



Australian Government

NATIONAL CAPITAL AUTHORITY

AUTHORITY CHARTER

April 2025

A handwritten signature in black ink, appearing to read 'Terry Weber'.

Terry Weber

Chair

24 April 2025

Table of Contents

Introduction	3
How to read this Charter.....	3
Purpose of the National Capital Authority	3
Role of the Authority.....	3
Authority functions, duties and responsibilities	4
Authority functions	4
Governance, oversight and monitoring	5
Audit & Risk Committee.....	6
Delegations	6
Finance and risk management	6
Relationship management and communication	7
Strategic leadership	7
Meetings and quorum	7
Authority Member conduct and behaviours	8
Duty of confidentiality	9
Independence and conflict of interest management.....	9
Authority Composition and Appointment	11
Composition	11
Appointments.....	11
Authority Key Roles.....	12
Role of the Chair	12
Role of the Chief Executive	13
Role of the Secretariat.....	13
Authority engagement conditions	14
Leave for full-time Members	14
Leave for part-time Members	14
Remuneration.....	14
Official Travel	15
Resignation and termination	15
Attachment A: Authority Skills Matrix	16

Introduction

This Authority Charter outlines the roles, responsibilities, and governance framework for the National Capital Authority (**NCA**), ensuring alignment with legislative obligations in the:

- *Australian Capital Territory (Planning and Land Management) Act 1988* (**the PALM Act**)
- *Public Governance, Performance and Accountability Act 2013* (**the PGPA Act**)
- *Public Governance, Performance and Accountability Rule 2014* (**the PGPA Rule**)

The Charter promotes transparency, accountability, and effective decision-making.

The Authority Charter is to be reviewed annually and may be amended or updated as required, by resolution of the Authority.

How to read this Charter

The term ‘Authority’ is used to identify actions, responsibilities, and decisions of members of the Authority, acting as a board. Actions and responsibilities of the agency are identified by the acronym ‘NCA’.

Purpose of 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 NCA is a non-corporate Australian Government agency.

The NCA performs the role of trustee of the National Capital and in this capacity serves the interests of the Australian Government, and the nation and its people.

Role of the Authority

The NCA Board (**the ‘Authority’**) is the governing body responsible for providing strategic leadership, oversight, and guidance in the execution of the NCA’s statutory functions under the PALM Act.

The Authority is also the accountable authority for the purposes of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act) and is therefore responsible for the strategic leadership, management, and performance of the NCA.

The Authority is comprised of one full-time member and part-time members. The required composition of full-time and part-time members is set out in the PALM Act and will vary depending on how the Chair is engaged.

The Authority has duties and powers, including:

- **Governance, oversight and monitoring:** Ensuring compliance with legal and regulatory obligations. Ensuring NCA has an appropriate governance framework in place that supports the achievement of strategic objectives and delivery of the functions of the organisation.

- **Strategic leadership:** setting the NCA's Corporate Plan as the primary strategic planning document, setting out the goals and strategies the NCA will pursue.
- **Performance:** Setting performance measures for the delivery of NCA's strategy as set out in a Corporate Plan. Ensuring performance is reported in an accurate and transparent manner.
- **Finance and risk management:** Determining the NCA's risk appetite and tolerance and ensuring that the agency has an appropriate and effective risk management framework. Responsibility includes the appointment and oversight of the NCA Audit & Risk Committee.
- **Relationship management and communication:** Overseeing relationships with key stakeholders, including the Australian Government, ACT Government, and the public.

Authority functions, duties and responsibilities

The Authority is the governing body responsible for providing strategic leadership, oversight, and guidance in the execution of the NCA's statutory functions under the PALM Act. In meeting its responsibilities, the Authority undertakes its functions in line with the duties and obligations set out in the PGPA Act.

Authority functions

The functions of the Authority are set out in section 6 of the PALM Act and include:

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

The functions of the Authority do not include:

- The management of the taking of water on National Land.
- The regulation of the taking of water on National Land.

