



**Australian Government**  
**National Capital Authority**

# **National Capital Authority Corporate Plan**

2024-25 to 2027-28

Canberra – a place for all Australians



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



#### Photo captions:

Cover photo: Commonwealth Park. Photograph by Dom Northcott

Inside cover: Commonwealth Park. Photograph by Dom Northcott

P1: Terry Weber. Photograph by Dom Northcott

P2: Reconciliation Place. Photograph by Dom Northcott

P4: Commonwealth Park. Photograph by Dom Northcott

P5: Scrivener Dam. Photograph by Martin Ollman

P6: (L) National Triangle. Photograph by Dom Northcott and  
(R) HMAS Canberra Memorial. Photograph by Richard Bridge

P8: Thalidomide memorial. Photograph by Richard Bridge

P9: Commonwealth Avenue Bridge. Photograph by Dom Northcott

P11: Lake Burley Griffin. Photograph by Dom Northcott

P.12 Old Parliament House Rose Garden. Photograph by Dom Northcott

P.13 QEII Island. Photograph by Dom Northcott

P.16 Old Parliament House Rose Garden. Photograph by Garth Kirwin

Back cover: Lake Burley Griffin. Photograph by Dom Northcott

# CHAIR'S MESSAGE

On behalf of the National Capital Authority (NCA), I am pleased to present the 2024-25 NCA Corporate Plan, which covers the period 2024-25 to 2027-28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

I wish to acknowledge the Ngunnawal people as traditional custodians of Canberra and recognise any other people or families with connection to the lands of the ACT, pay my respects to their Elders, past and present, and recognise their long-standing connection to the land and the region.

The blueprint for Canberra's national capital role is set out in the National Capital Plan. The Plan's purpose is to ensure that the Commonwealth's interests are protected and advanced in the continuing development and evolution of Canberra – a growing and dynamic city. The Plan itself is nearly 40 years old and has been amended around 100 times since it was first established at the time of the ACT's self-government in 1988.



The Plan establishes the following matters of national significance in the planning and development of Canberra and the Territory:

- The preeminence of the role of Canberra and the Territory as the centre of National Capital functions, and as the symbol of Australian national life and values
- Conservation and enhancement of the landscape features which give the National Capital its character and setting, and which contribute to the integration of natural and urban environments
- Respect for the key elements of the Griffins' formally adopted plan for Canberra
- Creation, conservation and enhancement of fitting sites, approaches and backdrops for national institutions and ceremonies as well as National Capital Uses
- The development of a city which both respects environmental values and reflects national concerns with the sustainability of Australia's urban areas.

These principles have enduring relevance and continue to feature prominently in the ongoing work of the NCA.

Earlier this year, the NCA received a Statement of Expectations from our Minister and responded with a Statement of Intent – these documents are available on the NCA website. The Statements focus on how the NCA performs its functions and balances its objectives and strategic priorities. The Statements have a strong focus on the NCA governance arrangements and operating with the highest standards of transparency and accountability, including in its consultation arrangements and in the operation of the Authority. The Statements aim to ensure the NCA focuses on its performance, achieving value for money and operating with exemplary integrity and probity.

The Statements underline the importance of our regulatory role, working closely with key stakeholders, especially the ACT Government, and with appropriate oversight by the Australian Parliament. The NCA has developed a detailed action plan to implement and report on actions in response to the Statements of Expectations and Intent.

The NCA welcomes the recent report by the Joint Standing Committee on the National Capital and External Territories – 'A Capital for All Australians – Report of the inquiry into fostering and promoting the significance of Australia's National Capital'. The NCA is working closely with other relevant agencies to review the report's conclusions and develop responses to the report's recommendations for Government consideration.

Highlights of the NCA's work for the period ahead include major infrastructure work on Commonwealth Avenue Bridge and at Scrivener Dam, continuing renewal and development in and around the National Triangle, a focus on community engagement across the NCA's work, and the substantive implementation of the NCA's Reconciliation Action Plan.

A handwritten signature in black ink, appearing to read 'Terry Weber'. The signature is fluid and cursive, written over a white background.

