

2019-20

**Chief Minister, Treasury and Economic Development
Directorate**

Half Yearly Performance Report (31 December 2019)

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

CIRCULATED BY

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FEBRUARY 2020

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Output Class 1: Government Strategy

Output 1.1: Government Policy and Reform

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

Government Policy and Reform will:

- provide 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;
- support the Head of Service as the Chair of the Strategic Board and provide advice on key directorate priorities, including whole of service government issues;
- lead, coordinate and monitor policy and project initiatives to promote across government outcomes and delivery;
- support the development and improvement of policy capabilities, including design and evaluation, across government;
- lead and coordinate the ACT Government's participation in the COAG reform agenda, Council of Australian Federation (CAF), and the Council of Capital City Lord Mayors (CCCLM) and its engagement with regional leaders and local governments, including through the Canberra Region Joint Organisation;
- provide advice and support to Cabinet and the Manager of Government Business in the Legislative Assembly;
- lead the ACTPS' transition to whole of government digital recordkeeping capabilities;
- provide services and initiatives that make ACT Government archives available to the public; and
- through the Office for LGBTIQ Affairs, implement the ACT Government's vision of Canberra being the most LGBTIQ friendly city in Australia.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Whole of government policy and project initiatives	3	3	2	(33)	1
b. Regional partnerships and participation	2	1	1	0	
c. Support for COAG, CAF and CCCLM	3	3	3	0	
d. Government Progress Report	Nov 2019	Nov 2019	0	(100)	2
e. Cabinet and Assembly Support	2	N/A	N/A	N/A	
f. Regulatory and process reform initiatives	1	1	1	0	
Total Cost (\$'000)	13,793	6,648	6,884	4	
Controlled Recurrent Payments (\$'000)	12,897	5,420	5,858	8	3

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. This accountability indicator incorporates key government policy and project initiatives to be delivered by the Directorate during the year. Initiatives currently scheduled for delivery are: provision of advice to government on options to implement Child Safe Standard in the Territory, the implementation of the LGBTIQ Strategy and the delivery of a digital recordkeeping roadmap for the ACTPS. Scope, delivery and timing of initiatives may vary depending on emerging priorities that impact on resource availability. The Directorate provided advice to Government on options to implement Child Safe Standards in October 2019. The Office for LGBTIQ Affairs delivered the first LGBTIQ strategy action plan in November 2019 and implementation of this four-year strategy is underway.
- b. This accountability indicator covers the administration of two key partnerships – in 2019-20 this includes renewal of a memorandum of understanding with the NSW Government on regional cooperation (1 project) and preparation of briefings to support the Chief Minister's involvement with regional councils through the Canberra Region Joint Organisation (1 project). The ACT Government has approved a draft ACT-NSW Memorandum of Understanding for Regional Collaboration. The Directorate will continue to provide briefing papers to support the Chief Minister's involvement with regional councils throughout the year.
- c. This accountability indicator covers briefing and support to the Chief Minister for meetings of the Council of Australian Governments (COAG), the Council of Australian Federation (CAF) and the Council of Capital City Lord Mayors (CCCLM). This indicator is counted as complete on delivery of the briefing packages to the Chief Minister. COAG and CAF meetings were held on 9 August 2019 in Cairns. The Chief Minister attended the CCCLM Lord Mayors Meeting and CEOs Housing and Homelessness and Asia Pacific Cities Summit CCCLM Panel on 7-10 July 2019.
- d. This accountability indicator relates to the ACT Government 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.
- f. This accountability indicator covers policy and project initiatives targeted at improving the effectiveness and efficiency of regulation and processes to strengthen the delivery of government priorities. The initiative currently scheduled for delivery is completion of legislation to traders' operations.

Explanation of material variances (+/-5%)

1. The variance relates to delivery of a digital recordkeeping roadmap for the ACTPS. Commencement of the Territory Records Office report was delayed pending recruitment but is on track for completion in January 2020.
2. The Annual Government Progress Report is due to be completed in June 2020.
3. The YTD budget variance is mainly due to using Controlled Recurrent Payments (CRP) appropriation to pay for expenses accrued in 2018-19 and the rollover of the Greyhound Racing Grant Provision initiative from 2018-19 to 2019-20.

Output 1.2: Workforce Capability and Governance

Provision of an employment and policy framework to support a professional, skilled and accountable public service that is responsive to the ACT Government and the community; and management of whole of government capacity building programs.

Workforce Capability and Governance will:

- develop and review whole of government employment policies, regulations and standards and provide industrial relations services to support better employment practices;
- support and coordinate workforce planning and capability development across government, including through whole of government learning, development and capability programs;
- drive transformational and cultural change to improve workforce readiness prior to moving to the Dickson and Civic Office Blocks in 2020;
- develop and implement ACT Public Service capacity building programs, including programs for graduates, Aboriginal and Torres Strait Islanders, and people with disabilities;
- maintain and monitor whole of government ethics and accountability frameworks;
- support the Head of Service, Public Sector Standards Commissioner, the Remuneration Tribunal, the Strategic Board and its sub-committees and the Secure Local Jobs Code Ministerial Advisory Council; and

- manage the Secure Local Jobs Code (SLJC) certification scheme, assist Territory entities and tenderers to meet their legislative obligations under the Code and undertake education and awareness raising activities on the implementation of the Code.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicator					
a. Conduct the annual whole of government Graduate Program	85%	85%	100%	18	1
b. Publish the State of the Service Report	Oct 2019	Oct 2019	Oct 2019	0	
c. Deliver ACTPS Leadership and Development programs	2	2	2	0	
d. Conduct vocational employment programs	85%	85%	73%	(15)	2
e. Support the Workforce Transformation program	1	N/A	N/A	N/A	
f. Approval of Enterprise Agreements	6	2	2	0	
g. Deliver next stage of the Secure Local Jobs Code	Jan 2020	Jan 2020	Nov 2019	0	
h. Issue SLJC Certificates within 5 working days of receipt of complete and correct audit report	85%	85%	92%	8	3
i. Conduct SLJC Training sessions for industry and ACT Government	24	24	24	0	
Total Cost (\$'000)	11,613	5,807	4,865	(16)	4
Controlled Recurrent Payments (\$'000)	7,815	3,908	5,150	32	5

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator covers the implementation of the ACTPS whole of government Graduate Program. The indicator will be considered achieved if 85 per cent of the graduate intake complete the program.
- This accountability indicator covers the publication of the annual State of the Service Report. The published Report is available at: <https://www.cmtedd.act.gov.au/functions/publications/2018-19annualreport/state-of-the-service-report>
- This accountability indicator covers the implementation of a framework for improving leadership capabilities across the ACTPS. Work in 2019-20 includes the establishment of the ACTPS Veterans Mentoring Program and the Career Development Program for People with Disability. The Career Development Program for People with Disability was implemented in three streams during October to November 2019. The ACTPS Veterans' Mentoring Program was launched on 27 November 2019 by the Minister for Seniors and Veterans.
- This accountability indicator relates to vocational employment programs for People with Disability and Aboriginal and Torres Strait Islanders. The indicator will be considered achieved if 85 per cent of the participants complete the program. This work is an indicator as it is important that the ACT Public Service is made up of diverse staff members and is representative of the ACT community that it serves.
- This accountability indicator includes occupation of the Dickson Office building and the number and nature of Workforce Transformation Group meetings. To date, the Workforce Transformation Group has met four times in the 2019-20 financial year.
- This accountability indicator includes Enterprise Agreements for Medical Practitioners, School Teaching staff, Fire and Rescue Officers, Legal Professionals, Correctional Officers and Ambulance Officers. The accountability indicator covers Enterprise Agreement voting by staff and application to the Fair Work Commission. The *ACT Public Sector Education Directorate (Teaching Staff) Enterprise Agreement 2018-2022* was submitted to the Fair Work Commission in July 2019. The *ACT Public Sector Legal Professionals Enterprise Agreement 2018-2021* was submitted to the Fair Work Commission in December 2019.
- This accountability indicator includes the public announcement on the commencement of the deferred legislative amendments, release of new support material, and new contract forms on procurement websites.
- This accountability indicator relates to the timely operation of the Secure Local Jobs certification function.
- This accountability indicator relates to the education and promotion functions of the Secure Local Jobs package.