The Authority has power to do all lawful things necessary or convenient to be done for or in connection with the performance of its functions (section 8 PALM Act).

Governance, oversight and monitoring

The governance, oversight and monitoring arrangements of the Authority are set out below. In accordance with the PGPA Act, the Authority is required to:

- (a) Govern the NCA to ensure legal and whole-of-government policy compliance.
- (b) Govern the NCA in a way that promotes the proper use and management of Commonwealth resources (proper use is specified as the efficient, effective, economical, and ethical use of public resources).
- (c) Promote the achievement of the purposes of the NCA.
- (d) Promote the financial sustainability of the NCA.
- (e) Consider the effect of decisions on public resources generally.
- (f) Govern the NCA in a way that is not inconsistent with the policies of the Australian Government – relevant policies include but are not limited to:
 - i. Commonwealth Risk Management Policy;
 - ii. Commonwealth Governance Structures Policy;
 - iii. Australian Government Charging Framework;
 - iv. Procurement-connected policies;
 - v. Payment Times Reporting Scheme;
 - vi. Whole-of-government procurement arrangements; and
 - vii. Whole-of-government ICT, data, digital and security policies.
- (g) The Authority may establish an advisory board to assist the Authority in governing the NCA.
- (h) The PGPA Act and PGPA Rule also sets out other specific obligations of accountable authorities. These obligations include:
 - i. The Authority must prepare and publish an annual corporate plan in accordance with the relevant rule (PGA Rule, Section 16E), and provide a copy to the responsible Minister and the Finance Minister;
 - ii. The Authority must prepare and present an annual report on the NCA to the responsible Minister, for presentation to Parliament, in accordance with the relevant rules;
 - iii. The Authority must keep records that measure, assess and explain the NCA's performance in achieving its purpose, and prepare and publish an annual performance statement in the annual report;
 - iv. The Authority must prepare budget estimates in accordance with any directions provided by the Finance Minister;
 - v. The Authority must ensure compliant and accessible financial accounts and records to be kept, and ensure compliant annual financial statements are prepared; and

- vi. The Authority must ensure that the NCA has an audit committee which must be constituted and perform functions as prescribed by the PGPA Rule.

Audit & Risk Committee

As an accountable authority, to comply with the PGPA Act, the Board must ensure the NCA has an audit committee. The NCA's Audit & Risk Committee assists the Authority and NCA in areas of financial management, risk management and internal control.

The Audit & Risk Committee operates in accordance with a written charter approved by the Authority. The charter must be compliant with PGPA Act and PGPA Rule requirements.

Delegations

The PGPA Act provides that the Authority may, by written instrument, delegate to an official of the NCA certain powers, functions, or duties under the PGPA Act or Rule, including with respect to certain powers, functions or duties conferred by the Finance Minister. However, the Authority may not delegate its powers, functions, or duties in relation to general duties and application of government policy, corporate plans, and performance, accounts, and financial statement requirements.

For any power, function, or duty so delegated, the Authority may give written direction as to the exercise of that power, the performance of that function or the discharge of that duty, with which a delegate must comply (including sub-delegates).

The responsible Minister may, by legislative instrument, give the Authority general directions in writing about the performance of the Authority's functions. The Authority must comply with a lawful direction from the responsible Minister. Particulars of any directions given in a financial year must be included in the annual report of the Authority for that year.

Finance and risk management

Authority Members are "officials" of the Authority and in accordance with the PGPA Act, are responsible for management and expenditure of relevant money and assets held by the NCA.

Authority Members:

- (a) May (in writing) give instructions to an official of the NCA about any matter relating to finance law (that is, make Accountable Authority Instructions).
- (b) May, on behalf of the Commonwealth, enter into, vary and administer arrangements (i.e. contracts, agreements, deeds, etc), and approve a commitment of relevant money for which the Authority is responsible.
- (c) May approve and monitor capital management and major expenditures.
- (d) Must establish and maintain an appropriate system of internal control of the NCA, including implementing measures to ensure officials of the NCA comply with finance law.

