



Australian Government  
National Capital Authority

# National Capital Authority Corporate Plan

2022-23 to 2025-26

Canberra—a place for all Australians





# Our work is on the land of the Ngunnawal people – Ngunnawal Country

## Photo captions:

Cover photo: National Triangle (part). Photographed by Erna Glassford  
Inside cover/P1: Reconciliation Place. Photographed by Dom Northcott  
P1: Terry Weber. Photographed by Dom Northcott  
P2/P3: Rowers on Lake Burley Griffin. Photographed by Dom Northcott  
P4: Scrivener Dam. Photographed by Evolve Timelapse  
P5: Commonwealth Avenue Bridge. Photographed by Ken Gibson  
P6: Walkers by Lake Burley Griffin. Photographed by Dom Northcott  
P8/9: Blundells Cottage. Photographed by Dom Northcott  
P9: Captain Cook Memorial Jet. Photographed by Dom Northcott  
P10: National Carillon. Photographed by Dom Northcott  
P13: International Flag Display. Photographed by Dom Northcott  
P16: Cyclist in Commonwealth Park. Photographed by Dom Northcott  
P17: National Carillon. Photographed by Dom Northcott





## CHAIR'S MESSAGE

On behalf of the National Capital Authority (NCA), I am pleased to present the 2022-23 NCA Corporate Plan, which covers the period 2022-23 to 2025-26, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

I acknowledge the traditional owners and historic custodians of Canberra and pay my respects to their Elders, past, present and emerging.

On 12 March 1913, the site of Australia's future National Capital was inaugurated by Australia's Governor-General, Lord Denman, with Lady Denman formally announcing its name, Canberra. When proposing the toast, Lord Denman, said:

(it is) the duty of patriotic Australians to do all that lies in their power to make this capital worthy of a Commonwealth ... That here a city may arise where those responsible for the government of this country may seek and find inspiration in its noble buildings, its broad avenues, its shaded parts and sheltered gardens – a city bearing perhaps some resemblance to the city beautiful of our dreams.

Almost 110 years later, the Governor-General's toast at Canberra's inauguration lives on in the NCA's Mission:

To shape Canberra as a capital that all Australians can be proud of by ensuring it is well planned, managed and promoted, consistent with its enduring national significance.

For the period ahead, the NCA will continue to play its central role in the planning and development of the Nation's Capital and the National Triangle with several important developments scheduled to take place, especially the Ngurrá Aboriginal and Torres Strait Islander Cultural Precinct, but also continuing work at the Australian War Memorial and other important new or renewed places and spaces in and around the National Triangle. The NCA will ensure the area is developed in line with its national importance and engagement with the Australian community continues to inform the outcome.

A key focus for the NCA over the next few years will be the successful renewal of key assets, in particular the structural strengthening and widening of Commonwealth Avenue Bridge, and the consolidation of the safety and stability of Scrivener Dam. Both are major infrastructure assets that require work to ensure they continue their pivotal role in a safe and effective way in the National Capital.

The NCA invites all Australians to celebrate and visit the Nation's Capital through events, activations, partnerships and by making accessibility and wayfinding improvements throughout the National Triangle.

We will of course continue to work to ensure the best possible presentation, condition and amenity of National Land with a focus on highlighting the area's Indigenous and National heritage.

**Terry Weber**

Chair, National Capital Authority, 24 August 2022



# THE NATIONAL CAPITAL AUTHORITY

The National Capital Authority (NCA) is established under the *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act). The Minister for Regional Development, Local Government and Territories has administrative responsibility for the PALM Act.

We perform the role of trustee of the National Capital and, in this capacity, serve the interests of the Australian Government, the nation and its people. We are responsible for:

- shaping the National Capital into the future
- managing and enhancing nationally significant parts of Canberra
- fostering awareness of Canberra as Australia's National Capital.

The Authority itself comprises a Chair, a Chief Executive and three other members, all of whom are appointed by the Governor-General. The current members of the National Capital Authority are:

- Mr Terry Weber (Chair)
- Ms Sally Barnes (Chief Executive)
- Mr Dennis Richardson AC
- Ms Jenny Smithson
- Mr James Willson

The Authority is equivalent to a Board and is the NCA's accountable authority for the purposes of the *Public Governance, Performance and Accountability Act 2013*.

The Chief Executive has the responsibility of an Agency Head under the *Public Service Act 1999* and manages the day-to-day affairs of the NCA. The Chief Executive is a full-time officer while the other members serve as Authority members on a part-time basis.

## NCA Corporate Plan – purposes and activities

The Corporate Plan is our primary strategic planning document and sets out the goals and strategies we will pursue to achieve our purpose over the next four years. The Plan provides details of the NCA's statutory role, planned deliverables, performance measures and targets, and the assessments used to evaluate our performance. The Plan also provides important contextual and supporting information.

