



Australian Government
National Capital Authority


NATIONAL CAPITAL AUTHORITY

Authority Meeting A2025/4

12 and 13 August 2025

Public Record

*I endorse this Public Record of the
Authority meeting held on 12 & 13 August 2025*


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Mr Terry Weber, Chair of the National Capital Authority

This document is a public record of the National Capital Authority meeting held on 12 and 13 August 2025. As some matters discussed at Authority meetings are personal, privileged and/or confidential, this record follows but does not represent the formal minutes of the meeting.

Administration and Governance

The following Authority Members attended the meeting: Mr Terry Weber (Chair), Ms Karen Doran (Chief Executive), Mr James Willson and Professor Helen Lochhead.

This meeting was the Authority's fourth regular meeting for 2025.

The Chair opened the meeting and welcomed members and attendees.

The Authority attended to the standard administrative and governance processes for the meeting including disclosing and managing any conflicts of interest.

Australian Institute of Sport (AIS)

The Authority reviewed the AIS Report and the attachments to the report, including proposals for the 3 key projects - Athlete Accommodation, High Performance Testing and Training Centre and Multi-purpose Dome and noted that these were considered to be not inconsistent with land use provisions and objectives of the AIS Precinct Code in the National Capital Plan.

The Authority discussed overall master planning (including the broader Bruce Precinct Masterplan of which the AIS precinct is a part) and potential future sports stadium. The Authority noted AIS representatives would be seeking initial feedback from the Authority at this meeting, with more advanced master planning to be presented at the Authority's October meeting.

Key matters in the presentation included:

- Preparations in anticipation of 2032 Brisbane Olympics
- Project directly addresses key recommendations of the January 2024 Independent Review of the AIS Infrastructure
- AIS Campus Masterplan under development, and the 3 key projects will be considered in this context
- Changing community expectations in respect of athlete accommodation including in relation to shared accommodation and accessible accommodation
- Limitations of existing athletes village where current structures are unable to be repurposed and coming to end of life
- Safety considerations of athletes having regard to public access to the precinct

The Authority noted the project governance structure and importance of finalising the masterplan to inform decisions on these 3 key projects. The Authority provided general feedback on the proposal and requested that a preferred reference design, supported by a draft masterplan and an overall analysis of options considered, be presented at the October meeting.

Canberra Theatre

The Authority reviewed the Canberra Lyric Theatre Report and the attachments to the report. The Authority noted the proposed timing for submission of a works approval application that will be subject to public consultation, and the changes to the scope of the project and its potential impact on timelines.

The Authority noted the ACT Government's presentation. Key matters in the presentation included:

- Changes to access, servicing and close drop-off points for increased accessibility
 - Knowles Place - main entry- east
 - Northbourne entry secondary -west
- New architectural expression, materials palette and Connecting with Country narrative

The Authority provided feedback on the proposal for consideration.

The Authority considered the materiality of the building in assessing the quality of architecture and quality of materials and requested that sample materials be provided for viewing.

Governance Report

The Authority noted the Governance Matters report and the attachments to the report. Key items in the report included but were not limited to:

- Review of the Financial Delegations instrument
- Review of the draft 2025-26 NCA Corporate Plan including proposed performance measures for 2025-26
- Consideration of NCA Audit and Risk Committee membership and appointment of an interim Committee Chair

Chief Executive Report

The Authority reviewed the Chief Executive Report and the attachments to the report and noted key items including:

- Russian Embassy litigation developments managed by the Department of Home Affairs
- Interim works to Federation Fountains as assessed against the *Parliament Act 1974*.
- Carillon Façade project awarded a Technology and Innovation award at the Concrete Institute of Australia NSW State Awards
- Community forum upcoming, the proposed format, including online capability
- Funding secured for Australia Day drone show in 2026
- Enquiry regarding busking at Commonwealth Place

Works Approval Report

The Authority noted the Works Approval Report and the attachments to the report. Key items considered included:

- Assessment against performance measures for the period and for the year 2024-2025.
- General review of projects in the Works Approval pipeline including the application for Telstra Tower. The Authority requested representation in discussions on the potential use of Telstra

Tower going forward, specifically if the NCA or National Capital Exhibition could have a presence at Telstra Tower.

Heritage Management Plan Process Review

The Authority reviewed the Heritage Management Plan Review Program and the HMP process flowchart, including Authority engagement points. The Authority noted the proposed template and standardised content.

The Authority discussed the Acton Complex plan and potential future use for the area, including the importance of having the properties tenanted.

Strategic Planning Report

The Authority reviewed the Strategic Planning Report and the attachments to the report. The Authority noted proposed amendments in respect of Draft Amendment 98 ADFA, and Draft Amendment 101- Block 48 Hall, and that further action is dependent on 3rd parties, with no changes to report.

The Authority noted discussions with ACT Government in respect of Hume Circle, and the NCA's role in the initiative.

The Authority noted the Commonwealth Park concept vision and the key outcomes of public consultation, with a full report to be provided at a future meeting. Key themes during consultation included ensuring the Aquatic Centre was multi-use with consideration to depth of water, ceiling heights and local climate.

The Authority discussed the Southern Gateway Planning Framework including consideration of Light Rail Stage 2B.

Major Infrastructure Projects Report

Commonwealth Avenue Bridge Strengthening Project:

The Authority noted the Major Infrastructure Projects Report including progress of Commonwealth Avenue Bridge strengthening project, and the current technical review and geotechnical investigations being undertaken.

The Authority noted the recent risk assessment and ongoing project risks. The Authority noted the various licenses and permits to be obtained by the Head Contractor including NCA Works Approval, Roads ACT Approval for temporary traffic management and a Land Use Permit for site compounds. The Authority noted the Project team were re-engaging with ACT Government in respect of transport scheduling and mitigation strategies.