**Terry Weber**

Chair, National Capital Authority, 12 August 2024

# 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.

The NCA performs the role of trustee of the National Capital and, in this capacity, serves 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 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 Karen Doran PSM (Chief Executive)
- Ms Jenny Smithson
- Mr James Willson
- Professor Helen Lochhead AO

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 the NCA's primary strategic planning document and sets out the goals and strategies we will pursue to achieve our purpose over the four years to 2027-28. 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 outcome:

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
- excluding the management and regulation of the taking of water, and with the approval of the Minister, 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.

Earlier in 2024, the NCA was provided with a Statement of Expectations by the NCA's Minister, the Hon Kristy McBain MP. The Statement of Expectations provided the NCA with guidance on the Minister's priorities and expectations in relation to governance, our approach to regulation, and our relationship with government and stakeholders. The NCA responded by providing a Statement of Intent setting out actions the NCA will take in response, including specific implementation activities. These documents have provided valuable input and direction in the development of this Corporate Plan. The two Statements are available on the NCA's website ([nca.gov.au](http://nca.gov.au)).



The NCA's objectives for the next four years are that:

- Canberra is planned and developed in accordance with its special role as Australia's National Capital, including through effective stakeholder and community engagement
- Infrastructure and natural assets under the NCA's stewardship are maintained and enhanced to continue to fulfil their design, purpose and function
- Canberra attracts citizens and visitors to celebrate and engage with the story of the National Capital

The NCA will look to deliver against these objectives while successfully maintaining and enhancing an extensive and valued asset base. Key work over the period will be to strengthen and enhance Commonwealth Avenue Bridge and upgrade key elements of Scrivener Dam. The NCA will focus on optimising our asset management plans, maintaining a positive safety culture, and aligning our people and resources to areas of greatest priority.

In undertaking our work, the NCA will be transparent and accountable in its actions, actively engage and consult with our key stakeholders, including the ACT Government, and focused on our performance in achieving our objectives and priorities.

## 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 around \$1.4 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 will continue to respond to a range of influences in our operating environment over the next four years. From a policy perspective, these influences include policy direction provided to the NCA through a Statement of Expectations and responding to agreed recommendations coming from the inquiry into fostering and promoting the significance of Australia's National Capital by the Australian Parliament's Joint Standing Committee on the National Capital and External Territories (JSCNCET).

The NCA will apply a national and long-term lens when planning, managing and promoting the Nation's Capital on behalf of all Australians. We develop strategies and work closely with the ACT Government to enhance the substantial and rich heritage that forms the basis of the growing city of Canberra, ensuring it continues to evolve as an attractive and vibrant place to live and visit.

In our day-to-day operations we manage areas of national significance and maintain and enhance 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 actively encouraging and supporting people coming to the National Capital to increase their awareness of its history and special role.

The NCA is a relatively small organisation with around 60 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 risk across the agency.

The Policy 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 risk management frameworks including work health safety and fraud and corruption risk.

The NCA's strategic risks are overseen by the Authority, senior management and the NCA's Audit and Risk Committee. Management- and operational-level risks are factored into business and project plans and managed by the relevant NCA teams.

The NCA's current strategic risks include:

- failing to successfully manage and deliver key infrastructure projects, especially Commonwealth Avenue Bridge and 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, contracted service providers, event participants and the general public
- approving poor quality designs and works that detract from the significance of national areas
- not being able to attract, recruit and retain the appropriate expertise and skills in a competitive labour market
- poor community engagement leading to a lack of stakeholder understanding of the NCA's purpose and role, our 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 and communication
- 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 activities
- ongoing and systemic assessment of asset condition to underpin sound budgeting, prioritisation of effort and risk mitigation
- regularly updating asset management plans 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 providing flexibility in working arrangements to support and retain staff
- continuing to implement 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.



## Working Together

The NCA works with a range of entities to help achieve our objectives, collaborating and consulting to achieve a common purpose or objective.

The NCA works closely with relevant Australian Government departments and agencies, especially our portfolio Department, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts including for legislative and parliamentary processes.

The NCA is the planning approval body for land managed by Commonwealth agencies such as the Department of Defence and Department of Finance. In this role, the NCA works closely with relevant agencies to assist them in achieving their aims while ensuring works proposed meet the spirit and specific requirements of the National Capital Plan. In keeping with our statutory role, the NCA often carries out work in Canberra's central national area that is sponsored by other agencies. A recent example is the National Site of Recognition for Thalidomide Survivors and their Families on the northern edge of Lake Burley Griffin which was sponsored by the Department of Health and Aged Care.



