2026

ELEVENTH ASSEMBLY

THE LEGISLATIVE ASSEMBLY FOR THE
AUSTRALIAN CAPITAL TERRITORY

Chief Minister, Treasury and Economic Development Directorate

Half Yearly Performance Report (31 December 2025)

Pursuant to section 30E of the *Financial Management Act 1996*

Presented by
ANDREW BARR MLA
Chief Minister
February 2026

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Chief Minister, Treasury and Economic Development Directorate

Half Yearly Performance Report (31 December 2025)

The following Half Yearly Performance Report sets out the performance of the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) to 31 December 2025 against the accountability indicator targets set during the 2025-26 Budget process.

When reading the following Half Yearly Performance Report please note:

- All tables in this report should be read in conjunction with the accompanying notes and explanations.
- All variances are rounded to the nearest whole number.
- All variances are calculated before rounding.
- Negative variances are indicated using brackets.
- The term ‘total costs’ in the accountability indicator output tables refers to the total expenditure against that output minus any intra-directorate transactions which are eliminated.
- The term ‘controlled recurrent payments’ in the accountability indicator output tables refers to revenue received from the ACT Government to fund the net costs of delivering outputs. Controlled recurrent payments is recognised when CMTEDD gains control over the funding which is obtained upon the receipt of cash, given it does not contain enforceable and sufficiently specific performance obligations as defined by AASB 15 Revenue from *Contracts with Customers*.
- The term ‘Own Source Revenue’ is the revenue that CMTEDD generates through the functions and services it delivers, predominately relating to taxation and the sale of goods and services. This excludes Government Appropriation and Commonwealth Grants.

Output Class 1: Government Strategy

Output 1.1: Government Policy and Reform

Through this output the Directorate provides advice and support to the Chief Minister, the Head of Service and the Director-General on complex policy matters. We perform a central agency coordination role in strategic planning and social, economic and regional policy, including high priority reforms and effective delivery of government policies and priorities.

Policy and Cabinet will deliver this output by:

- providing ongoing advice to the Chief Minister and the ACT Government in relation to whole of government policy development and priorities, and the implementation of key government decisions;
- supporting the Chief Minister as Chair of Cabinet and the Head of Service as Secretary of Cabinet;
- supporting the Head of Service as Chair of the Strategic Board and providing advice on whole of service government issues;

- leading, coordinating and monitoring policy and project initiatives to promote across government outcomes and delivery;
- supporting the development and improvement of policy capabilities, including design and evaluation, across government;
- through the Deputy Director-Generals' Group, led by the Deputy Director-General Policy and Cabinet, continuing to support information sharing and whole of government coordination on priority issues;
- leading development of ACT positions on national policy issues and the ACT Government's participation in National Cabinet, the Council for the Australian Federation and their sub-groups;
- leading the Government's engagement with regional stakeholders on mutually beneficial activities including the NSW Government and the NSW Cross-Border Commissioner, the Canberra Region Joint Organisation and local councils in the Canberra Region;
- continuing to embed the ACT Wellbeing Framework, including working with the Australian Bureau of Statistics and the Australian National University to develop the pilot implementation of the Life Course Data Initiative as a tool to expand the Wellbeing evidence base;
- providing advice and support to Cabinet and the Manager of Government Business in the Legislative Assembly;
- through the Territory Records Office, driving the ACTPS' growing capability and maturity in digital recordkeeping; and
- preserving the ACT Government's archival records and providing services and initiatives that make them available to the public.

Table 1: Accountability Indicators Output 1.1

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators						
a.	Whole of government policy and project initiatives	3	1	0	(100)	1
b.	Regional partnerships and participation	2	n/a	n/a	n/a	
c.	Support for National Cabinet, CAF, FSG and CCCLM	5	n/a	n/a	n/a	
d.	Government Progress Report	1	1	1	0	
e.	Cabinet and Assembly Support	2	n/a	n/a	n/a	
f.	Number of hours assisting client research in the ACT Heritage Library	650	325	183	(44)	2
Total Cost ($'000)		27 750	12 535	12 294	(2)	
Controlled Recurrent Payments ($'000)		18 372	8 957	8 732	(3)	

Accountability Indicator Descriptions

a. This accountability indicator incorporates key government policy and project initiatives to be delivered during the year. Scope, delivery and timing of initiatives may vary depending on emerging priorities that impact on resource availability. Initiatives scheduled for delivery in 2025-26 include the following:
   - Deliver the ACT's commitment to undertake a research project using the data assembled for the Life Course Data Initiative.
   - Release an update of the Wellbeing Data Dashboard during 2025-26.
   - Develop a suite of tools, guidance and training opportunities in policy development to further strengthen the ACT Public Service policy capability.

b. This accountability indicator covers the administration of key partnerships with the surrounding regional governments through both the ACT-NSW Memorandum of Understanding (MoU) for Regional Collaboration and participation in the Canberra Region Joint Organisation (CRJO). Performance against this indicator will be measured by:
   - The preparation of briefings and other support materials to enable the Chief Minister - or Chief Minister's delegate - to engage with the NSW Government, NSW councils and the Canberra Region Joint Organisation to progress agreed regional and cross-border priorities.
   - Delivery of an ACT-NSW Senior Officials Forum to progress collaboration and key commitments under the ACTNSW MoU.

c. This accountability indicator covers briefing and support to the Chief Minister and Head of Service for intergovernmental meetings, including the National Cabinet, the Council for the Australian Federation (CAF), and the First Secretaries Group (FSG). This indicator is counted as complete on delivery of the briefing packages to the Chief Minister and Head of Service.

d. This accountability indicator relates to the content coordination, production and release of the approved ACT Government Agreement Progress Report in delivering key government decisions.

e. This accountability indicator covers the annual cycle of Assembly and Cabinet support, including preparation and circulation of submissions and papers. This measure reflects support provided by CMTEDD to:
   - The Chief Minister as chair of Cabinet and to Cabinet Ministers; and
   - The Manager of Government Business in the Legislative Assembly.

f. This accountability covers the number of hours assisting client research in the ACT Heritage Library.

Explanation of material variances (+/-5%)

1. The Wellbeing Data Dashboard update, that was planned for completion by end December 2025, is progressing but issues with data and the technical build has meant this has taken longer than expected.
2. The ACT Heritage Library underwent a planned relocation to enable sustainability improvements to its accommodation at 255 Canberra Avenue. The collection remains onsite. In addition to the necessary 1 week closure, the impact of the relocation has been greater than anticipated. This is due to unexpected limited access to the building to approximately 4 hours per week. As a result the library has experienced a reduction of opening hours, lack of ready access to the collection, and the inability to host public programs which attract researchers to the library. Combined, these factors have resulted in reduction of usage that will continue for the remainder of the financial year.

Output 1.2: Coordinated Communications and Community Engagement

Through the Coordinated Communications and Community Engagement output the Directorate delivers communications and engagement support and protocol services to the ACT Government and community.

Communications and Engagement will deliver this output by:

- delivering coordinated communications to the Canberra community in times of Territory emergency;
- informing Canberrans about programs, policies and services through the ACT Government’s key channels, including Our Canberra (print, e-newsletter and website) and ACT Government social media channels;
- delivering priority communications and engagement activities for the Chief Minister and the Directorate’s Ministers;
- coordinating the delivery of priority public information campaigns;
- supporting enhanced whole of government engagement practices, including through greater coordination of engagements and the exploration of engagement targets;
- providing research and insights services to inform government decision-making and managing the YourSay Panel and digital engagement platform YourSay Conversations;
- preparing an annual whole of government communications and engagement plan to outline the government’s priority public information campaigns and engagements;

- offering digital support and services across Government;
- delivering high quality creative services for priority projects; and
- providing honours and awards, ceremonial and protocol services to the Chief Minister.

Table 2: Accountability Indicators Output 1.2

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability indicators						
a.	Annual numbers of ACT Government Digital Mail Service newsletters	24	12	12	0	
b.	Annual number of ACT Government Our Canberra newsletters	11	6	6	0	
c.	Annual whole of government Communications and Engagement Plan	June 2026	n/a	n/a	n/a	
d.	Annual number of YourSay Panel surveys conducted	20	10	10	0	
Total Cost ($'000)		14 382	5 988	5 846	(2)	
Controlled Recurrent Payments ($'000)		13 191	5 668	4 873	(14)	1

Accountability Indicator Descriptions

a. This accountability indicator covers the total number of ACT Government Our Canberra digital newsletters distributed during the year to subscribers.

b. The Our Canberra newsletter is distributed monthly to all Canberra households, excluding January. Editions are published for the five main regions of Canberra – Belconnen; Inner North/Inner South/City; Gungahlin; Tuggeranong and Woden/Weston Creek/Molonglo.

c. This accountability indicator relates to the annual Whole of Government Communications and Engagement Plan which is provided by 30 June each year, and outlines the Government's communications and engagement priorities. The plan provides advance notice and enables genuine and meaningful opportunities to participate in consultation and engagement activities for the coming financial year.

d. This accountability indicator relates to research activities delivered by ACT Government. This includes surveys conducted through the YourSay Panel, which provide a representative summary of views and opinions on topics relevant to the work of the ACT Government. It also includes qualitative research and support for a limited number of off-Panel stakeholder surveys. This indicator reflects increased capability, offering more research and insights opportunities to allow evidence-based decision making on projects and policies.