- (e) Must establish and maintain an appropriate system of risk oversight and management for the NCA, including the establishment of an Audit and Risk Committee.

Relationship management and communication

The Authority is required to:

- (a) Keep the responsible Minister informed of the activities of the NCA.
- (b) Provide the responsible Minister or the Finance Minister any reports, documents and information relating to the activities the relevant Minister requires.
- (c) Notify the Minister as soon as practicable after the Authority makes a significant decision.
- (d) Give the responsible Minister reasonable notice if the Authority becomes aware of any significant issue that may affect the NCA.
- (e) Encourage officials of the NCA to co-operate with others to achieve common objectives.
- (f) Impose conditions on others to the use or management of public resources by considering the risks associated with that use or management and the effects of imposing those requirements.

Strategic leadership

The Authority is required to:

- (a) Provide and implement the NCA's strategic direction as set out in an annual Corporate Plan.
- (b) Direct and monitor the NCA's performance against the Corporate Plan.

Meetings and quorum

- (a) The Authority will hold a minimum of six general meetings per year, spread evenly throughout the year, usually at NCA premises.
- (b) The responsible Minister may convene a meeting at any time.
- (c) The Chair:
 - i. may convene a meeting at any time; and
 - ii. shall convene a meeting on receipt of a written request signed by not less than 2 other Members.
- (d) The Authority shall hold meetings that are necessary for the efficient performance of its functions including additional meetings (minuted), or out-of-session or informal meetings or briefings (not minuted).
- (e) Members unable to attend in person may participate in all or part of an Authority meeting using video/telephone conference facilities, with the Chair's agreement.

- (f) The draft minutes and public record will be circulated to Members no later than two weeks after the relevant meeting. This enables their finalisation and the publication of the public record following endorsement.
- (g) The Chair will endorse by signature the final minutes and public record of each Authority meeting. The minutes of the Authority are taken to be a record of a decision or authorisation by the Authority.

The following conditions define a quorum for Authority meetings:

- (a) The Chair shall preside at all meetings at which they are present.
- (b) Where the Chair is not present at a meeting, the Members present shall appoint one of their number to preside.
- (c) At a meeting, 3 Members constitute a quorum including one full-time Member.
- (d) If the full-time Member is precluded from being present (due to disclosure of interests), then:
 - i. if the full-time Member is the Chair—any 3 Members constitute a quorum; or
 - ii. if the full-time Member is not the Chair—the Chair and any other two Members constitute a quorum.
- (e) Questions arising at a meeting shall be decided by a majority of the votes of the Members present and voting.
- (f) The person presiding at a meeting has a deliberative vote and, if necessary, also has a casting vote.

Authority Member conduct and behaviours

The below conduct and behaviour requirements encompass the general duties of officials as required by the PGPA Act and reflect requirements of the *Public Service Act 1999* (Code of Conduct and APS Values). They ensure Authority Members hold themselves to the same conduct standards and behaviours that apply to the CE and NCA staff.

Authority Members, as officials under the PGPA Act and Rule:

- (a) Are required to exercise their powers, perform their functions, and discharge their duties with the same degree of care and diligence that a reasonable person would do in the same circumstance.
- (b) Act honestly, sincerely, and in a proper manner to make decisions, and manage or use public resources in an efficient, effective, economical, and ethical way.
- (c) Must not improperly use their position, or information accessed, to gain or seek to gain an advantage for themselves or any other person or to cause or seek to cause detriment to the NCA, the Commonwealth or any other person.
- (d) Must disclose the details of any material personal interest relating to NCA affairs. The specific arrangements to meet this duty are set out below under Disclosure of Interests.

