



Australian Government
National Capital Authority

National Capital Authority Corporate Plan

2023-24 to 2026-27

Canberra – a place for all Australians



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



Photo captions:

Cover photo: National Workers Memorial

Inside cover: Commonwealth Avenue Bridge and Terry Weber

P2/P3: Lindsay Pryor National Arboretum

P4: Lake Burley Griffin

P5: Scrivener Dam

P6: (L) Commonwealth Park and (R) Captain Cook Memorial Jet

P8: Dame Dorothy Tangney and Dame Enid Lyons Sculpture

P11: Captain Cook Memorial

P13: National Rose Garden

P14: National Carillon

P17: Stone Artwork, Reconciliation Place

P18: Lake Burley Griffin Path

P19: Commonwealth Park

P20: Captain Cook Memorial Jet

P21: Lights on the Lake, Lake Burley Griffin

Photography by Dom Northcott



CHAIR'S MESSAGE

On behalf of the National Capital Authority (NCA), I am pleased to present the 2023-24 NCA Corporate Plan, which covers the period 2023-24 to 2026-27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

I acknowledge the traditional owners and historic custodians of Canberra, the Ngunnawal people and families, and pay my respects to their Elders, past, present and emerging, and recognise their long-standing connection to the land and the region.

A colourful figure in the early days of the siting and development of Australia's Capital City, King O'Malley, then Minister of Home Affairs, wrote:

We desire to have a city that will be the Gotham [an alternative name for New York City] of Australia ... [and] in a few years will rival London in size, Athens in art and Paris in beauty.'

The NCA's mission echoes King O'Malley's sentiment.

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 NCA's work retains and enhances Canberra's substance and character as envisioned by its first architects and planners – Walter Burley and Marion Mahony Griffin and other early visionaries who integrated the ideals of the City Beautiful and Garden City movements to form Australia's famous bush capital. Importantly this early work set the human scale and size of central Canberra and its relationship to existing green spaces and new landscapes.

These green spaces and linkages are more important than ever as modern Canberra becomes the fastest growing city in Australia. More and more people are choosing to live and work here and, unlike the early days of the National Capital, we now have multi-generational families who call Canberra home, something quite rare even compared to only 30 years ago. This change requires thoughtful and proactive responses from the NCA and the ACT Government working together on many matters including the provision of a range of housing, transport, and social and environmental protection infrastructure. The NCA will work with the ACT Government to plan for the city's growth in a sustainable way.

While our population grows, assets integral to the original form and civic functions of the capital continue to age and require repair. Over the next few years, the NCA will focus on the successful renewal of key assets, in particular the structural strengthening and upgrading of Commonwealth Avenue Bridge, and the consolidation of the safety and stability of Scrivener Dam. The renewal of these major infrastructure assets will ensure they continue their pivotal role in the National Capital.

One of our greatest challenges is to engage Australians in the future of their National Capital. We are committed to trialling various methods to engage people to think about what is important about their National Capital. We will continue to market and draw people to the centre of Australia's national capital – to enjoy, celebrate and recognise Canberra's unifying and aspirational role. We hope that when they visit, they are proud of the beauty of the city. We think the way we present Canberra in partnership with National Cultural Institutions can help all Australians navigate and engage in our collective past, present and, hopefully, future.

This year we look forward to participating in the current inquiry into ways to foster and promote the significance of Australia's National Capital being conducted by the Australian Parliament's Joint Standing Committee on the National Capital and External Territories, and implementing Government decisions coming from the work of this important committee. We will also continue to embed and improve our procurement processes and practices, in line with recommendations from the Joint Committee of Public Accounts and Audit.



Terry Weber

Chair, National Capital Authority, 18 August 2023

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. As at August 2023, the members of the National Capital Authority are:

- Mr Terry Weber (Chair)
- Ms Sally Barnes (Chief Executive)
- Ms Jenny Smithson
- Mr James Willson
- Professor Helen Lochhead

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 statutory 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:

- continue to create and renew a National Capital that successfully balances the Griffin plan and legacy with the aspirations of a modern, sustainable and dynamic city
- continue to advance a significant capital works program to renew and enhance the Commonwealth's assets and strategic objectives including strengthening Commonwealth Avenue Bridge, upgrading key elements of Scrivener Dam and planning for an additional diplomatic estate in North Curtin
- enhance the visitor experience and 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.