Explanation of material variances (+/-5%)

1. CRP funding applied to an individual output will reflect a number of factors including the cost for that output and directorate cash management strategies. The timing of payments made to employees, grant recipients and suppliers is carefully managed to ensure that CRP is only recognised when payments are made.

Output 1.3: International Engagement

The Directorate, through the International Engagement output, supports the economic growth and diversification of the Canberra economy, and enhances Canberra's global reputation as an innovative, creative, artistic, liveable and welcoming city.

The Directorate will deliver this output by:

- oversight and the development and delivery of a targeted program of international engagement activities, including trade missions, inbound delegations, export-promotion programs, and other activities that enhance Canberra's economic welfare, international connectedness and reputation economically, culturally and socially;
- working with the Australian Government, including Austrade and its TradeStart program, and key stakeholders, to make education and other export programs readily available to prospective and ongoing exporters;

- building relationships with the Canberra diplomatic community for the purpose of nurturing relationships and connections supportive of exporting and enhancing Canberra's international reputation;
- providing strategic leadership, oversight and coordination of inbound investment and collaboration opportunities originating from target-market countries; and
- continuing to build Canberra's government-to-government relationships, including formal sister-city agreements, to raise awareness of opportunities across Canberra's economic Key Areas of Strength, and ensure alignment with our objectives to expand and diversify Canberra's economy and its reputation.

Table 3: Accountability Indicators Output 1.3

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators						
a.	Number of ACT businesses assisted with export development	75	38	77	103	1
b.	Number of ACT businesses exporting because of essential support received from the OIE	10	5	2	(60)	2
c.	Number of trade missions and other events organised, delivered or funded	20	10	25	150	3
Total Cost ($'000)		3 575	1 585	1 367	(14)	4
Controlled Recurrent Payments ($'000)		3 255	1 521	1 204	(21)	5

Accountability Indicator Descriptions

a. Assistance can be in the form of advice on, among other subjects: international market identification and segmentation; access to supply chains linked to target markets; regulatory and non-regulatory barriers to markets; effective participation in brick-and-mortar and online networking, social media, and business-to-business wholesale marketplaces; trade finance; and cultural considerations to market entry. Ongoing market intelligence is also provided.

b. Results of this indicator are tracked through the OIE's own relationship management records and those of the ACT's Business Development Manager based in Singapore.

c. This accountability indicator tracks the number of ministerially led outbound trade missions and other events organised and delivered by the OIE, both in Canberra and overseas markets. A yearly schedule of outbound trade missions and other events is approved by the Chief Minister and planned and executed by the Office of International Engagement. Trade missions are planned in accordance with the Chief Minister's schedule, and to leverage appropriate market opportunities and events. 'Other events' can include networking meetings for exporters and domestic and foreign trade specialists; and events for exporters regarding specific national markets, or specific ACT economic sectors (i.e., renewable energy).

Explanation of material variances (+/-5%)

1. The variance is due to ongoing, robust demand by potential and actual exporters for advisory support on identification of markets; methods of entry to markets; and, more broadly, building organisational preparedness to undertake exporting. We expect this level of demand for advisory services to continue as business form and re-form export strategies as tariff and non-tariff barriers continue to change substantially and unexpectedly in key markets.
2. Both the ACT TradeStart Advisor and Assistant Director for Trade and Export began their roles at the start of the reporting period and required time to build their pipelines of export clients. With the trade and export officers settled into their roles and their pipelines established, results are expected to be substantially improved for the entire 2025-26 reporting period.
3. The large variance is due to unexpectedly high demand for inbound visits to the ACT from business and government delegations facilitated by the OIE. Meanwhile the number of Trade Missions, and Events facilitated by the OIE has remained on track with expectations and results from previous years. The surge in international travel and growing demand for overseas delegations have significantly increased the visitation of business and government officials to the ACT.
4. The total cost for this output was lower than budget primarily due to cancellation of a number of inbound visits to the ACT, and lower trade mission travel expenses in the first half of the year.

5. CRP funding applied to an individual output will reflect a number of factors including the cost for that output and directorate cash management strategies. The timing of payments made to employees, grant recipients and suppliers is carefully managed to ensure that CRP is only recognised when payments are made.

Output Class 2: Workforce Strategy

Output 2.1: Capability and Governance

Through this output, the Directorate provides capability and oversight for ensuring a professional, skilled and accountable public service that is responsive to the ACT Government and the community now and into the future including managing whole of government capacity building programs.

The Directorate will deliver this output by:

- building an ACTPS workforce culture that supports the Government's vision of a progressive, sustainable and inclusive Canberra for all Canberrans; with a particular focus on supporting and enabling Aboriginal and Torres Strait Islander staff and the cultural maturity of the ACTPS, and attracting and retaining people with disability;
- driving and delivering whole of government workforce capability development, including through leadership and graduate strategies, and delivery of whole of government learning services;
- delivering a whole of service survey every second year so that workforce trends and patterns inform strategic decision-making;
- maintaining and monitoring whole of government ethics and accountability frameworks;
- supporting the Head of Service, the ACT Remuneration Tribunal, and the Strategic Board and its sub-committees;
- managing the implementation of the Secure Employment Framework across the ACT Public Sector to build the capability and expertise of the Public Sector, and further solidify the role of the ACT Government in modelling good employment practices; and
- supporting public sector efficiency through whole of government workforce capability building, assessment or guidance.

Table 4: Accountability Indicators Output 2.1

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators						
a.	Conduct the ACTPS Graduate Program	85%	85%	98%	15	1
b.	Publish the State of the Service Report	October 2025	October 2025	October 2025	0	
c.	Deliver ACTPS Leadership and Development programs	4	2	0	(100)	2
d.	Implement whole of Government Guidelines and/or Frameworks that support ACTPS workforce inclusion	2	n/a	n/a	n/a	
Total Cost ($'000)		21 827	11 016	11 001	0	
Controlled Recurrent Payments ($'000)		17 201	9 917	9 186	(7)	3

Accountability Indicator Descriptions

a. This accountability indicator measures the capability value of the ACTPS Graduate Program by assessing the number of Graduates who successfully complete the Program each calendar year and are permanently promoted and placed within the ACTPS. The indicator will be considered achieved if 85% of graduates complete the Program.

b. This accountability indicator covers the publication of the annual State of the Service Report.

c. This accountability indicator covers the implementation of a program of work for improving leadership capabilities across the ACTPS. The delivery of this indicator involves providing four opportunities for ACTPS SES leaders to participate in whole of government leadership development programs.

d. This accountability indicator relates to the development and implementation of whole of government guidelines or frameworks which support ACTPS Workforce Inclusion.

Explanation of material variances (+/-5%)

1. The 2025 program completion rate exceeded the target, with 43 of 44 participants completing the program. Noting this is a calendar year program, intake for 2026 is still being finalised.
2. Programs are scheduled based on participation interest across the service. The variance reflects reduced participation rates consistent with the prioritisation of machinery of government changes, and the delivery of Government commitments during the reporting period.
3. CRP funding applied to an individual output will reflect a number of factors including the cost for that output and directorate cash management strategies. The timing of payments made to employees, grant recipients and suppliers is carefully managed to ensure that CRP is only recognised when payments are made.

Output 2.2: Injury Management and Industrial Relation Policy

Through this output, the Directorate provides health and work sustainability solutions, focusing on risks arising from work and the relationship between employers and workers.