The NCA works collaboratively with the National Cultural Institutions in advancing the role of Canberra as a capital for all Australians, leveraging opportunities for joined up promotion of activities, supporting centralised sources of information and enhancing connectivity and accessibility in and around the National Triangle.

The NCA works collaboratively with the ACT Government including on planning matters in relevant areas, on major projects, such as the ACT Government's Light Rail program, and on key operational matters such as water quality. The NCA has regular meetings with senior ACT Government officials and contributes to joint work such as the Disruption Taskforce which aims to minimise traffic congestion arising from the various works on and around Commonwealth Avenue.

The NCA relies on contracted service providers to deliver much of the NCA's on-ground work. The NCA maintains productive relationships with our service providers to ensure the best outcomes from their work in maintaining and enhancing areas under the stewardship of the NCA.

## Community and Stakeholder Engagement

The NCA places great importance on collaboration and engagement with the community and other stakeholders. The NCA will continue to work with a range of community groups such as Community Councils, residents associations and other community groups on specific proposals and broader planning matters.

Central to our approach is a commitment to transparency, inclusivity, and responsiveness. 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, we aim to strengthen decision making processes and enhance the overall outcomes of our work.

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 take account of community perspectives 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 aim to create a vibrant and sustainable future for the National Capital.



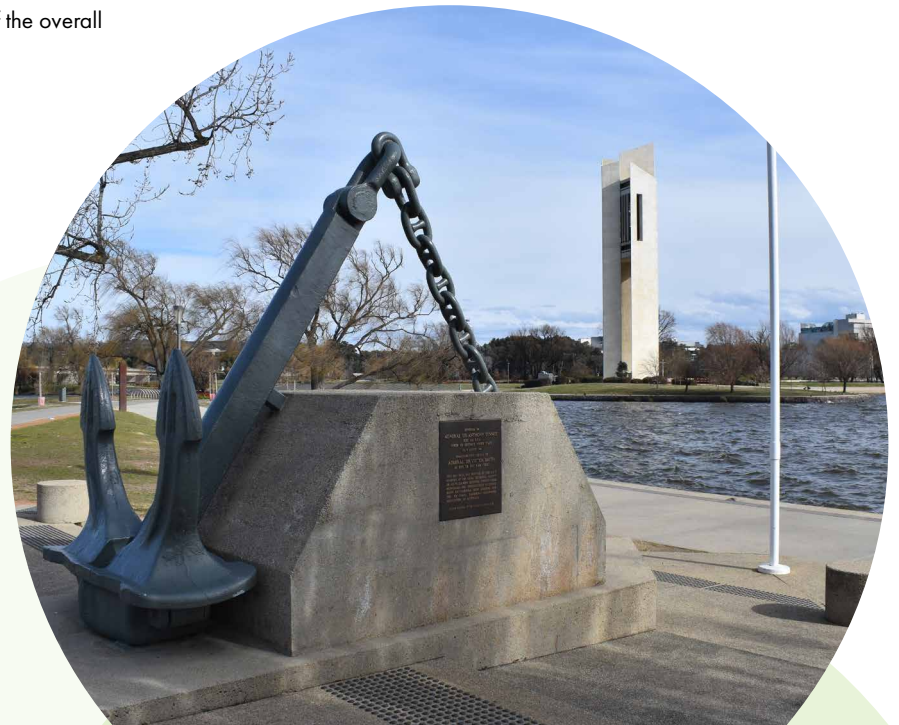
## Our Regulatory Role

The NCA's role includes regulatory functions, notably in assessing works approval applications, administering parking arrangements and facilitating events on the National Estate. Our performance in undertaking our regulatory functions is included in our performance measures set out in the relevant area of this plan.

In performing these regulatory functions, the NCA looks to act fairly, consistently and transparently, to establish productive relationships with our stakeholders and to be a trusted regulator. For example, we have a strong record of assessing works approval applications in a timely manner, providing the opportunity for input and advice on proposed works before applications are submitted to streamline the process. We aim to be responsive to stakeholders needs, including being aware of the costs of regulatory requirements. Recognising the interrelationship between our regulatory responsibilities and those of the ACT Government, we are particularly focused on the need to operate effectively in the context of the overall regulatory landscape.