Explanation of material variances (+/-5%)

1. The target was exceeded due to all participants in the 2019 ACTPS Graduate Program completing the program.
2. The target was not met due to two program participants resigning during the course of the 2018-19 programs and a further three participants working towards completion of their programs in the near future. As at October 2019, 13 participants have successfully completed the 2018-19 ACTPS Vocational Employment Programs.
3. The target was exceeded which reflects the efficient and timely operation of the Secure Local Jobs certification function.
4. This variance is mainly due to the timing of expenditure associated with *More Jobs for our Growing City – Secure Local Jobs Code Enforcement, Supporting More Permanent ACT Government Jobs*, and lower employee expenses due to temporary vacancies.
5. This YTD budget variance mainly reflects the use of CRP appropriation pending the receipt for recoveries from other agencies for employee relations related expenses associated with the Professional Standards Unit, partially offset by the timing of expenditure associated with *More Jobs for our Growing City – Secure Local Jobs Code Enforcement, Supporting More Permanent ACT Government Jobs*, and lower employee expenses due to temporary vacancies.

Output 1.3: Coordinated Communications and Community Engagement

Provision of communications support and protocol services to the ACT Government and community.

Coordinated Communications and Community Engagement will:

- provide information and protocol services to the Chief Minister;
- provide whole of government advice and assistance on strategic communications activities and community engagement policies and practices; and
- provide a whole of government communications and engagement strategy, advice and support, including for emergency response requirements.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicator					
a. Annual numbers of ACT Government Digital Mail Service newsletters	11	6	6	0	
b. Annual number of ACT Government Our Canberra newsletters	11	6	6	0	
c. Annual whole of government Communications & Engagement Plan	1	N/A	N/A	N/A	
Total Cost (\$'000)	7,828	4,412	4,609	4	
Controlled Recurrent Payments (\$'000)	7,598	3,796	4,217	11	1

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. This accountability indicator covers the total number of ACT Government messages distributed during the year to subscribers of the ACT Government Digital Mail Service.
- b. The Our Canberra newsletter is distributed to all Canberra households during the year. Editions are published for the five main regions of Canberra, Belconnen, Central, Gungahlin, Tuggeranong and Woden/Weston Creek/Molonglo.
- c. This accountability indicator relates to the annual Whole of Government Communications and Engagement Plan which outlines the Government's communications and engagement priorities, to provide advance notice and to enable genuine and meaningful opportunities to participate in consultation and engagement activities. The annual Whole of Government Communications and Engagement Plan will be published in early 2020.

Explanation of material variances (+/-5%)

1. The YTD budget variance is mainly due to using CRP appropriation to pay for expenses accrued in 2018-19.

Output 1.4: Digital Strategy

Provision of advice, support and project delivery for the digital transformation of government services.

Digital Transformation for Government will drive digital transformation of government services and provide whole of government advice and assistance on digital strategy development and implementation.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicator					
a. ACT Data Analytics Centre	1	N/A	N/A	N/A	
b. The value delivered through technology investment improves	4	N/A	N/A	N/A	
c. Delivery of joined up services achieve benefits for the community and for government	1	N/A	N/A	N/A	
Total Cost (\$'000)	8,044	3,767	4,013	7	1
Controlled Recurrent Payments (\$'000)	4,231	2,447	3,383	38	2

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator covers the program of work for the ACT Data Analytics Centre (formerly known as the Centre for Data Excellence). This indicator is considered completed when a Whole of Government Data Governance and Management Framework is published. The ACT Data Analytics Centre and the Data Management Committee have commenced development of the Framework in conjunction with all directorates. The Framework is on track to be published by the end of the 2019-20 reporting period.
- The Office of the Chief Digital Officer (OCDO) leads the provision of whole of government advice to inform technology priorities, resource allocation and investment decisions. Value needs to be measured in terms of value for government spend, which would include things like ability to reuse technology assets across the service, consolidation of existing capabilities, ability to drive better prices through improvements in purchasing power, driving down the administrative costs of maintenance. Inputs/measures include technology strategy and roadmap, and visible programs of work with benefits measures. This indicator is considered complete when the following are delivered:
 - New ACT Digital Strategy published;
 - Technology roadmap published;
 - The Digital Service Governance Committee approve at least one whole of government technology system; and
 - The Digital Service Governance Committee endorse at least one system for consolidation and reuse across government.
 All four deliverables are on track for completion by the end of the 2019-20 reporting period.
- This accountability indicator covers the program of work for the ACT Digital Account and covers a range of digital functions through the digital platform and provides benefits and greater efficiencies for both citizens and the ACT Government. This accountability indicator is considered complete with the development of a benefits realisation plan for the ACT Digital Account. A draft ACT Digital Benefits Realisation Plan has been developed and is on track to be endorsed by the ACT Digital Program Board by the end of the 2019-20 reporting period.

Explanation of material variances (+/-5%)

- The YTD budget variance is mainly due to the timing of expenditure related to the Centre of Data Excellence program under the *More and Better Jobs – Data Analytics for Smarter Policy* initiative.
- The YTD budget variance is largely due to the use of CRP appropriation pending the receipt for recoveries from other agencies for expenses associated with *More and Better Jobs – Data Analytics for Smarter Policy* initiative.

Output Class 2: Access Canberra

Output 2.1: Access Canberra

Access Canberra contributes to the economic growth and vibrancy of Canberra and provides protection to the community through compliance, licencing and regulation. These activities are undertaken through a risk based framework which does not unnecessarily hinder businesses from flourishing. Access Canberra provides services and collects revenue on behalf of other directorates, providing customer services to businesses, community groups and individuals through a 'no wrong door' approach.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicator					
a. Efficient Service Delivery					
- percentage of customers satisfied with Access Canberra	90%	N/A	N/A	N/A	
b. Doing Business in the ACT is easy					
- percentage of the Canberra community satisfied with the ease of interacting with Access Canberra	95%	N/A	N/A	N/A	
c. Percentage of services available online	75%	75%	73%	(2)	
d. Percentage of services completed online	87%	87%	84%	(3)	
e. Reduction of regulatory burden on business by undertaking risk-based coordinated inspection activities	80%	80%	64%	(20)	1
f. Average number of days to issue business authorisation or personal registration					
- for business authorisation	10 working days or less	10 working days or less	Less than 10 working days	0	
- for personal registration	5 working days or less	5 working days or less	Less than 5 working days	0	
g. Compliance rate during targeted campaign inspections	90%	90%	91%	1	
h. Average level of helpfulness after issuing a notice or before issuing a licence/authorisation	4.5 out of 5	4.5 out of 5	4.4 out of 5	(3)	
Total Cost (\$'000)	110,602	56,669	55,933	(1)	
Controlled Recurrent Payments (\$'000)	90,971	43,667	45,627	4	

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. The customer satisfaction result is determined by the responses to an independent annual survey of the Canberra community conducted between February and June of each year. The survey is a measure of the awareness, attitudes, behaviour and customer satisfaction of/with Access Canberra's corporate identity, channels and services.
- b. The satisfaction with ease of interacting result is determined by the responses to an independent annual survey of the Canberra community conducted between February and June of each year. The survey is a measure of the awareness, attitudes, behaviour and customer satisfaction of/with Access Canberra's corporate identity, channels and services.
- c. Services available online are defined as interactions that can be conducted (at least in part) via the internet/portals.
- d. This accountability indicator measures the percentage of transactions completed online against the total number of transactions completed over the phone, in person and online.
- e. This accountability indicator is an annual measure of the number of inspection activities focusing on more than one regulatory obligation for the business. Coordinated inspection activities reduce the regulatory burden on businesses by making inspections simpler, faster and less frequent.
- f. This accountability indicator measures the average number of days it takes to issue business authorisations and personal registrations.
- g. Initial rates of compliance are assessed against a predetermined set of criteria set for targeted inspection campaigns. Following the completion of the campaign compliance rates are again assessed to determine the percentage shift in compliance. This result will be reported annually.
- h. Feedback is collected from an on-going internal phone survey of randomly selected industry groups that have had a regulatory interface with Access Canberra. Results are collated using a helpfulness score (1:5) – 5 being greatest level of support and 1 the lowest.

Explanation of material variances (+/-5%)

1. Where a program targets a business for which a multi-regulatory compliance approach is possible, such as liquor, with security and designated outdoor smoking, these programs are assessed for the percentage as whole across that program, although some businesses may not have multiple obligations and thus cannot receive multiple checks. One of the targeted compliance programs in 2019-20 aimed to inspect medium risk licensed premises. The objective of the program was to ensure compliance with the *Liquor Act 2010*. A number of identified premises had no other type of obligation under the multi-regulatory program. This has reduced the number of successful multi-regulatory compliance inspections in the half-year result.

Output Class 3: Economic Development

Output 3.1: Innovation, Industry and Investment

The Innovation, Industry and Investment branch delivers programs, initiatives and business policy advice that promote the economic development of the broader capital region, including universities, research organisations, commercialisation entities, business organisations and other government agencies.