The NCA will deliver our strategic priorities while successfully maintaining and enhancing an extensive and valued asset base. The NCA's work will include optimising our asset management plans, maintaining a positive safety culture, and aligning our people and resources to 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 car parks with around 9000 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 and work with the ACT Government 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 vibrant place to live and visit.

In our day-to-day operations we manage areas of national significance and concentrate on the maintenance and enhancement of the large and diverse asset base under our stewardship. We encourage visitors and locals to enjoy these special national places. Our places and commercial partnerships contribute to the local visitor economy by supporting visitation to and from the broader south-east NSW region and beyond.

The NCA is a relatively small organisation with 60 or so staff. Much of our on-ground activities are delivered by contracted service providers. We 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 (the Policy) provides the foundation and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving the management of risks across the agency.

The Policy encapsulates the identification, monitoring and treatment of strategic risks, management risks and operational risks as part of the NCA's governance arrangements. Other key risk areas have their own risk management frameworks including work health 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 the annual Business Plans and managed by the relevant teams.

The NCA's highest current strategic risks include:

- failing to successfully manage and deliver key infrastructure projects, especially the renewal of Commonwealth Avenue Bridge and strengthening Scrivener Dam
- 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
- not successfully managing the safety of the NCA's workforce, contractors and the general public
- approving poor quality designs and works that are inconsistent with the National Capital Plan and detract from the significance of national areas
- not being able to attract and retain the appropriate expertise and skills 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:

- ensuring strong project governance arrangements for major projects, including with respect to stakeholder engagement
- 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 and assurances in place to prevent death or injury; and work health and safety training and awareness
- ongoing and systemic assessment of asset condition to underpin budgeting and prioritisation of effort
- regularly updating asset management plans in line with the NCA's Strategic Financial Plan and preparing business cases as appropriate for Government consideration
- being 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
- implementing our Commitment to Community Engagement policy to ensure effective community and stakeholder engagement and consultation
- aligning people and resources with areas of greatest priority including through strategic workforce planning.





Our Regulatory Role

The NCA's role includes some regulatory functions, notably in assessing works approval applications and facilitating events on National Land and Lake Burley Griffin. The NCA aims to be a best practice regulator in performing these functions. Our performance in undertaking our regulatory functions is included in our performance measures below.

The NCA works to continually assess our performance and look for ways to innovate and perform our regulatory functions. We work to build relationships with key stakeholders and to be a trusted regulator. For example, we have a strong record of assessing works approval applications in a timely manner and working closely with applicants before applications are made to streamline the process by ensuring applicants understand the relevant requirements and provisions of the National Capital Plan. We aim to be responsive and empathetic with stakeholders, including being aware of the costs of regulatory requirements. The NCA has undertaken recent assurance work which confirmed that the NCA is meeting its stated consultation requirements as well as meeting our core requirement to ensure works are in line with the National Capital Plan. The NCA works to ensure it has the required capability and skills in our staff, including ongoing training. The NCA Service Charter sets out the relevant service standards. We continue to work with relevant stakeholders, such as the ACT Government, to understand and operate effectively in the overall regulatory landscape.