The NCA uses appropriate risk management techniques and responds to emerging information and changes in the business environment to respond in a proportionate way to non-compliance risks while ensuring the overall integrity of the NCA's key role in ensuring developments are consistent with the National Capital Plan.

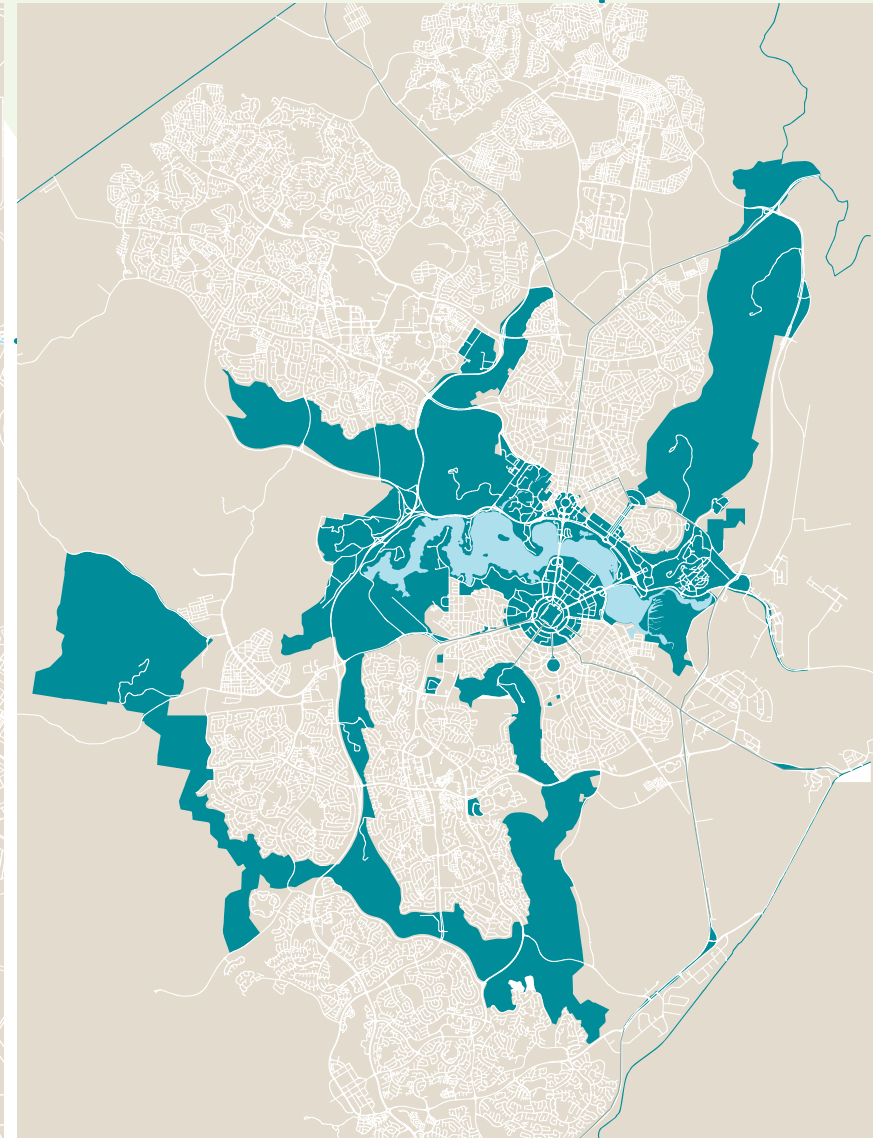
The NCA aims to operate as transparently as possible and takes opportunities to inform the public and other stakeholders about our role and work. Our Commitment to Community Engagement policy establishes a basis for effective collaboration and engagement. The policy sets our standard for undertaking better practice community engagement in our work, being innovative and flexible in the methods and tools used and providing 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 OBJECTIVES – 2024-25 TO 2027-28

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 planned outcome.