The Directorate will deliver this output by:

- managing ACT workers' compensation, work health and safety and industrial relations regulatory and policy frameworks;
- supporting the Secure Local Jobs Code Registrar and their functions under the ACT Government's secure local jobs code requirements;
- administering the Secure Local Jobs Code and Ethical Treatment of Workers Evaluation to verify that suppliers and contractors to the ACT Government meet the highest safety and ethical standards;
- supporting the Public Sector Workers Compensation Commissioner in the management of the Public Sector Workers Compensation Fund;
- developing and reviewing whole of government health, safety and rehabilitation policies and providing work health and safety services to support the policy framework;
- supporting workplaces to implement approaches to deliver good work for health and productivity;
- coordinating the Territory's consultative bodies for industrial relations regulation, workers' compensation and work health and safety; and
- administering the Loose Fill Asbestos Disease Support Scheme, on behalf of the Chief Minister, to provide financial assistance to people with an asbestos disease caused by living in a loose fill asbestos insulation (Mr Fluffy) contaminated home.

Table 5: Accountability Indicators Output 2.2

	2025-26 Targets	2025-26 YTD Target	2024526 YTD Result	Variance (%)	Note
Accountability Indicators					

		2025-26 Targets	2025-26 YTD Target	2024526 YTD Result	Variance (%)	Note
a.	Conduct an actuarial review of the ACT private sector Worker's Compensation Scheme	April 2026	n/a	n/a	n/a	
b.	Meetings convened of workplace safety and injury management forums within the ACT	8	4	3	(25)	1
c.	Provide policy advice on issues relating to industrial relations, injury management, work safety, and dangerous substances regulation	35	15	22	47	2
d.	Represent the ACT and coordinate activities arising from: national industrial relations, work safety and injury management forums	14	9	9	0	
e.	Issue SLJC Certificate within 5 working days of receipt of complete and correct audit reports	90%	90%	100%	11	3
f.	Conduct SLJC training sessions for industry and ACT Government	24	12	12	0	
Total Cost ($'000)		22 059	9 783	9 458	(3)	
Controlled Recurrent Payments ($'000)		14 022	9 519	9 125	(4)	

Accountability Indicator Descriptions

a. This accountability indicator covers a review of the performance of the ACT workers' compensation scheme and consideration of the broader implications of these findings. This indicator is considered complete on reporting of actuarial review results to the Minister for Industrial Relations and Workplace Safety.

b. This accountability indicator covers the secretariat role provided for the Labour Hire Licensing Advisory Committee, Secure Local Jobs Code Advisory Committee and the ACT Work Health and Safety Council. The indicator is considered complete when meetings are held.

c. This accountability indicator covers the preparation of briefing papers to the ACT Government on workers' compensation, industrial relations and work safety matters. This indicator is considered complete when submissions have been signed by the Minister

d. This accountability indicator covers representing the Territory at, and managing policy initiatives arising out of, national industrial relations and injury management forums, including SafeWork Australia and its policy sub committees and the national industrial relations senior officials group. This indicator is considered complete with attendance at meetings.

e. This accountability indicator relates to the timely operation of the Secure Local Jobs certification function.

f. This accountability indicator relates to the education and promotion functions of the Secure Local Jobs package.

Explanation of material variances (+/-5%)

1. The Labour Hire Licencing Advisory Committee was required to cancel its scheduled meeting in October 2025 as it did not have a quorum. Matters arising were dealt with out of session or deferred to the future meetings.
2. The variance is due to increased legislative activity in the period 1 July to 31 December 2025.
3. The variance is due to streamlined processes and maintaining multiple delegates that are authorised to approve certificates.

Output 2.3: Public Sector Employment

Through this output the Directorate provides an employment and policy framework to support a professional, skilled and accountable public service that is responsive to the ACT Government and the community, as well as delivering transactional human resource services to directorates and agencies.

The Directorate will deliver this output by:

- developing and reviewing whole of government employment policies, regulations and standards and providing industrial relations services to support better employment practices;

- leading, supporting and coordinating enterprise bargaining, enterprise agreement implementation and application across the service;
- providing payroll, personnel and recruitment services; and
- delivering salary packaging services for employees across the ACT Government.

Table 6: Accountability Indicators Output 2.3

	2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators					
a. Implementation of Enterprise Agreements	1	1	1	0	
b. Human resources service requests made via the Service Desk are resolved within Service Standard timeframes.	95%	95%	97%	2	
Total Cost ($'000)	35 697	18 341	17 553	(4)	
Controlled Recurrent Payments ($'000)	28 836	17 061	16 608	(3)	

Accountability Indicator Descriptions

a. This accountability indicator covers the negotiation of ACTPS enterprise agreements (common core). In 2025-26 this work will involve commencement of negotiations to establish new ACTPS enterprise agreements beyond the nominal expiry date of 31 March 2026. Notice of Employee Representational Rights were issued from July 2025, with first meetings held from August signifying formal commencement of bargaining new enterprise agreements.

b. This accountability indicator covers the service requests logged by the HR Service Desk that can be completed by Service Desk and resolved within agreed timeframes (five working days). In 2025-26 requests logged that require escalation to other business areas for resolution are excluded from this metric.

Output 2.4: Public Sector Standards Commissioner

Through this output the Directorate provides support to the Public Sector Standards Commissioner undertaking complaints management and misconduct investigation functions for the ACT Public Sector.

The Directorate will deliver this output by allocating resources to the Professional Standards Unit to provide services and undertake functions on behalf of the Commissioner, such as:

- assessing and appropriately managing referrals for misconduct investigations;
- managing complaints and enquiries made to the Commissioner;
- undertaking misconduct, public interest disclosure and other investigations referred to the Commissioner; and
- promoting and providing advice about the public sector values, the public sector principles and conduct required under the *Public Sector Management Act 1994*.

Table 7: Accountability Indicators Output 2.4

	2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators					
a. Number of referrals (investigations and admission statements) managed by the Public Sector Standards Commissioner and the Professional Standards Unit	85	40	64	60	1
b. Number of complaints and enquiries managed by the Public Sector Standards	25	10	79	690	2

	2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Commissioner and the Professional Standards Unit					
Total Cost ($'000)	6 706	3 103	2 707	(13)	3
Controlled Recurrent Payments ($'000)	6 080	3 016	2 456	(19)	4

Accountability Indicator Descriptions

a. This accountability indicator measures the number of referrals for investigation and admission statements managed by the Public Sector Standards Commissioner and the Professional Standards Unit in a financial year.

b. This accountability indicator measures the number of complaints and enquiries managed by the Public Sector Standards Commissioner and Professional Standards Unit in a financial year**.**

Explanation of material variances (+/-5%)

1. The number of referrals, investigations and admission statements is highly dynamic. The numbers received as at 31 December 2025 were higher than anticipated.
2. The number of complaints and enquiries are highly dynamic. The numbers received as at 31 December 2025 were higher than anticipated. In addition, the PSU has further refined the categories of recording and tracking of complaints and enquiries to more accurately reflect the breadth of the work undertaken by the unit.
3. The total cost for this output was lower than budget primarily due to a small number of temporarily unfilled vacancies during first half of the year.
4. CRP funding applied to an individual output will reflect a number of factors including the cost for that output and directorate cash management strategies. The timing of payments made to employees, grant recipients and suppliers is carefully managed to ensure that CRP is only recognised when payments are made.

Output Class 3: Economic Development

Output 3.1: Economic Development

Through the Economic Development output the Directorate:

- delivers on the Government's economic development priorities through programs, policies and initiatives to make Canberra an even better place to live, work, visit, study, invest in and do business;
- strengthens collaboration with universities, training providers, research organisations, commercialisation entities, business organisations and other government agencies through initiatives that connect Canberra's business ecosystems, which actively facilitates and attracts responsible investment in the ACT;
- attracts visitors to the ACT through innovative tourism marketing and industry development programs, while also delivering, supporting and promoting key events for Canberrans and visitors to enrich Canberra's reputation as a global destination;
- enhances the wellbeing of Canberrans through participation in organised sport and recreation by delivering of programs, sporting infrastructure development and supporting player pathways;
- contributes to the liveability of Canberra by supporting arts and creative practice that is reflective of our community, as well as managing and maintaining arts facilities that support engaging and innovative art making for audiences to experience;
- supports the skills and workforce agenda for the ACT by facilitating skilled and business migration pathways; and
- manages and maintains key venues including GIO Stadium, Exhibition Park in Canberra, Manuka Oval, National Arboretum Canberra and University of Canberra Stromlo Forest Park as premier tourism and recreational attractions.