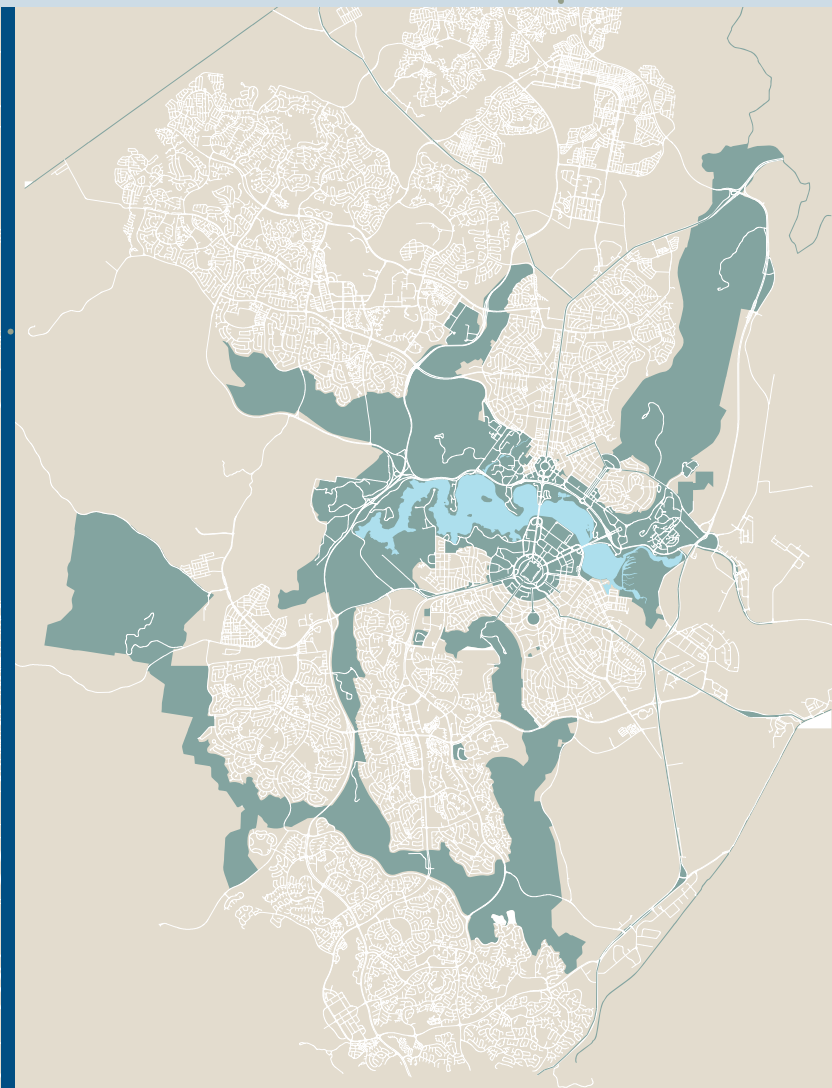
For our regulatory functions, the NCA uses appropriate risk management techniques and responds to emerging information and changes in the business environment. We use a risk-managed approach to understanding and managing the risks of non-compliance while ensuring the overall integrity of the NCA's key role in ensuring developments are in line with the National Capital Plan.

The NCA aims to operate as transparently as possible and takes opportunities to inform the public and other stakeholders about our role and work. We have recently completed a review and update of our Commitment to Community Engagement, using the International Association for Public Participation (IAP2) standard. The renewed policy sets our standard for undertaking better practice community engagement in our work. The NCA has looked to innovate and flexibly apply available methods and tools to achieve the objectives set out in the policy. We regularly provide feedback to stakeholders on the outcomes of decisions and changes made through consultation processes.





■ Land and Waters Managed by the NCA



■ Designated Areas under NCA's detailed planning control

The NCA's Planned Outcomes – 2023-24 to 2026-27

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 purposes of preparing the NCA's annual performance statements against each strategic objective.

The NCA reviewed our performance management framework in the first half of 2023. The work has resulted in improved alignment with the requirements and supporting guidance and expectations set out in the PGPA Rules, noting further work is required to establish and bed down some measures. The measures below incorporate four longstanding measures that have been included in the NCA's Portfolio Budget Statement for 2023-24. The new framework aims to provide a better basis to measure and assess the NCA's performance, including over time.

Overall, this Corporate Plan has been prepared in accordance with the PGPA Act, the PGPA Rule and supporting guidance prepared by the Department of Finance, notably Resource Management Guides 131 and 132.

The NCA's planned outcomes for the period 2023-24 to 2026-27 are set out below:

1. The unique values and special characteristics of the National Capital are enhanced through considered planning and respectful engagement with stakeholders and the community

- 1.1** Planning policies and legislative instruments promote high quality developments on National Land and in Designated Areas that respond to changing societal needs and reflect the intent of the Griffin Plan for Canberra, consistent with the National Capital Plan
- 1.2** The NCA undertakes its statutory approvals role efficiently, consistently, fairly and transparently, including with respect to stakeholder and community engagement
- 1.3** The ecological integrity of 'green and blue' conservation corridors and the bush setting of Canberra are protected as we plan for a growing population in the National Capital.

2. Major infrastructure, landscapes and natural assets managed by the National Capital are maintained and renewed so they continue to perform their design intent and civic functions.