Innovation, Industry and Investment's activities are aimed at accelerating the commercialisation of locally generated intellectual property, programs to encourage internationalisation of ACT businesses through trade and investment, and enhancing the innovation capability of the private sector and its relationship with key institutions.

Innovation, Industry and Investment participates in business and innovation policy forums, including Ministerial Councils and other national business, innovation and science infrastructure forums.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicator					
a. Trade and investment					
- Number of international trade and investment campaigns and delegations	5	4	4	0	
- Number of lead responses generated from Invest Canberra program activity	30	15	12	(20)	1

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicator					
b. Sector capability building					
- Priority Investment Program	1	N/A	N/A	N/A	
- Defence Industry advocacy	1	N/A	N/A	N/A	
- ACT Vice Chancellors' Forum	1	N/A	N/A	N/A	
- Cyber industry development	1	N/A	N/A	N/A	
- Space industry development	1	N/A	N/A	N/A	
- Screen industry through Screen Canberra	1	N/A	N/A	N/A	
c. Support for innovation eco-system building					
- CBR Innovation Network and associated programs	1	N/A	N/A	N/A	
d. Private sector investment facilitation					
- Major projects under facilitation management	2	2	2	0	
Total Cost (\$'000)	18,582	7,684	5,794	(25)	2
Controlled Recurrent Payments (\$'000)	17,602	7,638	6,605	(14)	3

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. This accountability indicator has two measures as follows:
 - This accountability indicator tracks the number of ministerially-led international trade and investment campaigns and delegations. A yearly schedule of international trade delegations is approved by the Chief Minister and planned and executed by the Office of International Engagement. The 2019-20 schedule targets five international engagements aligned to the Government's international engagement strategy. The four delegations undertaken so far in 2019-20 were Europe and Singapore, New Zealand, India and Malaysia and Singapore.
 - This accountability indicator tracks the number of trade and investment lead responses identified and qualified. A lead is defined as the identification of an entity that has expressed an interest and has the authority and capacity to invest in the ACT. The 2019-20 target is 30, with 15 leads to be generated in each 6 months.
- b. This accountability indicator has six measures as follows:
 - This accountability indicator tracks delivery of the *Priority Investment Program*. The *Priority Investment Program* supports the ACT Government's commitment to focused sector development by co-investing in industry/stakeholder led projects across identified key sectors with the goal of attracting new investment and skills to Canberra. This is an ongoing program and the indicator is considered complete at the end of the reporting period.
 - This accountability indicator tracks delivery of defence advocacy programs. Defence advocacy is delivered in partnership with the ACT Defence Industry Advisory Board. This is an ongoing program and the indicator is considered complete at the end of the reporting period.
 - This accountability indicator tracks delivery of the Vice-Chancellors' Forum program of activity. This is an ongoing program and the indicator is considered complete at the end of the reporting period.
 - This accountability indicator tracks actions that support the growth of the cyber industry in partnership with the Canberra Node of AustCyber. This is an ongoing program and the indicator is considered complete at the end of the reporting period.
 - This accountability indicator tracks actions that support the growth of the space industry in Canberra in partnership with industry, education institutions and the Canberra Space Development Working Group. This is an ongoing program and the indicator is considered complete at the end of the reporting period.
 - This accountability indicator tracks actions that support the development of the screen industry in Canberra in partnership with Screen Canberra. This is an ongoing program and the indicator is considered complete at the end of the reporting period.
- c. This accountability indicator tracks support for innovation and entrepreneurs through programs delivered by CBR Innovation Network. This is an ongoing program and the indicator is considered complete at the end of the reporting period.

- d. This accountability indicator tracks major projects supported for facilitation management, involving significant cross government co-ordination and project management to enhance comprehensive and timely decision making by government on identified major projects. These projects are ongoing, and the indicator does not track completion of proposals, but rather tracks projects under facilitation management. Projects of this nature vary in size and complexity and may take several years to deliver. The YTD Result was determined by facilitation management continuing in the 2019-20 reporting period for the Academy of Interactive Entertainment (AIE) redevelopment proposal and the University of New South Wales (UNSW) Canberra City Campus proposal. While not classified as a private sector investment facilitation, Innovation, Industry and Investment also delivered the CIT Site Options Analysis project during the period July to November 2019. This has not been reflected in the YTD targets or results.

Explanation of material variances (+/-5%)

- Investment leads are a mix of Austrade referrals and those that have approached the ACT Government directly. The majority of leads are received via Austrade and are heavily influenced by external economic conditions and business interest in particular markets. While the 31 December 2019 result is three less than the target figure, Innovation Industry and Investment continues to work with Austrade and industry partners to promote Canberra as an investment destination to meet the 2019-20 target of 30 leads by June 2020.
- The YTD budget variance is mainly due to the timing of grant milestone payments relating to the *Priority Investment Program*.
- The YTD budget variance is largely due to the timing of grant milestone payments relating to the *Priority Investment Program*, partially offset by using CRP appropriation to pay for expenses accrued in 2018-19.

Output 3.2: VisitCanberra

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

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. ACT Accommodation – Room Occupancy Rate (%)	>national average	>national average	76.7 %	4	
b. Canberra and Region Visitors Centre (CRVC) – Overall visitor satisfaction with customer service levels at the CRVC	90%	90%	95%	6	1
c. Number of visits to the 'visitcanberra' website	1,300,000	650,000	816,548	26	2
Total Cost (\$'000)	12,934	5,975	6,070	2	
Controlled Recurrent Payments (\$'000)	12,046	5,538	6,442	16	3

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator provides a comparison of the ACT's average accommodation room occupancy rate to the national average. The STR Global national average estimate for room occupancy is 73.9 per cent, and 76.7 per cent for the ACT. Data supplied is for the year ending November 2019 (the most current available data).
- Satisfaction with overall customer service levels at the CRVC is captured as part of a broader Satisfaction Survey open to visitors throughout the year. Survey data is recorded using the *Survey Monkey* online program.
- This accountability indicator is used to record the performance of the website www.visitcanberra.com.au as a key driver for tourism activities such as travel, research, planning and online bookings in Canberra.

Explanation of material variances (+/-5%)

- The target was to achieve an outcome equal to or greater than 90 per cent for overall visitor satisfaction with customer service levels at the Canberra and Region Visitors Centre (CRVC). The result for this accountability indicator exceeded the target due to dedicated efforts to deliver high quality service and reflects the exceptional customer service delivered by the staff and volunteers.

- The result for this accountability indicator exceeded the target due to stronger than anticipated performance of paid social media and content partnership activities.
- The YTD budget variance is mainly due to using CRP appropriation to pay for expenses accrued in 2018-19.

Output 3.3: Sport and Recreation

Sport and Recreation supports Canberra's participation in organised sport and recreation through delivery of programs, facilities and pathways. As part of this it provides support services to local high performance athletes, administers grants and delivers education and training opportunities to maintain and enhance the capabilities of the community sport and recreation sector in the ACT.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Number of nationally identified priority athletes supported by the ACT Academy of Sport	120	120	120	0	
b. Number of organisations funded to support participation opportunities in sport and recreation	80	N/A	N/A	N/A	
Total Cost (\$'000)	16,675	10,144	10,286	1	
Controlled Recurrent Payments (\$'000)	15,757	10,021	10,911	9	1

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator measures the number of ACT Academy of Sport (ACTAS) supported athletes identified and/or prioritised by their respective sporting body as an athlete with emerging international level potential through to podium potential in an Olympic, Paralympic or Commonwealth Games sport.
- This accountability indicator reports the number of organisations funded through the Sport and Recreation Grant Program to deliver participation opportunities. This funding support is coupled with access to Directorate delivered education and training assistance to improve the quality of these opportunities. Applications for the 2020 Sport and Recreation Grants Program closed on 2 December 2019. A funding announcement is anticipated in due course with results for this accountability indicator to be reported at the end of the financial year.

Explanation of material variances (+/-5%)

- The YTD budget variance is mainly due to using CRP appropriation to pay for expenses accrued in 2018-19.

