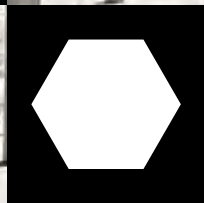
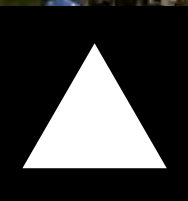


Annual Report 2019-2020



ACT
Government

**CITY
RENEWAL
AUTHORITY**



Acknowledgement of Country

The Australian Capital Territory (ACT) is Ngunnawal Country. The ACT Government acknowledges the Ngunnawal People as the traditional custodians of the Canberra region.

The region is a significant meeting place to the Ngunnawal and surrounding Aboriginal Nations who have gathered here for thousands of years.

The City Renewal Authority acknowledges and respects the Aboriginal and Torres Strait Islander people, their continuing culture and the contribution they make to the life of this city and this region.

ISBN 978-0-642-60707-2

Creative Commons

© Australian Capital Territory, Canberra, 2020

This work is copyright. Apart from any use as permitted under the *Copyright Act 1968*, no part may be reproduced by any process without written permission from the Territory Records Office, ACT Government, GPO Box 158, CANBERRA ACT 2601.

Prepared by Publishing Services for the City Renewal Authority, November 2020.

Contact Details

Enquiries about this publication should be addressed to:
The Chief Operating Officer City Renewal Authority

Office Address:

Canberra Nara Centre
1 Constitution Avenue
CANBERRA ACT 2601

Postal Address:

GPO Box 158
CANBERRA ACT 2601
Telephone: 13 22 81
Email: cityrenewal@act.gov.au
Web: CityRenewalCBR.com.au

Publication No 20/0991

Accessibility

The ACT Government is committed to making its information, services, events and venues accessible to as many people as possible. If you have difficulty reading a standard printed document and would like to receive this publication in an alternative format – such as large print and audio – please call the Canberra Blind Society on (02) 6247 4580.

If English is not your first language and you require the translating and interpreting service, please call the Automated Telephone Interpreting Service on 1800 131 450 or the Telephone Interpreter Service on 131 450. If you are deaf or hearing impaired and require assistance, please call the National Relay Service – TTY users phone 133 677; Speak and Listen (speech-to-speech relay) users phone 1300 555 727.

Contents

PART 1	5	PROGRAMS	64
SECTION A: TRANSMITTAL CERTIFICATE	7	FUTURE LEARNING AND DEVELOPMENT AREAS IDENTIFIED AS PRIORITIES	66
COMPLIANCE STATEMENT	8	ACT PUBLIC SERVICE GRADUATE PROGRAM	66
PART 2	11	STAFF PARTICIPATION IN THE ACT PUBLIC SERVICE STUDY ASSISTANCE PROGRAM	66
REPORT BY THE CHAIR OF THE BOARD	12	INCLUSION EMPLOYMENT PROGRAMS	66
REPORT BY THE CHIEF EXECUTIVE OFFICER	14	ACTPS PERFORMANCE FRAMEWORK	66
SECTION B – ORGANISATIONAL OVERVIEW AND PERFORMANCE	18	STAFFING PROFILE	66
B.1. – ORGANISATIONAL OVERVIEW	18	B.12. – ECOLOGICALLY SUSTAINABLE DEVELOPMENT	69
OUR VISION	18	SUSTAINABLE DEVELOPMENT PERFORMANCE	70
OUR MISSION	18		
OUR ROLE	18	FINANCIAL MANAGEMENT REPORTING	75
OUR STRATEGIC GOALS	19	SECTION C	75
OUR GUIDING PRINCIPLES	19	C.1. – FINANCIAL MANAGEMENT ANALYSIS	76
OUR STAKEHOLDERS	20	C.2. – FINANCIAL STATEMENTS	86
FUNCTIONS AND SERVICES	20	C.3. – CAPITAL WORKS	154
ORGANISATIONAL STRUCTURE	22	C.4. – ASSET MANAGEMENT	156
SUMMARY OF PERFORMANCE	24	ASSETS MANAGED	156
OUTLOOK	26	OFFICE ACCOMMODATION	156
INTERNAL ACCOUNTABILITY	27	C.5. – GOVERNMENT CONTRACTING	157
B.2. – PERFORMANCE ANALYSIS	33	CREATIVE SERVICES PANEL	159
OVERVIEW	34	C.6. – STATEMENT OF PERFORMANCE	160
ACHIEVEMENTS	35		
B.3. – SCRUTINY	48	PART 3	169
B.4. – RISK MANAGEMENT	50	REPORTING BY EXCEPTION	170
B.5. – INTERNAL AUDIT	52	PART 4	171
B.6. – FRAUD PREVENTION	53	DIRECTORATE AND PUBLIC SECTOR BODY SPECIFIC ANNUAL REPORT REQUIREMENTS	172
B.7. – FREEDOM OF INFORMATION	53	CONTENT SPECIFIED BY SECTION 14(2) OF THE CITY RENEWAL AUTHORITY AND SUBURBAN LAND AGENCY ACT 2017	172
B.8. – COMMUNITY ENGAGEMENT AND SUPPORT	55	PUBLIC LAND MANAGEMENT PLANS	172
STAKEHOLDER AND COMMUNITY ENGAGEMENT	56	ABBREVIATIONS AND ACRONYMS	173
COMMUNITY SUPPORT INITIATIVES: GRANTS AND SPONSORSHIP	56	GLOSSARY OF TECHNICAL TERMS	174
B.9. – ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING	60	ALPHABETICAL INDEX	176
ABORIGINAL AND TORRES STRAIT ISLANDER PROCUREMENT POLICY	60	APPENDIX 1 – STATEMENT OF EXPECTATIONS ..	180
B.10. – WORK HEALTH AND SAFETY	61	APPENDIX 2 – STATEMENT OF OPERATIONAL INTENT	186
WORKPLACE INJURY	62	APPENDIX 3 – CITY PRECINCT PLAN	202
IMPROVEMENT, PROHIBITION OR NON- DISTURBANCE NOTICES	62		
ENFORCEABLE UNDERTAKINGS	62		
FAILURE TO COMPLY WITH A SAFETY DUTY	62		
B.11. – HUMAN RESOURCES MANAGEMENT	63		
OVERVIEW	63		
LEARNING AND DEVELOPMENT			



Enjoying a picnic at Haig Park

A group of five people are sitting at a wooden picnic table in a park. A large red patio umbrella is open over them. In the background, there are trees and another blue patio umbrella. The scene is bright and sunny.

PART 1



Grateful plant giveaway recipients

SECTION A: TRANSMITTAL CERTIFICATE



**CITY
RENEWAL
AUTHORITY**

Objective Ref: A27180031

Mr Andrew Barr MLA
Chief Minister
ACT Legislative Assembly
London Circuit
Canberra City ACT 2601

Dear Chief Minister,

2019-2020 City Renewal Authority Annual Report

This report has been prepared in accordance with section 7(2) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements under the *Annual Reports (Government Agencies) Directions 2019*.

We certify that the information in the attached report and information provided for whole of government reporting, is an honest and accurate account and that all material information on the operations of the City Renewal Authority has been included for the period 1 July 2019 to 30 June 2020.

We hereby certify that fraud and prevention has been managed in accordance with Part 2.3 of the *Public Sector Management Standards 2006* (see section 113 of the *Public Sector Management Standards 2016*).

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you present the report to the Legislative Assembly within 15 weeks after the end of the reporting year. However, under section 14, you have granted an extension of the time when the report must be presented to the Legislative Assembly. You granted the extension to 18 December 2020.

The annual report must be provided to the Speaker on 18 December 2020 for distribution to each Member of the Legislative Assembly. The annual report must then be tabled in the Legislative Assembly on the next sitting day.

Yours sincerely,

Christine Covington
Chair
City Renewal Authority Board
18 November 2020

Malcolm Snow
Chief Executive Officer
City Renewal Authority
18 November 2020



COMPLIANCE STATEMENT

The *2019-20 City Renewal Authority Annual Report* must comply with the 2019 Annual Report Directions (the Directions) made under section 8 of the *Annual Reports (Government Agencies) Act 2004*. The Directions are at the ACT Legislation Register: www.legislation.act.gov.au

The Compliance Statement indicates the subsections under Parts 1 to 5 of the Directions that are applicable to the City Renewal Authority (the Authority) and the location of information that satisfies these requirements.

PART 1 – DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and records-keeping of annual reports. The *2019-20 City Renewal Authority Annual Report* complies with all subsections of Part 1 of the Directions.

To comply with section 15, Feedback, in Part 1 of the Directions, the *2019-20 City Renewal Authority Annual Report* provides contact details for the Authority, giving readers the opportunity to provide feedback.

For further information, contact:

Craig Gillman

Chief Operating Officer

02 6205 1878

PART 2 – REPORTING ENTITY ANNUAL REPORT REQUIREMENTS

The requirements within Part 2 of the Directions are mandatory for all reporting entities, and the Authority complies with all subsections. The information that satisfies the requirements of Part 2 is in the *2019-20 City Renewal Authority Annual Report* as follows:

- A. Transmittal Certificate – see page 7.
- B. Organisational Overview and Performance, inclusive of all subsections – see page 18.
- C. Financial Management Reporting, inclusive of all subsections – see page 76.

PART 3 – REPORTING BY EXCEPTION

The Authority has nil information to report by exception under Part 3 of the Directions for the 2019-20 reporting year.

PART 4 – DIRECTORATE AND PUBLIC SECTOR BODY SPECIFIC ANNUAL REPORT REQUIREMENTS

The *2019-20 City Renewal Authority Annual Report* complies with the applicable subsection of Part 4 of the 2019 Directions as follows:

- > The content specified by section 14(2) of the *City Renewal Authority and Suburban Land Agency Act 2017* (the CRA&SLA Act) – see Section B and appendices 1 and 2.

There is no requirement for the Authority to maintain Public Land Management Plans.

PART 5 – WHOLE OF GOVERNMENT ANNUAL REPORTING

All subsections of Part 5 of the Directions apply to the Authority. Consistent with the Directions, reporting satisfying these requirements is in one place for all ACT Public Service directorates, as follows:

- > Bushfire Risk Management – see the annual report of the Justice and Community Safety Directorate
- > Human Rights – see the annual report of the Justice and Community Safety Directorate
- > Legal Services Directions – see the annual report of the Justice and Community Safety Directorate

- > Public Sector Standards and Workforce Profile – see the annual State of the Service Report
- > Territory Records – see the annual report of the Chief Minister, Treasury and Economic Development Directorate.