- 2.1** Maintaining and enhancing symbolic works and spaces, in accordance with relevant heritage management plans and appropriate standards
- 2.2** Renewing and enhancing infrastructure, landscapes and ecosystems managed by the NCA
- 2.3** Improving the ecological values of conservation areas and reducing the environmental impact of NCA's activities and programs as we track towards net zero emissions by 2030.

3. Australians are connected with their National Capital.

- 3.1** Creating, activating and maintaining interesting, safe and dynamic precincts that welcome both visitors and locals, and provide opportunities for people to enjoy their public places
- 3.2** Working with a range of partners, creating and promoting experiences and activities that enhance awareness of the National Capital and its national significance
- 3.3** Increasing engagement with First Nations' history, people & culture.



1. The unique values and special characteristics of the National Capital are enhanced through considered planning and respectful engagement with stakeholders and the community.

Intended Result 1.1

Planning policies and legislative instruments promote high quality developments on National Land and in Designated Areas that respond to changing societal needs and reflect the intent of the Griffin Plan for Canberra, consistent with the National Capital Plan

- NCA planning policies and instruments require and promote developments and works that are responsive to evolving societal and planning needs and influences
- NCA 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 city
- Canberra's national and international role is reflected in the National Capital Plan and other plans and policies
- the NCA's planning framework guides future development to ensure National Capital values are strengthened
- 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.

Performance Measure 1.1.1 – Percentage of approved works applications are not inconsistent with the principles and policies of the National Capital Plan and relevant heritage management plans.

Targets			
2023-24	2024-25	2025-26	2026-27
100%	100%	100%	100%

Key activities and focus areas – 2023-24

- planning policies and works approval assessments recognise and support societal and planning needs and influences, with a focus on supporting social and affordable housing, effective public transport systems and road freight improvements
- support the Department of Finance, the Australian Institute of Aboriginal and Torres Strait Islander Studies and other government agencies and the private sector in designing quality developments in Designated Areas
- complete a review and concept planning for the revitalisation and future use of Commonwealth Park
- works on the renewal of Commonwealth Avenue Bridge and Scrivener Dam are undertaken following endorsement by the Australian Parliament's Public Works Committee
- work with the ACT Government to implement the master plan for the University of New South Wales City Campus and the planned entertainment precinct in Civic
- continue a program of commemorative statues in the National Triangle.

Key activities and focus areas – to 2026-27

- work with the ACT Government to improve public transport to the National Triangle and adjacent areas
- implement a program of work to revitalise Commonwealth Park to allow a year-round offering for all Australians to enjoy
- continue support in shaping the development of the Ngurra project
- facilitate new memorials and related work that contributes to the commemoration and celebration Australia's history and are relevant to contemporary Australia
- continue 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
- preparatory work for the establishment of a new diplomatic estate at North Curtin
- continuing to liaise with and learn from other countries in the planning and development of their capital cities and, if requested, assist the Indonesian Government in planning and developing their new National Capital, Nusantara.

Intended Result 1.2

The NCA undertakes its statutory approvals role efficiently, consistently, fairly and transparently, including with respect to stakeholder and community engagement

- 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
- the heritage values, including Indigenous values, of places managed by the NCA are respected and integrated into relevant planning, projects and management activities.
- strong and positive engagement with the Australian community using inclusive engagement and innovative consultation techniques.

Performance Measure 1.2.1 – Percentage of surveyed stakeholders reporting consistency of application of the regulatory framework, communication and engagement.

Targets			
2023-24	2024-25	2025-26	2026-27
≥ 90%	≥ 90%	≥ 90%	≥ 90%

Performance Measure 1.2.2* – At least 80% of Works Approvals applications processed are assessed against the National Capital Plan within 15 working days.

Targets			
2023-24	2024-25	2025-26	2026-27
≥ 80%	≥ 80%	≥ 80%	≥ 80%

* Performance criterion in Program 1.1 – National Capital Authority – Portfolio Budget Statement - 2023-24.

Key activities and focus areas – 2023-24

- consider and support recommendations of the National Capital Design Review Panel to promote high quality development outcomes
- as part of the ongoing review process, develop two draft NCA Heritage Management Plans
- once approved by the Australian Heritage Council, publish the NCA Heritage Strategy and supporting components
- 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.