Table 8: Accountability Indicators Output 3.1

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators						
Business and Innovation						
a.	Businesses supported through innovation programs	40	20	27	35	1
b.	Satisfaction levels with ACT Government funded business support services	>80%	n/a	n/a	n/a	
c.	Satisfaction of the tertiary education sector with the engagement of the ACT Government and its promotion of Canberra as a study destination of choice	>80%	n/a	n/a	n/a	
d.	Projects under investment attraction facilitation	15	8	7	(13)	2
Tourism and Events						
e.	Local sentiment on major and community events					
	- major events	Average rating of 4 out of 5	n/a	n/a	n/a	
	- community events	Average rating of 4 out of 5	n/a	n/a	n/a	
f.	Estimated economic benefit from delivery of major events	$44.0 m	n/a	n/a	n/a	
g.	Estimated return on ACT Government investment from events supported under the Major Event Fund	40:1	n/a	n/a	n/a	
h.	Canberra and Region Visitors Centre (CRVC) – Overall visitor satisfaction with customer service levels at the CRVC	96%	n/a	n/a	n/a	
Sport and Recreation						
i.	Number of nationally identified priority athletes supported by the ACT Academy of Sport	120	n/a	n/a	n/a	
j.	Number of organisations funded to support participation opportunities in sport and recreation	40	n/a	n/a	n/a	
k.	Estimated economic activity as a result of supporting local elite teams	$18.0 m	n/a	n/a	n/a	
Arts						
l.	Percentage of the public art collection managed by artsACT in good or above condition	80%	n/a	n/a	n/a	
m.	Satisfaction with the management of grants administered by artsACT	80%	n/a	n/a	n/a	
n.	Number of artists directly and indirectly supported through Arts Activities funding	600	n/a	n/a	n/a	
o.	Satisfaction of audiences and participants of artsACT-funded arts organisations	80%	n/a	n/a	n/a	
p.	Number of attendees at programs delivered by artsACT funded organisations	600,000	n/a	n/a	n/a	
Skills						
q.	Participation rate of 15-64 year olds in VET					
	- All students (percentage)	5.9%	n/a	n/a	n/a	

	2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
- Aboriginal and Torres Strait Islander students (percentage)	13.4%	n/a	n/a	n/a	
- Young Canberrans aged 15-24 (percentage)	12.5%	n/a	n/a	n/a	
r. VET graduate outcomes after training - Employed after training or in further study	92%	n/a	n/a	n/a	
s. Skilled Migration Attraction and Facilitation					
- Skilled Independent Nominated	1,800	900	519	(42)	3
- Average processing time for applications across all skilled migration program streams	20 business days	20 business days	16 business days	(20)	4
Venues					
t. Number of Major Events at:					
- GIO Stadium	20	9	12	33	5
- Manuka Oval	10	7	7	0	
- Exhibition Park in Canberra	85	45	46	2	
- Stromlo Forest Park	12	6	3	(50)	6
u. Own Source Revenue by Venue at:					
- GIO Stadium	$3.0 m	$1.0 m	$2.1 m	110	7
- Manuka Oval	$360,000	$200,000	$412,000	106	8
- Exhibition Park in Canberra	$3.5 m	$2.0 m	$2.6 m	30	9
v. The level of customer satisfaction at the National Arboretum Canberra	85%	85%	94%	11	10
Total Cost ($'000)	219 738	86 757	81 910	(6)	11
Controlled Recurrent Payments ($'000)	183 472	72 563	71 936	(1)	

Accountability Indicator Descriptions

Business and Innovation

a. This accountability indicator tracks the number of businesses supported through programs delivered or supported by the CBR Innovation Network during the reporting period. These programs include the GRIFFIN Accelerator, the Innovation Connect (ICON) Grant program, and the SME Business Accelerator.

b. This accountability indicator measures the satisfaction with business programs and services facilitated by Business and Innovation service providers during the reporting period, including the CBR Innovation Network; Canberra Business Advice Support Service; Badji Program; and others established during the reporting period. Stakeholder surveys will be conducted to measure satisfaction levels. The result reflects the aggregated total of surveys undertaken across programs. This is an annual process, and the result will be delivered at the end of the reporting period.

c. This accountability indicator tracks satisfaction of the tertiary education sector with the engagement of the ACT Government and its promotion of Canberra as a study destination of choice. Canberra based institutions will be surveyed annually and the result will be delivered at the end of the reporting period.

d. This accountability indicator tracks the number of investment proposals under facilitation management by Tourism and Investment during the reporting period.

Tourism and Events

e. This accountability indicator measures the level of local community agreement with a set of sentiment statements on major and community events delivered by Events ACT. A sample of ACT residents attending these events will be surveyed to determine how these events contribute to city vibrancy, community pride, social connection and value for money.

f. This accountability indicator measures the estimated direct economic benefit generated through staging Floriade, the Enlighten Festival and Canberra Balloon Spectacular in the ACT. This economic benefit is calculated via independent event evaluation reports which estimate spending from interstate and international visitors to these events. Direct expenditure impacts cover spending by visitors who come to Canberra specifically to attend these events or extend their stay as a result of these events. Spending by locals or by visitors already in Canberra for other purposes is not included in economic benefit calculations.

g. This accountability indicator measures the estimated return on investment (ROI) derived from events supported under the Major Event Fund (MEF). The economic benefit generated each year as a result of MEF supported events will be measured and then compared against the annual MEF budget to determine return on investment. Economic benefit refers to the direct economic benefit generated through staging MEF-supported events in the ACT. This economic benefit is calculated via post event evaluation reports which estimate spending from interstate and international visitors to these events. The target of 40:1 represents $40 in estimated economic benefit for every $1 investment through the MEF.

h. This accountability indicator shows satisfaction with overall customer service levels at the CRVC, captured as part of a broader satisfaction survey open to visitors throughout the year. Survey data is recorded online using an online survey tool.

Sport and Recreation

i. The ACT Academy of Sport provides support to targeted sporting bodies who identify and then prioritise athletes for support in their Olympic, Paralympic or Commonwealth Games sport. The result will be the total number of scholarship holders, transition athletes, training agreement athletes and commercial agreement athletes during the financial year. The result will be reported at the end of the financial year.

j. This accountability indicator reports the number of organisations funded through the Sport and Recreation Investment Scheme to deliver participation opportunities. The result will be reported at the end of the financial year.

k. This accountability indicator covers the estimated economic impact generated for the Territory by supporting home games for local elite teams including the Canberra Raiders, ACT Brumbies, GWS Giants, Canberra Capitals and Canberra United. Visitor expenditure data is derived from post-game surveys conducted with a random sample of attendees. The economic impact aims to capture the spending of all visitors who come to the ACT specifically to attend a home game in Canberra. The result will be reported at the end of the financial year.

Arts

l. This accountability indicator measures the condition of the public artworks in the ACT Government collection managed by artsACT. This indicator is measured in the annual collection audit using the condition rating system in the 2015 ACT Government Public Art Guidelines and the Public Art Condition Assessment and Maintenance Plan (September 2018).

m. This accountability indicator measures the standard of service and assistance for arts organisations and artists through ACT Arts Fund grants. An annual satisfaction survey of applicants (Arts Organisation Investment Program and Arts Activities grants) conducted in June is used.

n. This accountability indicator measures the number of artists directly and indirectly supported through Arts Activities funding. The result will be measured through the grant acquittal process.

o. This accountability indicator measures satisfaction of audiences and participants of artsACT-funded arts organisations. Data for this indicator is to be collated annually from artsACT funded arts organisations. The result for this indicator is from artsACT funded arts organisations reporting each year on the satisfaction reported to them through their own activities.

p. This accountability indicator measures the annual attendance numbers at programs delivered by artsACT-funded organisations. Attendance numbers are collected as part of the grant acquittal process.

Skills

q. This accountability indicator measures the participation rate for students (all; Aboriginal and Torres Strait Islander; and young Canberrans aged 15-24) undertaking government funded Vocational Education and Training (VET) in the ACT. The target is based on nationally published data. The result for this accountability indicator will be reported annually at the end of the financial year.

r. This accountability indicator measures the percentage of government funded graduates employed after training or in further study, in the ACT, as defined by the state/territory of funding by year, in the National Centre for Vocational Education Research (NCVER) Student Outcomes Survey. The result for this accountability indicator is reported annually at the end of the financial year.

s. This accountability indicator has two measures.
   - Skilled Independent Nominated – this indicator covers nominations for both overseas and temporary Canberra residents, capturing all supported skilled migration nominations, and aligns the target with the annual allocation provided by the Australian Government Department of Home Affairs.
   - Average Processing Time for Applications – this indicator tracks the number of business days to process an application including receipt of payment and requests for reconsideration.

Venues

t. These accountability indicators reflect the number of contracted major events to be held at each venue in 2025-26. Additional events may be secured during the year.