ACT Public Service directorate annual reports are at the following web address:

www.cmd.act.gov.au/open_government/report/annual_reports



Active travel through Haig Park



PART 2



Planter boxes and seating bringing colour to City Walk

REPORT BY THE CHAIR OF THE BOARD



Christine Covington

I would like to express my gratitude and that of the Board to the immediate past Chair of the Authority Board, Dr Michael Easson AM, for steering the City Renewal Authority through its formative years, including establishing its strong governance structures and formulating the *2025 Strategic Plan* and the *City Precinct Renewal Program*, as well as for his inspirational leadership through this most difficult of periods. This past financial year has been one of unprecedented challenges for people and

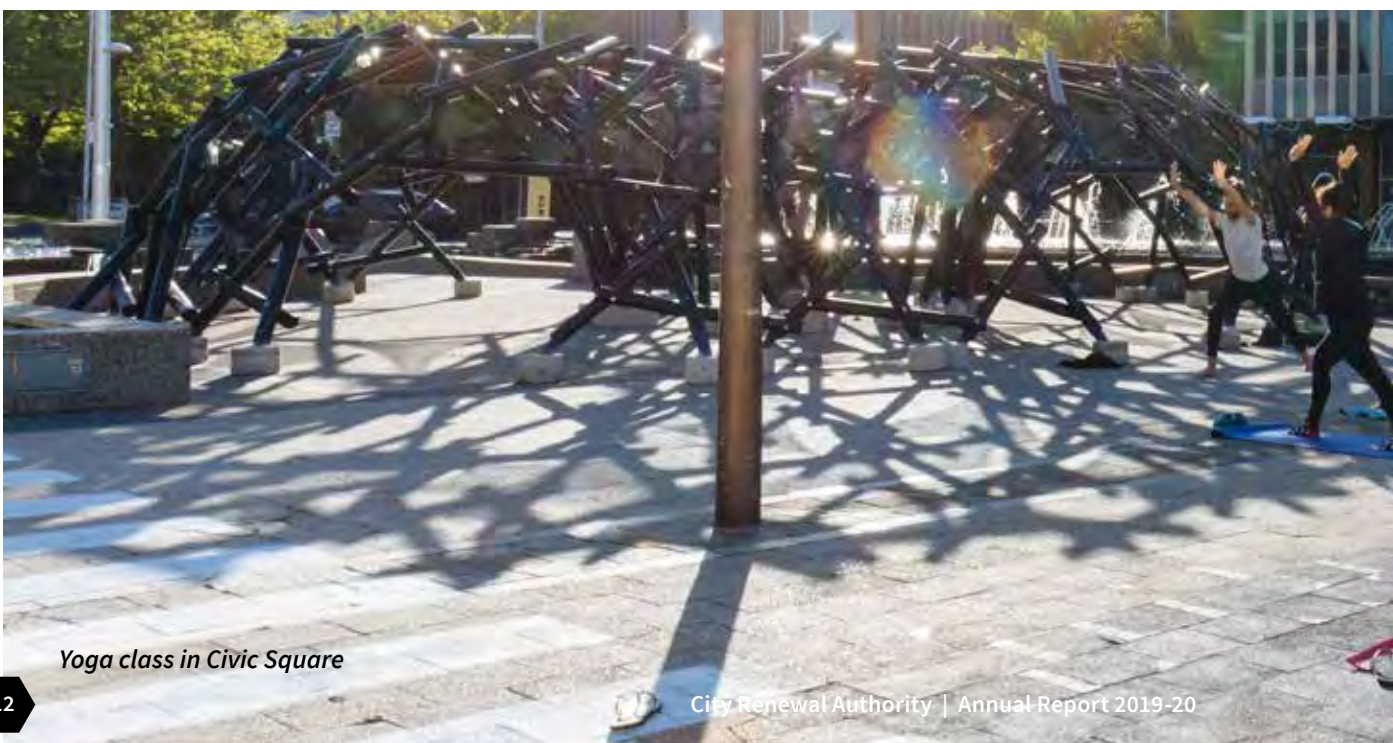
organisations across Australia and around the world.

In the ACT specifically, the impacts of the severe bushfire season in Australia, closely followed by the COVID-19 pandemic, posed numerous obstacles for the operation of the Authority across the first half of 2020.

These unexpected events changed not only the way workplaces operate, with rapid transitions to working from home – including online meetings, conferences and collaboration – but also the way the City Renewal Precinct itself operates.

This presented particular challenges for our organisation, which is focused on bringing people together and fostering more activity, investment and growth in a physically defined area.

Events and activations had to be cancelled, rescheduled or redefined to be suitable for a new physically distanced world. This also affected the way we could engage with our stakeholders, partners, collaborators and the community more broadly.



Yoga class in Civic Square

While these hurdles were complex, the Authority's executive, staff and Board demonstrated resilience, adaptability and professionalism, for which I thank them.

Our strong organisational structure and culture were key factors in our ability to adapt to the unexpected severity of the challenges and to be able to continue to make a valuable contribution to the continued growth of the precinct.

The impact of this public health crisis on the precinct's businesses cannot be underestimated. I am proud of the Authority's ability to rapidly refocus our efforts on providing assistance to the precinct's businesses, both in the present and in preparation for a return to a more normal operational environment.

A key focus for the Board during 2019-20 was the progression of planning for the transformative Acton Waterfront project. Completion of the *Acton Waterfront Place Plan*, including a thorough community engagement process, has established the ACT Government's vision for this significant new part of the city.

It will be a place with a green heart. It will also have play spaces, cultural spaces, dining and entertainment options, and flexibility to cater for both everyday uses and special events. Most

importantly, it will have great connections to the city centre.

Significant progress was made towards the start of construction for stage 2 of this important project. The commencement of the project's construction at this time not only moves the ACT closer to a fantastic new public space for all Canberrans but also creates jobs when the city needs them the most.

With the help of my fellow Board members, I look forward to building on the foundation set across the Authority's first three years. We will continue to deliver on our vision for a revitalised City Precinct, a place for all its people, notwithstanding the health and economic challenges ahead.

On behalf of the Board, I thank our Chief Executive Officer, Malcolm Snow, and his team for their outstanding efforts in making the City Renewal Precinct a more attractive, active, sustainable and vital place.

Finally, my thanks to my fellow Board members, whose leadership, experience, skill and passion have helped drive the renewal effort and our early success.

Christine Covington
Board Chair



REPORT BY THE CHIEF EXECUTIVE OFFICER



Malcolm Snow

The Authority has had a successful year despite the unexpected challenges that have changed the way government and entities such as the Authority have functioned during 2020.

Even with the impacts of the unprecedented bushfire season and the life-changing COVID-19 pandemic, the Authority has continued to help make the City Precinct a better place through key infrastructure upgrades, public space improvements, events and activities.

I am exceptionally grateful for the dedicated and resourceful City Renewal Authority staff, who have adapted their work practices and responded to these challenges in order to help create a better Canberra.

Financial Outcome

In 2019-20 the Authority achieved an after-tax statutory operating surplus of \$10.9 million. The result was higher than the original budgeted surplus of \$3.9 million and was primarily attributable to higher land sales performance and lower than budget land acquisition costs. The higher revenue was partially offset by non-cash accounting adjustments, with the underlying performance of the Authority being more favourable than the reported result.

The COVID-19 pandemic, while significantly impacting a range of the Authority's activities, did not have a significant impact on the Authority's financial outcome in 2019-20. Despite the operational impact, the Authority has commenced and delivered a range of important projects and outcomes for the City Renewal Precinct.

Project Delivery

The Authority completed upgrades to Akuna Street, including a new and improved pedestrian intersection with City Walk which made a significant improvement to the presentation and accessibility of this part of the city centre.

These upgrades will soon link in with a \$1.6 million upgrade to City Walk, which is the result of consultation during 2019-20 with the community and stakeholders about the future of the city centre's key public spaces.

Further upgrades are underway for the Dickson and Braddon commercial precincts, with the Authority commencing design work on the \$13.9 million upgrades.

A number of important planning and design projects also took place during the financial year, with progress on the *Civic, Arts and Cultural Precinct Plan* and the *Garema Place and City Walk Place Plan*.

The Authority made progress on a review of design and development principles for Acton Waterfront, including the release of the *Acton Waterfront Place Plan*. Formulated in collaboration with the community and key stakeholders, the place plan reaffirmed the community's vision for this critical renewal opportunity to create a place for all Canberrans. With works on the stage 2 land reclamation and boardwalk extension due to start in the second

half of 2020, this place plan will be a critical reference source in the planning and design of the lakeside public park that will be created in stage 3.

The Authority continued its program of events, albeit significantly altered due to the impacts of bushfire smoke and the COVID-19 pandemic. Before these challenges arose, the Authority delivered a successful Christmas program, including the installation of a new kaleidoscopic Christmas tree that brought seasonal celebrations into Garema Place and City Walk.

The Haig Park and Woolley Street projects in Dickson trialled and tested actions from the place plans to help inform longer-term improvements in both locations.

The Haig Park Experiments consisted of 26 overarching experiments, from small and large events to signage and temporary infrastructure. The experiments resulted in significant increases in park usage, with tens of thousands of people attending events and using installations such as the bike pump track. It was extremely pleasing to see these experiments result in increased



View of Acton Waterfront from Commonwealth Park

community ownership of the park's future and improved public perception of this important urban green space.

The Woolley Street Project in Dickson showed how this popular dining and entertainment strip could be more accessible and attractive. Through temporary outdoor seating areas, interactive installations and events such as the Woolley Street Feast, the Authority gained valuable feedback for future public realm upgrades.

The Authority's City Grants program again brought interesting installations and activities into the city centre, including the innovative Orange Wolves project, which transformed retired buses to create an immersive experience of music, media, arts, fashion, technology and design.

Our maintenance and cleaning programs improved due to the addition of a Dickson place team and the expansion of the city place team with the inclusion of additional temporary employees through the Jobs for Canberrans program.

Internationally acclaimed cities expert Charles Landry accepted the Authority's invitation to visit Canberra during his time in Australia. Through the Authority's City of Ambition program Mr Landry shared his passion, experience and vision for making great cities with many of those involved in Canberra's growth and renewal.

Our efforts to lead the revitalisation of the historic Sydney and Melbourne Buildings also intensified during the year. Through consultation with the buildings' owners the Authority has progressed an updated conservation management plan as well as ground-breaking legislation that will ensure all of the buildings' owners contribute to the consistent improvement of their public-facing areas.

Structure and Staffing

The Authority filled three key roles on a full-time basis during the reporting year, with Clint Peters recruited to the role of Executive Branch Manager Development; Dennis Eiszele recruited to the position of Executive Branch Manager Design and Place Strategy; and Jennifer Ramsay recruited to the position of Director Communications and Engagement.

Governance

Maintaining a strong governance capability has been an ongoing priority for the Authority. The Government and the people of Canberra must have confidence that we are managing the investment in setting up the Authority appropriately, with transparency and accountability. To this end, the Authority has developed a comprehensive suite of governance materials, including risk management, fraud and corruption prevention planning, procurement management and conflict of interest management. We are supporting these materials with regular reporting and training to ensure we maintain the high standards set.

Outlook

Key priorities for the Authority in the coming financial year are the continued development of the Acton Waterfront, the revitalisation of the Sydney and Melbourne Buildings, capital upgrades to City Walk, and improvements to the Dickson and Braddon commercial precincts.

Stage 2 of Acton Waterfront is due to start in the second half of 2020. It will extend the boardwalk a further 500m and reclaim a small section of lake bed to realign the foreshore to the requirements of the National Capital Plan. While this work is underway, the Authority will continue its review of the broader design and planning for the precinct and continue to work with the community and stakeholders on designs for the lakeside public space that will become the area's defining feature.

Using the principles from the Dickson and Braddon place plans, the Authority will complete designs for the revitalisation of the public spaces in these two areas and present them to the community for consultation ahead of construction, which will start in the first half of 2021.

The Authority will also progress the revitalisation of the Sydney and Melbourne Buildings by continuing to work with building owners to finalise the updated conservation management plan and a revitalisation plan that will lay out in detail the works needed to return these significant heritage assets to a condition worthy of their history and pre-eminence.

The Authority will continue to activate the precinct while complying with physical distancing requirements that have become part of everyday life since the start of the COVID-19 pandemic. This will include leveraging existing festivals as well as reworking others, like our Christmas program, to bring activity, excitement and colour into the precinct in a COVID-safe environment.

I look forward to another busy year for the Authority as we work with the community, the private sector and government in striving to make the City Renewal Precinct the vital heart of a dynamic and internationally competitive city, cherished by its people.

Malcolm Snow

Chief Executive Officer



SECTION B – ORGANISATIONAL OVERVIEW AND PERFORMANCE

B.1. – ORGANISATIONAL OVERVIEW

OUR VISION

The City Renewal Authority (the Authority) is leading the transformation of the City Renewal Precinct, spanning Dickson, Northbourne Avenue, Haig Park, Civic and Acton. In doing so, the Authority is working with the community, business and government to shape the growth of the central parts of Canberra to make it a great place to live, work, explore and enjoy.

Our 2025 Vision is:

Our Precinct will be the vital heart of a dynamic and internationally competitive city, cherished by its people.

OUR MISSION

Our mission is:

We will contribute economic growth and diversity to Canberra's city community by implementing people-focused, design-led, sustainable and commercially astute projects and programs using sound management processes.

OUR ROLE

As defined by the objects of the CRA&SLA Act, the Authority will:

- > encourage and promote a vibrant city through the delivery of design-led, people-focused urban renewal;
- > encourage and promote social and environmental sustainability; and
- > operate effectively with sound risk management practices to ensure value for money.

In meeting these objects, the Authority recognises that Canberra's city centre must be defined by places for people to live in, work in and enjoy, and provide a quality of life Canberrans expect and deserve.



