 55 1800).
- On 14 October 2020, the Minister for Aged Care [announced](#) \$12.4m in a Grief and Trauma Response Package to ensure support is available for those affected by COVID-19 across the aged care sector.

International:

- The majority of cases are from the United States, followed by India, Brazil, and Russia.
- The majority of deaths are from the United States, Brazil, India, and Mexico.

2. ACTIONS TAKEN:

Public Health Emergency Coordination Centre (PHECC):

- Operations (*nil changes*):
 - Managed exemption applications.
 - Managed home and hotel quarantine of inter-state and overseas travellers.
 - Worked with ACT Policing for data sharing and compliance matters.
- Logistics (*nil changes*):
 - Ongoing support for travellers requiring quarantine.
 - Ongoing collaboration with hotels utilised for quarantine.
- Planning:
 - Ongoing work in support of aged care and outbreak management.

Clinical Health Emergency Coordination Centre (CHECC):

- *Nil changes* – Site-visits of residential aged care facilities in the ACT continue:
 - A team of three assessors (including a medical lead, senior nurse, and infection prevention and control practitioner) assessing each facility's preparedness and planning to respond to a COVID-19 outbreak and provide support where needed;
 - Seventeen COVID-19 Safe Assessment site visits have been completed to date;
 - Assessments are scheduled through to the end of October 2020.

Public Information Coordination Centre (PICC):

- Prepared COVID Update daily media statement.
- Media and social media requests received and actioned accordingly.

ACT Policing Taskforce:

- *Nil changes* – Managed Territory Targeting Teams for compliance for people in hotel / home quarantine and compliance for bars, clubs and restaurants.
- Liaison Officer stationed in HECC (PHECC Operations).

3. EVALUATION / THREAT ANALYSIS:

The Commonwealth Government daily [infographic](#) provides the current COVID-19 situation in Australia.

4. INFORMATION SOURCES:

- ACT Government information is available [here](#).
- ACT Legislation Register (Public Health Emergency Directions) [here](#).
- Commonwealth Government [Roadmap](#) and Three Step [Framework](#) for a COVIDSafe Australia.
- Commonwealth Government information is available [here](#).
- Commonwealth Residential Aged Care Facility weekly reports are available [here](#).
- Victorian Aged Care Response Centre daily updates are available [here](#).
- The Commonwealth COVID-19 weekly epidemiological report is available [here](#).
- International information is available here: [WHO](#), [Johns Hopkins](#)
- Resources for researchers and other stakeholders is available through [APPRISE](#).

Next HECC SITREP: Thursday 15 October 2020 1600hrs

Name: Craig Cannon

Appointment: Deputy Health Controller (Public Health)

Roadmap Out of Restrictions

The National Cabinet has agreed to develop a new plan for Australia to reopen by Christmas, building on the earlier three-step plan released in May.

Jurisdictions are at different stages in delivering relaxation of restrictions based on their individual circumstances, contextual factors and risks. However, all First Ministers have agreed in principle to developing a new plan for opening up domestic borders and further easing of restrictions. The ACT's recovery plan will be informed by these discussions and updated as the national plan is developed.

The re-introduction of restrictions may be required if a case or cases were identified in the ACT, or if cases and/or community transmission developed in neighbouring NSW regions posing a risk to the ACT across the open border. The CHO's assessment of the strength and type of any restriction/s required would ensure they were proportionate to the size of the risk, and informed by the affected cohort and setting, and include:

- The protection of high-risk settings and vulnerable populations through limiting attendance at these settings, and increased protective actions including personal protective equipment use;
- Increasing strength of recommendations around use of face masks in the community; and
- Reducing opportunities for interactions within the cohort or affected population, for example through limiting household gathering sizes, reintroducing work from home advice for higher risk work environments, and reducing gathering sizes for at risk activities or locations such as at gyms, places of worship and/or pubs/clubs.

While it is highly unlikely that a high level of restrictions would need to be reapplied, planning has been conducted at a whole of government level that incorporates lessons learned from the experiences earlier this year and Victoria's more recent experience.

Easing of Restrictions

Canberra's Recovery Plan – COVID-19 Easing of Restrictions Roadmap outlines the ACT's stepwise approach to easing of public health restrictions. Most recent changes to public health restrictions came into effect on 9 October 2020.

While the majority of the population remains non-immune to COVID-19, there will be a need to balance the level of community restrictions (which aim to reduce the risk of spread of the virus) against the ongoing risk of introduction of COVID-19 cases.

