2026

THE LEGISLATIVE ASSEMBLY FOR THE

AUSTRALIAN CAPITAL TERRITORY

ELEVENTH ASSEMBLY

Infrastructure Canberra

Half Yearly Performance Report (31 December 2025)

pursuant to the *Financial Management Act 1996* s30E.

Presented by
Andrew Barr MLA
Chief Minister
5 February 2026

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Output Class

In 2025-26, Infrastructure Canberra will consist of one Output Class – Infrastructure Canberra. Through this Output Class the Directorate is responsible for the development, procurement, delivery, management, leasing and maintenance of capital infrastructure and property for the Australian Capital Territory.

The Directorate will deliver this by:

a) leading the development, procurement and delivery of infrastructure projects for the ACT Government;
b) supporting the planning, and leading the procurement and delivery, of government infrastructure programs and projects in partnership with ACT Government directorates;
c) leading leasing and associated property management and maintenance services across the ACT Government property portfolio;
d) coordinating and shaping the ACT Infrastructure Plan and Pipeline and developing a portfolio and program management framework to support ACT Government infrastructure initiatives; and
e) providing strategic advice, expertise and assurance across the ACT Government and decision-makers, industry and key stakeholders on infrastructure policy, investment, planning, delivery and management.

The Directorate will deliver these core functions in a safe, timely, cost efficient and quality manner, and in collaboration and consultation with ACT Government directorates, industry and the Community.

Table 1: Accountability Indicators Output 1

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	YTD Variance (%)	Note
Accountability Indicators						
a.	Actual expenditure for Infrastructure Canberra's Infrastructure Program versus the Budget amount	**>90%**	**N/A**	**96%**	**0**	
b.	Proportion of eligible projects that have had WHS audits performed in accordance with the Active Certification Policy	**95%**	**N/A**	**100%**	**5**	**1**
c.	Project lessons learnt completed	**100%**	**N/A**	**N/A**		**2**
d.	Issue Procurement Evaluation report to financial delegate within 20 business days	**85%**	**N/A**	**64%**	**(25)**	**3**
e.	Percentage of valid claims for payment assessed and certified within 10 business days	**95%**	**N/A**	**91%**	**(4)**	
f.	Percentage of customers satisfied with management of aquatic centres	**87%**	**N/A**	**N/A**	**N/A**	**4**
g.	Property services requests received, actioned and attended to within agreed timeframes	**90%**	**N/A**	**100%**	**10**	**5**
h.	Occupancy rate for Community-leased accommodation	**>97%**	**N/A**	**97%**	**0**	
i.	Percentage of planned capital upgrade projects completed by expenditure	**>85%**	**N/A**	**86%**		**6**
j.	Assets powered with natural gas removed from ACT Government owned sites	**25**	**N/A**	**3**	**N/A**	**7**

		2025-26 Targets	2025-26 YTD Target	2025-26 YTD Result	YTD Variance (%)	Note
k.	Infrastructure Pipeline - % of open approaches to market that have been placed on the Pipeline at least 30 days prior to release to market	80%	N/A	58%	(27)	8
l.	Number of Tier 1 and 2 projects that have undergone a project assurance review	4	N/A	0	(100)	9
m.	Industry Engagement Strategy and Plan launched to industry	100%	N/A	100%	0	
n.	Establishment of the Construction Procurement Accreditation	100%	N/A	0%	(100)	10
o.	Percentage of applicable contracts awarded to prequalified contractors/consultants	100%	N/A	100%	0	
Total Cost ($'000)		310,383	148,251	138,770	(6)	11
Controlled Recurrent Payments ($'000)		156,955	71,836	70,533	(2)	

Accountability indicator descriptions

a. This is a new accountability indicator for 2025-26
Explanation: This measure (actual expenditure) provides forward leading guidance for iCBR's reputation in delivering infrastructure on behalf of the Territory and its Community.
Basis for measurement: Expenditure on capital works will be sourced through the financial system Oracle.

b. This is a new accountability indicator for 2025-26.
Explanation: The Active Certification Policy (ACP) encourages an environment that, as far as reasonable practical attempts to consistently improve work health and safety on construction projects. Auditors assess the supplier's work health and safety implementation and compliance with site-specific safety management system, policies, procedures, and workplace instructions.
Basis for measurement: This measure applies to construction work for Government capital works projects valued at $250,000 or more and over 13 weeks duration. The measure considers all audit types (i.e. Preconstruction, First Initial, Cyclical and Waived Audits). Waived Audits are considered to have been performed in accordance with the ACP. Audits which are not waived and do not occur (i.e. missed) within the 13-week cyclical period are not considered to have been performed in accordance with the ACP.

c. This is a new accountability indicator for 2025-26.
Explanation: The purpose of a lessons learnt (post implementation review) is to facilitate continual improvement in project development and implementation across Government.
Basis for measurement: This measure relates to Tier 1 and 2 projects undergoing a formal Post Implementation Review process as per the Capital Framework.

d. **Explanation:** This measure applies to tender evaluations chaired by iCBR for capital works projects on behalf of other ACT Government directorates. It excludes projects with a contract value of less than $250,000 and more than $20 million at the time of procurement. The measure is the number of business days elapsed between the close of the tender period and the delivery of the Procurement Evaluation Report to the financial delegate.
Basis for measurement: This measure also excludes procurements for projects:
- Funded through maintenance/renewal budget
- Where Infrastructure Canberra is not the Chair of the evaluation committee
- Any procurement evaluation delayed due to circumstances outside of Infrastructure Canberra's control

e. **Explanation:** This measure relates to ACT Government payment terms and includes all capital works contracts under direct management by iCBR. It excludes any claims for payment not lodged through the whole of government Project Management and Reporting System (ContrACTs).
Basis for measurement: The number of business days elapsed between a valid request for payment being lodged and assessed and certified in ContrACTs.

f. **Explanation:** Visitors' Satisfaction with ACT Government owned aquatic facilities.
Basis for measurement: An annual survey of visitors to public swimming pools seeking visitors' satisfaction with the management of public swimming pools.

g. This is a new accountability indicator for 2025-26.
Explanation: Places and Spaces agreed timeframes for property services are:
- Urgent – trades person attends within 4 hours
- High Priority – trades person attends within 3 working days
- Routine – trades person attends within 10 working days.