Zumba group class in the city

OUR STRATEGIC GOALS

Our strategic goals to 2025 are distilled from the CRA&SLA Act and informed by our Mission Statement and Guiding Principles and the ongoing feedback and inspiration from our stakeholders. The five strategic goals are:

- Goal 1** Operate as a strong, strategic, influential and capable organisation.
- Goal 2** Curate high-quality places and precinct development, taking a people-focused and design-led approach.
- Goal 3** Apply robust and innovative social and environmental sustainability principles and programs to underpin precinct wide renewal.
- Goal 4** Facilitate new and diverse economic investment into the precinct.
- Goal 5** Demonstrate exemplary accountability and transparency in governance and compliance.

We review the *Strategic Plan* periodically to ensure that the Authority's strategic goals remain focused and prioritised correctly.

OUR GUIDING PRINCIPLES

We believe in and are committed to the following guiding principles in our work:

Community – Our community and stakeholders are at the heart of everything we do. We will talk, listen and act according to this principle and deliver public benefit through all of our activities.

Best Practice Urban Design – We expect excellence in urban design. We will lead thinking, action and evidence-based practice to transform the quality of the precinct so it is recognised as a national benchmark.

Vibrant Places – We will enliven our precinct. We will increase its attractiveness and opportunities for social and business interaction through well considered place programs, creative interventions and events.

Efficient and Effective Delivery – Our activities will meet best practice in project and program design, management and reporting and will be delivered on time, on budget and to a superior quality.

Financial, Social and Environmental Sustainability – We believe in and apply triple-bottom-line ethics and practices.

Innovation – We will look over the horizon by encouraging innovation and embracing leading-edge practices in all our activities.

Exemplary Governance, Transparency and Accountability – We will conduct our activities in a strategic, transparent and accountable way, meeting compliance standards and requirements, winning the trust of our stakeholders and the community.

Our People – Our people are our engine room. We will ensure diverse and inclusionary practices, and create and conserve employment opportunities within an organisational culture that supports seamless delivery of our programs.

Values – We will be an exemplar in our relationships with other government agencies and our stakeholder community. We will uphold the ACT Public Service values of respect, integrity, collaboration and innovation. At all times we are ethical and inclusive in how we conduct our business and relationships.

OUR STAKEHOLDERS

The Authority knows that working with the community and our stakeholders adds value to our work. It is our first guiding principle and we will continue to work with others at every opportunity. It is only through constructive engagement that the future development of the precinct will represent and reflect the aspirations of the community.

Our stakeholders are the people or groups who use the city, those who have an interest in our renewal vision and goals, and those whom our decisions affect. They include:

- > community members, including all generations of people living in the precinct, the broader Canberra community and visitors to Canberra;
- > Aboriginal and Torres Strait Islander people and representative bodies;
- > business, including retail, commercial, hospitality and pop-up;
- > industry, including planning, architecture, design and development;
- > creatives, including think tanks, placemakers, graphic designers, signwriters, grants applicants, and artists and performers;
- > interest groups, including active transport, accessibility, parents and older people;
- > property owners, both residential and commercial, and their agents and strata managers;
- > investors, including national and international;
- > the National Capital Authority; and
- > ACT Government policy and delivery partners, including the Chief Minister, Treasury and Economic Development Directorate (CMTEDD); the Transport Canberra and City Services (TCCS) Directorate; the Environment, Planning and Sustainable Development Directorate (EPSDD); and the Suburban Land Agency (SLA).

FUNCTIONS AND SERVICES

The Authority delivers the functions and services set out in the CRA&SLA Act, the Government's [Statement of Expectations](#), and the Authority's [Statement of Operational Intent](#) and [Statement of Intent](#). These functions and services include:

- > formulating a cohesive program of urban renewal for the City Renewal Precinct;
- > actively contributing to the liveability and vitality of the city centre;
- > identifying opportunities for large-scale festivals or seasonal events to enliven the city centre and support the development of the Territory's event sector;
- > implementing renewal projects;
- > buying and selling leases of land on behalf of the Territory;
- > supporting public and private sector investment and participation in urban renewal, including supporting development that is attractive to potential investors and participants;
- > managing the holding, development and sale of land and other property on behalf of the Territory;
- > supporting cooperation between the Authority, the community, and relevant entities;
- > supporting high-quality design, planning and delivery of sustainable urban renewal;
- > contributing to meeting targets for affordable, community and public housing; and
- > supporting the achievement of greenhouse gas emission targets and environmentally sustainable development.



*Plants provided to city centre businesses to show
our support during the COVID-19 pandemic*

ORGANISATIONAL STRUCTURE

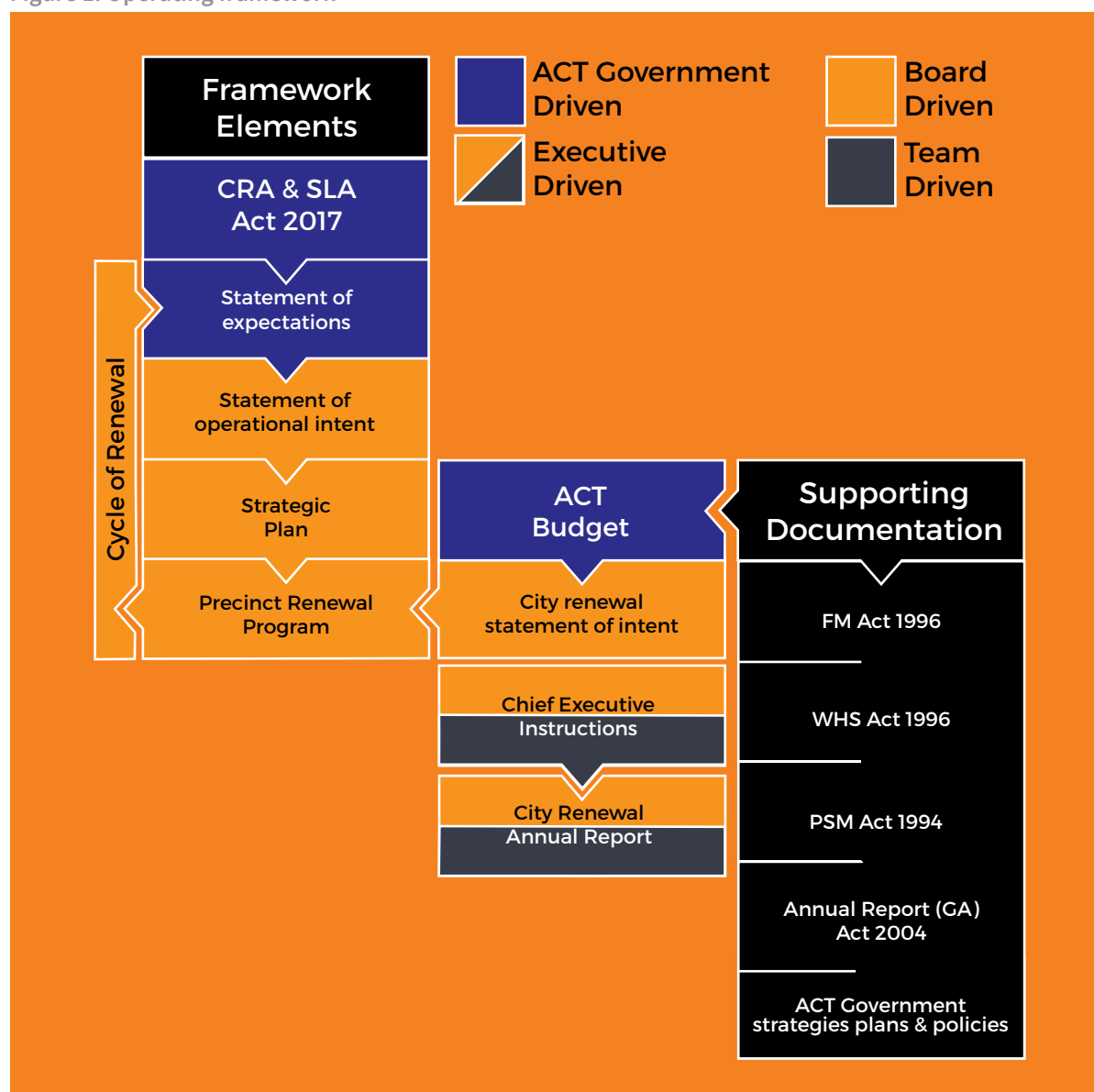
Planning and Operational Framework

The Authority is an ACT Government entity established under the CRA&SLA Act. The Authority's operation is also subject to other relevant legislation and governance documents including the Government's Statement of Expectations, and the Authority's Statement of Operational Intent and Statement of Intent. The Authority's operating framework is illustrated in Figure 1.

The Authority reports to the City Renewal Authority Board, which the CRA&SLA Act also established. Details of Board membership and operation are in the Internal Accountability section of this report.

As at 30 June 2020 the Authority had 26.4 staff working across the four work streams of Design and Place Strategy, Development, Communication and Engagement, and Business Operations.

Figure 1: Operating framework



During the reporting period, the SLA provided some financial, valuation and estate management services to the Authority under a service agreement. EPSDD provided some business support and governance services to the Authority under a service agreement. EPSDD is the administrative unit for the Authority¹.

Design and Place Strategy

The Design and Place Strategy Team is responsible for coordinated planning, design and place activation of projects within the City Renewal Precinct. The team provides expert advice on city development and design, setting appropriate design and place-based standards and ensuring the city develops in an integrated and sustainable manner for the benefit of all Canberrans.

The team is also responsible for managing the City Centre Marketing and Improvements Levy (CCMIL), which funds projects aimed at raising the standard of city presentation and economic vitality by implementing programs that increase business confidence, investment attraction and place management.

Development

The Development Team is responsible for the delivery of the Authority's land and property development program across the City Renewal Precinct. This includes project feasibility, business case preparation, procurement and project/program management and capital projects. The Development Team utilises robust project governance systems based on effective risk management principles to ensure that we deliver our projects safely and provide value for money to the Territory.

The Development Team facilitates, in consultation with EPSDD, the sale within the precinct of Territory-owned land to ensure the highest return and best use of the land based on triple-bottom-line principles.

It also provides strategic and technical design advice to ensure the achievement of high-quality outcomes in line with the Authority's objectives. The team maintains strong working relationships with other ACT directorates, industry and the broader community to collaborate and partner in the delivery of revitalisation projects within the precinct.

Communication and Engagement

The Communication and Engagement Team leads community engagement activities for the Authority. The team develops and implements engagement strategies which enable the community, businesses and industry groups to stay informed and, where appropriate, have a say in the work of the Authority.

The team also delivers social media campaigns and activities, liaises with the media, advises on participatory engagement processes and produces communications material to keep the community well informed on the Authority's activities. This includes videos, newsletters, flyers and websites.

Business Operations

The Business Operations Team provides advice, support and assistance to the Authority Board and its committees, the Chief Executive Officer, and the Authority's executive and staff. The team is involved in all day-to-day business matters of the Authority, including governance; finance; program and project management; human resources; work health and safety; records management; legal advice; policies and procedures; risk management; legislative compliance; government business responses; freedom of information; records management; facilities; security; internal audit; executive support; the operation of the Board and its committees; and the administration of Board and committee members.