Output 3.4: Events

Events ACT manages, supports and delivers key signature events for visitors and the community including Floriade, Floriade NightFest, the Enlighten Festival, New Year's Eve, Australia Day, Symphony in the Park, Canberra Day and the Canberra Nara Candle Festival.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Attendee satisfaction rating with key community events					
- New Year's Eve	80%	N/A	N/A	N/A	
- Australia Day	80%	N/A	N/A	N/A	
- Canberra Nara Candle Festival	80%	80%	0	(100)	1
- Canberra Day	80%	N/A	N/A	N/A	
b. Economic activity generated as a result of staging Floriade	\$40 million	N/A	N/A	N/A	

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
c. Economic activity generated as a result of staging the Enlighten Festival	\$3 million	N/A	N/A	N/A	
d. Satisfaction with the management of Events grants in the ACT	80%	N/A	N/A	N/A	
Total Cost (\$'000)	12,005	8,400	6,792	(19)	2
Controlled Recurrent Payments (\$'000)	10,262	5,180	5,412	4	

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. This accountability indicator measures attendee satisfaction with their experience while attending key community events. This will be through a survey of sample event attendees for each event.
 - The 2019 New Year's Eve celebrations were cancelled as a result of dangerous weather conditions. This prevented completion of an attendee satisfaction survey. This event is not due to be reported on until end of 2019-20 when the variance will be (100).
 - The Australia Day and Canberra Day events are yet to be held. The format and location of the Australia Day event has been changed due to potential of bushfire impacts in January 2020 which may impact on the 2019-20 result.
 - The Canberra Nara Candle Festival event was cancelled due to dangerous weather conditions. This prevented completion of an attendee satisfaction survey.
- b. This accountability indicator covers the economic activity generated for the Territory by staging Floriade. Visitor expenditure data is derived from face-to-face interviews and post event surveys conducted with a random sample of event attendees. The event's direct expenditure impact aims to capture the spending of all visitors that come to the ACT (or extend their stay) specifically for Floriade. Results for Floriade 2019 will be reported at the end of 2019-20 as the evaluation report is not due until 31 Jan 2020.
- c. This accountability indicator covers the economic activity generated for the Territory by staging the Enlighten Festival. Visitor expenditure data is derived from face-to-face interviews and post event surveys conducted with a random sample of attendees. The direct expenditure impact aims to capture the spending of all visitors that come to the ACT (or extend their stay) specifically for the Enlighten Festival. The 2020 Enlighten Festival is due to be held between 28 February and 15 March.
- d. This accountability indicator measures the standard of service and assistance the event organisers receive through delivery of the grants management process of the ACT Events Fund. A satisfaction survey is conducted on an annual basis to measure this indicator and will be completed by 30 June 2020.

Explanation of material variances (+/-5%)

1. Canberra Nara Candle Festival event was not held due to dangerous weather conditions. No survey was able to be conducted, which resulted in a variance of (100).
2. The YTD budget variance is mainly due to delays in receiving invoices for a number of events.

Output 3.5: Arts Engagement

Implementing the ACT Arts Policy by developing engagement with the arts through participation and access, supporting great art and great artists, supporting and recognising the vitality of the Canberra Region arts ecology and engaging with Aboriginal and Torres Strait Islander arts and culture.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Number of arts organisations supporting community participation	24	N/A	N/A	N/A	
b. Percentage of the public art collection managed by artsACT in good or above condition	80%	N/A	N/A	N/A	

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
c. Satisfaction with the management of grants administered by artsACT	80%	N/A	N/A	N/A	
d. Number of attendees at programs delivered by artsACT funded organisations	350,000	N/A	N/A	N/A	
Total Cost (\$'000)	16,667	8,009	6,791	(15)	1
Controlled Recurrent Payments (\$'000)	14,338	7,118	8,462	19	2

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator identifies the number of arts organisations supported by ACT arts funding to implement the objectives of the ACT Arts Policy. The result is measured through the grant acquittal process. Data for this accountability indicator is collated annually and will be available at the end of the financial year.
- 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 (undertaken in April-May 2020) using the condition rating system in the 2015 ACT Government Public Art Guidelines and the Public Art Condition Assessment and Maintenance Plan (September 2018). Data for this accountability indicator is collated annually and will be available at the end of the financial year.
- This accountability indicator measures the standard of service and assistance that arts organisations and artists receive through delivery of the grants management process of the ACT Arts Fund. The result will be derived from an annual satisfaction survey due to be undertaken in April-May 2020. Data for this indicator is collated annually and will be available at the end of the financial year.
- 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. Data for this accountability indicator is collated annually and will be available at the end of the financial year.

Explanation of material variances (+/-5%)

- The YTD budget variance is mainly due to the timing of grant milestone payments.
- The YTD budget variance is largely due to using CRP appropriation to pay for expenses accrued in 2018-19 and accessing CRP appropriation late in 2019 for expenditure expected early in 2020, partially offset by the timing of grant milestone payments.

Output 3.6: Higher Education, Training and Research

The Tertiary Education, Training and Research unit works in partnership with universities and higher education institutions to support the growth and development of the tertiary education sector, promoting Canberra as Australia's study destination of choice for international, interstate and local students, and to drive continuous improvement in Canberra's student experience. Skills Canberra is responsible for the provision and overall management of vocational education and training in the Territory. This includes administering, monitoring and auditing Territory and national funds for a variety of programs addressing skills development.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Deliver the ACT International Education Strategy					
- Canberra: Australia's Education Capital Destination Marketing and Engagement (Study Canberra Program)	1	N/A	N/A	N/A	

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
- Student Experience (Student Ambassadors Program)	1	N/A	N/A	N/A	
b. Participation rate of 15-64 year olds in VET					
- All students (percentage)	5.9%	N/A	N/A	N/A	
- Aboriginal and Torres Strait Islander students (percentage)	13.4%	N/A	N/A	N/A	
c. VET graduate outcomes after training					
- Improved employment circumstances	65%	65%	76%	17	1
- Employed after training or in further study	92%	92%	91%	(1)	
d. Total number of students undertaking VET qualifications					
- All students	16,500	N/A	N/A	N/A	
- Aboriginal and Torres Strait Islander students	650	N/A	N/A	N/A	
- Students with a disability	1,850	N/A	N/A	N/A	
e. Skilled Migration Attraction and Facilitation					
- Employer Sponsored Nominated	100	50	72	44	2
- Skilled Independent Nominated	1,400	700	704	1	
- Average number of monthly visits to Canberra. Create Your Future website	15,000	15,000	39,139	161	3
- Average processing time for applications across all skilled migration program streams	45 business days	45 business days	12 business days	(73)	4
Total Cost (\$'000)	39,207	20,622	22,928	11	5
Controlled Recurrent Payments (\$'000)	37,317	19,699	24,103	22	6

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator relates to the delivery of the Study Canberra program as articulated in the ACT International Education Strategy. This is an ongoing program and is considered complete at the end of the reporting period. Highlight activities include development of a new website in partnership with Brand Canberra, ongoing social media presence, an education agent seminar series in capital cities, holding student focussed events through each Semester, delivering the Study Canberra welcome desk at Canberra Airport, and operating a scholarships program with the University of Canberra. Recruitment for the 2020 cohort of Student Ambassadors concluded in November 2019, with 17 students from a diverse range of backgrounds and institutions selected to commence from January 2020.
- This accountability indicator measures the participation rate for 15-64 year old (working-aged) students (all; Aboriginal and Torres Strait Islander) undertaking government-funded VET in the ACT. This target is based on data in a national publication. The results will be reported at the end of the financial year and sourced from the National Centre for Vocational Education Research (NCVER) publication *Government-funded students and courses*. The 2019 publication is scheduled for public release in July 2020.
- This accountability indicator has two measures as follows:
 - This accountability indicator measures the percentage of ACT graduates with improved employment circumstances as defined by the state/territory of funding in the *2019 NCVER Student Outcomes Survey*. The Survey was published in December 2019.

- This accountability indicator measures the percentage of ACT graduates employed or in further study after training as defined by the state/territory of funding in the *2019 NCVER Student Outcomes Survey*.
- d. This accountability indicator measures the number of students (all; Aboriginal and Torres Strait Islander; students with a disability) undertaking government-funded VET in the ACT. These targets are based on data in a national publication. Results are sourced from the National Centre for Vocational Education Research (NCVER) publication *Government-funded students and courses 2018*. The 2019 publication is scheduled for public release in July 2020.
- e. This accountability indicator has four measures as follows:
 - This accountability indicator tracks ongoing program delivery within Australian Government Department of Home Affairs policy parameters based on a three-year average. This is an employer demand-driven program and targets are based on estimated outcomes for this activity based on achievement levels in past reporting periods.
 - Measurement of this accountability indicator includes nominations for both overseas and temporary Canberra residents, capturing all nominations supported, and aligns the target with the annual allocation provided by the Department of Home Affairs.
 - This accountability indicator measures the average number of monthly visits to 'Canberra. Create Your Future' website (www.canberrayourfuture.com.au), promoting the competitive advantages of Canberra to skilled workers. The 'Canberra. Create Your Future' website allows access for applicants to lodge online applications for ACT 190 nomination and Regional Certifying Body (RCB) support of employer nomination. The relevant application criteria and guidelines are also published on the 'Canberra. Create Your Future' website.
 - This accountability indicator tracks the number of business days to process a skilled migration application. Lodgement of an application includes receipt of payment.