The NCA's objectives for the period 2024-25 to 2027-28 are set out below:

## 1. Canberra is planned and developed in accordance with its special role as Australia's National Capital, including through effective stakeholder and community engagement

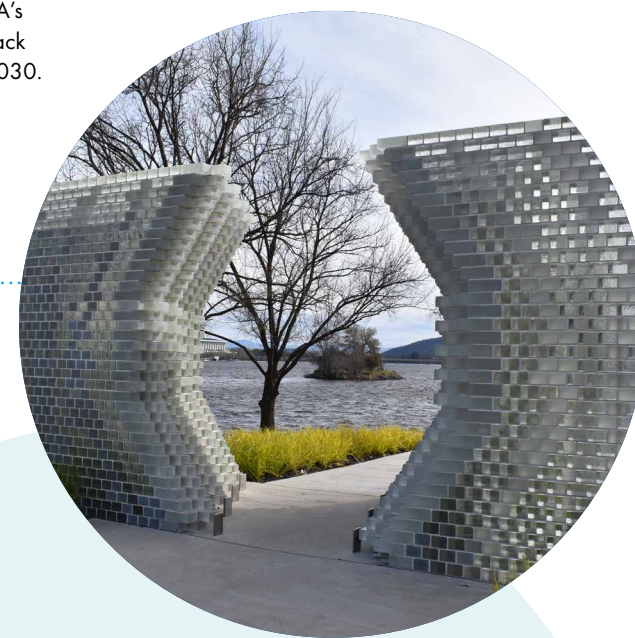
- 1.1 Having planning policies and legislative instruments that promote high quality, sustainable developments on National Land and in Designated Areas that respond to evolving societal needs and reflect the vision and intent of the Griffin Plan for Canberra, consistent with the National Capital Plan
- 1.2 Undertaking our statutory approvals role efficiently, consistently, fairly and transparently, including with respect to effective stakeholder and community engagement
- 1.3 Ensuring The ecological integrity of Canberra's conservation corridors and the bush setting of Canberra are protected as we plan for a growing population in the National Capital.

## 2. Infrastructure and natural assets under the NCA's stewardship are maintained and enhanced to continue to fulfil their design, purpose and function

- 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 in the face of climate change and in accordance with the NCA's Tree Management Policy
- 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. Canberra attracts citizens and visitors to celebrate and engage with the story of the 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. Canberra is planned and developed in accordance with its special role as Australia's National Capital, including through effective stakeholder and community engagement

Intended Result	Focus Areas – 2024-25 to 2027-28	Performance Measure	Key Activities – 2024-25
<p><b>1.1 Having planning policies and legislative instruments that promote high quality, sustainable developments on National Land and in Designated Areas that respond to evolving societal needs and reflect the vision and intent of the Griffin Plan for Canberra, consistent with the National Capital Plan</b></p>	<ul style="list-style-type: none"> <li>NCA planning policies and instruments require and promote developments and works that are responsive to evolving societal and planning needs and influences</li> <li>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</li> <li>Canberra's national and international role is reflected in the National Capital Plan (NCP) and supporting plans and policies</li> <li>The NCA's planning framework guides future development to ensure National Capital values are strengthened</li> <li>The national significance, history and special role of Canberra is appropriately reflected in the NCP and supporting documents and works</li> <li>The NCP reflects contemporary planning practices and meets the needs of the local and broader Australian community</li> </ul>	<ul style="list-style-type: none"> <li>100% of approved works applications are not inconsistent with the principles and policies of the NCP and relevant heritage management plans.</li> </ul>	<ul style="list-style-type: none"> <li>Review governance frameworks and approval processes for planning and development on National Land, having regard for other jurisdictional models – including local government practices and practices of other national capital planning authorities</li> <li>Contribute to the successful planning and development of the Ngurra project on Acton Peninsula</li> <li>Undertake preparatory planning work for the establishment of a new diplomatic estate at North Curtin</li> <li>Work with the University of New South Wales (UNSW) and the ACT Government and proponents to implement the master plan for the UNSW City Campus</li> <li>Work with the ACT Government on their planned cultural precinct in Civic.</li> </ul>