We are committed to achieving the undertakings set out in the Corporate Plan in accordance with the NCA's mission:

To shape Canberra as a capital that all Australians can be proud of by ensuring it is well planned, managed and promoted, consistent with its enduring national significance.

The functions of the NCA, as set out in section 6 of the PALM Act, are to:

- prepare and administer a National Capital Plan
- keep the National Capital Plan under constant review and to propose amendments to it when necessary
- on behalf of the Commonwealth, commission works to be carried out in Designated Areas in accordance with the Plan where neither a Department of State of the Commonwealth nor any Commonwealth authority has the responsibility to commission those works
- recommend to the Minister the carrying out of works that it considers desirable to maintain or enhance the character of the National Capital
- foster an awareness of Canberra as the National Capital
- with the approval of the Minister, perform planning services for any person or body, whether within Australia or overseas
- with the approval of the Minister, and excluding the management and regulation of the taking of water, manage National Land designated in writing by the Minister as land required for the special purposes of Canberra as the National Capital





In addition, under the *National Land (Road Transport) Ordinance 2014*, the NCA's Chief Executive is responsible for the administration of pay parking on National Land.

The NCA's strategic priorities for the next four years are to:

- advance a significant capital works program to maintain and enhance the Commonwealth's assets and strategic objectives including strengthening Commonwealth Avenue Bridge, upgrading key elements of Scrivener Dam and planning works for an additional diplomatic estate in North Curtin
- enhance the citizen and visitor experience and national and regional awareness of Australia's National Capital – a place that tells the story of who we are, where we come from and our place in the world
- continue to create and maintain a National Capital that successfully balances the Griffin plan and legacy with the aspirations of a modern, dynamic city.

The NCA will deliver its strategic priorities while successfully maintaining and enhancing an extensive and valued asset base. The NCA's work will include optimising its asset management plans, maintaining a positive safety culture, and aligning its people and resources with areas of greatest priority.

## Managing National Capital assets

The National Capital Estate covers a significant and central area of the Australian Capital Territory (ACT). With a total value of over \$1 billion, NCA-managed assets include:

- Lake Burley Griffin
- Scrivener Dam
- Anzac Parade and its memorials
- Australians of the Year Walk
- Blundells Cottage
- Boundless Canberra Playground
- Captain Cook Memorial Jet
- Commonwealth Park
- Commonwealth Place
- Diplomatic Estates
- Kings Park
- Lindsay Pryor National Arboretum
- National Rock Garden
- Magna Carta Place
- National Capital Exhibition
- National Carillon
- Old Parliament House Gardens
- Parliamentary Zone
- Peace Park
- Reconciliation Place
- R.G. Menzies Walk
- Stirling Park (Gura Bung Dhaura)
- 37 bridges, including Commonwealth and Kings Avenue Bridges
- Over 40 historic and operational buildings
- Over 175 memorials, plaques and public art items
- Around 60 kilometres of roads
- Over 40 carparks with more than 9,000 parking spaces
- Over 280,000 square metres of footpaths
- Around 19,000 trees
- Over 30 event venues
- 21 listed heritage places (19 on the Commonwealth Heritage List and two on the National Heritage List)



37  
bridges



19,000  
trees



175  
memorials



9,000  
parking spaces

## Operational environment and challenges

The NCA applies a national and long-term lens when promoting, planning and managing the Nation's Capital on behalf of all Australians. We develop strategies to enhance the substantial and rich heritage that forms the basis of the growing city of Canberra and ensure it continues to evolve as a dynamic and stimulating place to live in and visit.

In our day-to-day operations we concentrate on areas of national significance and the maintenance of our large and diverse asset base. We encourage visitors and locals to enjoy these special national places and through events we organise or facilitate. The NCA contributes to the local visitor economy supports visitation to the broader south-east NSW region.

The NCA is a relatively small organisation with around 60 staff. We outsource many on-ground activities and operate under a relatively flat structure reflecting the skill sets and responsibilities of our subject matter experts. Our team includes architects, planners, engineers and people with expertise in safety, environment and heritage management, financial and project management, and marketing, events and education.



## Managing risks

The NCA's Risk Management Policy and Framework provides the foundation and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving the management of risks across the agency.

The framework encapsulates the identification, monitoring and treatment of strategic, management and operational risks as part of the NCA's governance arrangements. Other key risk areas have their own management frameworks including work health and safety, and fraud risk.

The NCA's strategic risks are overseen by the Authority, senior management and the NCA's Audit and Risk Committee. Management and operational risks are factored into annual Business Plans and managed by the relevant teams.