- (e) Are expected to keep themselves up to date with the affairs of the NCA and the Authority.
- (f) Must discharge their duties honestly, in good faith, in the best interests of the Authority, and for a proper purpose.
- (g) Are expected to adhere to the following conduct standards in connection with the discharge of their duties as a Member:
 - i. behave honestly and with integrity;
 - ii. act with care and diligence;
 - iii. treat everyone with respect and courtesy, and without harassment;
 - iv. comply with all applicable Australian laws;
 - v. maintain appropriate confidentiality about Authority business;
 - vi. take reasonable steps to:
 - a. avoid any conflict of interest (real or apparent); and
 - b. disclose any material personal interest.
- (h) Use Commonwealth resources in a proper manner and for a proper purpose.
- (i) Always behave in a way that upholds the integrity and good reputation of the Authority.
- (j) Are not to disclose information that could be prejudicial to the effective working of government. Specific arrangements for confidentiality are outlined below.

Duty of confidentiality

Authority Members are required to comply with the following confidentiality requirements:

- (a) Members and staff attending Authority meetings will maintain the confidentiality of discussions and papers and not make comment on any outcomes or decisions of the Authority, including matters that require Government consideration, which are not public knowledge. This includes the outcomes of meetings until the minutes and public record have been approved by the Chair.
- (b) Members recognise their responsibility to the Authority and agree that outside of Authority meetings they will support Authority decisions and the implementation of those decisions when in contact with other persons or organisations.
- (c) Members agree the dissemination of Authority decisions should not be released to the public except as decided by the Authority as a whole.
- (d) Unless agreed to in advance by the Authority, Members shall not make comment with the media and/or Members of Parliament that are at variance with an Authority decision or policy.

Independence and conflict of interest management

As officials under the PGPA Act, Authority Members are required to be independent and apolitical. Because of this, managing conflicts of interests for Authority Members and requiring disclosures of interests is a key governance process.

Authority Members are required to adhere to the following regarding disclosure of interests:

- (a) A Member who has a direct or indirect pecuniary interest, or a perceived or actual conflict of interest, in a matter being considered or about to be considered by the Authority shall, as soon as possible after the relevant facts have come to the Member's knowledge, disclose the nature of the interest at a meeting of the Authority.
- (b) To assist Members' fulfil their obligation, a draft forward agenda covering at least two meetings ahead is prepared and included in the papers for each regular meeting.
- (c) A disclosure shall be recorded in the meeting minutes and, unless the Minister or the Authority otherwise determines (see Section 16 of the PGPA Rule), the Member shall not:
 - i. be present during any deliberation of the Authority with respect to that matter; or
 - ii. take part in any decision of the Authority with respect to that matter.
- (d) For the purpose of making such a determination by the Authority in relation to a Member who has made a disclosure, a Member who has a direct or indirect financial interest in the matter to which the disclosure relates shall not:
 - i. be present during any deliberation of the Authority for the purpose of making the determination; or
 - ii. take part in making the determination.
- (e) The above provisions are in addition to the duty of all Members to disclose interests as required under Section 29 of the PGPA Act and Sections 14 and 15 of the PGPA Rule.
- (f) Against this background, the Authority has agreed that the following disclosure of interest arrangements will apply to all Members:
 - i. Each Member is required to complete a Declaration of Material Interests Form within 14 calendar days of appointment.
 - ii. The Declaration is to be presented at the next available Authority meeting (so as to inform each other member of the Authority), recorded in the meeting minutes and retained as part of the Authority's records.
 - iii. Members are only required to declare Material Interests if they are of such a nature that they may be seen to give rise to a conflict of interest or the perception of a conflict of interest in his or her capacity as a Member of the Authority.
 - iv. The Declaration should include the interests of the Member and, where known to the Member, any material interests of a dependent and/or spouse (including de facto spouse) of the Member.
 - v. Members are to notify any change or addition to their Declaration, within 14 calendar days of such a change or addition occurring.
 - vi. An annual probity briefing will be provided in June each year, including re-issue of this Charter (if applicable).
 - vii. Declaration of Material Interests Forms are to be updated and submitted by 28 February each year.