Intended Result	Focus Areas – 2024-25 to 2027-28	Performance Measure	Key Activities – 2024-25
<p><b>1.2 Undertaking our statutory approvals role efficiently, consistently, fairly and transparently, including with respect to effective stakeholder and community engagement</b></p>	<ul style="list-style-type: none"> <li>All applications to undertake works (development) in Designated Areas are assessed in accordance with the National Capital Plan (NCP) and actioned in an efficient, timely and transparent manner</li> <li>The heritage values, including Indigenous values, of places managed by the NCA are respected and integrated into relevant planning, projects and management activities</li> <li>There is strong and positive engagement with the Australian community using inclusive engagement and innovative consultation techniques</li> <li>The NCA has effective partnerships with stakeholders to achieve positive outcomes for the National Capital.</li> </ul>	<ul style="list-style-type: none"> <li>At least 90% of surveyed stakeholders report consistency of application of the regulatory framework, communication and engagement</li> <li>At least 80% of Works Approvals applications processed are assessed against the NCP within 15 working days.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct two Community Forums to provide a forum for open engagement with the community on NCA strategic objectives and current key policy, planning and administrative matters</li> <li>Increase information on the NCA’s website about the status of works approval applications</li> <li>Review decision making frameworks for NCA regulatory functions, including processes for internal review of decisions</li> <li>Ensure that the NCP and other relevant policies provide clear guidance on design quality, landscaping, environment, heritage and sustainability.</li> </ul>
<p><b>1.3 Ensuring the ecological integrity of Canberra’s conservation corridors and the bush setting of Canberra are protected as we plan for a growing population in the National Capital</b></p>	<ul style="list-style-type: none"> <li>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</li> <li>Water quality in Lake Burley Griffin enables its use and enjoyment</li> <li>The NCA treescape is diverse, resilient and sustainable, enhancing the richness of landscape character envisaged by the Griffins’ plan for Canberra.</li> </ul>	<ul style="list-style-type: none"> <li>National Estate tree canopy increases to 35% in 2024-25 and to 40% by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing implementation of the NCA Tree Management Policy, to increase the tree canopy by one percentage point per annum and improve tree age and species diversity</li> <li>Planning and staged implementation for the removal and replanting of trees on Springbank Island.</li> </ul>

2.

Infrastructure and natural assets under the NCA’s stewardship are maintained and enhanced to continue to fulfil their design, purpose and function

Intended Result	Focus Areas – 2024-25 to 2027-28	Performance Measure	Key Activities – 2024-25
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**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 is commensurate with their national role and significance
- The NCA uses or requires sustainable, high-quality design and materials for works
- NCA-managed places and spaces are safe, accessible and attractive.

- At least 90% of maintenance issues are addressed within target timeframes, in accordance with safety, risk and priority
- At least 50% of key documents underpinning the maintenance and management of the National Estate have been reviewed and updated, building to 100% by the end of 2026-27 and maintained thereafter.

- Continue the rolling program of review and update of Heritage Management Plans, to meet the NCA’s ongoing obligations under the *Environment Protection and Biodiversity Conservation Act 1999*
- Ongoing review and update of asset and environmental management plans
- Action updated maintenance plans, with a focus on sustainability, for the following asset categories:
  - memorials
  - roads, footpaths, bus stops and cycleways
  - lighting and supporting infrastructure
  - water and irrigation services, stormwater drainage and other civil infrastructure.
- Progress the masterplan to upgrade Commonwealth Park, including Stage 88
- Progress planning and options analysis for Federation Fountains.



## Intended Result

### 2.2 Renewing and enhancing infrastructure, landscapes and ecosystems managed by the NCA in the face of climate change and in accordance with the NCA's Tree Management Policy

## Focus Areas – 2024-25 to 2027-28

- The NCA delivers agreed capital works projects, providing appropriate recognition and acknowledgement of matters of national significance
- The NCA creates new and revitalised precincts which promote greater activation, recognition and visitation, including for all abilities
- The NCA continues to enhance precincts and event spaces in and around the National Triangle
- The NCA continues to identify and develop plans for enhanced placemaking and facilities across the National Capital Estate, including integrating open space areas with National Cultural Institutions.

## Performance Measure

- At least 90% of capital improvements are actioned within target timeframes.