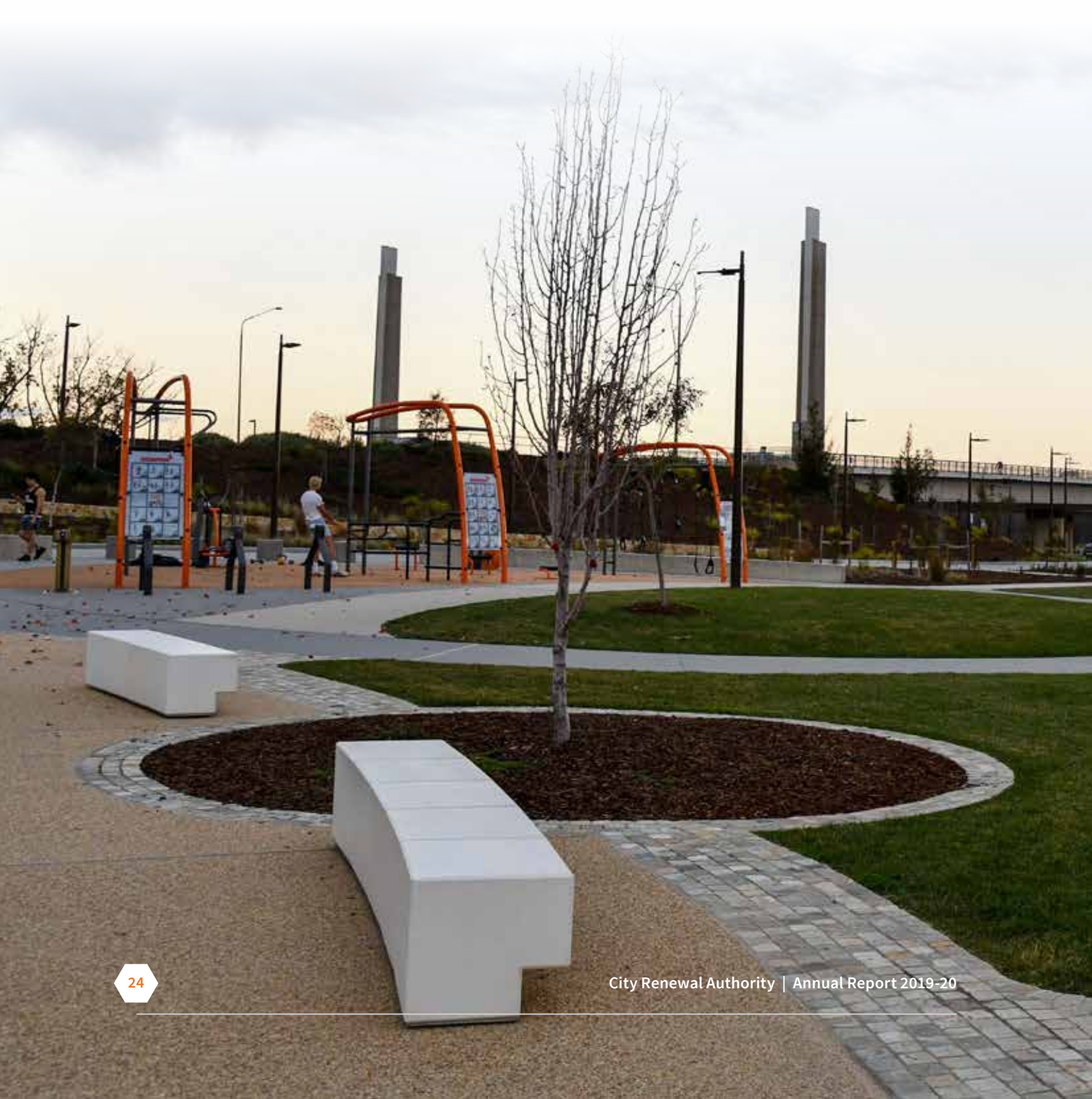
The Business Operations Team administers the Authority's various service agreements with the SLA and EPSDD.

¹ Administrative Arrangements 2018 (No 2) Notifiable instrument NI2018-523 dated 18 September 2018

SUMMARY OF PERFORMANCE

Details of our achievements against the Authority's objectives and key performance indicators are in the Performance Analysis and Statement of Performance sections of this report. These achievements include:

- > completion of a program of activation in Haig Park and planning for repurposing the depot;
- > completion of the *Acton Waterfront Place Plan*;
- > consultation on and preparation for legislative amendments to support the revitalisation of the Sydney and Melbourne Buildings;
- > updating the Conservation Management Plan and commencing development of a revitalisation plan for the Sydney and Melbourne Buildings;
- > completion of public realm improvements in Akuna and Mort streets and planning for improvements to Braddon and Dickson streetscapes;



- > delivery of a program of activations and place management in the city, Braddon and Dickson;
- > adjusting operations following declaration of the public health emergency;
- > continuing engagement to progress the *Garema Place and City Walk Place Plan*;
- > managing the CCMIL program and the City and Dickson grants programs; and

- > managing an active program of engagement with the community and analysis of results to inform future programs.

Additionally, the Authority maintained robust governance structures, in partnership with EPSDD, to support our efficient operation. We articulate and monitor these through a suite of service agreements, internal audits, management checks, and policy documents.



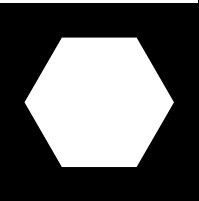
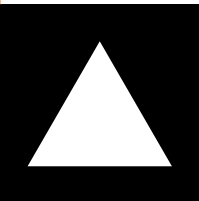
OUTLOOK

In 2020-21 we will see the ongoing implementation of the *City Precinct Renewal Program*, which the Chief Minister released on 5 July 2019. The 2019-20 ACT Budget funds the program for the period 2019-20 to 2022-23.

As the precinct is subject to planning and jurisdiction overlays, including areas of National Land, implementation of the program will be dependent on the collective involvement of the community, business, and government bodies at both the Territory and national levels. The Authority will work closely with community and business stakeholders, as well as our government partners, to support retail and business recovery, ensure high-quality development proposals, and drive investment and activity across the precinct. This will achieve successful renewal outcomes for the benefit of all parties with an interest in the precinct's future.

The Authority has prioritised the following project-related outcomes, consistent with the *City Precinct Renewal Program*, for 2020-21:

- > Public realm upgrades along City Walk
- > Commencing streetscape upgrades in Braddon and Dickson, with an initial focus on Lonsdale and Woolley streets
- > Commencing works to complete the Acton Waterfront boardwalk
- > Temporary activations and minor public works in Haig Park, and provisioning for the adaptive re-use of the former depot site in accordance with the *Haig Park Place Plan*
- > Finalising a strategy and implementation plan for the revitalisation of the Sydney and Melbourne Buildings and surrounding public realm
- > Ongoing delivery of a comprehensive program of placemaking and activation for the public spaces across the City Renewal Precinct
- > Preparation for future land sales within the City Renewal Precinct in accordance with the ACT Government's Indicative Land Release Program
- > Ongoing functions as a referral agency for all development applications within the City Renewal Precinct to encourage high-quality design outcomes.



City Grant recipient: Glass Snail – Window to the Wider City

INTERNAL ACCOUNTABILITY

The Authority is established by section 7 of the CRA&SLA Act. As set out in the CRA&SLA Act, the Authority must exercise its functions in a way that is consistent with its Statement of Operational Intent.

Consistent with its Statement of Expectations, the Government obliges the Authority to maintain a close, collaborative working relationship with EPSDD to enable the provision of advice and support to the Chief Minister. The Authority Board facilitates the sharing of information, where appropriate, on urban renewal priorities so that EPSDD can provide timely, informed advice to the Government on urban renewal funding decisions.

City Renewal Authority Board

The CRA&SLA Act establishes the Authority Board in section 15 and sets out its functions in section 16. This includes overseeing the Authority's operations and exercise of its functions.

Under section 56 of the *Financial Management Act 1996* (FMA), the Board is responsible, under the responsible minister, for the efficient and effective financial management of the resources for which the Authority is responsible. Section 77 of the FMA sets out the following functions of a governing board:

- > Setting the Authority's policies and strategies
- > Governing the Authority consistently with the Authority's establishing Act and other relevant legislation
- > Ensuring, as far as practicable, that the Authority operates in a proper, effective and efficient way
- > Ensuring, as far as practicable, that the Authority complies with applicable governmental policies (if any).

Board Members

The Chief Minister appoints all Board members under section 21 of the CRA&SLA Act and section 78 of the FMA.

For the 2019-20 reporting year the Authority Board comprised six non-executive members and no executive members.

The appointment periods for Board members during the 2019-20 reporting year were:

- > Dr Michael Easson AM – Chair, 23 June 2017 to 22 June 2020;
- > Ms Christine Covington – Deputy Chair, 23 June 2017 to 22 June 2020; Chair, 23 June 2020 to 22 June 2023;
- > Ms Kate Brennan – 23 June 2017 to 22 June 2022;
- > Mr Nigel Chamier AM – 23 June 2017 to 22 June 2020; Deputy Chair, 23 June 2020 to 22 June 2022;
- > Prof Ken Maher AO – 23 June 2017 to 22 June 2023;
- > Ms Gabrielle Trainor AO – 23 June 2017 to 22 June 2023; and
- > Ms Alison Kimber – 23 June 2020 to 22 June 2023.

The Board usually includes a member of the National Capital Authority (NCA) Board to further the close working arrangements between the two agencies. This position has not been filled during 2019-20 pending nomination of a replacement member by the Commonwealth Minister for Regional Development and Territories.



Choose to re-use event at the Garden of Enchantment, in collaboration with Givit

Section 21 of the Act identifies the areas of skills and experience that the Chief Minister must consider in appointing Board members. A member must have knowledge of and experience in at least one of the following disciplines and areas of expertise:

- > Urban renewal
- > Architecture
- > Urban design
- > Civil engineering
- > Environmentally sustainable development
- > Social inclusion and community building
- > Law, public administration and governance
- > Financing major development projects
- > Affordable housing, community housing and public housing.

Most Board members' expertise covers multiple disciplines. The biographies of each Board member are available at the Authority's website: www.act.gov.au/cityrenewal/about/meet-the-board

Board Member Remuneration

The ACT Remuneration Tribunal determines Board member remuneration and other entitlements and promulgates them as Determinations for Part-time Public Office Holders. Details are on the Remuneration Tribunal's website: www.remunerationtribunal.act.gov.au/determinations

Board Member Attendance 2019-20

The Board held six general meetings and two short special meetings during the 2019-20 financial year. Table 1 summarises Board member attendance at those meetings.

Table 1: Board member meeting attendance 2019-20

Name	Position	Meetings attended	Meetings held during 2019-20
Dr Michael Easson	Chair	7	8
Ms Christine Covington	Deputy Chair	6	8
Ms Kate Brennan	Member	8	8
Mr Nigel Chamier	Member	8	8
Prof Ken Maher	Member	6	8
Ms Gabrielle Trainor	Member	7	8

The Board meetings held during the 2019-20 financial year were:

- > Meeting 19/06 – 24 July 2019 – Special Meeting
- > Meeting 19/07 – 1 August 2019 – General Meeting
- > Meeting 19/08 – 27 September 2019 – Special Meeting
- > Meeting 19/09 – 3 October 2019 – General Meeting
- > Meeting 19/10 – 5 December 2019 – General Meeting
- > Meeting 20/01 – 7 February 2020 – General Meeting
- > Meeting 20/02 – 2 April 2020 – General Meeting
- > Meeting 20/03 – 12 June 2020 – General Meeting.

Board members also attended a number of Board committee meetings (as described on page 30) and various meetings with the Authority's Chief Executive Officer and staff, ministers and government officials.

Board Considerations and Decisions

Descriptions of the roles and operations of the Board and each of the Board's committees (including the Audit and Risk Committee) are in a charter for the Board and a charter for each committee. During the 2019-20 reporting year, the charters included:

- > the establishment and functions of the Board/committee;
- > Board/committee member appointment, tenure and remuneration;
- > duties and responsibilities of the Board/committee;
- > role and responsibilities of the chair;
- > role and responsibilities of individual members;
- > members' conduct;
- > declaration and management of conflicts of interest;
- > conduct of meetings;
- > processing of out-of-session matters; and
- > processes for agendas, papers and minutes.

The Board's Publishable Outcomes summarise the matters the Board considered during its meetings. After approving the minutes of a Board meeting at the next Board meeting, the Board

makes its Publishable Outcomes available at www.act.gov.au/cityrenewal/documents

The matters the Board considered in 2019-20 include oversight of the preparation of the financial statements and internal controls. The Board approved the financial statements after review by the Audit and Risk Committee.

The Board tasked the Audit and Risk Committee to assist it with oversight of the Authority's governance, particularly in relation to:

- > risk management;
- > the control framework;
- > financial reporting;
- > legislative compliance;
- > internal and external audit; and
- > fraud control.

The Board and the Audit and Risk Committee reviewed and approved the Authority's:

- > risk management;
- > external audit and management actions; and
- > internal audit program (considering enterprise risks), internal audit findings, and management actions.