Explanation of material variances (+/-5%)

1. The result is derived from the *2019 NCVER Student Outcomes Survey* publication. The NCVER has noted that changes to the survey questions have created a statistically significant increase to this measure.
2. The Employer Nomination program was ceased by the Department Home Affairs on 16 November 2019. The large variance is due to a surge of applications for RCB support submitted before the RSMS program was closed.
3. This is a demand driven indicator. There was a higher than expected interest from stakeholders seeking information about the revised ACT 190 nomination program and the new ACT 491 nomination program in 2019-20.
4. As a result of a review of the program management structure and changes to the application process, average processing times have significantly decreased.
5. The YTD budget variance is mainly due to the timing of payments made in relation to the User Choice program.
6. The YTD budget variance is mainly due to timing of payments made in relation to the User Choice program, using CRP appropriation to pay for expenses accrued in 2018-19, and accessing CRP appropriation late in 2019 for expenditure expected early in 2020.

Output Class 4: Financial and Economic Management

Output 4.1: Economic Management

Provision of economic analysis and advice to the ACT Government and agencies; management of Federal financial relations; and provision of accounting, financial framework; and insurance policy advice.

Economic Management will:

- monitor and advise on the state of the ACT economy;
- undertake economic and fiscal modelling and revenue forecasting;
- undertake long-term demographic projections;
- publish tax expenditure statements;
- facilitate the review of taxation reform;
- implement outcomes of the Lease Variation Charge (LVC) review;
- provide advice on economic policy, competition reform, cost of living and industry sectoral matters, including economic regulation of water and energy markets;

- coordinate the function and responsibilities provided under the Intergovernmental Agreement on Federal Financial Relations;
- coordinate and contribute to Heads of Treasuries and Council on Federal Financial Relations processes and participate in the Heads of Treasury Accounting and Reporting Advisory Committee;
- coordinate and contribute to ACT Government involvement with the Commonwealth Grants Commission;
- implement the new Motor Accident Injuries Scheme that flowed from the citizen's jury on the compulsory third-party insurance arrangements in the ACT;
- advise on and improve financial management frameworks, including issuing Model Financial Statements for 2019-20;
- develop policy on the financial and accounting framework for government operations;
- manage the Territory's financial assets and liabilities through the Territory Banking Account and the Superannuation Provision Account; and
- provide advice on the performance of selected government entities, including emerging issues and associated corporate governance arrangements.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Briefings on the ACT economy	105	51	51	0	
b. To maintain ACT's share of GST above an equal per capita share of the GST Pool as recommended annually by the Commonwealth Grants Commission	1	N/A	N/A	0	
c. Co-ordinate government participation in intergovernmental Treasury fora	7	4	6	50	1
d. Submission to credit rating agency	1	1	1	0	
Total Cost (\$'000)	9,306	4,203	4,047	(4)	
Controlled Recurrent Payments (\$'000)	9,067	4,015	4,819	20	2

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator covers briefings on the most recent key economic indicators for Canberra and the Australian Capital Territory.
- This accountability indicator covers the annual submission to the Commonwealth Grant Commission (CGC), including collation of all data input and associated briefings including new methodology developments. Treasury's submission to the CGC supports accurate assessment of the ACT's fiscal capacity, which determines its share of national GST revenue compared with an equal per capita share. The CGC Report on GST Revenue Sharing Relativities is expected to be released in February 2020 and the result for this accountability indicator will be reported at the end of the financial year.
- This indicator covers responsibility for Treasury input to the operations of the COAG Council on Federal Financial Relations (two meetings each year), Board of Treasuries (two meetings each year) and Heads of Treasuries (three meetings each year).
- This accountability indicator covers the annual submission to the credit rating agency Standard & Poor's (S&P). This enables S&P to make an assessment of the credit rating of the ACT Government. The submission is a daylong meeting held on 13 June 2019 with the agency.

Explanation of material variances (+/-5%)

1. The variance is due to a high level of intergovernmental activity, particularly due to a stronger role being taken by states through the Board of Treasurers. In the first half of 2019-20 there were three meetings of the Board of Treasurers, two meetings of Heads of Treasuries and one COAG Council on Federal Financial Relations meeting.
2. The YTD budget variance is mainly due to using CRP appropriation to pay for expenses accrued in 2018-19.

Output 4.2: Financial Management

Provision of analysis, monitoring and reporting on major projects, the financial performance of agencies and the Territory's budget, to assist the ACT Government to achieve its policy objectives.

Financial Management will:

- manage the preparation and presentation of the ACT Government's annual budget, budget review and annual financial statements;
- provide quarterly whole of government consolidated management reports;
- report to external agencies including the Australian Loan Council, the Australian Bureau of Statistics and the Commonwealth Grants Commission;
- provide advice to the ACT Government on financial and budget policy issues; and
- review government programs and functions.

	2019-20 Target	2019-20 YTD Target	2019-20 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. Policy/service reviews commenced	2	2	2	0	
f. Policy/service reviews completed	2	N/A	N/A	N/A	
g. Regulatory reform in relation to financial processes	1	N/A	N/A	N/A	
Total Cost (\$'000)	16,469	6,487	5,417	(16)	1
Controlled Recurrent Payments (\$'000)	14,496	5,015	5,196	4	

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- 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. The Annual Financial Statements were circulated to Members of the Legislative Assembly on 31 October 2019 and tabled in the Legislative Assembly on 26 November 2019.

- d. The Quarterly Consolidated Financial Statements are presented to the Legislative Assembly in accordance with the timing prescribed in section 26 of the FMA. The June Quarter Consolidated Financial Report was tabled in the Legislative Assembly on 13 August 2019. The September Quarter Consolidated Financial Report was circulated to Members of the Legislative Assembly on 8 November 2019 and tabled in the Legislative Assembly on 26 November 2019.
- e. This accountability indicator measures the commencement of policy/service reviews. In 2019-20 the Directorate commenced a Review of Legislation, Policy and Programs Branch within JACS and a Review of Funding Arrangements for Environmental Offsets.
- f. This accountability indicator measures the completion of the above policy/services reviews.
- g. This accountability indicator covers policy and project initiatives targeted at improving the effectiveness and efficiency of regulation in relation to financial processes.

Explanation of material variances (+/-5%)

- 1. The YTD budget variance largely reflects fewer than budgeted claims from agencies against the Investment Logic Workshop fund.

Output Class 5: Workforce Injury Management and Industrial Relations Policy

Output 5.1: Workforce Injury Management and Industrial Relations Policy

Provide health and work sustainability solutions, focusing on risks arising from work and the relationship between employers and workers.

The Workforce Safety and Industrial Relations Group will:

- manage ACT workers' compensation, work health and safety and industrial relations regulatory and policy frameworks;
- support the Public Sector Workers Compensation Commissioner in the management of the Public Sector Workers' Compensation Fund;
- develop and review whole of government health, safety and rehabilitation policies and provide work health and safety services to support the policy framework; and
- coordinate the Territory's consultative bodies for industrial relations regulation, workers' compensation and work health and safety.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Conduct an actuarial review of the ACT private sector Worker's Compensation Scheme	Apr 2020	N/A	N/A	N/A	
b. Maintain consultative work injury management fora within the ACT	4	2	2	0	
c. Provide policy advice on issues relating to industrial relations, injury management, work safety, and dangerous substances regulation	30	15	15	0	
d. Represent the ACT and coordinate activities arising from: national industrial relations, work safety and injury management forums	14	7	7	0	

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Total Cost (\$'000)	12,648	6,318	5,365	(15)	1
Controlled Recurrent Payments (\$'000)	8,668	4,626	3,637	(21)	1

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator covers 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 Employment and Workplace Safety. The actuarial review will be completed in April 2020.
- This accountability indicator covers the secretariat role to the ACT Work Safety Council, supporting four meetings of the Council. The indicator is considered complete when Council meetings are held. Two meetings were held in the first half of 2019-20.
- 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 counted as complete when submissions are lodged with the Executive.
- 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.

Explanation of material variances (+/-5%)

- The YTD budget variance for both Total Cost and CRP is mainly due to the timing of quarterly contributions to Safe Work Australia and lower than YTD budgeted employee, contractor and consultant expenditure.