The essential components of the protective response moving forward are:

- Some level of ongoing community restrictions;
- Minimising risks of introduction of COVID-19 cases through quarantine of overseas travellers; and
- A strong public health response consisting of early presentation of possible cases for and early identification of cases through testing, supported isolation of cases, complete and timely contact tracing, quarantine of contacts, and outbreak management.

Mathematical modelling demonstrates that the public health response cannot completely replace the need for some reduction in transmission potential through community restrictions.

A progressive approach to the easing of restrictions has been implemented using fortnightly checkpoints to allow for frequent assessments and ability to slow or cease relaxation of restrictions if the risk increases or situation deteriorates.

Matters considered for each checkpoint include:

- The risk of importation from other jurisdictions, based on evidence of community transmission;
- The risk of transmission estimated from levels of physical distancing and social mixing; and
- The impact of changes in restrictions on the ACT's effective reproductive ratio and hence the risk of transmission within the community.

Following the changes made on 9 October 2020, the CHO considers it unlikely that any further change will take place for four weeks (which would allow two transmission cycles after the easing of restrictions).

COVID-19 Related Election Commitments

Your COVID-19 related elections commitments are included in the compilation of briefs on your Election Commitments:

LAB 010	Mental Health Support for Young Canberrans	Invest in more mental health support for Canberra's young people during COVID-19, by increasing total mental health funding to over \$200 million a year. This investment will increase access to resources and timely care for young Canberrans suffering mental health concerns.
LAB 071	Response to COVID-19	Continue to take advice from public health experts on how we can continue to effectively respond to the threat of COVID-19. Invest in Canberrans and lead the city through the pandemic.

Key Issues Briefs

Further information on the COVID-19 Public Health Response is available in the following Key Issues Briefs:

- Emergency Declaration Renewal
- Public Health Directions Currently in Place
- International Repatriation Flights and Hotel Quarantine
- Quarantine and Contact Tracing functions
- Exemptions Program (including COVID Safe Event Protocol)
- Joint work with Commonwealth on aged care and disability

- Roadmap to Recovery for Health System
- Health NGO service delivery and stimulus during COVID-19
- National Partnership on COVID-19 Response arrangement including Private Hospital Viability Payments
- Elective Procedures Recovery Strategy
- Testing Clinics

Emergency Declaration Renewal

Summary

- A Public Health Emergency declaration in the ACT is in place to support the Government's ongoing COVID-19 response and to protect the community.
- The existing declaration is due to expire on 19 November 2020, requiring a decision in early November on whether to extend the emergency declaration.

Key issues

- Section 119 (4B) of the *Public Health Act 1997* provides that if the "COVID-19 declaration has been extended or further extended under subsection (4), the chief health officer must advise the Minister at least every 30 days about—
 - (a) the status of the emergency; and
 - (b) whether the chief health officer considers the declaration is still justified."
- The Chief Health Officer (CHO) continues to report to the Minister for Health every 30 days about the status of the public health emergency with a recommendation as to whether it should be extended.
- The most recent report of 18 September 2020 recommended that the public health emergency declaration remain in place, subject to ongoing review of the situation. The next report will be prepared on 19 October 2020.

Options for consideration

- Extend the Public Health Emergency declaration beyond 19 November 2020 or do not extend the emergency declaration.
- Not extending the declared emergency would bring the emergency to an end, along with all Public Health Emergency Directions in place, including those requiring hotel quarantine for returned travellers and for confirmed cases of COVID-19 to self-isolate.
- The cessation of the declared emergency would also expire all COVID-19 legislative measures (either immediately or 12 months after the commencement of the *COVID-19 Emergency Response Act 2020*, on 8 April 2021. Certain amendments include transitional mechanisms to ensure the COVID-19 measure can continue to operate effectively during a specified transition period.
- If necessary, these COVID-19 legislative measures may be amended so that they continue to apply for a further period. This has been the subject of consideration by the Justice and Community Safety Directorate during the Caretaker period and the Attorney-General and Chief Minister will be briefed on options for future reform.

Decision points/timeframes

- The Public Health Emergency declaration has been extended several times due to the ongoing public health risk posed by COVID-19 and the consequent need to maintain Public Health Emergency Directions to mitigate these risks.

Financial implications

- The Public Health Emergency response will continue to have a significant financial impact on the Territory.