Authority Composition and Appointment

Composition

The composition of the Authority is determined as follows:

- (a) The Authority shall comprise of a minimum of five Authority Members.
- (b) Authority membership must comply with section 33 of the PALM Act, which sets out rules for the composition of the Authority, including the full-time or part-time status of the NCA Chair.
- (c) Australian citizenship or Australian residency status of members must comply with whole of government requirements.
- (d) The Authority must be comprised of Members with the collective expertise, experience, and skills relevant to the business of the NCA.

The Authority shall be supported by a Secretariat.

Authority Member and Secretariat roles are described in Authority Key Roles.

Appointments

Members are appointed by the Governor-General on the advice of the Department of State.

The Governor-General will consider the appointment of an Authority Member as and when a vacancy arises in accordance with the following considerations:

- (a) the skills, expertise, and experience of any proposed Authority Member (see Attachment A: Authority Skills Matrix);
- (b) the relevance and appropriateness of these skills, expertise and experience when compared to those of the current Authority; and
- (c) to ensure that that there is sufficient diversity amongst Members so that the Authority can contribute an appropriate cross section of ideas and experiences to plan and promote Canberra as a capital for all Australians.

Prior to making any formal offer, a potential Authority Member must be given sufficient information about the NCA to allow the potential Authority Member to conduct their personal due diligence.

The Chair may be appointed on a full-time or part-time basis. If the Chair is appointed on a full-time basis, and they are also the Chief Executive (**CE**) then the minimum Authority composition must include at least four non-executive Members.

If the Chair is appointed on a part-time basis, and there is a separate CE, then the minimum Authority composition must include three other non-executive Members. Non-executive Members are appointed on a part-time basis.

Section 36 of the PALM Act details that Members may be appointed for a period not exceeding five years. A person appointed as a member is eligible for re-appointment.

The PALM Act does not specify maximum tenure terms for Authority members. Based on governance best practice, as a guide, maximum tenure for members is ten years, noting flexibility may be appropriate in special circumstances. Whilst there is a suggested maximum period, best practice guidance reiterates a key consideration for tenure is the principle of independence and a member's ability to conduct themselves independently. Additionally, considerations such as the need to balance valuable corporate knowledge and independence, may require appointments to be staggered.

Where there is a temporary vacancy, for example, a long period of personal leave, section 37 of the PALM Act details acting appointment requirements. Temporary acting arrangements require appointment by the responsible Minister.

Induction for newly appointed Authority Members

The NCA Secretariat is responsible for arranging for a new Authority Member to undertake an induction program to enable them to gain an understanding of:

- (a) the Authority's financial, strategic, operational and risk management position;
- (b) their rights, duties, and responsibilities; and
- (c) any other relevant information.

As part of the induction program, a new Authority Member will meet with all incumbent Authority Members. They will be provided a brief which includes the following topics:

- (a) Right and duty to raise matters of concern
- (b) Liaison with NCA staff
- (c) Use of internal resources
- (d) Media monitoring for Members
- (e) Access to external specialist advice
- (f) Gifts and benefits
- (g) Distribution of meeting papers
- (h) Other relevant information

Authority Key Roles

Role of the Chair

The role of the Chair includes:

- (a) Presiding at all meetings at which they are present.
- (b) Providing overall leadership and direction for the Authority. Between meetings, the Chair represents the Authority, to the extent possible.
- (c) The signature of the Chair will be the formal authorisation of the Authority (such as for Annual Reports, annual Financial Statements, delegations and for similar requirements and documents). In these circumstances, it is the Chair's role to

ensure appropriate consultation with other Authority Members has occurred and appropriate agreement reached, where possible.

- (d) Conducting an annual assessment of the CE's performance, reporting results to Members, and facilitating an annual Authority performance assessment.
- (e) Counselling individual Members regarding any aspect of their performance of Authority duties.