Scrivener Dam Dissipator Project;

The Authority noted progress of the project and emerging risks, with project delays increasing likelihood of adverse weather events, further impacting on the project. The Authority noted that

stakeholder consultation was being undertaken through various channels including Lake User Group meetings and through media updates.

The Authority noted works on Scrivener Dam were being live streamed on the NCA website with Commonwealth Avenue Bridge also to be streamed in the near future. Signage will include a QR code link and is expected to assist as a communications and marketing tool.

Finance Report

The Authority noted the Finance Report and that the Final Audit for 2024-25 was underway with no identified findings at the time of writing. The Authority noted the preliminary financial outcomes for the period ending 30 June 2025, including the improvement in the full year forecast result and that financial statements will be presented to the NCA Audit & Risk Committee on 28 August.

The Authority noted other key items including;

- the reduction in parking revenue due to lower occupancy rates, an impact of post COVID work from home arrangements.
- the underspend on capital works projects and that this is now being managed.
- increased staffing costs resulting from higher than expected staff retention rates.
- asset revaluations conducted by way of desktop review.

Design and Construction

The Authority noted the status report for current D&C Projects. The Authority discussed the National Memorial for Victims and Survivors of Institutional Child Sexual Abuse and the ongoing procurement activity.

The Authority noted the proposal to install a commemoration of Wiradjuri elders Jimmy Clements and John Noble to help mark the centenary year of Old Parliament House, and the consultation undertaken with First Nations stakeholders and family that indicates preliminary support of the project.

The Authority noted a number of reports with a summary of key issues as follows;

Statement of Intent Implementation

- 10 of 13 Statement of Implementation activities have been completed
- Authority performance assessment provided to Minister's office
- Remaining activities are on track to be completed end of September

Performance Measures Report

- Summary of performance measure outcomes for 2024-25
- Review of performance measures undertaken with some improvements to methodology and data sources

Governance Report

- WHS incidents and trends 2024-25
- WHS performance indicators
- Procurement report

Other Business

The Authority noted the October meeting had been changed to 28 October and that some additional activity may be required out of session having regard to current projects, and that this would not require an additional meeting.

Offsite Visit

West Basin, Aquatic Centre siting and UNSW site visit

The Authority attended the above sites to conduct a site inspection of the proposed Acton Waterfront Precinct, Aquatic Centre and UNSW campus.

Day 2: 13 August 2025

West Basin – Acton Waterfront

The Authority reviewed the West Basin presentation and the attachments to the presentation and noted the following:

- Some elements of the City Renewal Authority (CRA) presentation were not consistent with the National Capital Plan
- The CRA were seeking feedback on the design studies
- The CRA intend to present a final proposition of the West Basin masterplan later in 2025.

The Authority noted the verbal presentation and that representatives were seeking feedback from the NCA while still in planning stage to assist with a release in 2026, and that the vision for the development was a precinct for everyone in the region, with mixed use opportunities.

The Authority discussed various aspects of the proposal including residential density, solar aspects and activation opportunities in the precinct, and provided feedback on matters including building heights, uses, traffic management and parking, connectivity to the city, and connectivity to Commonwealth Park and the proposed Aquatic Centre.

The Authority noted the precinct was still in its planning stage and requested further information from representatives for the October Board meeting.

Commonwealth Park Aquatic Centre

The Authority considered the Commonwealth Park Aquatic Centre Report and the attachments to the report. The Authority noted that the final site area for the centre will be refined as site investigations progress, and that discussions concerning necessary infrastructure for centre operations, including car parking, are ongoing given the early stages of the project.

The Authority discussed appropriate site placement, having regard to geotechnical investigation outcomes including ground rock, and pool access for maintenance and serviceability.

The Authority considered site placement in relation to the proposed light rail stop noting that the centre itself was not yet at design stage. The Authority noted the community consultation from the Commonwealth Park concept vision and calls for accessibility and parking and determined that car parking needs to be addressed in plans for the Aquatic Centre.

Light Rail 2B

The Authority considered the Light Rail Stage 2B update and noted the ACT Government had commenced the regulatory approval process for the construction of Light Rail Stage 2B and that the final route was still yet to be determined. The Authority noted the role of the NCA in the process, that the decision for the planned route rested with the ACT Cabinet, and that the NCA was one of a number of Commonwealth agencies with a role in the process, with final approval requiring referral to Parliament.

The Authority noted previous requirements determined by the Board including use of grass track where practicable, and wire free tracks through the National Triangle.

The Authority discussed national security risks of both proposed routes, and also safety risks of shared zones and its impact on NCA activities and events.

The Authority noted that a decision to proceed with the Barton route would require an amendment to the National Capital Plan, or an explicit decision to proceed with the planned route despite an inconsistency with the National Capital Plan.

Summary Of Decisions

1	The Authority agreed that items marked completed on the Action Items report can be closed out and removed from the report.
2	The Authority agreed to remake the Financial Delegations instrument as per Attachment B and for the Chair to sign the instrument
3	The Authority agreed to approve the NCA 2025-26 Corporate Plan
4	The Authority agreed to support the panel's proposal for the appointment of interim Chair of the NCA Audit & Risk Committee effective immediately
5	The Authority agreed the list of significant Heritage Management Plans to be discussed at board level
6	The Authority agreed the list of less sensitive Heritage Management Plans to be briefed by the Chief Executive only, including Acton Complex
7	The Authority agreed to provide in principle support for the Jimmy Clements and John Noble Commemoration pending family agreement and ongoing First Nations consultation