Output Class 6: Revenue Management

Output 6.1: Revenue Management

Revenue Management provides for the administration of the ACT Government's taxation revenue.

The key outputs to be delivered include:

- collecting taxation revenue in accordance with legislation;
- providing high quality and timely advice to assist taxpayers in meeting their obligations;
- processing objections to 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 of concessions in accordance with legislation; and
- administering Rental Bonds.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Debt Management – level of overdue rates as a percentage of total rates revenue	5%	5%	8%	60	1
b. Debt Management – level of overdue debt (not including rates) as a percentage of tax revenue (not including rates)	2%	2%	3%	50	1

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
c. Internal reviews of Objections completed within 6 months	85%	85%	93%	9	2
d. Internal reviews of Objections completed within 12 months	100%	100%	100%	0	
e. Compliance revenue per inspector	\$650,000	\$325,000	\$621,448	91	3
Total Cost (\$'000)	28,069	13,738	13,516	(2)	
Controlled Recurrent Payments (\$'000)	20,979	8,548	11,819	38	4

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

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

- The variance for accountability indicators 6.1a and 6.1b is reflective of a portion of taxpayers who have not paid their liabilities by the due date for a range of reasons.
- The variance is due to prioritisation of objections nearing the specified due date.
- Large payroll and landholder tax assessments and a continuation of the success of the data-driven land tax compliance investigations have contributed to the result exceeding the target.
- The YTD budget variance is mainly due to using CRP appropriation to pay for expenses accrued in 2018-19 and the use of CRP appropriation pending the recovery of operational expenditure associated with the rental bonds office.

Output Class 7: Shared Services

Output 7.1: Shared Services

Shared Services provides a range of ICT and corporate services, including infrastructure, applications support and development, ICT project services and tactical and transactional human resource and finance services to directorates and agencies.

The key outputs to be delivered include:

- providing services to government agencies as outlined in Shared Services ICT catalogue of services and affirmed through various service level and support agreements;
- managing the whole of government data and communications network;
- providing general service and help desk functions;
- providing payroll and personnel services;
- providing recruitment services;

- providing records management and courier activities to government directorates;
- providing monthly and annual financial reporting services;
- providing accounts payable, accounts receivable and debt management functions;
- providing general ledger, cash flow and fixed asset management;
- administering the Taxation Management Framework across the ACT Government;
- administering production and lodgement to the Australian Taxation Office of monthly Business Activity Statements and annual Fringe Benefits Tax Returns; and
- delivering salary packaging services for employees across the ACT Government.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. ICT costs compared to peer organisations' costs, as benchmarked by an independent organisation	within 5%	N/A	N/A	N/A	
b. Email availability across government during core business hours	100%	100%	100%	0	
c. ICT service requests made via the Service Desk are resolved within Service Level Agreements' timeframes	90%	90%	91%	1	
d. Average time taken for telephone ICT service requests to be answered by a Service Desk Officer	30 seconds	30 seconds	154 seconds	413	1
e. Number of successful attacks on internally hosted ACT Government websites	0	0	0	0	
f. Human resources service requests made via the Service Desk are resolved within Service Standard timeframes	90%	90%	89%	(1)	
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%	N/A	N/A	N/A	
k. Finance service requests made via the Service Desk are resolved within Service Standards timeframes	90%	90%	90%	0	
Total Cost (\$'000)	219,058	105,803	106,604	1	
Controlled Recurrent Payments (\$'000)	60,614	27,443	21,994	(20)	2

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. The independent benchmarking is undertaken every two years. A final report from the independent benchmarking organisation is due to be completed by the end of June 2020.
- b. Established by determining up-time of each core component of the network across core business hours (Monday to Friday 8am to 6pm).
- c. Service Standards timeframes (10 working days) are published standards for service delivery by Shared Services.
- d. This measure covers the average time (in seconds) taken for a call to be answered by the Service Desk.
- e. This measure covers security breaches of internally hosted ACT Government web sites and web applications.
- f. Service Standards timeframes (five working days) are published standards for service delivery by Shared Services.
- g. This accountability indicator covers the submission of Business Activity Statements to the Australian Taxation Office (ATO).
- h. This accountability indicator covers the lodgement of annual Fringe Benefits Tax (FBT) 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.
- j. This accountability indicator covers the submission of draft annual financial statements to directorates and agencies. This is an annual measure.
- k. Service Standards timeframes (two working days) are published standards for service delivery by Shared Services.

Explanation of material variances (+/-5%)

1. This variance is due to a substantial increase in call volumes as a result of the continued rollout of new Microsoft Operating systems (Windows 10 Upgrade) and Exchange Online across government while still maintaining the average for resolution of calls at first point of contact. Call levels will be monitored during the final stages of the Windows 10 upgrade work in 2020.
2. This YTD budget variance is mainly due to the timing of accessing CRP appropriation, delays in the progression of the Human Resources Information System Replacement initiative and lower than expected operating costs relating to the Data Storage Infrastructure initiative.

Output Class 8: Infrastructure Finance, Capital Works and Procurement

Output 8.1: Infrastructure Finance and Capital Works

Infrastructure Finance and Capital Works provides advice to government on major infrastructure projects, advises government on capital works procurement policies, administers a range of pre-qualification schemes and undertakes procurement activities on behalf of government directorates and agencies for infrastructure and capital works.

The key outputs to be delivered include:

- managing and delivering the majority of ACT Government funded capital works projects, including supporting the delivery phase of major projects;
- supporting and advising on Public Private Partnership (PPP) transactions, including procurement;
- providing whole-of-life project transaction support;
- administering supplier pre-qualification arrangements;
- providing commercial support on the assessment of unsolicited proposals; and
- coordinating Work Health and Safety Active Certification Policy for ACT Government construction sites.

	2019-20 Target	2019-20 Revised Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators						
a. Life of Project PPP transactions successfully executed	100%		100%	100%	0	
b. Proportion of relevant projects supported by Infrastructure Finance and Capital Works that have had WHS audits performed in accordance with the Active Certification Audit Program	>90%	N/A	N/A	N/A	N/A	
c. Capital Works Projects						
- Percentage of Construction Projects Completed on Budget	>85%	N/A	N/A	N/A	N/A	
- Percentage of Construction Projects Completed on Time	>85%	N/A	N/A	N/A	N/A	
- Percentage of contracts awarded to prequalified contractors/consultants	>95%	N/A	N/A	N/A	N/A	
d. Proportion of relevant contracts managed by Procurement that include the requirement for the contractor to hold IRE Certification	>90%	N/A	N/A	N/A	N/A	
e. Assessments of Unsolicited Proposals completed within the prescribed timescales	>85%		>85%	0%	(100)	1
Total Cost (\$'000)	26,298	5,945	1,762	1,085	(38)	2
Controlled Recurrent Payments (\$'000)	7,496		3,049	3,664	20	3

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. This indicator measures the efficiency of Infrastructure Finance and Capital Works (IFCW) in undertaking its responsibilities for Life of Project transactions for PPP projects. '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.
- b. The Active Certification Audit Program applies to construction work for Government capital works projects valued at \$250,000 or more. The revised 2019-20 target reflects the transfer of the whole of government capital works function. Responsibility for this accountability indicator now sits with Major Projects Canberra.
- c. This accountability indicator applies to all construction projects managed by IFCW. The revised 2019-20 target reflects the transfer of the whole of government capital works function. Responsibility for this accountability indicator now sits with Major Projects Canberra. This indicator includes the following three measures:
 - This accountability indicator measures the percentage of New Construction Capital Works projects developed by IFCW that are delivered within the approved budget.
 - This accountability indicator measures the percentage of New Construction Capital Works projects developed by IFCW that are delivered within the approved timeframe.
 - This accountability indicator applies only to contracts for works and services that have a prequalification category under the ACT Government Prequalification Schemes.

- d. This accountability indicator applies to contracts for works and services executed in the reporting year that are covered by the Compliance with Industrial Relations and Employment Obligations Strategy (IRE Strategy) or Secure Local Jobs Code Legislation as applicable. The revised 2019-20 target reflects the transfer of the whole of government capital works function. Responsibility for this accountability indicator now sits with Major Projects Canberra.
- e. This indicator measures the efficiency of Infrastructure Finance and Capital Works in undertaking its responsibilities for managing the assessment of Unsolicited Proposals. The relevant timescales are those specified in the Guidelines for Unsolicited Proposals and/or those agreed with the proponent, for each phase of the assessment process. The Guidelines for Unsolicited Proposals require the Unsolicited Proposals Steering Committee (UPSC) to notify the proponent of its decision of whether to proceed to Phase Two within two calendar months of the presentation to the UPSC 'unless there are particular circumstances that require a longer review period'.