Other responsibilities of the Chair include:

- (a) Leading the Authority in its duties to the NCA and ensuring that the Authority's activities are efficiently organised and conducted.
- (b) Maintaining a regular dialogue and mentoring relationship with the CE.
- (c) Serving as a primary link between the Authority and management and providing continuity between Authority meetings.
- (d) Working with the CE in relation to providing information, contributing effectively to the Authority's decision-making process, and monitoring the effective implementation of Authority decisions.
- (e) Facilitating effective discussions at Authority meetings.
- (f) Promoting an environment of trust, respect, and openness to ensure consultative and constructive relationships among Authority Members and between the Authority and the NCA.

Role of the Chief Executive

The Chief Executive (CE) is the designated Agency Head of the NCA and is responsible for:

- (a) Managing the affairs of the Agency.
- (b) Complying and responding to written directions from the Authority (except for directions that relate to the CE's performance of functions or exercise of powers under the *Public Service Act 1999*).
- (c) All matters related to the *Public Service Act 1999*.

Role of the Secretariat

The role of the Secretariat is to provide administrative support to the Authority, ensuring it operates efficiently and in compliance with regulations. The Secretariat consists of a number of supporting roles including:

- a) Chief of Staff;
- b) Governance Manager; and
- c) Other Chief Executive team members to support Authority processes.

The Secretariat functions include:

- (a) **Supporting meetings:** Assisting with agendas, circulating papers, preparing minutes, and organising logistics.

- a. Working with the Chair and the CE to develop and distribute meeting agendas. Final agenda and papers are sent one week before the meeting.
- b. Formal meetings are to be minuted. Minutes and a public record are to be provided to Members within 2 weeks of the relevant meeting. Informal meetings do not require minuting.
- c. Ensure the update of the public record on the NCA website within five working days of receipt of the signed document by the Chair.
- d. Coordination of travel arrangements for Members to meetings.
- (b) **Providing information:** Ensuring the Board has the information it needs to perform its functions and to comply with its governance framework. This includes facilitating access to NCA management as appropriate and obtaining independent advice in accordance with Authority decisions or directions.
- (c) **Managing communications:** Preparing communications for Members and relevant parties and responding to queries.
- (d) **Member Induction and training:** Helping to organise and facilitate the induction and professional development of Authority Members. This includes consulting with the Chair and/or CE on proposed training for Authority Members.
- (e) **Authority performance and reporting:** facilitate data collection of Authority performance and Member skills in line with reporting requirements set by the Minister.

Authority engagement conditions

Leave for full-time Members

- (a) A full time Member has recreation leave entitlements determined by the Remuneration Tribunal.
- (b) The responsible Minister may grant a full-time Member leave of absence, other than recreation leave, on such terms and conditions as to remuneration or otherwise as the responsible Minister determines in writing.
- (c) A full-time Member shall not engage in paid employment outside his or her duties except with the approval of the responsible Minister.

Leave for part-time Members

- (a) The responsible Minister may grant a part-time Member leave to be absent from a meeting or meetings of the Authority.
- (b) If a part-time Member engages in paid employment that, in the opinion of the responsible Minister, conflicts with the proper performance of his or her duties, the responsible Minister may, in writing, direct the Member to cease that employment.

Remuneration

- (a) All members' remuneration is determined by the Remuneration Tribunal.

- (b) The annual amounts, as determined by the Remuneration Tribunal, are payable on a fortnightly basis. Part years are paid on a pro-rata basis.
- (c) The annual amount of remuneration covers all activities undertaken by the Members in performing their Authority duties.

Official Travel

- (a) Travel provisions for Members are determined by the Remuneration Tribunal and are set out in relevant Determinations, which may be reviewed annually. The Determinations provide guidance on class of travel and travel allowances.
- (b) The Chair will determine other requests for travel associated with discretionary 'official business'.
- (c) All travel to Authority meetings or events is to be co-ordinated through the Secretariat.
- (d) The NCA will arrange travel for interstate Members in accordance with the Tribunal's 'Official Travel by Office Holders' Determination and whole-of-government requirements.