Key activities and focus areas – to 2026-27

- continue 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*
- ensure that the National Capital Plan and other relevant policies provides clear guidance on design quality, landscaping, environment, heritage and sustainability
- advance and implement new and innovative consultation strategies through a range of new engagement tools that make it easier for people from across Australia to contribute to the future of their capital
- have successful partnerships with interested stakeholders to achieve positive outcomes for the National Capital.

Intended Result 1.3

The ecological integrity of ‘green and blue’ conservation corridors and the bush setting of Canberra are protected as we plan for a growing population in the National Capital.

- planning policies protect and promote Canberra’s bush capital qualities and attributes by retaining and enhancing open spaces and Canberra’s hills, ridges and buffers
- the NCA treescape is diverse, resilient and sustainable, enhancing the richness of landscape character envisaged by the Griffins’ plan for Canberra
- Lake Burley Griffin’s water quality is protected while opportunities for people to enjoy and use the Lake are enhanced.

Performance Measure 1.3.1 – National Estate tree canopy (%)

Targets			
2023-24	2024-25	2025-26	2026-27
33%	34%	35%	36%

Key activities and focus areas – 2023-24

- continuing to implement the NCA Tree Management Policy, including increasing the tree canopy, improving the age and species diversity with a focus on new plantings and supporting measures aiming to achieve 40% tree canopy by 2030
- working with relevant stakeholders to understand and assess the factors underlying water quality in Lake Burley Griffin
- providing timely and accurate advice regarding the water quality of Lake Burley Griffin
- Working with the ACT Government to identify appropriate areas for housing consolidation while protecting green and blue conservation corridors.

Key activities and focus areas – to 2026-27

- ongoing implementation of the NCA Tree Management Policy, to increase the tree canopy and improve age and species diversity
- working with the ACT Government and other stakeholders to improve the quality of water flowing into Lake Burley Griffin.



2. Major infrastructure, landscapes and natural assets managed by the National Capital are maintained and renewed so they continue to perform their design intent and civic functions

Intended Results 2.1

Maintaining and enhancing symbolic works and spaces, in accordance with relevant heritage management plans and appropriate standards

- the standard and presentation of National Land and assets are commensurate with their national role and significance
- the NCA uses or requires high quality design and materials for works
- NCA-managed places and spaces are safe, accessible and attractive.

Performance Measure 2.1.1 - At least 90% of maintenance issues are addressed within target timeframes, in accordance with safety, risk and priority.

Targets			
2023-24	2024-25	2025-26	2026-27
≥ 90%	≥ 90%	≥ 90%	≥ 90%

Performance Measure 2.1.2* - Percentage of key documents underpinning the maintenance and management of the National Estate systematically reviewed.

Targets			
2023-24	2024-25	2025-26	2026-27
≥ 25%	≥ 50%	≥ 75%	100%

* Performance criterion in Program 1.2 – National Capital Authority – Portfolio Budget Statement - 2023-24

Key activities and focus areas – 2023-24

- All NCA asset management plans, heritage management plans and supporting documents are systematically reviewed and updated to be able to optimally maintain and manage assets under the NCA's stewardship
- Continue to implement maintenance plans to enhance Commonwealth assets under the NCA's care with a focus on safety, amenity and efficiency, including:
 - works to ensure the longevity and full functionality of the National Carillon
 - renewing and upgrading roads, footpaths, bus stops and cycleways
 - improved and more efficient lighting and supporting infrastructure
 - renewed and enhanced water services and civil infrastructure.
- Respond in a timely way to reports from the public for infrastructure and maintenance repairs.

Key activities and focus areas – to 2026-27

- Continue to develop, review and update asset management plans and supporting documents for assets under the NCA's stewardship.

Intended Result 2.2

Renewing and enhancing infrastructure, landscapes and ecosystems managed by the NCA

- deliver agreed capital works projects, providing appropriate recognition and acknowledgement of matters of national significance.
- create new and revitalised precincts which promote greater activation and visitation, including for all abilities.



Performance Measure 2.2.1 * – At least 90% of capital improvements are actioned within target timeframes.