The NCA's current strategic risks include:

- failing to successfully deliver key safety and infrastructure projects including the renewal of Commonwealth Avenue Bridge, strengthening Scrivener Dam and projects related to Canberra's international role including management and planning for the nation's diplomatic estate
- failure of critical assets under the NCA's care, endangering public and staff safety and damaging confidence in the NCA's ability to manage these assets
- attracting and retaining the appropriate expertise and skills to manage high priority projects and initiatives in a highly competitive labour market
- poor community engagement leading to a lack of stakeholder understanding of the NCA's purpose and role, its governance model and the planning regime as articulated in the National Capital Plan.

Management strategies include:

- maintaining a positive safety culture and environment through safety and hazard checks; ensuring appropriate safety plans for major events and projects; having all possible measures in place to prevent death or injury; and work health and safety training and awareness
- becoming an employer of choice for a range of technical and generalist skills by providing rewarding and interesting roles and building cohesive teams that are proud to be custodians of the national capital
- supporting changes to the nature of work and provide flexibility in working arrangements to support and retain staff
- ongoing and systemic assessing of asset condition to underpin budgeting and prioritisation of effort
- implementing effective community and stakeholder engagement and consultation to enhance understanding of the governance and role of the NCA
- regularly updating asset management plans in line with the NCA's Strategic Financial Plan and preparing business cases as appropriate for Government consideration
- aligning people and resources with areas of greatest priority including through strategic workforce planning.







# The NCA's Strategic Objectives – 2022-23 to 2025-26

Details on the NCA's intended results and how we plan to achieve them, including the measures, targets and assessments, are set out below. These components will be used to measure our performance over the next four years and for the purpose of preparing the NCA's annual performance statements against each strategic objective.

## 1 Our National Role

- a) Ensure new developments on national land reflect the intent of the Griffin Plan and are able to perform their national and international functions with a priority focus on enhancements to Commonwealth Park and Commonwealth Place.
- b) Engage and consult with the broader Australian community on the evolution of their National Capital.
- c) Assist in telling the history and role of the National Capital as part of the story of Australia in partnership with First Nations' people, national cultural institutions, the ACT Government, and other national and local groups.
- d) Ensure Canberra continues to be reflective of Australia's history and is relevant and meaningful to all Australians as it continues to evolve into a modern, mature city that is home to a growing and diverse population.

## 2 Creating and Maintaining Place

- a) Build and maintain symbolic and iconic works and spaces, in accordance with the National Capital Plan and heritage management plans.
- b) Ensure high quality design and landscaping, heritage and environmental management on National Land and in Designated Areas.
- c) Protect and enhance the ecological integrity and resilience of land, urban areas and waterbodies managed by the NCA, in response to climate change.

## 3 Enhancing the Citizen and Visitor Experience

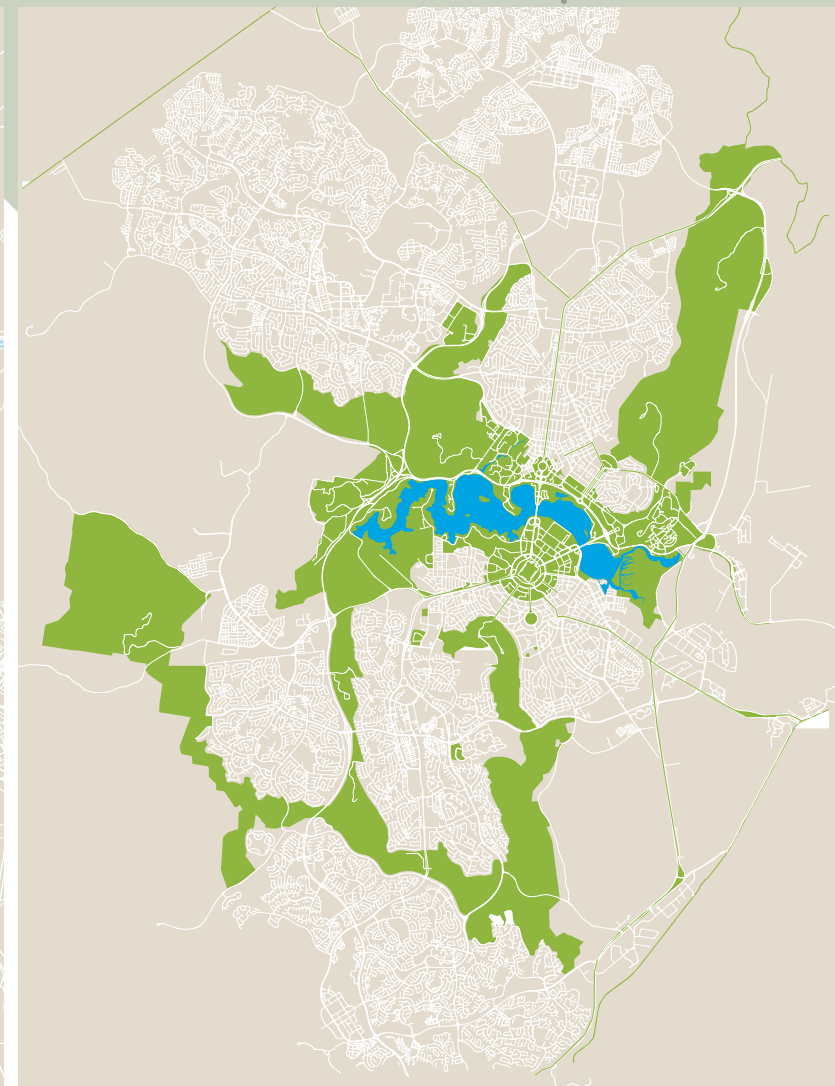
- a) Create, activate and maintain interesting, safe and dynamic precincts that welcome visitors and locals, and provide opportunities for people to enjoy their public places.
- b) Collaborate with a range of partners to create and promote experiences and activities which attract people to the National Capital and make it easy for them to plan, explore and enjoy Canberra.
- c) Increase visitors' connection to and culturally-appropriate knowledge of Ngunnawal Country and the connections of Ngunnawal people to the land managed by the NCA.