Resignation and termination

- (a) A Member may resign by written instrument delivered to the Governor-General.
- (b) The Governor-General may terminate the appointment of a Member for misbehaviour or physical or mental incapacity.
- (c) The Governor-General may also terminate the appointment of a Member if:
 - i. a Member becomes bankrupt, applies to take the benefit of any law for relief of bankrupt or insolvent debtors, compounds with creditors or makes an assignment of remuneration for their benefit;
 - ii. a full-time Member is absent from duty, except on leave of absence, for 14 consecutive days or 28 days in any 12 months;
 - iii. a part-time Member is absent, except on leave of absence granted under section 38 of the PALM Act 1988, from 3 consecutive meetings of the Authority;
 - iv. a Member fails, without reasonable excuse, to comply with probity, independence and disclosure requirements;
 - v. in the case of the Chair – the Chair fails, without reasonable excuse, to comply with the rules of section 29 of the PGPA Act.

Attachment A: Authority Skills Matrix

Version 1 – December 2024

Purpose: a list of required and desirable skills for Authority members, including the National Capital Authority Chair and Chief Executive. Required skills are intended to be met in full by Authority members as a collective group. Desirable skills are optional and may provide assistance in recruitment processes.

REQUIRED

BUILT ENVIRONMENT (ARCHITECTURE, LANDSCAPE ARCHITECTURE, PLANNING AND PLACEMAKING)	<ul style="list-style-type: none">• Expertise in the design, planning, and construction of land, infrastructure, buildings, and public spaces.• Capacity to offer strategic insight into property development and sustainable building practices.• Expertise in the strategic development and organisation of land use, infrastructure, and community spaces, ensuring sustainable growth, regulatory compliance, and alignment with long-term societal and environmental goals.• Expertise in place curation, engaging with the public, building awareness of public spaces and managing public places.
INFRASTRUCTURE PROJECT AND ASSET MANAGEMENT	Expertise in overseeing large-scale projects, maintaining assets, and ensuring efficient, sustainable, and cost-effective operations aligned with organisational and societal objectives.
HERITAGE AND ENVIRONMENTAL SUSTAINABILITY	Expertise in preserving historical assets, promoting sustainable practices, and integrating stewardship into organisational strategies to balance development with cultural and ecological responsibilities.
PUBLIC ADMINISTRATION AND REGULATORY EXPERIENCE	Expertise in navigating government processes, understanding policy frameworks, and ensuring compliance with regulations, while aligning organisational strategies with public interests and legal requirements.
LEADERSHIP AND STRATEGIC GOVERNANCE	Expertise in board governance, strategic decision making, guiding organisations, shaping long-term policies, financial management and effectively communicating initiatives to engage stakeholders, build public trust, and achieve strategic objectives aligned with public service goals.

DESIRABLE

FINANCIAL LITERACY/ACUMEN/COMPLIANCE	Expertise in managing public funds, interpreting financial reports, and making strategic budgetary decisions to ensure fiscal responsibility, transparency, and alignment with policy objectives.
DIVERSITY, INCLUSIVITY, & FIRST NATION’S ENGAGEMENT EXPERIENCE	Expertise in fostering equitable representation, promoting inclusive policies and practices, and/or experience with First Nation’s engagement or implementation of Reconciliation Action Plans.
RISK MANAGEMENT AND COMPLIANCE	Expertise in identifying, assessing, and mitigating potential risks while ensuring adherence to legal, regulatory, and ethical standards to uphold accountability and public trust.
COMMUNITY ENGAGEMENT AND STAKEHOLDER MANAGEMENT	Skills in engaging diverse communities, collaborating with stakeholders, and addressing public interests effectively.
MARKETING AND EVENT MANAGEMENT	Experience engaging with the public, building awareness of work or managing large scale events.