- Major events at GIO Stadium are defined as concerts, national competition (National Rugby League (NRL) and Super Rugby) and international matches.
- Major events at Manuka Oval are defined as national competition (Australian Football League (AFL) and Big Bash League) and international matches.
- Major events at Exhibition Park in Canberra (EPIC) are defined as events with more than 500 attendees.
- Major events UC Stromlo Forest Park are defined as events with more than 500 attendees, or over 300 attendees if attracting national or international events – as their participation has multiplying economic impacts on the wider Canberra economy.

u. The first two accountability indicators for this measure cover own source revenue (measured by own source revenue less event related expenses) generated by GIO Stadium and Manuka Oval and are based on pre-existing hire agreements. The third accountability indicator covers own source revenue (measured as gross revenue) generated by EPIC.

v. Customer satisfaction at the National Arboretum Canberra is based on an annual survey, open continuously throughout the year, with results extracted at the half year period and at the end of the financial year.

Explanation of material variances (+/-5%)

1. The variance reflects the continued demand for innovation programs in the ACT. When a program is resourced and planned, the cost of adding an extra participant is not significant for the program delivery partners. As such the participant numbers are a reflection of current program demand and is subject to variations. In the context of ICON, the number of grant recipients vary depending on the number of suitable projects, quantum of funding and the individual funding ask of the project. As such the number of recipients fluctuate from one funding round to another depending on the composition and nature of the successful projects.
2. Qualified investment enquiries made to ACT Government vary throughout the year so both positive and negative variances are common at mid-year review. The current figure is close to half of the annual target, and it is anticipated that by year end the indicator target will be achieved.
3. The Department of Home Affairs did not provide an allocation of nomination places until November 2025. An interim allocation of 165 places was awarded in September 2025. This means the ACT was unable to nominate migrants for the majority of the period of 1 July 2025 to 31 December 2025.
4. Migrants are invited to apply at regular intervals throughout the year. The lack of an allocation for the majority of the period of 1 July 2025 to 31 December 2025 meant that only two invitation rounds took place. When invitation rounds did happen, processing applications was prioritised to ensure targets could be met this financial year. This prioritisation reduced processing times.
5. The variance in the number of events at GIO Stadium is due to the Canberra Raiders making two NRL finals which was unknown at the time of budget, and the Territory hosting a Socceroos match.
6. The variance is due seasonal conditions and school scheduling. Stromlo currently has 18 confirmed bookings for the January to June 2026 period and is expected to meet the indicator target.
7. GIO Stadium hosted additional events including a British and Irish Lions tour match, the Socceroos fixture, and the Canberra Raiders securing two unbudgeted sell-out home finals.
8. Manuka Oval own source revenue exceeded the target due to a naming rights sponsorship, the retention of food and beverage commission by Venues Canberra, and high attendance at cricket matches.
9. EPIC's own source revenue has had an improvement in catering revenue as more events utilise Venues Canberra's catering options and greater hire of facilities due to additional events secured during the year, and camping continues to exceed budget. There has been an increased focus in recoveries and equipment hire from events.
10. National Arboretum Canberra’s front-of-house team delivers high-quality, personalised service supported by world-class facilities, driving strong customer satisfaction above target performance indicators.
11. The total cost for this output was lower than budget due to the timing of administering sports and innovation related grants. Other factors include staff vacancies during the first half of the year which were held to address cost pressures.

Output Class 4: Financial and Economic Management

Output 4.1: Economic Management

The Economic Management output incorporates the provision of advice to the Government on:

- economic and revenue analysis, and economic policy;

- management of Federal Financial Relations;
- the development of major infrastructure projects, including unsolicited proposals and financing options;
- affordable housing initiatives and coordination of housing policy; and
- insurance policy and regulation/administration of the Motor Accident Injuries and Lifetime Care and Support schemes.

The Directorate will deliver this output by:

- monitoring and providing advice on the state of the ACT economy;
- preparing economic forecasts and revenue forecasts for own source revenue;
- undertaking analysis and modelling to provide demographic projections;
- publishing tax expenditure statements;
- facilitating the development and review of taxation reform;
- providing advice on a wide range of policy matters considered by government in terms of economic and regulatory impacts, competition reform, cost of living and industry sectoral matters, including economic regulation of water and energy markets;
- coordinating the function and responsibilities provided under the Intergovernmental Agreement on Federal Financial Relations;
- coordinating and/or contributing to:
    - Heads of Treasuries, Board of Treasurers and Council on Federal Financial Relations processes; and
    - ACT Government involvement with the Commonwealth Grants Commission;
- providing advice on the performance of selected government entities, including emerging issues and associated corporate governance arrangements;
- providing advice and regulating the Motor Accident Injuries (MAI) Scheme;
- administering the Lifetime Care and Support (LTCS) Scheme;
- advising on the development of infrastructure projects within the Capital Framework;
- providing financial and commercial advice on the development and procurement of Public Private Partnership (PPP) and other major, complex infrastructure projects, and managing life-of-project transactions for PPP projects;
- maintaining, and providing training on the policy frameworks that support the development and delivery of infrastructure projects, including the Capital Framework, Guidelines for Unsolicited Proposals and Guidelines for PPPs;
- developing and implementing affordable housing policies and programs to deliver on Government commitments, including priorities identified in the National Housing Accord; and
- coordinating housing policy initiatives and activities across government.

Table 9: Accountability Indicators Output 4.1

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators						
a.	Submissions made to the Commonwealth Grants Commission	4	2	3	50	1
b.	Briefings on the ACT economy	144	70	74	6	2
c.	Co-ordinate government participation in intergovernmental Treasury fora	12	6	11	83	3
d.	Advice provided on Tier 1 infrastructure capital works projects under development within the Capital Framework	100%	n/a	n/a	n/a	
e.	Life of Project PPP transactions successfully executed	100%	n/a	n/a	n/a	
f.	Assessments of Unsolicited Proposals completed within the prescribed timescales	100%	n/a	n/a	n/a	
g.	Publish the annual affordable, community and public housing targets	1	1	1	0	
h.	Publish the annual ACT Housing Strategy report card	1	n/a	n/a	n/a	
Total Cost ($'000)		79 035	26 454	14 300	(46)	4
Controlled Recurrent Payments ($'000)		69 200	21 337	15 547	(27)	5

Accountability Indicator Descriptions

a. This accountability indicator measures engagement that the ACT has with the Commonwealth Grants Commission (CGC) on the distribution of the Goods and Services Tax (GST) grant. The provision of submissions to the CGC is not discretionary as data from the ACT is essential for the accurate determination of the GST relativities, and the zero-sum nature of the GST distribution means that the ACT must represent its interests on issues relating to the distribution method or risk a reduced GST share. For 2025-26, the indicator is based on (1) a written response to the CGC's revised Draft Report Justice assessment chapter (CGC's Draft Report); (2) a written response to the CGC's Overview of final justice assessment paper; (3) data returns for the 2026-27 GST relativities; and (4) a written response to CGC's New Issues for the 2026-27 GST relativities.

b. This accountability indicator covers briefings prepared on the most recent key economic indicators for Canberra and the ACT.

c. This indicator covers responsibility for ACT Treasury input to the operations of the Council on Federal Financial Relations (CFFR), the Board of Treasurers (the Board) and Heads of Treasuries. The timing and frequency of these meetings can change as this is determined by the respective Chair. For 2025-26, the meeting frequency is based on four meetings per annum of each intergovernmental forum.

d. This indicator measures the advice provided on Tier 1 infrastructure capital works projects being developed under the Capital Framework. The Capital Framework provides guidance to directorates and agencies on the development of infrastructure capital works projects, to ensure that business cases for these projects provide a robust basis for Government to invest in them, and for them to proceed to procurement and delivery. Tier 1 projects are infrastructure capital works projects assessed as Tier 1 under the Capital Framework - having an estimated project capital cost of $100 million or above, or having a project cost of $25 million to $100 million and considered high risk.

e. This indicator measures the efficiency of Infrastructure and Commercial Advice (ICA, formerly Infrastructure Finance and Reform) in undertaking its responsibilities for Life of Project transactions for Public Private Partnerships (PPP) projects. PPPs are a form of infrastructure procurement that involve high levels of risk transfer to the private sector and high levels of integrated delivery. 'Life of Project' transactions are those that have a material impact on the financial and/or operational arrangements of the project as negotiated in the original PPP Contract, and normally result from a request by the Project Company that requires the consent of the Territory (for example, debt refinancing, changes in equity arrangements, changes to the payment mechanism or financial model, etc). 'Successfully executed' means that the Territory has responded to a request from the Project Company within the timescale specified in the PPP Contract and has not been unreasonable should it withhold its consent. The full year result is the number of Life of Project transactions completed successfully divided by the total number of such transactions scheduled to be completed within the reporting period.