To discharge their responsibilities appropriately, Board and committee members receive support from Authority staff, and independent advice and assistance from EPSDD, the ACT Government Solicitor, and the ACT Audit Office. Board members have directors' and officers' liability insurance cover through the ACT Insurance Authority.

Board Committees

The Board operated three committees during the 2019-20 financial year. These committees consisted of Board members and non-Board (independent) members as shown in Table 2.

Table 2: Board committee membership 2019-20

Name of Committee	Membership	Role
Audit and Risk Committee	Christine Covington (C) Nigel Chamier Maria Storti* Sevda Mentas*	To assist the Board to discharge its responsibilities under relevant legislation, including responsibility to exercise due care, diligence and skill in relation to risk management; reporting of financial information; the adequacy of the financial controls and legal and regulatory compliance frameworks; and external and internal audit.
Planning Design and Public Realm Committee	Ken Maher (C) Kate Brennan Gabrielle Trainor Elisabeth Judd* Rodney Moss*	To provide guidance and advice to the Board and management on those matters relating to the Authority's interest in and management of its design, planning and public realm functions within the City Renewal Precinct.
Communications and Engagement Committee	Gabrielle Trainor (C) Kate Brennan Ken Maher	To advise the Board on proposed meaningful and effective community engagement activities that enable the Canberra community to directly contribute to the renewal of the City Precinct. The Committee will seek to embed community engagement early in project planning, support the development of leading engagement practices, including co-design methods, and support research into best-practice engagement.

(C) = Committee Chair; * = Non-Board (independent) committee member.

Senior Executives

Details of the senior executives of the Authority in 2019-20, and their respective responsibilities, are in Table 3.

Table 3: Senior executives 2019-20

Position	Role	Name	Dates
Chief Executive Officer	As the principal advisor to the Board and the primary liaison between the Board and the staff and other directorates and agencies, lead the development of strategic plans, manage the Authority's finances and other resources, and lead the Authority's staff to achieve the strategic objectives set by the Board.	Malcolm Snow	28 August 2017 – ongoing
Chief Operating Officer	As the Authority's second-in-charge, oversee the day-to-day administrative and operational functions of the Authority, the work of team leaders, the provision of corporate support functions, and the achievement of business outcomes.	Craig Gillman	23 April 2019 – ongoing
Executive Branch Manager, Development	Lead the delivery of the Authority's land and property development program across the City Renewal Precinct, including project feasibility, business case development, procurement and project/program management. Facilitate the sale of surplus ACT land. Provide strategic and technical design advice to ensure the delivery of high-quality outcomes.	Clint Peters	8 August 2019 – ongoing
Executive Branch Manager, Design and Place Strategy	Lead the coordinated planning, design and place activation projects within the City Renewal Precinct. Provide guidance on city development and design, setting appropriate design and place-based standards and ensuring the city develops in an integrated and sustainable manner. Oversee the City Centre Marketing and Improvements Levy.	Andy Sharp	1 July 2018 – 4 November 2019
		Hoa Luu	Contractor
		Dennis Eiszele	18 May 2020 – ongoing

Senior Executive Remuneration

The ACT Remuneration Tribunal determines senior executive remuneration and other entitlements and promulgates them as Determinations for ACT Public Service Executives. Details are on the Remuneration Tribunal's website: www.remunerationtribunal.act.gov.au/determinations

Kaleidoscopic Christmas Tree





B.2. – PERFORMANCE ANALYSIS

OVERVIEW

The Authority sets out its annual objectives and key performance indicators in its Statement of Intent and Statement of Operational Intent, which responds to the annual Statement of Expectations set by the ACT Government.

The Chief Minister issued the Government's Statement of Expectations for 2019-20 to the Authority on 7 August 2019. The purpose of this document is to set out the Government's annual requirements and priorities in relation to urban renewal in the City Renewal Precinct, which spans Dickson, Northbourne Avenue, Haig Park, the City and Acton Waterfront.

A copy of the *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Expectations 2019 – Notifiable instrument NI2019-508* is at Appendix A.

City Precinct Renewal Program

The *City Precinct Renewal Program*, which the Chief Minister publicly released on 5 July 2019, was the basis for the Authority's four-year appropriation (renewing Canberra's city heart) under the 2019-20 ACT Budget.

This coordinated program is the foundation of our work and will guide the growth and transformation of the City Renewal Precinct over the next 30-plus years.

The program applies a best-practice placemaking approach that recognises the individual identities and much-loved characteristics of the different places within the precinct: Dickson, Northbourne Avenue, Macarthur Village, Haig Park, Braddon and the city centre (Civic, City West, City Hill, Acton Waterfront and City East).

The program recognises the importance of design excellence in creating a functional, beautiful, sustainable and memorable precinct that meets the needs of the community now and in the future. It is a dynamic program that we will update as priority projects evolve, or as the need arises to incorporate emerging trends and priorities.

Developed in consultation with the community, the program contains a mix of long-, medium- and short-term renewal actions. Some of these actions, like the creation of community-driven place plans for Dickson, Braddon and Haig Park, are already complete.

In 2019-20 the Authority began implementing these place plans, along with continuing and commencing many other projects, as detailed in the Achievements section.

Delivery of the program requires a whole-of-government commitment, as many of the actions fall within the responsibilities of agencies other than the Authority. The Authority will work closely with these agencies to achieve the desired urban renewal outcomes. The longer-term actions may be affected by the outcomes of current actions, decisions by government or other variables.

The Authority will review the program regularly to ensure that it is using the best, most current information available to shape the precinct's ongoing transformation.

The program is available on the Authority's website at www.act.gov.au/cityrenewal/about/city-precinct-renewal-program

ACHIEVEMENTS

The rest of this section details the Authority's progress against the objectives outlined in its 2019-20 Statement of Operational Intent, which it prepared in response to the Government's Statement of Expectations. More information on the Authority's achievement against expectations is in the Statement of Performance at Section C.6. The Authority did not achieve all indicators, in part due to the impacts of COVID-19 and/or decisions of the Board to defer work, redirect resources or undertake further planning and consultation.

Impact of the COVID-19 Health Emergency on the Authority's Operations

Following the declaration of the COVID-19 public health emergency in March 2020, the Authority took a series of immediate actions to align with the ACT Government's health advice, including:

- > temporarily suspending all Authority activations and promotions;
- > removing loose street furniture;
- > closing Henry Rolland Park;
- > temporarily suspending the 2020-21 City Grants application round; and
- > extending the delivery period for current grant funded projects to 31 December 2020.

The Authority also provided support to Public Information Coordination Centre (PICC), including through the secondment of the Director Media and Communication to PICC for three months.

Following the announcement of the ACT Government's stimulus package on 20 March 2020, the Authority developed strategic priorities to respond to the public health emergency, including:

- > supporting local businesses and keeping more people employed; and
- > preparing evidence-based economic and social stimulus initiatives for delivery after the public emergency (some of which are set out below).

Under these priorities, the Authority:

- > made provisions to hire 14 new staff members as part of the Territory's Jobs for Canberrans initiative (12 in partnership with TCCS in place management and two in administrative roles);

- > used local contractors for its minor capital works in and around Haig Park;
- > brought forward the City Walk landscape upgrade project, with design concepts developed in May/June for construction to commence in July 2020 under the management of local Aboriginal and Torres Strait Islander construction company Rork Projects;
- > progressed works on the \$35 million Acton Waterfront boardwalk stage 2 project and engaged local company Chincivil Pty Ltd, and undertook additional planting at Henry Rolland Park;
- > reduced the CCMIL by 50 per cent in 2020-21;
- > prioritised the place management team's work program on city presentation including cleaning, maintenance, horticultural projects and small-scale capital works, using additional Jobs for Canberrans positions to fast track the work programs for the city and Dickson;
- > worked with TCCS to ensure an additional 100 new street trees will be planted across the precinct in 2020;
- > developed the *Heart and Soul* marketing campaign to encourage people to rediscover the city centre as health restrictions ease; and
- > prepared a program of events and activations that will allow for the gradual reintroduction of activity into the city's public places, while maintaining compliance with all current health advice and restrictions.

The Authority also continued to identify new development opportunities in the precinct that could contribute positively to the Government's revenue position.

Haig Park

In 2019, the Authority conducted the Haig Park Experiments as a first step towards renewal of the park.

Guided by recommendations of the *Haig Park Place Plan*, the experiments sought to trial community aspirations for the park. They comprised 26 temporary activations, events and installations between June and December 2019. Designed to test and understand which improvements will best help the park to become a place for all Canberrans to enjoy, the experiments included community activities such as a dog-walking group, events such as the Festival of the Forest, and temporary installations such as a nature play area.

The experiments successfully increased visits to and activity in Haig Park and helped change how people use, experience and view the park. They also built community capacity and social connection to the park, with an extensive range of local individuals and organisations engaged in their implementation. The experiments:

- > significantly increased (47 per cent) visits to the park – almost 30,000 additional visits over the six-month program;
- > very significantly increased (614 per cent) daily use by children aged up to 14 years in the park between May and October 2019;
- > encouraged people to spend more time in the park, with visits ranging from 15 minutes to five hours;
- > helped change perceptions so people now perceive the park as an asset to their community;
- > helped people feel more connected to the park, each other and their community;
- > increased community enthusiasm and optimism about the opportunities of the park;
- > helped build and encourage community and stakeholder capacity to support and host community activities and events in the park;
- > generated a major increase in physical activity and participation;



Active, on-site consultation during the Haig Park Experiments



- > increased the diversity of visitors across all age groups, particularly within the 25 to 34 year age group; and
- > helped challenge negative perceptions of the park as an unsafe place.

Guided by the findings of the experiments and by the *Haig Park Place Plan*, the Conservation Management Plan – which the ACT Heritage Council signed off on 20 December 2019 – and the *Haig Park Master Plan*, the Authority continued to progress design work for the next stage of infrastructure improvements to the park. The projects include:

- > a nature play area for people of all ages and abilities near Sullivan's Creek;
- > lights, paths and other park infrastructure upgrades to improve community safety and enhance amenity and use of the park, while improving connectivity to Braddon Shops; and
- > the adaptive re-use of the former Haig Park Depot together with a new community centre.

The Authority will repurpose and adapt the existing depot building. As part of our placemaking approach, the spatial relationship between the new pavilion and existing depot will create an entry courtyard. Initiatives to minimise the impact of the building on the environment and maximise its sustainability performance are at the forefront of our thinking. Passive energy design, natural lighting, water harvesting, local plants and best-practice placemaking strategies will feature in the designs to ensure we embed socioeconomic and environmental sustainability into this project.

The broader objectives for these projects are to improve mental health, public safety, and ownership outcomes.

The Authority will continue its vision to make this a community-led project with ongoing community consultation and cross-government support.

Acton Waterfront

Stage 2 of the Acton Waterfront project will reclaim a section of lake bed to reinstate the original intended geometry of West Basin. Construction of a new lake wall and extension of the boardwalk are part of these works. Activity in 2019-20 included consultation with stakeholders, design development, seeking National Capital Authority works approval and establishing contractual arrangements. This work will commence in 2020-21 when the project receives works approval.

Located at West Basin, Acton Waterfront will be an attractive, connected urban waterfront in the heart of the city centre. It will be a place for all Canberrans to enjoy.

To realise this goal the Authority has adopted a place-based approach to undertake urban renewal which meets the needs, wants and ambitions of Canberrans.

The *Acton Waterfront Place Plan*, which proposes themes and principles to guide future development, will inform the design of future stages of work, starting with the lakeside public open spaces.

Formulated in consultation with the community and key stakeholders to capture their needs and ideas for this city-shaping project, the place plan describes how Acton Waterfront will be an exciting lakeside destination for all Canberrans.

Importantly it will include play and cultural spaces as well as dining and entertainment options with flexibility to cater for both everyday uses and special events. Most importantly its design thinking will allow for easy and safe connections to the existing city centre.

Sydney and Melbourne Buildings

The revitalisation of the landmark Sydney and Melbourne Buildings is a core priority for the Authority.

These historic privately owned buildings are important to the Canberra community, and their physical appearance does not reflect the community's aspirations.