**Land Managed by the NCA**



**Designated Areas under NCA's  
detailed planning control**

# 1 Our National Role

To promote and enhance the role and profile of Canberra as Australia's National Capital, the NCA will focus on the following key areas over the next four years:

- a. Ensure new developments on national land reflect the intent of the Griffin Plan and are able to perform their national and international functions with a priority focus on enhancements to Commonwealth Park and Commonwealth Place.
- b. Engage and consult with the broader Australian community on the evolution of their National Capital.
- c. Assist in telling the history and role of the National Capital as part of the story of Australia in partnership with First Nations' people, national cultural institutions, the ACT Government, and other national and local groups.
- d. Ensure Canberra continues to be reflective of Australia's history and is relevant and meaningful to all Australians as it continues to evolve into a modern, mature city that is home to a growing and diverse population.

Further details about the activities, intended outcomes and relevant performance measures are set out below.

**1 (a) Ensure new developments on national land reflect the intent of the Griffin Plan and are able to perform their national and international functions with a priority focus on enhancements to Commonwealth Park and Commonwealth Place.**

## **Intended result:**

- the NCA's strategic planning successfully recognises and builds on the continuing development of Canberra and its population base in line with the Griffin legacy and Canberra's evolving role as Australia's capital
- Canberra's national and international role is reflected in the National Capital Plan and supporting documents
- the NCA's planning framework guides future development to ensure National Capital values are strengthened
- the NCA delivers relevant capital works projects, providing appropriate recognition and acknowledgement of matters of National significance.

## **Intended results will have been achieved when:**

- the NCA completes planned works on new memorials and statues in the National Triangle, specifically a statue of Dame Enid Lyons and Dame Dorothy Tangney by March 2023.

## **For 2022-23, key activities and focus areas are:**

- support AIATSIS, other government agencies and the private sector in designing quality developments and reuse options for heritage buildings in the Parliamentary Zone
- support the Canberra National Memorials Committee's decision to advance work on new memorials, especially the National Memorial for Victims and Survivors of Institutional Child Sexual Abuse and the National Site of Recognition for Thalidomide Survivors and their Families
- continued work on a program of new commemorative statues in the National Triangle.

## **For the longer term, to 2025-26, key activities and focus areas are:**

- continuing support in shaping the development of the Ngurra project
- facilitating a program of work to revitalise Commonwealth Park to allow a year-round offering for all Australians to enjoy
- continuing development of the diplomatic estate in North Curtin
- facilitating new memorials and related work that commemorate and celebrate Australia's history and are relevant to contemporary Australia.





**1 (b) Engage and consult with the broader Australian community on the evolution of their National Capital**

**Intended result:**

- strong and positive engagement with the Australian community using inclusive consultation techniques.

**Intended results will have been achieved when:**

- action in the new Commitment to Community Engagement policy are progressively implemented from March 2023.

**For 2022-23, key activities and focus areas are:**

- finalising the review of the NCA's Commitment to Community Engagement, including a new Commitment to Community Engagement policy
- refine public consultation techniques and processes across planning, development and management matters, to engage more Australians in major projects
- increase information on the NCA's website about the status of works approval applications
- use the IAP2 Spectrum of Public Participation Framework to communicate the purpose of NCA consultations on development applications, and NCA initiatives, projects and policies.

**For the longer term, to 2025-26, key activities and focus areas are:**

- advancing and implementing new and innovative consultation strategies through a range of new engagement tools that make it easier for people from across Australia to contribute
- having successful partnerships with interested stakeholders to achieve positive outcomes for the National Capital.