## Key Activities – 2024-25

- Progress works to strengthen and enhance Commonwealth Avenue Bridge
- Undertake works to strengthen Scrivener Dam
- Planning and implementing works on Acton Peninsula to improve access and address asbestos issues
- Planning and preparation of ongoing works at Kings Park to further improve pedestrian and cyclist safety, and the area's amenity and accessibility
- Continue to renew landscapes and treescapes across the National Estate in accordance with the Horticultural Renewal Project Plan and the Tree Management Policy Project Plan:
  - areas of focus include Commonwealth Park East, Anzac Parade, Bowen Place, Constitution Ave and the Parkes Way overpass.
  - tree plantings will focus on Kings Ave and the Lyndsay Prior National Arboretum; conservation areas at Stirling Park and Attunga Point; and gap plantings at Kings Park and Dunrossil Drive.
- Planning for works to maintain the functionality of Parkes Way and Kings Avenue Bridge
- Complete remediation works on Queen Elizabeth II Island and the Carillon.



Intended Result	Focus Areas – 2024-25 to 2027-28	Performance Measure	Key Activities – 2024-25
<p><b>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</b></p>	<ul style="list-style-type: none"> <li>• The NCA ensures cultural heritage and ecological values across the National Capital Estate are conserved and enhanced</li> <li>• The National Capital Plan promotes excellence in design and development outcomes, including with respect to environmental sustainability</li> <li>• Works undertaken and approved by the NCA demonstrate excellence in design and environmental practice and management</li> <li>• The NCA meets or exceeds required targets, and contributes to Australian Government operations achieving net zero emissions by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>• Milestones achieved in NCA initiatives towards NetZero 2030 delivered in accordance with planned objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the NCA Sustainability and Environment Management Plan guiding the NCA’s environmental management and sustainable operations</li> <li>• 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</li> <li>• Renew the Ecological Management Plan for Conservation Areas</li> <li>• Continue to implement the planned program of horticultural renewal, tree replacement, and turf and irrigation upgrades</li> <li>• Continue work to control Weeds of National Significance.</li> </ul>



### 3. Canberra attracts citizens and visitors to celebrate and engage with the story of the National Capital

Intended Result	Focus Areas – 2024-25 to 2027-28	Performance Measure	Key Activities – 2024-25
<p><b>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</b></p>	<ul style="list-style-type: none"> <li>• There is increased awareness and understanding of the role and significance of Canberra as Australia’s National Capital, including for school groups</li> <li>• Australians and international visitors are able to access, use and enjoy National Land and Lake Burley Griffin for social, recreational and significant life events</li> <li>• The NCA promotes the importance of the National Triangle and its unique features and attractions</li> <li>• The NCA works with commercial partners to enable visitors to the National Triangle to access and enjoy a range of service offerings and recreational experiences</li> <li>• There is active support and marketing for nationally significant events in the National Triangle</li> <li>• The NCA has vibrant and interactive social media and digital communication with the Australian public</li> <li>• There is active engagement of the Australian community through programs and tours run by the NCA and the National Cultural Institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor satisfaction rating of at least 90% across NCA-managed attractions</li> <li>• A 2.5% increase on previous year of annual visitation numbers to NCA managed sites over the Corporate Plan period</li> <li>• At least 80% of surveyed stakeholders giving a satisfactory rating on the NCA’s communication and engagement efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Connect, co-ordinate and collaborate with National Cultural Institutions and commercial operators to develop and enhance visitor programs, experiences and supporting structures and tools</li> <li>• Continue to encourage activation in and around Lake Burley Griffin through developing and supporting a range of service offerings, including:             <ul style="list-style-type: none"> <li>– the return of a paddle boat hire service on the Lake</li> <li>– the introduction of a floating sauna on the Lake, and</li> <li>– commercial seaplane operations.</li> </ul> </li> <li>• Develop, enhance and deliver public programs provided by the National Capital Exhibition and support commercial tours about the National Capital, including its Indigenous heritage and history.</li> </ul>