Between December 2019 and February 2020, a public survey conducted by the Authority received 605 responses - 88 per cent of which were from members of the public, confirming a high level of community interest in the buildings. Key findings of the survey included:

- > 91 per cent of people believe the heritage values are important for the buildings' future;
- > 76 per cent of people are very dissatisfied or dissatisfied with the condition and appearance of the Sydney and Melbourne Buildings; and
- > 88 per cent of participants considered improved consistency of external colonnades and façades as the most important improvement to the buildings.

The construction of shared waste-enclosures in the buildings' laneways allowed commencement of the shared waste management trial, which is being undertaken in consultation with business owners, Actsmart and the waste services provider. The trial has resulted in the removal of more than 80 waste bins from the public space, and has made the space cleaner, safer and more suitable for people-focused uses.

The government has also considered legislative changes to allow the Authority to facilitate a higher and more consistent standard of appearance across the buildings' many leases.

The legislation is based on developing a Revitalisation Plan for the buildings and an updated Conservation Management Plan (CMP). Recognising the critical role of the building owners, from October 2019, through one-on-one conversations, workshops and an online survey

the Authority worked with building owners and stakeholders within the City Renewal Precinct to better understand how this potential legislation might operate and the content of the Revitalisation Plan.

In the interim, the Authority Place Team has provided ongoing laneway cleaning and substantial cleaning of the public facing areas including the colonnades.

The Authority also commenced design of laneway improvements for Odgers and Verity lanes. The designs include improved infrastructure, more attractive finishes and safer usage of the space, allowing businesses to open their back doors to trade.

Overall, the presentation of the buildings and laneways has been improved, and the foundations laid for the substantial uplift in the quality of the façades, colonnades and laneways.

Akuna Street Upgrade

The Precinct Revitalisation Program is a rolling program of public realm upgrades to improve urban quality, safety and amenity for city workers, residents and visitors. In 2019-20 the Authority completed stages 2 and 3 of the London Circuit and Akuna Street public realm improvement works. These stages included works on Akuna Street completed in December 2019 and on Mort Street (East) completed at the end of January 2020.

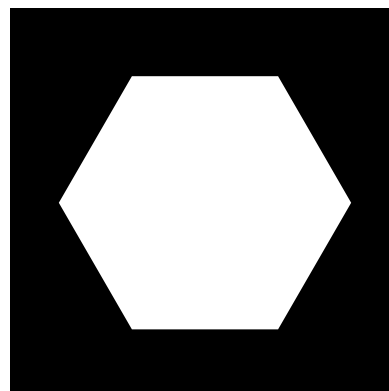
Consultation with directly impacted property owners and businesses was ongoing throughout the project.

The works have visually improved the site, improved pedestrian safety and added traffic calming.

Part Section 63 City

The Authority is progressing site development planning for City Hill Part Section 63 preparatory to its release to the market in accordance with the Indicative Land Release Program.

The site will interface with both light rail and the associated traffic realignment and signalisation onto London Circuit. The mixed use site has the potential for both public and private residencies, hotel, commercial ventures and affordable housing options. Due to this site interfacing with adjoining infrastructure projects, the planning and timing of this land release has been delayed. The site is now scheduled for release in financial year 2021-22.



Braddon Streetscape Design Upgrade

Braddon's increasing population density is expected to generate a larger, stronger local community and more demand for new and nearby businesses, requiring attractive public spaces, improved connections and better pedestrian amenity. The Braddon streetscape upgrade improvement project is an opportunity to meet this demand and create a more accessible, functional and attractive environment, and will also enable reinvention of the street character to create a better sense of place.

The proposed upgrade of Braddon's streetscapes is consistent with the Authority's and the ACT Government's urban renewal objectives to create better connections and inviting, functional public spaces that support active, healthy lifestyles. New placemaking aims to support and stimulate community and economic activity that is sustainable, and compact, liveable neighbourhoods that are responsive to the *ACT Climate Change Strategy*.

The Authority undertook wide community consultation during the preparation of the *Braddon Place Plan*. We will review this plan and develop it into a final sketch plan for Lonsdale Street during consultation with stakeholders and the community in 2020-21.

This project provides an opportunity to renew Braddon's streetscapes, associated infrastructure and car parking and consolidate active travel functionality, defining its local character and meeting the community's expectations.

The functional objectives for this project are to develop liveable, enjoyable and memorable places, improve car parking and accessibility, increase safety and improve environmental amenity, thereby increasing the economic and social vitality of Braddon.

Dickson Streetscape Upgrade

Woolley Street is the original and premier "Asian Eat Street" in Canberra. The street is between the light rail station, the bus interchange and the Dickson central shopping hub. Woolley Street precinct is becoming very important to the future growth of Dickson. Many new apartment complexes are being built and planned for in this precinct. Dickson needs better public spaces, pedestrian circulation and amenity, as well as better cycling connections to the existing cycling routes.

In 2019 the Authority carried out a series of actions identified in the *Dickson Place Plan*. A program of events included:

- > temporary streetscape changes;
- > increased public art;
- > new play facilities such as the noodle bowl and ping pong tables;
- > additional outdoor tables and chairs;
- > a local eatery map; and
- > the "Great Woolley Street Feast".

The evaluation of the Authority's Woolley Street Project confirmed there was support for a public square, future development of the streetscape for al fresco dining, play spaces for younger children to bring families back, and better lighting and furniture.

The proposed upgrade of the Dickson Centre public realm is consistent with the Authority's and the ACT Government's urban renewal objectives to create better connections and inviting, functional public spaces which support active, healthy lifestyles. New placemaking aims to support and stimulate community and economic activity that is sustainable, and compact, liveable neighbourhoods that are responsive to the *ACT Climate Change Strategy*.

The Authority undertook community consultation in the preparation of the *Dickson Place Plan*. We will review the place plan concepts and use them to further develop the sketch plans for Woolley Street in 2020-21.

Garema Place and City Walk

The Authority engaged consultants in early 2019 to develop a place plan and concept designs for Garema Place, City Walk, Petrie Plaza and Ainslie Place. The *Garema Place and City Walk Place Plan* will guide the revitalisation of Civic's key public spaces through infrastructure upgrades, changes to landscaping and targeted activities, creating a rich place experience for all Canberrans and driving a resilient and flourishing retail precinct.

In the second half of 2019 the Authority worked with peak body and industry representatives, property and business owners, and ACT Government partners to build a shared vision for these places. Alongside new retail and movement studies this extensive engagement process built on what Canberrans have consistently said in previous consultations: that they want to see life return to the city centre. The Authority carried out two phases of direct engagement during this time, via workshops and interviews with ACT Government representatives, and business and community stakeholders. The first phase of consultation activities sought feedback on place themes and propositions and the second phase of consultation sought feedback on a draft place plan and preliminary sketch plan. The project also had its own YourSay page, where anyone could sign up for updates, register for 'walkshops' and access an online survey. The site had 531 unique visits from June to December 2019.

The four locations in the place plan are key public spaces in the city centre and improving them will lift the city holistically. The place plan captures the qualities of each of these four places and gives guidance to building on those unique characteristics to make them more successful. As well as physical changes, the place plan recommends new activities and events for the city centre including regular markets to complement the existing retail offering and the further expansion of major events like Floriade and Enlighten into Civic. Short-term actions allow the Authority to continue improving Civic while work continues on bigger and more complex challenges to achieve the long-term aspirations for the revitalisation of the city centre.

The Authority is currently working through some of these more complex elements and expects to release the *Garema Place and City Walk Place Plan* in late 2020.



City Bus Interchange

The Authority is examining the opportunities to revitalise Canberra's civic, arts and cultural precinct centred on the Canberra Theatre Centre and Civic Square. As part of its investigations the Authority commissioned a high-level feasibility study into the potential costs, benefits and challenges of replacing the current at-grade city bus interchange with an integrated underground bus interchange.

The *City Bus Interchange Feasibility Study*, completed by the Authority in March 2020, established that while an underground bus interchange was technically possible it was cost prohibitive. The key reason for the high cost was the significant excavation required for the interchange layout, ramp ingress and egress and height clearance requirements for efficient bus operations.

The study did provide valuable insights that will continue to inform the precinct plan which the Authority is drafting in collaboration with the community and key stakeholders with the aim of creating a world-class cultural precinct in the city centre.

Civic, Arts and Cultural Precinct

Planning is well underway to create a world-class, contemporary cultural and artistic precinct in the heart of the city centre.

The Authority's *Civic, Arts and Cultural Precinct Plan* sets an urban design framework for the long-term development of the area that includes the Canberra Theatre, Civic Square and the ACT Legislative Assembly.

The Authority has a bold vision for the precinct as a national and international drawcard for Canberra and a place embraced by all Canberrans.

The precinct plan focuses on improving connectivity and increasing the precinct's overall cultural offering, including public realm improvements, early interventions, pop-up opportunities, and flexible and adaptable spaces that can serve a wide variety of community needs throughout the year.

We completed Phase 1 of the plan in June 2019 and reviewed it in early 2020 following the progression of several other related planning projects, including the:

- > Canberra Theatre redevelopment concept design and business case;
- > Sydney and Melbourne Buildings revitalisation strategy and implementation plan;
- > *Garema Place and City Walk Place Plan*; and
- > *City Bus Interchange Feasibility Study*.

The second stage of the urban design framework has commenced. An intergovernmental working group will create the underpinning arts and cultural strategy for the sites.

University of New South Wales Canberra Campus Project

The University of New South Wales (UNSW) Canberra City Campus proposal at the Parkes and former Canberra Institute of Technology sites resulted in the Territory and UNSW signing a Precinct Deed for development of a new campus. UNSW will establish a world-class research, education and innovation campus that will attract up to 6,000 local, national, and international students and create around 2,000 jobs. The Authority is supporting and leading the early design and master planning process of the precinct.

City Centre Marketing and Improvements Levy Program

In partnership with CCMIL payers and the ACT Government, the Authority supported actions that contribute to the long-term sustainable growth, economic prosperity, culture, creativity and vibrancy within the levy area. The levy contributes to a wide variety of place-based projects including events, seasonal festivals, greenery, high-quality street furniture and a dedicated place management team. This funding assists the Authority to deliver an enhanced and integrated program of activity in the city centre to support city centre businesses. Further detail on specific activities can be found in the Precinct Activation section.

To better inform the Authority's management of the CCMIL, we established a CCMIL advisory panel. The panel functions as an advisory body to the Authority in supporting the management of the CCMIL and the associated program of levy-funded initiatives. Formed through an expression of interest process, the panel comprises six levy payers and Authority staff. The panel meets quarterly and provides advice to the Authority on a range of matters such as marketing campaign development and future activations.

The Authority annually engages with CCMIL payers, business owners and the community in order to solicit feedback to inform the CCMIL work program. The Authority employed a number of approaches across the year to allow us to work better with key stakeholders and levy payers within the levy area. These included direct mail (levy payers), letterbox drops, key stakeholder briefings, an online survey and a stakeholder workshop.

Feedback from levy payers helped determine the priority areas for allocating the levy funds for 2019-20. The three priorities were vibrant streets (and capital works), place management, and City Grants.

In 2019-20 we tailored this process to focus on how the levy could be best leveraged to support businesses in light of the COVID-19 public health crisis. We developed a marketing campaign to encourage Canberrans to rediscover their city. The *Heart and Soul* campaign focuses on highlighting the unique attractions and character of the CCMIL area and supports city centre businesses. The agreed program included:

- > videos on the work of the Authority and smaller profiles on half a dozen key city centre characters;
- > a social media influencer program for Christmas in the city centre;
- > marketing assistance for events being held within the levy area that align with our goals and objectives;
- > a campaign to encourage businesses and residents to report problems that need fixing;
- > a campaign to highlight improvements that have been made within the precinct; and
- > a short pilot trialling a city centre information/greeting team to help visitors to the city.

Development Activity in the Precinct

The Authority influences design outcomes for proposed developments in the precinct through its role as a mandatory referral entity for development applications. Through formal meetings with proponents to discuss design outcomes for their proposed developments and provision of formal comments on referred development applications, the Authority has influenced better design, improved sustainability and increased connectivity.