**1 (c) Assist in telling the history and role of the National Capital as part of the story of Australia in partnership with First Nations' people, national cultural institutions, the ACT Government, and other national and local groups**

**Intended result:**

- increased awareness and understanding of the role and significance of Canberra as Australia's National Capital
- active engagement with the Australian community in the National Capital, through programs and tours run by the NCA and the National Cultural Institutions.

**Intended results will have been achieved when:**

- over 80% of people engaging in programs at the National Capital Exhibition have an increased understanding of the history and role of the National Capital following their visit.

**For 2022-23, key activities and focus areas are:**

- present safe and well organised events to celebrate national and local events including Australia Day, Canberra Day, Anzac Day, Remembrance Day and Reconciliation Day, NAIDOC Week and various significant anniversaries of national organisations
- continue to develop a range of food and beverage offerings around Lake Burley Griffin to encourage activation and enjoyment
- deliver public programs provided by the National Capital Exhibition about the National Capital, including its Indigenous heritage and history.



**For the longer term, to 2025-26, key activities and focus areas are:**

- fostering new events and an increase in the number and type of events and activities on and around Lake Burley Griffin
- in collaboration with other government agencies, facilitating NCA-managed land as the venue to host nationally significant events.

**1 (d) Ensure Canberra continues to be reflective of Australia's history and is relevant and meaningful to all Australians as it continues to evolve into a modern, mature city that is home to a growing and diverse population**

**Intended result:**

- the national significance, history and special role of Canberra is appropriately reflected in the National Capital Plan and supporting documents and works
- the National Capital Plan reflects contemporary planning practices and meets the needs of the local and broader Australian community
- the planning framework guides future development to ensure National Capital values are strengthened.

**Intended results will have been achieved when:**

- Canberra's Light Rail Stage 2A landscape design reflects and maintains the intent of the Griffin and Weston plans for the city
- Seaplanes are operating safely from Lake Burley Griffin by May 2023.

**For 2022-23, key activities and focus areas are:**

- works on the renewal of Commonwealth Avenue Bridge commence following endorsement by the Australian Parliament's Public Works Committee
- commence a program to review and modernise the use of Commonwealth Park to reflect Sylvia Crowe's original intention for the people's park to provide year-round opportunities for all Australians to enjoy
- facilitate successful seaplane operations on Lake Burley Griffin.

**For the longer term, to 2025-26, key activities and focus areas are:**

- continuing a program of review of the National Capital Plan, which includes detailed planning and design policy for nationally significant areas of Canberra and the ACT
- proposing, drafting and consulting on amendments to the National Capital Plan in accordance with an agreed strategy for review of the National Capital Plan
- support for the successful development of the Ngurra project
- scoping work continues for the establishment of a new diplomatic estate at North Curtin.





## 2 Creating and Maintaining Place

We will continue to create, enhance and maintain places and spaces on National Land and in Designated Areas to recognise and reflect their national significance, as intended in the Griffin Plan:

- a. Build and maintain symbolic and iconic works and spaces, in accordance with the National Capital Plan and heritage management plans.
- b. Ensure high quality design and landscaping, heritage and environmental management on National Land and in Designated Areas.
- c. Protect and enhance the ecological integrity and resilience of land, urban areas and waterbodies managed by the NCA, in response to climate change.

Further details about the activities, intended outcomes and relevant performance measures are set out below.

### 2 (a) Build and maintain symbolic and iconic works and spaces, in accordance with the National Capital Plan and heritage management plans

#### Intended result:

- the standard and presentation of National Land and assets are commensurate with their national role and significance
- new and revitalised precincts leading to greater activation and visitation.

#### Intended results will have been achieved when:

- all approved works applications are consistent with the principles and policies of the National Capital Plan and relevant Heritage Management Plans
- at least 90%<sup>1</sup> of capital improvements are actioned within target timeframes
- at least 90%<sup>1</sup> of maintenance issues are addressed within target timeframes, in accordance with safety, risk and priority.

#### For 2022-23, key activities and focus areas are:

- endorsement of works to strengthen and improve Commonwealth Avenue Bridge and Scrivener Dam by the Public Works Committee
- additional works at Kings Park to improve pedestrian and cyclist safety, amenity and accessibility
- finalise works at Rond Terrace to improve the precinct's functionality for national events
- increased signage to enhance wayfinding within the National Triangle

- implement maintenance plans to enhance Commonwealth assets under the NCA's care with a focus on safety, amenity and efficiency, including
  - roads, footpaths, bus stops and cycleways
  - lighting and supporting infrastructure
  - improved and enhanced water services and civil infrastructure
- safely address hazardous material issues on Acton Peninsula
- undertake an audit of memorials and iconic works, document their condition, and define appropriate maintenance and capital works for these assets.