Background

- On 16 March 2020, the ACT Minister for Health declared a public health emergency under section 119 of the *Public Health Act 1997* due to the public health risk of COVID 19 to the ACT community.
- The public health emergency was declared for the whole of the ACT for a period of five days (the maximum period allowed pursuant to section 119(3)(a)). It was the first time that a public health emergency had been declared under the Act. An emergency declaration can be extended and further extended by notifiable instrument for period of up to two days pursuant to subsection 119(4). The emergency declaration has been extended a number of times and due to the seriousness of COVID-19 an amendment bill was introduced to extend the allowable duration for a public health emergency in relation to COVID-19 for up to 90 days.
- On 20 August 2020, the emergency declaration was extended for a further 90 days, effective until 19 November 2020.

Responsible Portfolio and Function

- ACT Health Directorate / CHO

Public Health Directions Currently in Place

Summary

- The safety of Canberrans is the ACT Government's priority. The Public Health Directions are in place to contain the spread of COVID-19 in the Territory.
- Since the emergency declaration has been in force, the Chief Health Officer has taken the necessary actions to contain the spread of the disease, including issuing specific Public Health Emergency Directions.
- The Directions have included restrictions around the operation of non-essential businesses and undertakings, gatherings, entrance requirements to aged care facilities, returned international travellers, persons travelling from Victoria (interstate travellers) and persons returning from certain COVID-19 affected locations in NSW (interstate hotspots).

Key issues

- Currently there are five public health emergency directions in place:

1. Public Health (COVID-19 Interstate Travellers) Emergency Direction 2020 (No 2)

- Requires ACT residents that have been in Victoria in the past 14 days to quarantine at their home address (or another suitable premises) upon their return to the ACT.
- Prohibits entry into the ACT for any non-ACT resident that has been in Victoria in the past 14 days unless they have applied for and have been granted an exemption, or they fall within a limited number of exclusion categories (such as persons arriving in the ACT by air to transit to another jurisdiction, or transit through the ACT by road for business or freight purposes).

2. Public Health (Residential Aged Care Facilities) Emergency Direction 2020 (No. 3)

- Prohibits entry into Residential Aged Care Facilities (RACFs) to persons who persons recently returned from overseas, been in contact with a confirmed case of COVID-19, who have a temperature greater than 37.5C.
- An influenza vaccination is required for people entering a RACF unless the person's presence is for the purposes of emergency management or law enforcement, or if vaccination is not available to the person due to a documented medical contraindication or the person is a child under 6 months of age.
- Extends to RACF workers, contractors, and visitors and prospective residents, but does not apply to current RACF residents.

3. Public Health (Returned Travellers) Emergency Direction 2020 (No. 8)

- Requires persons entering the ACT on a flight that originated overseas to undergo 14 days quarantine at a designated premises (hotel quarantine) until clearance from quarantine is given by an authorised medical officer.
- If a returned traveller does not undertake a COVID-19 test, a supplementary quarantine period of 10 days is required to be completed.

4. Public Health (Self-Isolation) Emergency Direction 2020 (No. 4)

- A person diagnosed with COVID-19 and close contacts on confirmed cases must self-isolate until clearance is given by an authorised person, or travel directly to a hospital for medical treatment.

5. Public Health (Restricted Activities – Gatherings, Business or Undertakings) Emergency Direction 2020 (No. 11)

- Places restrictions on gatherings and businesses or undertakings deemed to be non-essential. This direction provided for the following most recent changes:
 - All gatherings are capped at 200 people, where one person per four square metres of usable space can be maintained in indoor spaces and one person per two square metres of usable space in outdoor spaces.
 - All venues (non-hospitality) can have 25 people across the whole venue. If they wish to have more than 25 people they can use the one person per four square metres of usable space for each indoor area and one person per two square metres of usable space in each outdoor area (up to 200 people in each area)
 - Medium sized hospitality venues can select from a third option in addition to the above, which provides that venues with total usable space between 101 sqm and 200 sqm can have 50 people throughout the venue (excluding staff). If they wish to have more than 50 people they can calculate their capacity based on the one per four square metres of usable indoor space and one per two square metres of outdoor space rule.
 - Large indoor seated venues (for example, Canberra Theatre and Llewellyn Hall) can have ticketed events of no more than 50% capacity, up to 1,000 people, provided they have a COVID Safe Plan for each specific event.
 - Cinemas and movie theatres can sell up to 50% capacity of each theatre, up to 200 people.
 - Enclosed outdoor venues with permanent tiered seating and grandstands can have no more than 50% capacity, up to 1,000 people, provided they have a COVID Safe Plan for each event.
 - GIO Stadium and Manuka Oval can have crowds of no more than 50% capacity with an appropriate COVID Safe Plan in place for each event.
- Venues cannot temporarily modify spaces.