f. This indicator measures the efficiency of ICA in undertaking its responsibilities for managing the assessment of Unsolicited Proposals. The Guidelines for Unsolicited Proposals is the framework for the treatment of Unsolicited

Proposals in the Territory. The relevant timescales are those specified in the Guidelines and/or those agreed with the proponent, for each phase of the assessment process. Within three months of receiving the formal Concept Submission, the Government will aim to advise the Proponent whether the Unsolicited Proposals Steering Committee (UPSC) would like to receive a presentation. Within two months of the presentation to the UPSC, the UPSC will notify the Proponent of its decision on progressing the proposal, unless there are particular circumstances that require a longer review period. The full year result is the number of responses to proponents within the specified timescale divided by the total number of responses.

g. Housing targets are published each year as part of the Housing Supply and Land Release Program (HSLRP) published with the Budget and include land released for public, community and affordable housing. Section 65 of the *City Renewal Authority and Suburban Land Agency Act 2017* requires relevant Ministers to determine the public, community and affordable housing targets for land release sites in the HSLRP. The affordable, community and public housing targets were notified and published on 26 September 2025 by the *City Renewal Authority and Suburban Land Agency (Housing Targets) Determination 2025*, available at https://www.legislation.act.gov.au/View/ni/2025-536/current/html/2025-536.html.

h. The ACT Housing Strategy commits to annual reporting on the progress of actions in its complementary Implementation Plan. This commitment is realised through the preparation of an annual report card made publicly available on the Housing Strategy page of the ACT Government's Homes and Housing website.

Explanation of material variances (+/-5%)

1. The variance is due to the timing of the Commonwealth Grants Commission issuing papers for consultation with states and territories.
2. The increased number of Economic Indicator Briefings is a due to the addition of Monthly CPI briefings.
3. There were more intergovernmental meetings than expected in the first half of 2025-26, due to increased activity resulting from the Economic Reform Roundtable held by the Commonwealth and negotiations for the National Health Reform Agreement.
4. The total cost for this output was lower than budget mainly due to the timing of grant payments associated with Affordable Housing. The responsibility for Affordable Housing was transferred to City and Environment Directorate in the second half of the year following Administrative Arrangement 2025 (No 2).
5. CRP is significantly below budget consistent with total costs. CRP funding applied to an individual output will reflect a number of factors including the cost for that output and directorate cash management strategies. The timing of payments made to employees, grant recipients and suppliers is carefully managed to ensure that CRP is only recognised when payments are made.

Output 4.2: Financial Management

Through the Financial Management output the Directorate provides analysis, monitoring and reporting on the financial performance of agencies, the Territory's budget, and major projects, management of financial investment assets and borrowing and superannuation liabilities and assists the ACT Government to achieve its policy objectives.

The Directorate will deliver this output by:

- managing the preparation and presentation of the ACT Government's annual budget, budget review and annual financial statements;
- providing quarterly whole of government consolidated financial reports;
- reporting to external agencies including the Australian Bureau of Statistics, and the Commonwealth Grants Commission;
- providing advice to the ACT Government on financial and budget policy issues;
- reviewing government programs and functions;
- managing the Territory's borrowings, financial investments, cash and liquidity needs and the defined benefit employer superannuation liabilities through the Territory Banking Account and the Superannuation Provision Account;
- providing monthly and annual financial reporting services;

- providing accounts payable, accounts receivable, banking and debt management functions;
- providing general ledger, cash flow and fixed asset management;
- providing advice on Fringe Benefits Tax, Goods and Services Tax and PAYG, including arranging external advice as required; and
- administering production and lodgement to the Australian Taxation Office of monthly Business Activity Statements and annual Fringe Benefits Tax Returns.

Table 10: Accountability Indicators Output 4.2

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators						
a.	Budget presented in accordance with legislative timeframes	1	n/a	n/a	n/a	
b.	Budget Review presented in accordance with legislative timeframes	1	n/a	n/a	n/a	
c.	Annual Financial Statements for the Territory in accordance with legislative timeframes	1	1	1	0	
d.	Quarterly Consolidated Financial Statements presented in accordance with legislative timeframes	4	2	2	0	
e.	Regulatory reform in relation to financial processes	1	n/a	n/a	n/a	
f.	Budget Presentation to credit rating agency	1	1	1	0	
g.	Business Activity Statements completed in accordance with the ATO deadline	100%	100%	100%	0	
h.	Fringe Benefits Tax Return submitted to the ATO in accordance with the ATO deadline	100%	n/a	n/a	n/a	
i.	Monthly financial information available for use by agencies by 6th working day of the month	100%	100%	100%	0	
j.	Annual financial statements completed and provided to agencies by 10th working day of July	100%	100%	100%	0	
k.	Finance service requests made via the Service Desk are resolved within Service Standards timeframes	95%	95%	99%	4	
Total Cost ($’000)		51 517	23 027	20 878	(9)	1
Controlled Recurrent Payments ($’000)		39 245	18 328	18 939	3	

Accountability Indicator Descriptions

a. The Territory Budget is presented to the Legislative Assembly in accordance with the timing prescribed in section 5 of the *Financial Management Act 1996 (FMA)*.

b. The Budget Review for the Territory is presented to the Legislative Assembly in accordance with the timing prescribed in section 20A of the FMA.

c. The Annual Financial Statements for the Territory are provided to the Auditor General in accordance with the timing prescribed in section 24 of the FMA.

d. The Quarterly Consolidated Financial Statements are presented to the Legislative Assembly in accordance with the timing prescribed in section 26 of the FMA.

e. This accountability indicator covers policy and project initiatives targeted at improving the effectiveness and efficiency of regulation in relation to financial processes.

f. This accountability indicator covers the annual budget presentation to the credit rating agency S&P Global Ratings. This supports S&P Global Ratings in its assessment of the credit rating of the Australian Capital Territory. The presentation to S&P Global Ratings comprises a selection of content from the Annual Budget Papers.

g. This accountability indicator covers the submission of Business Activity Statements (BAS) to the Australian Taxation Office (ATO) by the 21st of every month. The date of BAS lodgements processed through the ATO Business Portal and that of GST remittance are monitored and recorded by the action officer.

h. This accountability indicator covers the lodgement of annual Fringe Benefit Tax returns to the ATO. This is an annual measure.

i. This accountability indicator refers to the completion of processing of monthly financial information using Oracle Government Financials. Meeting this timeframe (6th working day of the month) facilitates agencies in finalising monthly management reports in a timely manner.

j. This accountability indicator covers the submission of draft annual financial reports to the directorates/agencies. Meeting this timeframe (10th working day of July) facilitates agencies in finalising the annual financial statements to meet audit office deadlines.

k. This accountability indicator covers the service requests logged by the Finance Service Desk which are resolved within agreed timeframes (five working days).

Explanation of material variances (+/-5%)

1. The total cost for this output was lower than budget primarily due to recruitment delays in the first half of the year, timing of ICT and other supplier costs.

Output Class 5: Revenue Management

Output 5.1: Revenue Management

Through the Revenue Management output, the directorate provides for the administration of the ACT Government's taxation revenue.

Revenue Management (ACT Revenue Office) will deliver this output by:

- collecting taxation revenue in accordance with legislation;
- providing high quality and timely advice to assist taxpayers in meeting their obligations;
- processing objections to taxation assessments and decisions, in accordance with timeframes published on the ACT Revenue Office website;
- ensuring the integrity, consistency and effectiveness of the ACT's taxation system through prioritised compliance programs and regular reviews of legislation;
- processing concessions in accordance with legislation; and
- administering Rental Bonds.

Table 11: Accountability Indicators Output 5.1

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators						
a.	Debt Management – level of overdue rates as a percentage of total rates revenue	5%	5%	12%	140	1
b.	Debt Management – level of overdue debt (not including rates) as a percentage of tax revenue (not including rates)	2%	2%	3%	50	2
c.	Internal reviews of objections completed within 6 months	85%	85%	30%	(65)	3
d.	Internal reviews of objections completed within 12 months	100%	100%	69%	(31)	4
e.	Compliance revenue per inspector	$650,000	$325,000	$470,173	45	5

	2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Total Cost ($'000)	40 229	17 726	17 098	(4)	
Controlled Recurrent Payments ($'000)	29 445	14 871	16 904	14	6

Accountability Indicator Descriptions

a. This accountability indicator measures the level of overdue collectable rates debt as a percentage of forecast rates revenue. It excludes matters subject to objection and appeals.

b. This accountability indicator measures the level of overdue collectable debt (less rates) as a percentage of forecast tax revenue (less rates). It excludes matters subject to objection and appeals, under liquidation and agreements made by the ACT Government in respect of pending waivers.

c. This accountability indicator measures the completion within timeframes of internal reviews of objections lodged against revenue assessments and decisions.

d. Accountability indicator on the completion within timeframes of internal reviews of objections lodged against revenue assessments and decisions.

e. This accountability indicator measures all revenue assessed from compliance activities divided by the number of full-time equivalent inspectors. It includes revenue from assessments and reassessments (being that portion not already assessed), outstanding returns, savings resulting from reductions in refund claims and other compliance activity.