#### For the longer term, to 2025-26, key activities and focus areas are:

- scoping works to maintain the integrity and functionality of Parkes Way and Kings Avenue Bridge
- enhanced event spaces such as in Commonwealth Park, including Stage 88, and the National Triangle
- continue to identify placemaking opportunities across the National Capital Estate, including integrating the open space areas with existing and planned National Cultural Institutions
- scoping work to implement the outcome of the asset condition audit.

## 2 (b) Ensure high quality design and landscaping, heritage and environmental management on National Land and in Designated Areas

### Intended result:

- all applications to undertake works (development) in Designated Areas are assessed in accordance with the National Capital Plan and actioned in an efficient, timely and transparent manner, with service fees in line with the Australian Government Charging Framework
- works undertaken and approved by the NCA demonstrate excellence in design and environmental practice and management
- the heritage values, including Indigenous values, of places managed by the NCA are respected and integrated into relevant planning, projects and management activities.

### Intended results will have been achieved when:

- at least 80%<sup>2</sup> of Works Approvals applications processed are assessed against the National Capital Plan within 15 working days
- where possible, all applications are lodged, processed and managed using the NCA's Works Approval e-Lodgement system
- NCA Heritage Strategy is finalised by December 2022.

### For 2022-23, key activities and focus areas are:

- support and consider recommendations of the National Capital Design Review Panel to promote high quality development outcomes
- high quality development outcomes from proposals and developments including West Block
- produce two draft NCA Heritage Management Plans as part of the NCA's rolling program of review of Heritage Management Plans
- publish the NCA Heritage Strategy and supporting components.

### For the longer term, to 2025-26, key activities and focus areas are:

- continuing the rolling program of review of Heritage Management Plans, to meet the NCA's ongoing obligations under the *Environment Protection and Biodiversity Conservation Act 1999*
- ensuring that the National Capital Plan and other relevant policies provides clear guidance on design quality, landscaping, environment, heritage and sustainability
- developing effective design guides and ensuring sound engagement with the Australian community
- reviewing the Landscape and Sustainability Guidelines – Deakin/Forrest Residential Area Precinct Code (July 2018).

## 2 (c) Protect and enhance the ecological integrity and resilience of land, urban areas and waterbodies managed by the NCA, in response to climate change

### Intended result:

- the national and cultural heritage and ecological values across the National Capital Estate are conserved and enhanced
- the National Capital Plan promotes excellence in design and development outcomes, including with respect to environmental sustainability.

### Intended results will have been achieved when:

- tree canopy coverage on NCA managed lands are trending towards the 40% target to be achieved by 2030
- recreational water quality advice is issued to the public weekly during the summer recreational season from mid-October to mid-April.

### For 2022-23, key activities and focus areas are:

- implement the planned program of horticultural renewal, tree replacement, and turf and irrigation upgrades
- refresh landscapes within Commonwealth Park as part of the Park's 60<sup>th</sup> anniversary in 2023
- implement the NCA's Tree Management Policy to inform tree replacement and planting programs as well as the broader management of the treed landscape
- provide timely and accurate advice regarding the water quality of Lake Burley Griffin.

### For the longer term, to 2025-26, key activities and focus areas are:

- progressive control of Weeds of National Significance
- enhancing existing policy to ensure that Canberra and the ACT continue to develop in a way that promotes environmental sustainability and reflects national concerns about the sustainability and liveability of Australia's urban areas.



### 3 Enhancing the Citizen and Visitor Experience

Working with key stakeholders, the NCA will focus on the following key areas over the next four years in order to enhance the experience of Australian citizens and visitors to Canberra:

- a. Create, activate and maintain interesting, safe and dynamic precincts that welcome visitors and locals, and provide opportunities for people to enjoy their public places.
- b. Collaborate with a range of partners to create and promote experiences and activities, which attract people to the National Capital and make it easy for them to plan, explore and enjoy Canberra.
- c. Increase visitors' connection to and of culturally-appropriate knowledge of Ngunnawal Country and the connections of Ngunnawal people to the land managed by the NCA.

Further details about the activities, intended outcomes and relevant performance measures are set out below.

**3 (a) Create, activate and maintain interesting, safe and dynamic precincts that welcome visitors and locals, and provide opportunities for people to enjoy their public places**

**Intended result:**

- Australians and international visitors are able to access, use and enjoy National Land and Lake Burley Griffin for social, recreational and significant life events
- active support and marketing for nationally-significant events in the National Triangle
- vibrant and interactive social media and digital communication with the public
- recognition of the importance of the National Triangle and its unique features and attractions.