Explanation of material variances (+/-5%)

1. Of the unsolicited proposals that were considered from 1 July 2019 to 30 December 2019, only Hilton Canberra World Trade Technology was invited to present to the UPSC and was therefore subject to this timeframe. The UPSC reviewed this proposal thoroughly and took additional time to consult broadly within Government. Following these consultations, the UPSC determined that it would be appropriate to undertake a competitive process to lease the relevant land, and hence decided that the proposal should not proceed to Phase Two of the Unsolicited Proposal process. The extensive consultations meant that the UPSC did not make this decision until four months after the presentation. The proponent was informed that consideration would exceed the period stated in the Guidelines and was kept informed throughout consideration.
2. The YTD budget variance is largely due to milestones for several projects, including the *More Jobs for our growing City - New Canberra Theatre Complex - Early Planning project* taking longer than expected to achieve.
3. The YTD budget variance is mainly due to using CRP appropriation to pay for expenses accrued in 2018-19.

Output 8.2: Goods and Services Procurement

Procurement ACT provides advice and assistance to government directorates and agencies in undertaking procurement activities for goods and services. It advises the Government on procurement and related industry policy, is responsible for the development and implementation of the Government's procurement related policies and establishes and manages whole of government contracts.

The key outputs to be delivered include:

- providing procurement and associated risk management services to agencies;
- administering the Government contracts register and procurement systems; and
- driving a Procurement Reform program including the Smart Modern Strategic (SMS) Procurement initiative.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Proportion of Goods and Services contracts awarded to Indigenous suppliers or Social suppliers	1%	1%	2.3%	130	1
b. Public availability of Contract Register and Tenders ACT	99.5%	99.5%	99.9%	0.5	
c. Public satisfaction with Tender systems	85%	85%	N/A	N/A	
Total Cost (\$'000)	6,003	4,508	4,668	4	
Controlled Recurrent Payments (\$'000)	484	1,158	1,469	27	2

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. ACT Government agencies are encouraged to include Indigenous business and social enterprises in their procurement opportunities. Indigenous suppliers must be registered or certified by Supply Nation, a supplier development council that manages a national directory of registered/certified indigenous businesses. Social enterprises deliver targeted social or community benefits using traditional business principles. They may be for-profit or not-for-profit organisations, but they seek both a financial and a social return on investment. The ACT Government has established a social enterprise panel to supply a range of services to government.
- b. Public availability of the 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.
- c. 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 by a survey of external Tenders ACT register parties. The annual public survey of satisfaction with Tender Systems is due to be conducted in May 2020.

Explanation of material variances (+/-5%)

1. The Aboriginal and Torres Strait Islander Procurement Policy (ATSIPP) commenced 1 July 2019 and has begun to have an influence on procurement practices. The significant variance is partly due the completion of the Professional and Consulting Services Panel tender, which contracted four Aboriginal and Torres Strait Islander enterprises out of the 268 compliant tenderers. Some social suppliers contracted by the Territory in the reporting period have not been included in the result. This is because the Territory is not able to systematically identify social suppliers that are not on the social enterprises panel, and so reporting is restricted to verifiable results.
2. The YTD budget variance is mainly due to using CRP appropriation to pay for expenses accrued in 2018-19.

Output Class 9: Property Services and Venues

Output 9.1: Property Services

Property Services covers the management of Territory-owned commercial buildings, government office accommodation, community/multipurpose buildings, aquatic/leisure facilities and leases commercial buildings on behalf of the Territory.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Occupancy rate for properties designated for use by non-government tenants	96.5%	96.5%	96.1%	(0.4)	
b. Average square metres of office accommodation per employee	14.3	N/A	N/A	N/A	
c. Percentage of customers satisfied with management of aquatic centres	93%	N/A	N/A	N/A	
Total Cost (\$'000)	142,094	62,469	66,177	6	1
Controlled Recurrent Payments (\$'000)	17,516	4,325	5,433	26	2

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. This accountability indicator measures the occupancy rate for properties designated for use by non-government tenants (community groups and commercial organisations) by calculating the percentage of occupied space against the total of available non-government space.
- b. This accountability indicator covers the quantum of office space utilised per employee. The utilisation rate is the average net lettable area of office space measured on a square metre basis per employee in ACT Government owned and leased office accommodation that is being occupied by ACT Government agencies. The target reflects progress in implementing the whole of government Office Accommodation Strategy. This accountability indicator is measured through an annual survey conducted with each directorate. The next survey is scheduled for June 2020.
- c. An annual survey of visitors to public swimming pools seeking visitors' satisfaction with the management of public swimming pools. Surveys are undertaken over December 2019 to February 2020 and results are expected by May 2020.

Explanation of material variances (+/-5%)

- The YTD budget variance is mainly due to higher than budgeted property maintenance project costs, including major landscaping works at Harrison School (for which there is corresponding above budget own source revenue), an acceleration of the annual program of maintenance at aquatic centres and the transfer of Haig Park Depot and Hackett Park Depot to the City Renewal Authority.
- The YTD budget variance is mainly due to an acceleration of the annual program of maintenance at aquatic centres.

Output 9.2: Venues

Venues promotes and manages major events at venues including GIO Stadium, Exhibition Park in Canberra, Manuka Oval, Stromlo Forest Park and the Canberra Business Event Centre. This Output also includes management of the National Arboretum Canberra.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Number of Major Events at:					
- GIO Stadium	20	5	6	20	1
- Manuka Oval	8	3	5	66	2
- Stromlo Forest Park	10	7	6	(14)	3
- Exhibition Park in Canberra	85	50	64	28	4
b. Own Source Revenue by Venue at:					
- GIO Stadium	\$3.0 million	\$1.2 million	\$1.3 million	11	5
- Manuka Oval	\$360,000	\$100,000	\$134,500	35	6
- Exhibition Park in Canberra	\$3.5 million	\$2 million	\$2.4 million	20	7
c. The level of customer satisfaction at the National Arboretum Canberra	85%	85%	93%	8	8
Total Cost (\$'000)	27,103	13,047	13,370	2	
Controlled Recurrent Payments (\$'000)	8,667	3,377	4,041	20	9

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator has four measures, reflecting the number of contracted major events to be held at each venue in 2019-20. Additional events may be secured during the year.
- This accountability indicator has three measures as follows:
 - own source revenue (measured as gross profit) generated by GIO Stadium based on pre-existing hire agreements;
 - own source revenue (measured as gross profit) generated by Manuka Oval based on pre-existing hire agreements;
 - own source revenue (measured as gross revenue) generated by Exhibition Park in Canberra.
- Customer satisfaction is based on an annual survey undertaken towards the end of the financial year.

Explanation of material variances (+/-5%)

- The target was exceeded due to the Canberra Raiders securing an NRL preliminary final which was unknown at the start of the 2019-20 financial year.
- The target was exceeded due to an agreement with Cricket Australia that was not finalised at the start of the financial year. This agreement has allowed for additional content: a men's international T20 match and a Big Bash League match.
- The variance is due to the ACT Gravity Enduro Championships' cancellation due to the unavailability of a race director.
- The target was exceeded due to ongoing marketing and retention rates and the variety of facilities enabling EPIC to appeal to a wide range of users.
- The target was exceeded due to catering revenue at GIO Stadium increasing as a result of the NRL preliminary final.
- The target was exceeded due to function income increasing and licence fees being secured at Manuka Oval.
- Food and Beverage income at EPIC is greater however the related catering expense has not been realised. Once paid, the variance will only be \$160,000. Increases have occurred in camping and recovery of expenses at EPIC.
- The target was exceeded as visitors strongly value the National Arboretum Canberra as a beautiful, natural place to visit and a place for the conservation of rare and endangered trees. Visitors increasingly value it as an important tourist attraction for Canberra.
- The YTD budget variance is mainly due to using CRP appropriation to pay for expenses accrued in 2018-19.