Explanation of material variances (+/-5%)

1. The current level of overdue collectable rates as a percentage of forecast rates revenue reflects ongoing effects of legacy debts from the COVID-19 pandemic period when there was a reduction in debt recovery action.
2. Recovery activity has been effective in reducing overdue payroll tax debt and stabilising duty debt. Overall outcomes for other debts (excluding rates) continue to be influenced by the ongoing effects of legacy debts from the COVID-19 pandemic period when there was a reduction in debt recovery action.
3. Objection and appeal numbers have recently been high. In addition, the Revenue Office is responding to complex tax arrangements and appeals that require more time and resourcing. While the number of matters completed has increased, this has currently been outweighed by increased volume and complexity. Objections staff also prepare Revenue Office documents requested under freedom of information, which have also recently increased. The Revenue Office is actively looking at ways to refine its objection process to improve timeliness.
4. Objection and appeal numbers have recently been high. In addition, the Revenue Office is responding to complex tax arrangements and appeals that require more time and resourcing. While the number of matters completed has increased, this has currently been outweighed by increased volume and complexity. Objections staff also prepare Revenue Office documents requested under freedom of information, which have also recently increased. The Revenue Office is actively looking at ways to refine its objection process to improve timeliness.
5. The achievement reflects levels of compliance activity across a number of tax lines.
6. CRP funding applied to an individual output will reflect a number of factors including the cost for that output and directorate cash management strategies. The timing of payments made to employees, grant recipients and suppliers is carefully managed to ensure that CRP is only recognised when payments are made.

Output Class 6: Procurement

Output 6.1: Procurement

Through the Procurement output, the Directorate has oversight of the ACT Government procurement framework. We assist ACT Government and suppliers through advice, support and services.

The Directorate delivers this output by:

- leading and coordinating a procurement reform program across the ACTPS;
- managing and developing the legislation and policy that underpin the ACT Government's procurement framework ensuring it is aligned to the needs of the Territory;

- uplifting procurement capability across the service by offering a range of training and knowledge sharing opportunities, including by coordinating a procurement community of practice and procurement eNewsletters;
- administering the whole of government procurement systems including ACT Government online tendering and contracts register platforms to comply with legislative obligations;
- representing the ACT Government in cross-jurisdictional engagement on procurement policy matters, including in relation to international trade agreements;
- working in collaboration with the ACT Government's Better Regulation Taskforce to reduce barriers faced by small to medium enterprise in accessing ACT Government procurement opportunities;
- providing procurement advisory services to Territory entities to support the pursuit of value for money in strategic goods and services procurement;
- supporting Territory Entities in undertaking low risk goods and services procurements by providing guidance and templates;
- developing and maintaining templates and standardised procurement guidance, documentation and processes to support all procurement; and
- applying contemporary category procurement knowledge and contract management skills to establish and manage cost effective whole of government arrangements for categories such as travel, electricity, stationery and fleet.

Table 12: Accountability Indicators Output 6.1

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators						
a.	Public availability of Contract Register and Tenders ACT	99.5%	n/a	n/a	n/a	
b.	Public satisfaction with Tender systems	85%	n/a	n/a	n/a	
c.	Territory entity staff satisfaction with procurement training	85%	85%	85%	0	
d.	Tender documentation received on time are published within 2 business days	85%	85%	98%	15	1
Total Cost ($'000)		12 403	5 507	4 402	(20)	2
Controlled Recurrent Payments ($'000)		10 823	5 016	4 177	(17)	3

Accountability Indicator Descriptions

a. Public availability of the Notifiable Contract Register and Tenders ACT measures the proportion of time that these systems are fully available for use by external parties interested in business opportunities of the ACT Government. This indicator is measured annually using the data provided by the external host of Tenders ACT. Results for this accountability indicator will be reported at the end of the 2025-26 financial year.

b. Public satisfaction with Tender systems measures the proportion of external users who are satisfied that tender process and documentation as delivered via Tenders ACT support meeting their business needs and objectives. This is collected annually by a survey of external Tenders ACT register parties. Results for this accountability indicator will be reported at the end of the 2025-26 financial year.

c. This indicator measures the effectiveness of procurement training delivered to Territory entity staff. The measure will be calculated based on the percentage of Territory entity staff, who through surveys undertaken following training sessions, have identified as 'strongly agree' or 'agree' that the training was useful.

d. Procurement ACT Service Desk releases tender documentation on behalf of Territory entities. This indicator is measured to ensure the required turnaround time so that market participants receive the tender documentation by the planned release date.

Explanation of material variances (+/-5%)

1. A key contributing factor for the positive variance is the addition of dedicated resources to perform this function.
2. The total cost for the output was lower than YTD budget primarily due to recruitment delays during the first half of the year, timing of staff development costs, and ICT costs.
3. CRP funding applied to an individual output reflects several factors including the cost for that output and directorate cash management strategies. The timing of payments made to employees, grant recipients and suppliers is carefully managed to ensure that CRP is only recognised when payments are made.

Output Classes (Territorial)

EBT 1.1: Lifetime Care and Support Fund

The LTCS Fund reflects the operation of the LTCS Scheme to provide on-going treatment and care to people who have been catastrophically injured as a result of a motor accident in the ACT or workplace accident in the course of private sector employment in the ACT.

The key outputs to be delivered in 2025-26 include:

- deciding the eligibility of applicants to the LTCS Scheme in accordance with Part 4 of the LTCS Act and the LTCS Guidelines;
- assessing the treatment and care needs of participants in the LTCS Scheme in accordance with Part 5 of the LTCS Act;
- paying all reasonable expenses incurred by or on behalf of an injured person in relation to the injured person’s assessed treatment and care needs in accordance with Part 6 and Part 9 of the LTCS Act;
- monitoring service delivery and participant outcomes, including collecting feedback from participants on their expectations and experience with the LTCS Scheme;
- assessing future funding requirements and levy setting;
- reviewing and updating the LTCS Guidelines;
- undertaking investments in accordance with the Fund’s Investment Strategy; and
- determining LTCS levies in accordance with Part 10 of the LTCS Act.

Table 13: Accountability Indicators EBT 1.1 Lifetime Care and Support Fund

	2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators					
Provision of LTCS Scheme in the ACT					
a. LTCS levies determined during the fourth quarter	2	n/a	n/a	n/a	
b. Decision on applicant eligibility for participation in LTCS Scheme within 10 business days of receiving all relevant information.	85%	85%	100%	18	1
Total Cost ($’000)	46 930	23 388	14 503	(38)	2
Payment for Expenses on Behalf of the Territory ($’000)	0	0	0	0	

Accountability Indicator Descriptions

a. The levy determinations must be made in accordance with section 84 of the LTCS Act. The determinations need to occur during the fourth quarter of the financial year so that they are available for commencement on 1 July.

b. This indicator requires the LTCS Commission from 2025-26 to assess and report on its performance against the target that 85 per cent of decisions on (interim and lifetime) applicant eligibility for participation in the LTCS Scheme are made within 10 business days of receiving all relevant information. Relevant information is all information required to assess eligibility and includes accident and medical information.

Explanation of material variances (+/-5%)

1. All decisions on (interim and lifetime) applicant eligibility for participation in the LTCS Scheme during the half year period to 31 December 2025 were completed within 10 business days of receiving all relevant information.
2. The variance is mainly due to the lower-than-anticipated number of new participants entering the LTCS Scheme during the half year period to 31 December 2025. Volatility is expected each year regarding the number of participants in the LTCS Scheme (particularly the number of new participants) and their estimated lifetime treatment and care costs.

EBT 1.1: Public Sector Workers Compensation Fund

The output involves the management of ACT public sector workers' compensation self-insurance in accordance with the SRC Act. This includes managing the PSWC Fund and providing associated claim management and vocational rehabilitation services.

The key outputs to be delivered in 2025-26 include:

- delivering best practice health wellbeing and return to work strategies policies and interventions; and
- continuously improving workers' compensation claim management service standards.