**Intended results will have been achieved when:**

- an increase in visitor facilities and activities on National Land
- visitor satisfaction and exit surveys show a satisfaction rating of at least 90%<sup>3</sup> across NCA-managed attractions.

**For 2022-23, key activities and focus areas are:**

- pursuing activation opportunities, including at:
  - Kings Park
  - Commonwealth Park
  - Queen Elizabeth II Island
  - Lake Burley Griffin.

**For the longer term, to 2025-26, key activities and focus areas are:**

- develop a range of activities and events for residents and visitors to access and enjoy the Commonwealth and Kings Park areas
- collaboration with National Cultural Institutions on a calendar of events throughout the National Triangle.



**3 (b) Collaborate with a range of partners to create and promote experiences and activities and make it easy for visitors and locals to plan, explore and enjoy Canberra**

**Intended result:**

- high-quality visitor services, events, attractions and programs are developed and delivered, especially through the National Capital Exhibition and online, resulting in positive visitor experiences
- a high level of awareness and understanding of the significance of Canberra as the National Capital
- a strong and positive level of engagement with the Australian community in the National Capital, including through using new, innovative technologies.

**Intended results will have been achieved when:**

- increase in new events within the National Triangle.

**For 2022-23, key activities and focus areas are:**

- work collaboratively with National Cultural Institutions to promote a unified and cohesive tourism message to market Canberra and its National Triangle as a 'must-see' tourism destination
- partner with Events ACT to encourage an increased national awareness of co-operative events, such as Floriade and Enlighten

- increase the number and success of annual events held in the National Capital, including through collaborative partnerships and relationships
- work with the ACT Government to undertake targeted and integrated marketing campaigns to encourage people to visit their National Capital
- develop new tours and programs through the National Capital Exhibition for schools and the public
- ongoing enhancement of the NCA's award-winning website structure, navigation and functionality based on feedback and user experience, including dedicated digital features such as video content to assist with outreach to regional and remote Australia.

**For the longer term, to 2025-26, key activities and focus areas are:**

- landscape modifications within Commonwealth Park to facilitate year round events and concerts
- improvements and new activations for residents and visitors to access and enjoy the Commonwealth and Kings Park areas, and Lake Burley Griffin
- enhanced collaboration with the National Cultural Institutions on a calendar of events throughout the National Triangle
- using Queen Elizabeth II Island, Springbank Island and Lindsay Pryor Arboretum as enhanced event spaces
- increase interactivity with the public via social media.

**3 (c) Increase visitors' connection to culturally-appropriate knowledge of Ngunnawal Country and the connections of Ngunnawal people to the land managed by the NCA**

**Intended result:**

- respectful and productive partnership with Indigenous organisations and the Ngunnawal elders and communities.

**Intended results will have been achieved when:**

- increased acknowledgement of Ngunnawal country and people on land managed by the NCA and within the NCA's activities.

**For 2022-23, key activities and focus areas are:**

- partner with Indigenous organisations on events celebrating their culture including the AIATSIS Arts Market, Reconciliation Week and Reconciliation Day, and NAIDOC Week
- work with the National Australia Day Council to intertwine Indigenous meaning into Australia Day events held in the National Capital.

**For the longer term, to 2025-26, key activities and focus areas are:**

- partnering with organisers to present new Indigenous-focused events and celebrations
- a program of renewal works for Reconciliation Place to ensure it meets community expectations and is maintained to a standard consistent with its national significance.



# Enabling Strategies and Capabilities

## Financial Management

The NCA will continue to conduct asset condition assessments and planning, and align our allocated financial resources to areas of greatest priority on the basis of safety, risk, efficiency, amenity and key organisational priorities. We will continue to formulate budgets through inclusive engagement across the NCA to ensure budget priorities are transparent and agreed. Where appropriate, we will prepare bids for Government consideration for major asset renewal. We will continue to look to leverage investments and diversify our income streams through community and commercial partnerships to supplement our funding from government, where appropriate.

For the next four years, we will focus our financial management and oversight of major capital projects for the renewal of Commonwealth Avenue Bridge and strengthening Scrivener Dam, as well as preparations for funding infrastructure works in relation to the new diplomatic estate in North Curtin. We will be looking to embed and expand commercial ventures and partnerships in and around Lake Burley Griffin. We will also be embedding rigorous procurement processes as recommended and agreed in a recent report by the Australian National Audit Office.

## Stakeholder co-operation and engagement

The NCA works co-operatively and productively with our key stakeholders in order to best achieve our purpose and outcomes.

The NCA is part of the Infrastructure, Transport, Regional Development, Communications and the Arts portfolio and works closely with the Department and other relevant Australian Government agencies to achieve agreed Government objectives and priorities. The NCA works closely with Canberra's National Cultural Institutions to pool resources and work collaboratively on shared priorities and initiatives.