Targets			
2023-24	2024-25	2025-26	2026-27
≥ 90%	≥ 90%	≥ 90%	≥ 90%

* Performance criterion in Program 1.2 – National Capital Authority – Portfolio Budget Statement - 2023-24

Key activities and focus areas – 2023-24

- endorsement of works to strengthen and improve Commonwealth Avenue Bridge and Scrivener Dam by the Australian Parliament's Public Works Committee
- ongoing implementation of the program of works at Kings Park to improve pedestrian and cyclist safety, and the area's amenity and accessibility
- continue to implement a program of memorials in the National Triangle that recognise and celebrate the achievements of significant Australians.

Key activities and focus areas – to 2026-27

- complete scheduled work on Commonwealth Avenue Bridge and Scrivener Dam
- scope works to maintain the integrity and functionality of Parkes Way and Kings Avenue Bridge
- enhance precincts and event spaces such as in Commonwealth Park, including Stage 88, and the National Triangle
- continue to identify and develop plans for enhanced placemaking across the National Capital Estate, including integrating open space areas with existing and planned National Cultural Institutions.

Intended Result 2.3

Improving the ecological values of conservation areas and reducing the environmental impact of NCA's activities and programs as we track towards net zero emissions by 2030

- 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
- works undertaken and approved by the NCA demonstrate excellence in design and environmental practice and management
- the NCA meets or exceeds required targets, and contributes to Australian Government operations achieving net zero emissions by 2030.

Performance Measure 2.3.1 – Milestones achieved in NCA initiatives towards NetZero 2030 delivered in accordance with planned objectives.

Targets			
2023-24	2024-25	2025-26	2026-27
Milestone 1 * achieved	Milestone 2 * achieved	Milestone 3 * achieved	Milestone 4 * achieved

* **Milestone 1** – collection of NCA emissions data for 2022-23, focusing on direct emissions; reporting in the NCA's 2022-23 Annual Report; initial emissions reduction measures, including through property management, government vehicles and procurement measures.

Milestone 2 – broader collection of emissions data, including indirect emissions, such as by NCA service providers; enhanced reporting; further and broader emissions reduction measures.

Milestones 3 and 4 – to be determined, in line with Government policy.

Key activities and focus areas – 2023-24

- develop and implement a 'Sustainability and Environment Management Plan' to guide the NCA's environmental management and sustainable operations
- ongoing management of grasslands and areas with threatened species, including working with relevant stakeholders such as Friends of Grasslands and First Nations groups, including for cultural burns
- ensure that the National Capital Plan and other relevant policies provide clear guidance on design quality, landscaping, environment, heritage and sustainability
- continue to 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 60th anniversary in 2023
- continue to implement the NCA's Tree Management Policy to inform tree replacement and planting programs as well as the broader management of the treed landscape.

Key activities and focus areas – to 2026-27

- continue work to control Weeds of National Significance
- enhance existing policy to ensure that Canberra and the ACT continue to develop in a way that promotes environmental sustainability and the liveability of urban areas.



3. Australians are connected with their National Capital.

Intended Result 3.1

Creating, activating and maintaining interesting, safe and dynamic precincts that welcome both visitors and locals, and provide opportunities for people to enjoy their public places

- Australians and international visitors are able to access, use and enjoy National Land and Lake Burley Griffin for social, recreational and significant life events
- increased awareness and understanding of the role and significance of Canberra as Australia's National Capital, including for school groups as well as free and independent travellers
- promotion of the importance of the National Triangle and its unique features and attractions
- work with commercial partners to enable visitors to the National Triangle to access and enjoy a range of food and beverage offerings and recreational experiences
- active support and marketing for nationally significant events in the National Triangle
- vibrant and interactive social media and digital communication with the Australian public
- active engagement with the Australian community in the National Capital, through programs and tours run by the NCA and the National Cultural Institutions.

Performance Measure 3.1.1 * – Visitor satisfaction rating of at least 90% across NCA-managed attractions.

Targets			
2023-24	2024-25	2025-26	2026-27
≥ 90%	≥ 90%	≥ 90%	≥ 90%

* Performance criterion in Program 1.1 – National Capital Authority – Portfolio Budget Statement – 2023-24

Performance Measure 3.1.2 – Increase in annual visitation to NCA managed sites.