Output Classes (Territorial)

EBT Class 1: Lifetime Care and Support Fund

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 2019-20 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 through collecting feedback from participants on their expectations and experience with the LTCS Scheme;
- undertaking a five-year review of the effectiveness and efficiency of the Scheme;
- undertaking investments in accordance with the fund's Investment Strategy; and
- determining LTCS Levies in accordance with Part 10 of the LTCS Act.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. LTCS Levies determined during the fourth quarter	2	N/A	N/A	N/A	
b. Undertake an annual client feedback process	1	N/A	N/A	N/A	
c. Five-yearly review of the LTCS Scheme in accordance with legislative timeframe	1	1	1	0	
Total Cost (\$'000)	18,224	9,053	12,375	37	1

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- The levy determination must be made in accordance with section 84 of the *Lifetime Care and Support Act* (LTCS Act). The determinations need to occur during the fourth quarter of the financial year so that they are available for commencement of 1 July. The levy determinations for the 2020-21 contribution period will be made in the June 2020 quarter.
- This accountability indicator requires the LTCS commissioner to seek formal feedback from Scheme participants during the financial year. The focus and process for each year's feedback will be decided by the LTCS commissioner. The survey for 2019-20 will be undertaken in the second half of the 2019-20 financial year.
- In accordance with section 100 of the LTCS Act. The report of the review was tabled in the Legislative Assembly on 26 November 2019.

Explanation of material variances (+/-5%)

1. The higher actual YTD result is mainly due to the higher estimated lifetime treatment and care costs of two new participants compared to the average included in the budgeted costs, due to the level of their injuries and their age. The Scheme's budgeted costs include an estimate for lifetime treatment and care costs for an estimated number of new participants. Volatility is expected each year regarding the number of new participants and their associated treatment and care expense.

EBT Class 1: Public Sector Workers Compensation Fund**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 public sector workers' compensation fund and providing claim management and vocational rehabilitation services. Key outputs to be delivered in 2019-20 are:

- prevent harm and promote health, by delivering best practice health, wellbeing and return to work strategies, policies and interventions;
- implement improved workers' compensation claim management service standards; and
- finalise transitional arrangements with the Commonwealth, including the final assessment of transferred claim liability and associated asset transfers.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Reduce the ACT public sector incidence of serious workplace injury	9.46	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%	N/A	N/A	N/A	
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	
e. Investment earnings rate meets the benchmark rate	≥0	N/A	N/A	N/A	
Total Cost (\$'000)	56,025	28,012	23,914	(15)	1

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- This accountability indicator covers public sector injury prevention activities and aligns with targets from the Safe Work Australia National WHS Strategy 2012-22. 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. Data required to complete a mid-year audit is unavailable and will be provided as part of end of financial year reporting.
- It is a condition of the ACT Government's self-insurance licence under the SRC Act that the Territory maintains a rehabilitation management system that complies with the Commonwealth guidelines and that conformance be audited annually. Results from an audit completed in December 2019 are anticipated in the first quarter of 2020.

- c. This accountability indicator aligns with the PSWC Fund requirements under the Public Sector Workers Compensation Fund (Investment and Funding Ratio) Management Guidelines 2019 (No 1). The result for this indicator will be obtained from an actuarial report.
- d. It is a condition of the ACT Government's self-insurance licence under the SRC Act that the Territory maintains a claims management system that complies with the Commonwealth guidelines and that conformance be audited annually. Results from an audit completed in December 2019 are anticipated in the first quarter of 2020.
- e. This accountability indicator aligns with the PSWC Fund requirements under the Public Sector Workers Compensation Fund (Investment and Funding Ratio) Management Guidelines 2019 (No 1) and associated Investment Plan for the Financial Investment Assets of the Public Sector Workers Compensation Fund. Currently all funds have been retained in the PSWC Fund banking account. This approach was taken to maintain a high degree of fund liquidity in the first year of the scheme's operation and also accounts for the current economic climate and volatility of returns.

Explanation of material variances (+/-5%)

- 1. Variance is attributable to lower than expected claim costs, seasonality and timing issues caused by some expenses being paid in arrears. A reduced variance is anticipated by year end.

EBT Class 1: Superannuation Provision Account

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 2019-20 include:

- managing the Investment Plan and reporting on the financial investment assets set aside to fund the Territory's defined benefit employer superannuation liabilities;
- completing the annual actuarial review of the Territory's CSS/PSS Scheme defined benefit employer superannuation liability;
- managing the defined benefit superannuation liability funding plan and emerging cost payments to the Commonwealth in respect of the Territory's 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, managing and reporting on the financial operations of the SPA.

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
a. Completion of Annual Actuarial Review	1	N/A	N/A	N/A	
b. Completion and delivery of Monthly Financial Reporting	12	6	6	0	
c. Completion and delivery of unqualified Annual Financial Statements	1	1	1	0	
d. Completion of Annual Budget Estimates	1	N/A	N/A	N/A	
e. Preparation of MLA Member Superannuation Statements	2	2	2	0	
Total Cost (\$'000)	547,902	\$275,201	\$257,699	(6)	1

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. An annual actuarial review of the Territory's defined benefit employer superannuation liabilities will be completed and included in the budget estimates.
- b. Monthly financial reporting involves 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. Involves the preparation of the previous year's annual financial statements for auditing and inclusion in the annual report. The objective is to receive an unqualified audit opinion during the year.
- d. Involves the preparation of annual budget estimates for inclusion in the annual Territory Budget.
- e. Preparation of annual Member Information Statements for those Members of the Legislative Assembly who have a defined benefit superannuation entitlement as at 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.

Explanation of material variances (+/-5%)

2. As a result of the AASB119 defined benefit superannuation liability valuation at 30 June 2019, which used a lower discount rate compared to the Budget liability valuation estimates, the superannuation expense to be recognised in the 2019-20 financial year will decrease by \$35.5 million, from the original budget estimate of \$542.3 million to \$506.9 million.

EBT Class 1: Territory Banking Account

EBT 1.1: Territory Banking Account

This output involves the management of the Government's investment and borrowing activities and the TBA as the central account of the Government. The key outputs to be delivered in 2019-20 include:

- managing the investment plan and reporting on the financial investment assets of the TBA;
- managing the centralised investment administration structure for Territory financial investment assets;
- managing and reporting on the Government's Responsible Investment Policy;
- completing the Principles for Responsible Investment annual reporting assessment which is mandatory for the Territory as a signatory to the Principles for Responsible Investment;
- managing and reporting on the financial borrowing liabilities of the TBA;
- raising new Territory borrowings as required;
- managing cash flow and liquidity requirements, and completing the settlement of all financial investment and debt servicing obligations; and
- budgeting, managing and reporting on the financial operations of the TBA.

	2019-20 Target	2019-20 YTD Target	2019-20 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 related to the manufacture of Tobacco, Cluster Munitions and Land Mines	0%	0%	0%	0	
c. The exercising of ownership voting rights for directly owned shares	>95%	>95%	99.6%	0	

	2019-20 Target	2019-20 YTD Target	2019-20 YTD Result	Variance (%)	Note
Accountability indicators					
d. Completion of the Principles for Responsible Investment Annual Reporting and Assessment Framework	1	N/A	N/A	N/A	
e. Completion of new Territory Borrowings	100%	100%	100%	0	
f. Completion of Debt Servicing Obligations	100%	100%	100%	0	
g. Completion of Budget Appropriation Disbursements	100%	100%	100%	0	
h. Completion and delivery of Monthly Financial Reporting	12	6	6	0	
i. Completion and delivery of unqualified Annual Financial Statements	1	1	1	0	
j. Completion of Annual Budget Estimates	1	N/A	N/A	N/A	
Total Cost (\$'000)	6,026,586	3,013,293	2,963,610	(2)	

The above table should be read in conjunction with the following notes. YTD = Year to Date (31 Dec 2019). All variances are calculated before rounding. All variances of 0.5 per cent or greater have been rounded to the nearest whole number.

Explanation of accountability indicators

- a. Maintaining a positive aggregate cash and investment balance of the TBA to meet ongoing cash payment obligations. For performance measurement purposes, the actual daily aggregate cash and investment balance of the TBA will be counted as the result. If the aggregate cash and investment balance is not positive at the end of a day, this will not be counted in the result.
- b. The investment portfolio is monitored 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. As required by the Government's Responsible Investment Policy, voting rights in relation to directly-owned shares will be exercised in accordance with the Government's share voting 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 total actual votes cast compared to total eligible voting items.
- d. The Territory is a signatory to the Principles for Responsible Investment. Completing the annual Reporting Framework via the online reporting tool is a mandatory requirement for all signatories. The reporting framework is designed to provide accountability and transparency around signatories and their responsible investment activities.
- e. Raising all 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.
- f. The payment of Territory debt servicing interest and principal repayment obligations to be completed accurately and within required timeframes. The measure will be the actual number of conforming debt servicing settlement transactions compared with the total number of debt servicing settlement transactions completed.
- g. 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.
- h. Monthly financial reporting involves 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.
- i. Involves the preparation of the annual financial statements for auditing and inclusion in the CMTEDD annual report. The objective is to receive an unqualified audit opinion during the year.
- j. Involves the preparation of annual budget estimates for inclusion in the Annual Territory Budget.