Basis for measurement: Data collected by iCBR Places and Spaces Response Team.

h. This is a new indicator for 2025-26.
Explanation: iCBR manages a number of community venues which are available for short- and long-term hire.
Basis for Measurement: This accountability indicator measures the occupancy rate for properties designated for use by non-government tenants (community groups and commercial organisations).

i. **Explanation:** The Asset Renewal Program supports capital upgrade projects across iCBR's asset portfolio, providing funding for essential maintenance and critical infrastructure refurbishments.
Basis for Measurement: This indicator measures expenditure incurred through the Asset Renewal Program, expressed as a percentage of the total appropriated program budget for the year.

j. **Explanation:** The ACT Government's Electrification of Government Gas Assets Program - which iCBR is responsible for delivering – commits to replacing gas-powered assets used within Government owned and operated buildings.
Basis for Measurement: Number of assets powered with natural gas removed from ACT Government owned sites**.**

k. This is a new indicator for 2025-26.
Explanation: Reporting on the percentage of open approaches to market that were listed on the Infrastructure Pipeline at least 30 days prior to **release** promotes transparency, enhances industry preparedness, and demonstrates a commitment to fair and equitable procurement practices.
Basis for measurement: Comparison of the Infrastructure Pipeline to Tenders ACT.

l. This is a new accountability indicator for 2025-26.
Explanation: This measure relates to scrutiny of iCBR projects at critical decision points. The project assurance reviews are designed to identify opportunities to enhance program and project delivery for optimal outcomes.
Basis for measurement: The number of reviews completed within the financial year.

m. This is a new accountability indicator for 2025-26.
Explanation: This indicator relates to the planning, development and release of the approved Industry Engagement Strategy and supporting Implementation Plan. The Strategy will outline iCBR's commitment to engaging with and supporting industry over the next twelve months to three years.
Basis for measurement: The Industry Engagement Strategy and Plan are expected to be released in the third quarter of 2025-26.

n. This is a new accountability indicator for 2025-26.
Explanation: iCBR will lead a new, whole-of-government Construction Procurement Accreditation Program. The initiative will support ACT Government agencies and staff involved in construction-related procurement by providing a consistent, capability-based framework that aligns with industry standards and regulatory requirements.
Basis for measurement: The program is expected to be operational in the second quarter of 2025-26.

o. **Explanation:** The Prequalification Scheme aims to manage risk, support sustainability, and streamline tendering to make it easier for firms to work with the ACT Government.
Basis for measurement: This measure applies only to contracts for works and related services that have a prequalification category under the Prequalification Schemes or the National Prequalification Schemes for Civil (Road and Bridge) Construction and Building (non-Residential) of $50 million and over. This measure may not be limited to Capital Works Projects delivered by iCBR on behalf of other ACT Government agencies.

Explanation of material variances (+/-5%)

1. 100% of all Active Certification Audits were scheduled, delayed or waived in accordance with the WHS Active Certification Policy.
2. No tier one or tier two projects reached completion in the reporting period.
3. Variances were due to varied reasons that included:
    - probity issues that required resolution before evaluation could be finalised
    - unplanned leave impacting Tender evaluation chair and/or evaluation team quorum, and
    - high volume of complex responses requiring additional time to evaluate.
4. There is no data for half year. The survey is taken annually - in late January/early February. The survey results are reviewed by University of South Australia and the report provided in March 2026.
5. Tracking within target range for this period.
6. All 2025-26 ARP projects have been progressed to delivery teams and are in final procurement stages or in contract. The ARP Capital is currently progressing ahead of schedule and year to date expenditure is at 12.0 per cent - ahead of the 10 per cent internal program target for December.
7. A YTD Target has not been applied to this Accountability Indicator.
8. 9 tenders were published to the Pipeline less than 30 days prior to release to market and a further 6 were published after release to market or were not published at all.
9. While no project assurance reviews were conducted by 31 December 2025, the foundational framework for the project assurance process has been established. The next phase will involve identifying suitable projects for Tier 1 and Tier 2 reviews, which will inform the composition and expertise required of Panel members. All aspects of the procurement and appointment of Panel members will be undertaken in full compliance with the ACT Government's Procurement Framework.
10. iCBR had committed to deliver Construction Procurement Accreditation in 2025. The centralisation of infrastructure delivery within iCBR and the introduction of new governance arrangements on 1 July 2025 have significantly reshaped the infrastructure landscape. In reflection of this, iCBR will not proceed with the development of the Construction Procurement Accreditation Program (CPAP) in 2025-2026.

To ensure better delivery of infrastructure by the ACT Government, iCBR is implementing three targeted actions that are scalable, targeted and aligned with the real-time project needs of the Government's infrastructure priorities.

- Implementation of the Culture in Construction Standard,
- update and release iCBR infrastructure procurement and project templates (Project Delivery Architecture) for use across Government, and
- implementation of the Infrastructure Project Assurance Program.

11. The lower than targeted Total Costs is primarily attributable to the non-cash interest expenditure related to the Cladding Concessional Loans scheme, and delays in Property Upgrades project which is expected to normalise in the second half of the 2025-26 financial year.