We have an effective and productive working relationship with the ACT Government that recognises each other's role and the importance of co-ordinated and informed interaction.

The NCA works with a range of business partners and contracted providers to help deliver the NCA's outcomes and services, such as in construction and maintenance, estate management and parking operations.

The NCA will continue to actively seek input and feedback from stakeholders, customers and users across all areas of our operations with the deliberate aim of using this information to improve our services and outcomes. Specific initiatives are included in the key activities and focus areas of the Corporate Plan.

The NCA is committed to proactive community engagement as an integral part of our work while recognising the difficulty of engaging with all Australians on issues affecting their National Capital. Our community engagement will be intentional, inclusive and timely, and we will let people know how their feedback was used. This engagement helps us make better decisions.

## Human resources

Our staff, who together deliver our functions and allow the agency to achieve its objectives, are our most important asset. The NCA will focus on ensuring high levels of staff engagement and innovation to continue to deliver effectively and efficiently for the community.

To support the achievement of our statutory responsibilities and purposes, while providing effective workforce support and development, the NCA's workforce objectives are to:

- ensure a strong focus on work health and safety, including with respect to workload and job design
- ensure that we have the right people, with the right skills, in the right jobs, at the right time
- ensure our staff have the right tools and support to perform their roles and do their jobs
- harness flexible work practices (including working from home, as appropriate) to enable workforce agility and adaptability to meet any changing work priorities and changes in the work environment (including in successfully managing COVID-19 arrangements)
- encourage and enable effective internal collaboration to operate as a cohesive organisation
- provide appropriate learning and development opportunities to all staff

Over the next four years, the NCA will prioritise:

- continued strategic workforce planning to ensure the NCA is well placed and resourced now and into the future with appropriate capability to deliver ongoing and emerging responsibilities

## Business systems including information and communications technology

The NCA uses our business systems, including the NCA's Information and Communications Technology (ICT) platform, systems and capability as a key enabler to all NCA business areas, including to drive performance, productivity improvements and innovation.

The NCA is working to a business systems strategy and roadmap which seeks to:

- ensure there are sound and facilitative business systems governance and operating arrangements
- maintain fit-for-purpose business systems architecture and capabilities
- continue to provide user-centred business systems services using a Cloud-based environment featuring integrated technologies, software and business processes
- sustain and improve effective NCA ICT services and capabilities through:
  - supporting and implementing ICT and business system projects, with a focus on a new Works Approval e-Lodgement system in 2022-23
  - enhancing mobile working platforms and arrangements
  - managing and mitigating risks associated with the NCA's ICT service delivery, particularly in relation to cyber security and protection of personal information
  - meeting Australian Government ICT and information management requirements and objectives, including the Information Security Manual and Protective Security Policy Framework.

- optimise business benefits and productivity efficiencies from a co-ordinated and aligned approach to business systems investment
- increase the level of innovation and efficiency in areas such as workflow, collaboration, information management, records management, and reporting and analysis
- provide NCA customers and users with accessible and effective online services and information
- promote the use of asset management, geo-spatial and remote use capabilities to improve and integrate business functions and stakeholder interactions.

## Canberra—a place for all Australians





# Background

## NCA development and role

Self-government for the Australian Capital Territory in 1988 resulted in the Australian Government and the ACT Government sharing responsibility for the further planning and development of the Territory. Under the relevant legislation, the Australian Government is responsible for Canberra's role and functioning as the National Capital, and the ACT Government has responsibilities comparable to those of Australian States in most respects, as well as providing a range of municipal services.

The National Capital Planning Authority (NCPA) was established under the PALM Act, through which the Australian Government retained responsibility for planning and development related to Canberra's role as the National Capital. In 1996, the name of the NCPA was changed to the National Capital Authority.

The PALM Act requires a National Capital Plan to be prepared and administered by the NCA, to ensure that Canberra and the Territory are planned and developed in accordance with their national role and significance. The National Capital Plan and any amendments to the Plan are submitted to the responsible Minister for approval and are also subject to Parliamentary agreement.

The PALM Act also requires the ACT Legislative Assembly to establish a Territory Planning Authority (currently part of the ACT Government's Environment, Planning and Sustainable Development Directorate) to prepare and administer a Territory Plan to provide the people of Canberra with an attractive, safe and efficient environment in which to live, work and recreate. The National Capital Plan prevails over the Territory Plan, but the two plans are intended to be complementary.

The Australian Constitution provides for the Seat of Government to be within a territory vested in and belonging to the Commonwealth. This provision means that all land in the ACT is owned by the Commonwealth. Planning responsibilities are determined by the PALM Act, the National Capital Plan and the Territory Plan rather than by the status of land (ie 'National Land' or 'Territory Land').

Canberra, August 2022





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