Targets			
2023-24	2024-25	2025-26	2026-27
Baseline to be developed	2.5% on previous year	2.5% on previous year	2.5% on previous year

Performance Measure 3.1.3 – Percentage of surveyed stakeholders giving a satisfactory rating on the NCA's communication and engagement efforts.

Targets			
2023-24	2024-25	2025-26	2026-27
≥ 75%	≥ 80%	≥ 85%	≥ 90%

Key activities and focus areas – 2023-24

- present and/or support 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 and support commercial tours about the National Capital, including its Indigenous heritage and history
- begin planning for a multi-day walk around Lake Burley Griffin linked to current and potential accommodation options and quality food and beverage offerings
- introduce seaplane operations on Lake Burley Griffin to offer a new transport option and assist in marketing the capital.

Key activities and focus areas – to 2026-27

- foster 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, facilitate NCA-managed land as the venue to host nationally significant events
- develop a range of activities and events for residents and visitors to access and enjoy the Commonwealth and Kings Park areas
- collaborate with National Cultural Institutions on a calendar of events throughout the National Triangle.

Intended Result 3.2

Working with a range of partners, creating and promoting experiences and activities that enhance awareness of the National Capital and its national significance

- 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
- achieve a high level of awareness and understanding of the significance of Canberra as the National Capital
- achieve a strong and positive level of engagement with the Australian community in the National Capital, including through using new, innovative technologies.

Performance Measure 3.2.1 – Increased numbers accessing education programs and content, considering:

- number of participants in education programs
- web analytics / access to web content.

Targets			
2023-24	2024-25	2025-26	2026-27
Baseline to be developed	2.5% on previous year	2.5% on previous year	2.5% on previous year

Performance Measure 3.2.2 – Percentage of participants reporting a high level of satisfaction with education programs.

Targets			
2023-24	2024-25	2025-26	2026-27
≥ 90%	≥ 90%	≥ 90%	≥ 90%

Key activities and focus areas – 2023-24

- work collaboratively with National Cultural Institutions and commercial partners to market Canberra and the National Triangle as a 'must-see' tourist destination
- work with Events ACT to encourage an increased national awareness of annual and co-operative events, such as Floriade and Enlighten
- work with the ACT Government and other relevant stakeholders to undertake targeted and integrated marketing campaigns to encourage people to visit their National Capital
- continue to shape new tours and programs at the National Capital Exhibition for schools and the public
- ongoing enhancement of the NCA's award-winning website structure and functionality based on customer feedback
- Continue to review, renew and enhance interpretation and wayfinding in and around the National Triangle.

Key activities and focus areas – to 2026-27

- undertake landscape modifications within Commonwealth Park to facilitate year-round events and concerts
- continue collaboration with the National Cultural Institutions on a calendar of events throughout the National Triangle.

Intended Result 3.3

Increasing engagement with First Nations' history, people & culture

- substantive actions that increase the NCA's commitment to and engagement with Australia's First Nations through finalising and implementing the NCA's Reconciliation Action Plan (RAP)
- respectful and productive partnership with Indigenous organisations and First Nation elders and communities.



Performance Measure 3.3.1 – Progress towards implementing the Reconciliation Action Plan

Targets			
2023-24	2024-25	2025-26	2026-27
Milestone 1 * achieved	Milestone 2 * achieved	Milestone 3 * achieved	Milestone 4 * achieved
<p>* Milestone 1 – Finalise and publish an approved NCA Reconciliation Action Plan (RAP) for 2023-24 and 2024-25; implement the elements set out in the RAP scheduled for 2023-24, including building relationships, enhancing visitor programs and experiences, raising the recognition and profile of First Nations language, culture and history, and taking appropriate employment, procurement and shared actions and activities in the NCA work.</p> <p>Milestone 2 – Implement the elements set out in the RAP scheduled for 2024-25, including recognition, celebration and support for First Nations events and commemorations; observing and promoting cultural protocols; and developing a RAP for the following two years.</p> <p>Milestone 3 – finalise and publish an approved RAP for 2025-26 and 2026-27; implement the elements set out in the RAP scheduled for 2025-26.</p> <p>Milestone 4 – Implement the elements set out in the new RAP scheduled for 2026-27</p>			

Key activities and focus areas – 2023-24

- partner with Indigenous organisations on events celebrating their culture including 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.