Intended Result	Focus Areas – 2024-25 to 2027-28	Performance Measure	Key Activities – 2024-25
<p><b>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</b></p>	<ul style="list-style-type: none"> <li>• There are 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</li> <li>• There is a high level of awareness and understanding of the significance of Canberra as the National Capital</li> <li>• There is a strong and positive level of engagement with the Australian community in the National Capital, including through using new, innovative technologies.</li> </ul>	<ul style="list-style-type: none"> <li>• A 2.5% increase on previous year of numbers accessing education programs and content over the Corporate Plan period.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a tourist map for the National Triangle, working collaboratively with National Cultural Institutions</li> <li>• Establish a destination website for the National Triangle to provide a central source of transport, event and other useful information for visitors</li> <li>• Develop initiatives, programs and awareness activities to promote the National Triangle</li> <li>• Work collaboratively with the ACT Government, National Cultural Institutions and commercial partners to undertake targeted and integrated marketing campaigns to encourage people to visit their National Capital</li> <li>• Continue to shape new tours and programs at the National Capital Exhibition for schools and the public</li> <li>• Working with relevant stakeholders, continue to build memorials that celebrate Australia's history and achievements – key planned works include a memorial for victims and survivors of sexual abuse and of Senator Susan Ryan AO.</li> </ul>
<p><b>3.3 Increasing engagement with First Nations' history, people &amp; culture</b></p>	<ul style="list-style-type: none"> <li>• The NCA continues to implement the NCA Reconciliation Action Plan (RAP)</li> <li>• There is respectful and productive partnership with Indigenous organisations and First Nation elders and communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing the relevant Milestones in the Reconciliation Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with Indigenous organisations on events celebrating their culture including Reconciliation Week, Reconciliation Day and NAIDOC Week</li> <li>• Work with the National Australia Day Council to intertwine Indigenous meaning into Australia Day events held in the National Capital</li> <li>• Complete and inaugurate a memorial statue of Senator Neville Bonner AO</li> <li>• Promote and enhance visitation to and engagement with Reconciliation Place, consistent with its national significance.</li> </ul>

# ENABLING STRATEGIES AND CAPABILITIES

## Financial Management

The NCA will continue to actively manage our significant asset base, conducting asset condition assessments and planning, to align our allocated financial resources to areas of greatest priority on the basis of 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, aligned with the NCA's objectives and agreed. As the Strategic Capital Investment Plan is developed, where appropriate, we will prepare new policy funding bids for Government consideration for major asset renewal. We will continue 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 Commonwealth Avenue Bridge and Scrivener Dam projects, 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 management processes across the NCA's operations.

## 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.

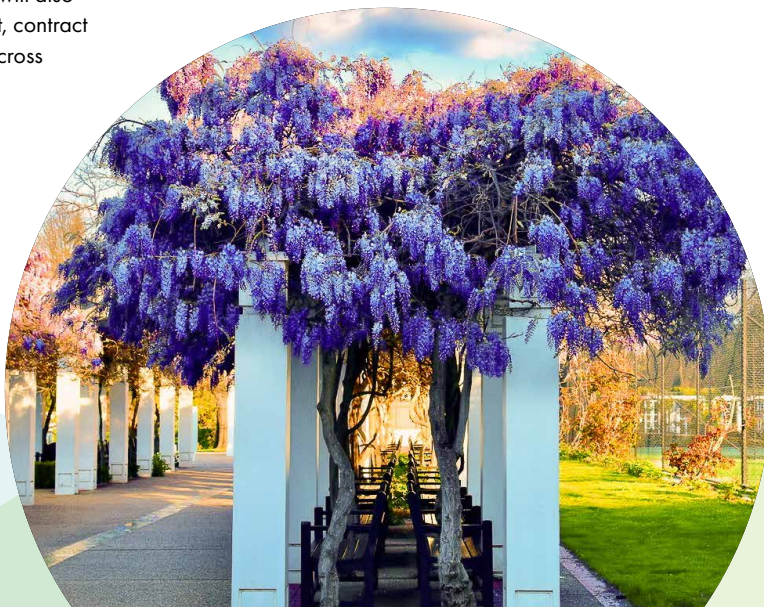
In 2024-25, the NCA will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2024-25 focus on reduced outsourcing of service delivery and project management work, with an expected reduction of around \$600,000 in outsourcing expenditure (noting this reduction will be largely offset by the cost of additional employees to perform the works).

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
- embed reforms as they emerge to strengthen our capability, put people at the centre and promote a culture of respect
- ensure staff have the right tools and support to undertake their roles
- 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 to deliver resilient and secure IT services
- 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').



# National Capital Authority

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