



Inquiry into Appropriation Bill 2026–2027 and Appropriation (Office of the Legislative Assembly) Bill 2026–2027

Answer to question on notice

Asked by: Mr Thomas Emerson MLA

Addressed to: Minister for the Public Service

Reference: Public Service and workforce strategy

Hearing: 21 July 2026

In relation to: ICT Projects

Question received: 22 July 2026

Answer Due: 5 August 2026

1. How many ICT projects or sub projects that were signed off on by the ACT Government more than 24 months ago are yet to be delivered?
2. What is being done to update the digital requirements of outstanding projects that were initiated some time ago, given the rapid pace of change in ICT including in relation to AI?
3. Have all existing ICT projects across the ACT Government been handed over to Digital Canberra? If not, will they be? If they will be handed over, when will that occur?
4. How many active ICT projects or sub projects are being managed by Digital Canberra?
5. What is Digital Canberra's policy on the use of artificial intelligence

Rachel Stephen-Smith MLA: The answer to the Member's question is as follows:

1. Digital Canberra periodically captures a point-in-time list of significant in-flight ICT initiatives being delivered across the ACT Government, noting that responsibility for project delivery for a number of projects currently remains with relevant directorates.

Based on Digital Canberra records, 11 ICT projects that were approved by Government more than 24 months ago are yet to be delivered.

2. The ACT Government recognises that technology continues to evolve rapidly, including in areas such as artificial intelligence, cyber security, digital identity and service design.

This has driven a progressive uplift in technology governance, investment and assurance practices, ensuring projects deliver against organisational priorities while remaining responsive to changing expectations and opportunities.

A key reform has been the introduction of the ACT Government Technology Investment Framework (the Framework), which has established a whole-of-government approach to planning, designing and governing technology-enabled initiatives. The Framework applies to all initiatives with technology components seeking funding through the Budget process and provides guidance on expectations related to the maturity and completeness of planning and design work and alignment with whole-of-government strategic direction. The Framework is updated annually and existing projects returning to Government for subsequent funding stages are expected to demonstrate alignment with these requirements and contemporary technology directions before further investment decisions are made.

Delivery of funded initiatives is also supported by the ACT Government's Guiding Best Practice Design and Delivery (GBPDD) guidance. At the centre of GBPDD is the Design Wheel, which provides a structured approach to defining outcomes, designing and testing solutions, implementation and evaluation. This supports ongoing review and refinement of initiatives to ensure they remain focused on intended outcomes and can respond to changing user needs, service expectations and emerging technologies, including artificial intelligence, as projects progress.

A well-functioning Project Board is a critical component of the GBPDD, providing governance, oversight and strategic direction throughout delivery. The Project Board plays an important role in actively monitoring and managing project risks, overseeing the realisation of intended benefits, ensuring appropriate consideration of emerging issues and changing requirements, and making informed decisions at key delivery points. Through regular review of project status, design decisions, benefits performance and risk treatments, the Project Board helps ensure the initiative remains aligned with policy intent, organisational priorities and expected outcomes while maintaining appropriate assurance and accountability. Guidance within the GBPDD emphasises governance structures, clear roles and responsibilities, and informed decision-making as key elements of successful project delivery.

3. The ACT Government adopted a phased transition approach, with projects transferring progressively from each directorate. Pending formal transfer arrangements, accountability for projects remains with the originating directorate.
4. Digital Canberra is currently responsible for the end-to-end delivery of seven key initiatives (projects):
 - Mobile Driver Licence;
 - Essential 8 Security Uplift program;
 - Strategic Asset Management program;
 - Payroll Capability and Human Resource Management (PCHRM) program;
 - eDevelopment;
 - Enterprise Resource Planning (ERP); and
 - Roll out of Windows 11.

OFFICIAL

All other ICT initiatives are currently managed by the relevant directorate, with Digital Canberra providing supporting technology delivery services. Of these, there are approximately 175 in various stages of delivery, noting that not all of these are funded through the formal budget process.

5. The ACT Government's AI Policy and AI Assurance Framework outline the approach to safe, secure, ethical and responsible use of AI by ACT Government entities. Government agreed the Policy in March 2025 and both documents are published at: [ACT Government Artificial Intelligence Policy - ACT Government Transparency Portal](#).

The policy and framework are aligned to the national framework for the [assurance of artificial intelligence in government](#), agreed to by all Australian Data and Digital Ministers in June 2024.

Approved for circulation to the Select Committee on Estimates 2026–2027

Signature:



Date:

6 | 8 | 26

By the Minister for the Public Service, Rachel Stephen-Smith MLA