Key activities and focus areas – to 2026-27

- partner with organisers to present new Indigenous-focused events and celebrations
- implement 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 new policy funding 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 continue to embed sound and effective procurement, contract management and project processes across the NCA's operations.

Community and stakeholder engagement

The NCA places great importance on collaboration and engagement with the community and other stakeholders. We actively work with other Australian Government agencies, the national cultural institutions, the ACT Government, and business partners to achieve our goals and deliver effective outcomes.

Through coordinated interaction, we ensure that our construction, maintenance, estate management, and parking operations meet the highest standards. By forging strong relationships and partnerships, we can pool resources, expertise, and knowledge to enhance the services we provide.

Central to our approach is the adoption of the NCA's renewed Commitment to Community Engagement (CCE) policy. This comprehensive framework is rooted in the principles and best practices of the International Association for Public Participation (IAP2). It guides our engagement efforts, allowing us to tailor our approach to the unique needs and requirements of each project.

Transparency, inclusivity, and responsiveness are core principles of the CCE. We strive to foster open and honest communication with the community, ensuring that their voices are heard, and their perspectives valued. By actively involving the community in decision-making processes, we aim to strengthen our bond and enhance the overall outcomes of our projects.

We recognise that the community is diverse, with a multitude of perspectives and aspirations. That is why we actively seek and embrace the participation of individuals from all backgrounds and walks of life. By engaging with a wide range of stakeholders, we can ensure that the decisions we make align with community aspirations and reflect the diverse needs of those we serve.

We invite and encourage active participation from the community in shaping our projects and initiatives. Whether it is through public consultations, community forums, or other engagement methods, we value the input and feedback provided by the community. By working together with the community and our stakeholders, we can create a vibrant and sustainable future for the National Capital.



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 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 staff have the right tools and support to play 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
- encourage and enable effective internal collaboration to operate as a cohesive organisation
- provide appropriate learning and development opportunities for 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
- strengthening our leadership group by driving accountability and enhancing our management capabilities across all levels of the NCA
- promoting reconciliation through our sphere of influence by developing and implementing a staff engagement strategy to raise awareness of reconciliation across our workforce.

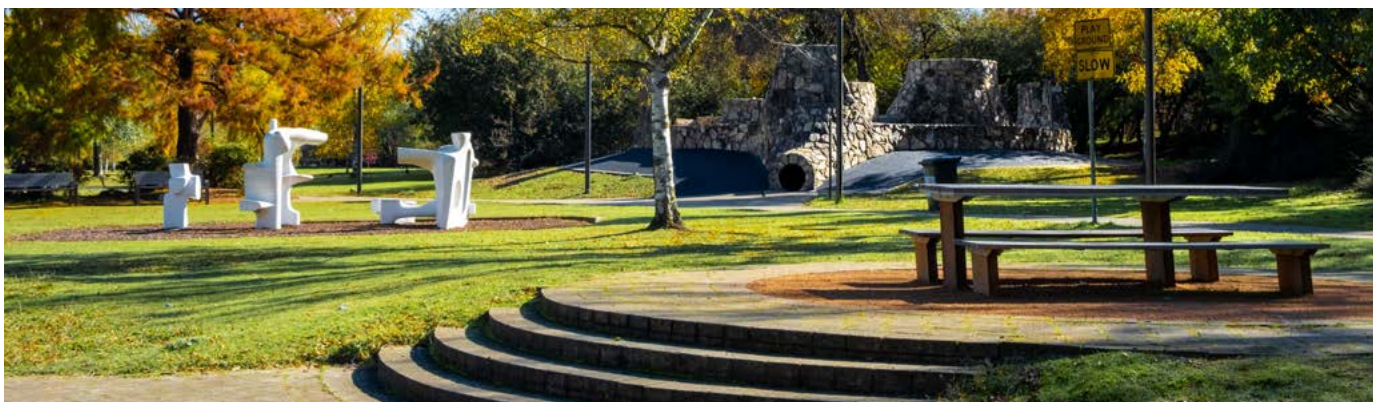
Business systems including information and communications technology

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 across the agency.

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:
 - 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
- support the use of asset management, geo-spatial and remote use capabilities to improve and integrate business functions and stakeholder interactions.



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 *Australian Capital Territory (Planning and Land Management Act 1988* (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 2023





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