The Authority assists EPSDD to encourage design excellence in architecture to set a benchmark for Canberra and advocate for strong urban quality responses.

We promote safe pedestrian environments and promote crime prevention through environmental design approaches and passive surveillance.

In 2019-20 the Authority received and provided comment on 142 formal development referrals, comprising 88 development applications and 54 pre-application, National Capital Design Review Panel or other formal development meetings. The estimated total value of the development proposals received in the reporting period is around \$447 million.

With the goal of people-focused, design-led and sustainable urban renewal, the Authority makes comment on all development activity within the renewal precinct, focused on urban impact, amenity, the impact of the development on the public realm, urban design impacts on place, site planning and community benefit. We also assess public spaces in private developments to ensure the level of amenity is proportionate to the location, scale and types of building uses proposed.

The Authority continues to advocate for spaces that promote inclusivity and public space accessibility.

The Authority encourages positively designed landscapes, deep root soil planting zones for large canopy trees to flourish and offer shade, and respite areas to cool down the city. We offer commentary on the landscape response to ensure the selection of local, low-water-relying plants. We look for landscape designs that contribute to the spatial quality of places.

The Authority's comments have influenced proponents in the early stages of design to improve on sustainability aspects in their proposals. Permeable paving has been added into certain projects, designs have been amended to improve on solar access and shading devices have been considered. On certain designs, existing trees have been saved, more consideration has been given to podium

deep-root planting zones, basement parking footprints and stronger ground-plane pedestrian connections. We continue to advocate for best practice design outcomes aligned with our strategic objectives.

City and Dickson Place Management

The City Place Management Team continued to deliver a program of enhanced cleaning and maintenance in the city centre including graffiti removal, high-pressure cleaning and supporting the installation of high-quality public seating and infrastructure. The city place manager continued to develop partnerships with city centre businesses and event organisers to facilitate better use of the area's public spaces and connection with the Authority and the broader ACT Government.

The Authority appointed a dedicated place manager for Dickson. The new Dickson place manager completed an audit of public spaces in Dickson to inform future work and began implementing the actions of the *Dickson Place Plan*.

The Authority, in partnership with TCCS, was successful in securing funding under the Jobs for Canberrans program for 12 additional short-term roles to boost the existing Place Team. The expanded team delivered additional cleaning and horticultural work across the precinct as well as a fast-tracked program of maintenance. This work included cleaning of the Melbourne and Sydney Buildings environs, reinstallation of numerous garden beds, and a program of enhanced sanitisation of public infrastructure as a response to COVID-19.

To support the expanded Place Team, we temporarily reopened the Haig Park Depot. In addition to serving as an operational base to enable the team to service the precinct, using the depot allowed the Authority to maintain an active presence in Haig Park.

Precinct Activation

Wintervention 2019 drew record crowds into the city for a range of family-friendly winter experiences, including an outdoor ice-skating rink, light installations and free entertainment.

A Wintervention survey was open from 27 July to 15 August 2019 and was completed by 932 people who attended the event. The survey found that 37 per cent of respondents went out for food and drink, 44 per cent participated in retail shopping, 16 per cent did something else and 8 per cent saw a movie either before or after they attended Wintervention. The most popular parts of the festival were the atmosphere and festival lights, and the least popular aspects were the market stalls and food and beverages (although the Authority specifically limited those aspects to encourage people to eat at local businesses). Nearly 70 per cent of respondents who attended 2019 Wintervention said they would attend next year.

In partnership with Floriade, the Garden of Enchantment transformed Garema Place into a family-friendly green space from 7 September to 28 October 2019. A program of workshops, performances and entertainment supported the installation.

The Authority undertook two stakeholder surveys following the Garden of Enchantment activation. A business survey completed by 14 businesses found that all respondents liked having the Garden of Enchantment in Garema Place and thought it increased the amount of time people spent in Garema Place during this period. Of the businesses surveyed, 75 per cent believed that it improved footfall and 64 per cent believed that it increased their economic turnover. It was terrific to see that 91 per cent of businesses believed that it improved their perception of Garema Place.

A complementary community survey completed by 40 respondents found that 78 per cent thought the Garden of Enchantment had improved their perception of Garema Place. Most people who

visited the Garden of Enchantment did not attend the organised activities. The community survey respondents gave the Garden of Enchantment an overall experience rating of seven out of 10. Survey respondents wanted to see the Garden of Enchantment installed for longer or permanently, be promoted more, provide more entertainment and be “more enchanting”.

Over a 12-week period the Woolley Street Project showcased innovative uses of one of Canberra’s most popular restaurant precincts, enabling the community to imagine an evolved precinct. Over the course of the project, we implemented road closures of varying scale to provide more public space and trial amended traffic conditions. The increased public space was used for markets, performances, al fresco dining areas and the Great Woolley Street Feast. We are using the information gathered during this project to inform the design for a renewed Woolley Street.

Australia’s largest kaleidoscopic Christmas tree glistened throughout the day and lit up City Walk by night. “Merry and Bright” Christmas in Civic was officially launched with a family-friendly afternoon of fun-filled activities. Hundreds of Canberran families took selfies with Santa, decorated biscuits and were serenaded by carollers.

The Authority sought feedback on the event in order to build upon the festivities and enhance attendee experience in future years. We promoted a survey to the ACT Government’s community panel, and 50 external participants completed it. Overall, 35 per cent of respondents were happy with the event, 28 per cent were dissatisfied and 38 per cent were neutral. People expressed that they would like to see more Christmas decorations, entertainment and lighting.

Artworks from local artists illuminated the Sydney and Melbourne Buildings as part of the Enlighten Festival. A program of public performances and entertainment supported this activity.

Two rounds of City Grants awarded a total of \$395,954 across 23 projects to help enliven the city centre. The projects delivered included the World Curry Festival, a city hub as part of the Design Canberra Festival, and the Braddon Busking Festival.

The Authority expanded its grants program to Dickson for the first time, with nine projects sharing a total of \$75,287. Further detail on the grants awarded is at Section B.8 of this report. As indicated at the beginning of the Achievements section of B.2, COVID-19 delayed delivery of some projects, which will proceed to completion in 2020-21 when it is safe to do so.

Place Intelligence Dashboard

The Authority partnered with the Data Analytics Centre in the ACT Office of the Chief Digital Officer to develop a Place Intelligence Dashboard. The dashboard is an online platform that displays and processes dynamically linked data for the purpose of informing city planning, designing, placemaking, project management and construction. The goal is to provide the Authority with a simple digital interface that enables staff to easily report on and measure against its place performance indicator framework. This will allow the Authority to better understand the current status of the city, measure the success of its initiatives, plan for future programs/projects, and track change over time.

Phase 1 of the project commenced in January 2020 and involved defining data requirements and scoping of data availability. Phase 2 will commence in early in 2020-21 and will involve the development of the first tranche of the dashboard, including high-priority, high-value datasets.

The dashboard will provide valuable insights into how people use public spaces and move between them, to help the Authority's program of work improve walkability, attractiveness of public places and urban amenity, place experience and community satisfaction.

Assessing the value of place through data analytics is an emerging field in other cities. The dashboard will be hosted on an internal platform to help inform a range of ACT Government place-based initiatives and is closely linked to the ACT Wellbeing Framework.

Thought Leadership

Lecture Series – Charles Landry, City of Ambition Visit

In November 2019 the Authority hosted internationally renowned expert on urban change Charles Landry in Canberra to share his insights on how cities can punch above their weight and become leaders of ambition on the international scene. The City of Ambition visit included meetings, workshops and presentations with industry, government and community stakeholders to engage with Mr Landry's expertise. There was also a tour of key sites and renewal projects in Canberra's urban landscape. A highlight of the visit was a ticketed presentation and panel discussion open to the public. Gabrielle Trainor AO (City Renewal Authority Board member) hosted the discussion between Mr Landry and national and local urban change experts Kate Brennan (City Renewal Authority Board member), Nikos Kalogeropoulos (Molonglo Group) and Dr Beck Davis (Australian National University) for a night of new ideas, conversation and insight into Canberra's future and what it takes to be a city of ambition.

Series of Thought Leadership Articles

There is a passionate team of planners, architects, project managers and communications professionals at the Authority, with one aim in mind – to make great places for people. The Authority launched an online newsroom, City ReNews, to share the team's knowledge, skills and expertise through thought leadership articles. Articles covered a range of topics including how to nurture good public space, the critical connection of public space, and the cultural precinct in Canberra's heart. These articles were well received on

the Authority's communication channels and published on external sites including the Design Canberra website.

Sponsorships

To support the strategic goals of the Authority, the Integrated Communications and Engagement Strategy developed specific objectives that included positioning the Authority as an exemplar of renewal delivery, building positive recognition of the renewal program and its associated benefits and increasing awareness of the Authority's trusted team of professionals.

The Authority entered into three sponsorship arrangements, with the Place Leaders Asia Pacific Awards, the Property Council and the Australian Institute of Architects (AIA) to support the achievement of these objectives.

The Authority, in collaboration with the SLA, hosted the Place Leaders Asia Pacific awards and events workshop in November 2019. This forum provided an opportunity for professional networking and knowledge exchange around contemporary place planning and place management approaches across Australia. As part of this event, the Authority gave attendees a tour of key areas in the City Renewal Precinct, including Braddon, Haig Park and Dickson, and discussed our place plans and strategies for the areas.

The Authority sponsored the Property Council of Australia's panel event "Place Activation: Shaping a Great City". The event involved a diverse panel of public and private industry representatives including City Renewal Authority CEO Malcolm Snow and explored what is needed to create great places and what the unique challenges and opportunities are in a Canberra context.

The AIA Awards were sponsored to recognise design excellence throughout the ACT. Design excellence is a critical prerequisite in creating spaces, buildings and precincts that work for the people who will use them. The Authority

was delighted to recognise all nominees for their contribution to making Canberra a city distinguished by the quality of its architecture.

Media Sentiment

The Authority's media sentiment rating for the 2019-20 financial year consistently remained above 75 per cent positive or neutral coverage, excluding during COVID-19, when we reduced our proactive media coverage. The Authority's social media channels grew by 5.1 per cent throughout the year and engagement across these channels increased by 191 per cent, characterised by an increase in comments and reactions to posts.

The Authority's website recorded more than 130,000 page views during 2019-20. This is an increase of 10.3 per cent compared to the previous year. Among the most popular pages were the Authority's home page, promotion of Canberra's free culture loop shuttle bus, Wintervention 2019, City Grants and the Woolley Street Project page.

The Authority published its online newsletter 10 times during the year, with an average opening rate of 41.2 per cent and an average click-through rate of 25.7 per cent. This is well above government sector opening rates of 28.77 per cent and click-through rates of 3.99 per cent, indicating interest and engagement from the community regarding our work.²

Community Sentiment

Based on the Canberra Omnibus Survey undertaken in February 2020, which sampled a statistically representative portion of the adult Canberra population, awareness, effectiveness and trust of the Authority had all increased compared to the previous year. Awareness of the Authority increased from 37 per cent to 43 per cent. Overall, the number of people who believe the Authority is effective increased from 52 per cent to 65 per cent. These figures indicate a considerable increase in positive sentiment towards the Authority.

² Source of data: Mailchimp.

B.3. – SCRUTINY

The Standing Committee on Planning and Urban Renewal tabled the report from its Inquiry into Annual and Financial Reports 2018-2019 during the reporting period, making two recommendations applicable to the Authority, as shown in Table 4. CMTEDD coordinated the whole-of-government response to the report.

Table 4: Recommendations of the Standing Committee on Planning and Urban Renewal

Standing Committee on Planning and Urban Renewal: Inquiry into Annual and Financial Reports 2018-2019		
Recommendation no. and summary	Action	Status
Recommendation 17 The Committee recommends that at the conclusion of the waste enclosure program 12 month trial, the City Renewal Authority consider expanding the program to include other areas of Civic.	Agreed in principle Subject to the successful conclusion of the trial the City Renewal Authority will investigate other areas of Civic where the trial can be expanded.	Not yet commenced as 12-month trial still underway.
Recommendation 18 The Committee recommends that at the conclusion of the waste enclosure program 12 month trial, the City Renewal Authority expand the program to trial the collection of food waste for composting.	Agreed in principle Subject to the successful conclusion of the trial an expansion of the program into food waste will be investigated with the Contractor. In the interim, local businesses were encouraged to adopt the <i>Actsmart Business program</i> including the element regarding minimising landfill waste by including food organics collection from their business.	Not yet commenced as 12-month trial still underway.