Table 14: Accountability Indicators EBT 1.1 Public Sector Workers Compensation Fund

	2025-26 Targets	2025-26 YTD Target	2025-265 YTD Result	Variance (%)	Note
Accountability Indicators					
a. Reduce the ACT public sector incidence of serious workplace injury	12.7	n/a	n/a	n/a	
b. Achieve a conformance rating of 85 per cent or higher in the annual audit of the ACT workers compensation self-insurance rehabilitation management system	≥85%	n/a	n/a	n/a	
c. Maintain a PSWC Fund asset to liability ratio greater than or equal to 100 per cent	≥100%	≥100%	≥100%	0	
d. Achieve a conformance rating of 85 per cent or higher in the annual audit of the ACT workers compensation self-insurance claims management system	≥85%	n/a	n/a	n/a	
Total Cost ($'000)	69 908	34 954	34 953	0	
Controlled Recurrent Payments ($'000)	0	0	0	0	

Accountability Indicator Descriptions

a. This accountability indicator measures the number of ACT public servant workers' compensation claims resulting in absence from the workplace of one week or more, per 1,000 employees. The measurement methodology aligns with the ACT Government's self-insurance licence and the Safety, Rehabilitation and Compensation Commission's Licensee Compliance and Performance model. The 2025-26 target aims to achieve 10 per cent reduction in the incidence rate of serious workplace injuries over five years (2024-25 to 2028-29). This target level of improvement is informed by national Safe Work Australia work injury reduction targets.

b. It is a condition of the ACT Government's self-insurance licence that the Territory maintain a rehabilitation management system that complies with Commonwealth guidelines and that conformance be audited annually.

c. This accountability indicator aligns with requirements under the *Public Sector Workers Compensation Fund (Investment and Funding Ratio) Management Guidelines 2019 (No 2)*. An asset to liability ratio greater than 100 per cent indicates that the PSWCF has sufficient assets to be able to cover the expected lifetime costs of public sector workers' compensation claims and other liabilities it owes.

d. It is a condition of the ACT Government's self-insurance licence that the Territory maintains a claims management system that complies with Commonwealth guidelines and that conformance be audited annually.

EBT 1.1: Superannuation Provision Account

This output involves the management of the Territory's defined benefit employer superannuation liabilities and financial investment assets.

The key outputs to be delivered in 2025-26 include:

- managing the Investment Plan and reporting on the financial investment assets set aside to fund the Territory's defined benefit employer superannuation liability;
- completing the triennial superannuation liability valuation review of the Territory's Commonwealth Superannuation Scheme and Public Sector Superannuation Scheme defined benefit employer superannuation liability;
- managing the defined benefit superannuation liability funding plan and emerging cost payments to the Commonwealth Government in respect of the Territory's employer share of employee retirement benefits;
- completing the annual Member Information Statements for the Members of the Legislative Assembly Defined Benefit Superannuation Scheme, with calculation and settlement of benefit determinations as required; and
- budgeting and financial reporting on the operations of the Superannuation Provision Account.

Table 15: Accountability Indicators EBT 1.1

	2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators					
a. Completion of annual liability valuation review	1	n/a	n/a	n/a	
b. Completion of monthly financial reporting	12	6	6	0	
c. Completion of unmodified annual financial statements	1	1	1	0	
d. Completion of annual budget estimates	1	n/a	n/a	n/a	
e. Completion of MLA Member superannuation statements	1	1	1	0	
Total Cost ($'000)	672 273	336 137	336 720	0	
Payment for Expenses on Behalf of the Territory ($'000)	0	0	0	0	

Accountability Indicator Descriptions

a. This accountability indicator involves an annual actuarial review of the Territory's defined benefit employer superannuation liabilities that will be completed and included in the budget estimates.

b. This accountability indicator incorporates monthly financial reporting and the preparation of accrual financial statements. The monthly financial reporting will not be counted for the year if the financial statements are not prepared after the end of each month.

c. This accountability indicator incorporates the preparation of the previous year's annual financial statements for auditing and inclusion in the Chief Minister, Treasury and Economic Development Directorate annual report. The objective is to receive an unmodified auditor's report.

d. This accountability indicator incorporates the preparation of annual budget estimates for inclusion in the annual Territory Budget.

e. This accountability indicator incorporates the preparation of annual Member Information Statements for those Members of the Legislative Assembly who have a defined benefit superannuation entitlement on 30 June in accordance with the *Legislative Assembly (Members' Superannuation) Act 1991*. Any individual Member Information Statement for the previous financial year not delivered by end September of the Budget Year will not be counted in the result.

EBT 1.1: Territory Banking Account

This output involves the management of the Government's investment and borrowing activities and the Territory Banking Account as the central account of the Government. The key outputs to be delivered in 2025-26 include:

- managing the Territory Banking Account centralised investment platform for Territory financial investment assets;
- managing the Government's Responsible Investment policy framework;
- managing the borrowing liabilities of the Territory Banking Account;
- raising new Territory borrowings as required;
- managing the cash flow and liquidity requirements of the Territory Banking Account; and
- budgeting and financial reporting on the operations of the Territory Banking Account.

Table 16: Accountability Indicators EBT 1.1

		2025-256 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
Accountability Indicators						
a.	Cash and liquidity management of the Territory Banking Account	100%	100%	100%	0	
b.	Exposure to directly owned share investments that are prohibited in accordance with the Government's Responsible Investment policy	0%	0%	0%	0	
c.	Exercising of ownership voting rights for directly owned shares	>95%	>95%	100%	0	
d.	Completion of new Territory borrowings	100%	100%	100%	0	
e.	Completion of debt servicing obligations	100%	100%	100%	0	
f.	Completion of Budget appropriation disbursements	100%	100%	100%	0	
g.	Completion of monthly financial reporting	12	6	6	0	
h.	Completion of unmodified annual financial statements	1	1	1	0	
i.	Completion of annual budget estimates	1	n/a	n/a	n/a	

	2025-256 Targets	2025-26 YTD Target	2025-26 YTD Result	Variance (%)	Note
j. Responsible Investment policy outcomes annual summary	1	n/a	n/a	n/a	
Total Cost ($'000)	9 715 558	4 857 779	5 366 947	10	1
Payment for Expenses on Behalf of the Territory ($'000)	0	0	0	0	

Accountability Indicator Descriptions

a. This accountability indicator involves maintaining a positive aggregate cash and investment balance of the Territory Banking Account to meet ongoing cash payment obligations. For performance measurement purposes, the actual daily aggregate cash and investment balance will be counted as the result. If the aggregate cash and investment balance is not positive at the end of the day, this will not be counted in the result.

b. This accountability indicator incorporates the monitoring of the investment portfolio to ensure it is not exposed to any prohibited investments, in accordance with the Government's Responsible Investment policy. For performance measurement, the actual portfolio direct share holdings will be compared with the prevailing prohibited shares list at the end of each month. The exposure measure will be the weighted value of any prohibited share investments on the total value of the share portfolio.

c. This accountability indicator incorporates the exercising of proxy voting rights in accordance with the Government's Responsible Investment policy. The target is that more than 95 per cent of all eligible voting items in the year will be cast in relation to the total voting items. The measure will be the total actual votes cast compared to total eligible voting items.

d. This accountability indicator incorporates raising new Territory borrowing requirements in accordance with approved borrowing limits and guidelines. The measure will be the actual number of conforming borrowing transactions compared to the total borrowing transactions completed.

e. This accountability indicator incorporates the accurate and timely payment of Territory debt interest and principal repayment obligations being paid accurately and on-time. The measure will be the actual number of conforming debt servicing settlement transactions compared with the total number of settlement transactions completed.

f. This accountability indicator incorporates the payment of budget appropriation disbursements to agencies to be completed accurately and within required timeframes. The measure will be the actual number of conforming disbursement payments compared with the total number of disbursement transactions completed.

g. This accountability indicator incorporates monthly financial reporting and the preparation of accrual financial statements. The monthly financial reporting will not be counted for the year if the financial statements are not prepared after the end of each month.

h. This accountability indicator incorporates the preparation of the previous year's annual financial statements for auditing and inclusion in the Chief Minister, Treasury and Economic Development Directorate annual report. The objective is to receive an unmodified auditor's report.

i. This accountability indicator incorporates the preparation of annual budget estimates for inclusion in the annual Territory Budget.

j. This accountability indicator incorporates the preparation of a summary of the outcomes of the of the Government's Responsible Investment policy, as at 30 June of the previous financial year, for the financial investment assets managed through the Territory Banking Account. The measure will be the annual production and publication on Treasury's website.

Explanation of material variances (+/-5%)

1. The higher cost variance is mainly due to higher amounts of payments of budget appropriations to ACT Government agencies ($370 million) and higher agency investment expense to agencies due to higher investment returns in FYTD 2025-26 ($106 million).