On 28 March 2017, the Public Accounts Committee resolved to inquire into the matters in *Auditor-General's Report No. 7 of 2016: Certain Land Development Agency Acquisitions*. The committee finalised its report in November 2019. The Authority was consulted on the preparation of the government response to the report, which was tabled on 20 February 2020 and amended on 2 April 2020. The report made 13 recommendations applicable to land acquisitions, which EPSDD is managing and reporting on in its annual report.

There were no recommendations with direct relevance to the Authority in ACT Ombudsman or ACT Integrity Commission reports during the reporting period.

In June 2020 the ACT Auditor-General released *Report No. 4 of 2020: Residential Land Supply and Release*. There were seven recommendations in total, one of which refers directly to the Authority, as shown in Table 5.

Table 5: Auditor-General's recommendations on residential land supply and release

Auditor-General's Report: Residential Land Supply and Release 4/2020		
Recommendation no. and summary	Action	Status
Recommendation 7 The Environment, Planning and Sustainable Development Directorate, Suburban Land Agency and City Renewal Authority should: a) review and amend the nature and type of affordable housing dwellings offered to the market through the Affordable Home Purchase Program in order to better meet market demand; and b) following these changes, plan for an evaluation of the Affordable Home Purchase Program to review the effectiveness of the program in meeting affordable housing policies and objectives of the Territory.	The Government's response to the report has not yet been finalised and will be reported on in 2020-21.	Pending completion of the Government response.

Transplanting mature trees in Dickson





The Great Woolley Street Feast

B.4. – RISK MANAGEMENT

The Authority continued to face a broad range of risks reflecting its responsibilities as an ACT Government entity managing urban renewal in a dynamic city. These risks include those related to design and development, financial stability and fiscal management, as well as its day-to-day operational activities.

The Authority Board continued to operate an Audit and Risk Committee as required by the Act. The Audit and Risk Committee assisted the Board to discharge its responsibilities under relevant legislation, including responsibility to exercise due care; diligence and skill in relation to risk management; reporting of financial information; the adequacy of the financial controls and legal and regulatory compliance frameworks; and external and internal audit.

The Authority commenced a comprehensive review of its Risk Management Framework, including the:

- > Risk Appetite Statement;
- > Risk Management Framework and Policy Statement;

- > Annual Risk Management Plan;
- > Corporate Risk Register;
- > Business Continuity Plan; and
- > Crisis Management Plan.

The documents are consistent with advice from the ACT Insurance Authority and the AS/NZS ISO 31000-2009 standard.

The Authority's Risk Management Framework and Policy Statement sets out the roles and responsibilities of Authority staff. In summary, these are:

- > Authority Board – overseeing the implementation of the Authority Risk Management Policy, Framework and Plan across the whole organisation and ensuring that the executive regularly report on its implementation, improvement and operational effectiveness.



- > Audit and Risk Committee – overseeing the risk management arrangements for the Authority including:
 - ensuring the Risk Management Framework is established, implemented and maintained in accordance with ACT Government requirements; and
 - determining whether a sound and effective approach has been followed in managing the Authority’s major risks, including the development of risk management plans for major projects and undertakings.
- > Chief Executive Officer and Chief Operating Officer – accountable for managing risk and ensuring that the risk management policy, framework and plan have been effectively implemented and integrated into all organisational activities.
- > Authority executives and managers – implementing the risk management policy, framework and plan; ensuring that their respective areas of responsibility understand their obligations; and creating, promoting and maintaining a positive risk management culture.
- > Staff and contractors – developing an understanding of the risk management policy and associated procedures and maintaining sound risk

management practice within their respective area of responsibility.

In response to the health emergency declared in the ACT, the Authority reviewed and enacted its Business Continuity Plan in March 2020. The Continuity Management Team met regularly to:

- > monitor the Authority’s operations;
- > cease services as required in accordance with government health directives;
- > provide updates on people and capability;
- > provide regular health and wellbeing updates from the Chief Operating Officer relating to COVID-19;
- > transition to home-based work for staff and ensure adequate technical and wellbeing support;
- > provide support to staff transitioning both into and out of the Authority;
- > monitor and manage ICT-related matters and issues;
- > manage corporate communications in line with the whole-of-government approach and coordination with the Public Information Coordination Centre; and
- > manage coordination with other ACT Government agencies and ACT Shared Services.

B.5. – INTERNAL AUDIT

The Board's Audit and Risk Committee continued to operate throughout the 2019-20 reporting year. The charter for the Audit and Risk Committee sets out the committee's role in relation to internal audit, which includes:

- > oversight of the audit function;
- > review and recommendation to the Board of the internal audit plan and work program; and
- > pre-approval of all internal auditing services to meet the approved internal audit plan.

The charter also provides the framework for the conduct of the internal audit function of the Authority, which is to:

- > ensure that sufficient resources are available to deliver the annual internal audit program;
- > review and recommend to the Board the internal audit program;
- > monitor progress and consider the implications of internal audit findings for the control environment;
- > monitor a register of audit recommendations; and
- > meet with the internal auditor, without management personnel being present, at least once a year.

The committee oversaw the internal audit program for the period July 2019 to June 2020, as approved by the Board on 14 June 2019. The approved program included internal audits on:

- > service level agreements with EPSDD and SLA (cross-directorate audit);
- > CCMIL program management;
- > purchasing (to be completed in 2020-21); and
- > fostering ethical behaviour (to be completed in 2020-21).

The committee deferred audits on workplace health and safety and project management until 2020-21 to enable completion of improvements in progress and provide time for use of new frameworks prior to their audit.

The internal auditors also undertook an assurance mapping process to assess controls operating in the Authority and identify any areas for future audit coverage.

The Audit and Risk Committee met six times during 2019-20. Table 6 sets out details of member attendance.

Table 6: Audit and Risk Committee member attendance 2019-20

Name	Position	Meetings attended	Meetings held during 2019-20
Christine Covington	Committee Chair and Board member	4	6
Nigel Chamier	Committee member and Board member	6	6
Maria Storti	Independent member	6	6
Sevda Mentès	Independent member	6	6

The committee comprises two categories of members:

- > Members of the Board who are also appointed to the committee – these members are remunerated as Board members and receive no additional remuneration for their duties as members of the committee – see Section B.1.

- > Independent members of the committee who are not members of the Board – these members are remunerated under contract with the Authority on a rate per meeting attended (including preparation time). Independent members are selected based on merit.

B.6. – FRAUD PREVENTION

The Authority operates in accordance with the EPSDD Fraud and Corruption Prevention Plan 2019-2021. Consistent with this plan, the Authority is subject to the ACT Public Service Integrity Policy, which aims to prevent the incidence of fraud through the implementation and regular review of a range of fraud prevention and detection strategies.

All Authority staff are involved in managing potential exposure to fraudulent activity by ensuring they act in accordance with the law and behave in a manner consistent with the ACT Public Service Code of Conduct. To reinforce these practices, the Authority ensures that staff are aware of the plan and the contact officers; receive updates from the executive and the Chair

of the Audit and Risk Committee; and regularly undertake training in ethics, fraud awareness, and ACT Government procurement policies and procedures.

Authority staff must report any allegation or incidence of fraud, corruption or unethical behaviour to the Chief Executive Officer and/or the senior executive responsible for business integrity and risk in the EPSDD. Where appropriate, they would also report such allegations to the Audit and Risk Committee, and/or the Board.

During the reporting period, the Authority received no allegations or reports of fraud, corruption or unethical behaviour requiring formal action.

B.7. – FREEDOM OF INFORMATION

The Authority ensures compliance with the requirements of the *Freedom of Information Act 2016* (the FOI Act) by operating within the framework and procedures of EPSDD. Under a service agreement between the Authority and EPSDD, the directorate processes freedom of information requests for and to the Authority

for an information officer within the Authority to approve.

Tables 7 to 12 provide summary data for each type of application. EPSDD publishes details of individual applications and decisions in the [*FOI Disclosure Log*](#) on its website.

Table 7: Open access information

Description	Total
Number of decisions to publish open access information	19
Number of decisions not to publish open access information	0
Number of decisions not to publish a description of open access information withheld	0

Table 8: FOI applications received and decision type

Description	Total
Number of access applications received	6
Number of applications where access to all information requested was given	1
Number of applications where access to only some of the information requested was given (partial release)	4
Number of applications where access to the information was refused	1

Table 9: FOI processing timeframe

Description	Total
Total applications decided within the time to decide under section 40	0
Applications not decided within the time to decide under section 40	0
Number of days taken to decide over the time taken to decide in section 40 for each application	4, 10, 13 (2 applications), 19, 24

Table 10: Amendment to personal information

Description	Total
Number of requests made to amend personal information, and the decisions made	0

Table 11: Reviews

Description	Total
Number of applications made to ombudsman under section 74 and the results of the application	0
Number of applications made to the ACT Civil and Administrative Tribunal under section 84 and the results of the application	0

Table 12: Fees

Description	Total
Total charges and application fees collected from access applications	0



Lunchtime in the city

B.8. – COMMUNITY ENGAGEMENT AND SUPPORT

The Authority cannot achieve its vision alone – we must work with others to unlock the city centre’s potential.

To achieve this we strive to ensure our interactions with the community and stakeholders are:

- > **Purposeful** – we begin every engagement with a clear understanding of what we want to achieve
- > **Inclusive** – we identify relevant stakeholders and make it easy for them to engage
- > **Timely** – we involve stakeholders from the start and agree on when and how to engage
- > **Transparent** – We are open and honest in our engagement and set clear expectations; and
- > **Respectful** – we acknowledge and respect the expertise, perspective and needs of stakeholders.

We aim to build trust and confidence in the Authority through open and two-way communication and a commitment to involve the public and stakeholders in our renewal program wherever possible.

The ACT Government Communications and Engagement Strategy 2017-2019 and the principles and methods in the International Association for Public Participation (IAP2) Core Values provide a strong basis to guide the communications and engagement objectives of the Authority. The level of involvement for our projects spans the IAP2 spectrum, shown in Figure 2.

Figure 2: IAP2 Public Participation Spectrum



The Authority has a Communications and Engagement Committee consisting of members of the Board. The role of the committee is to provide advice on the Authority’s communication and community engagement work as set out in the Statement of Expectations:

- > Consult and establish productive working relationships with key stakeholders, including all levels of government and other relevant bodies and organisations.

- > Engage openly and meaningfully with the local community to inform both the design and delivery of works.
- > Promote cooperation, collaboration and coherent urban renewal with other key entities including the National Capital Authority and the SLA.

The committee met four times during the 2019-20 financial year and advised the Authority on a wide range of strategy development and project implementation, including the CCMIL marketing plan.

STAKEHOLDER AND COMMUNITY ENGAGEMENT

During the year the Authority undertook stakeholder and community engagement on all active projects in some form, including via online surveys, briefings, workshops and placemaking activities.

The most involved engagements occurred on the Acton Waterfront project, the *Garema Place and City Walk Place Plan* and public realm design, the Sydney and Melbourne Buildings' waste enclosures, proposed buildings of significance legislation, and the Urban Arts Strategy. The Haig Park Experiments and Woolley Street Experiments projects primarily progressed using a placemaking approach. The Authority asked people to contribute to place principles and themes and then, through participation, test and trial the installations and activities informed by the place principles and themes.

Further details are in the discussions of each project in Section B.2.

Strategic partnerships are key to the success of our city. Recognising the role of others, we work to keep peak body organisations, key stakeholders and community representatives involved at the appropriate times.

COMMUNITY SUPPORT INITIATIVES: GRANTS AND SPONSORSHIP

The objective of the City Grants program is to develop and support the vitality of Civic, Braddon and Acton through creative and engaging placemaking initiatives that strengthen our community's connection to public spaces and encourage habitual visitation.

The Authority administers City Grants, using funding from both the CCMIL and the Authority's resources. The program is designed to meet the objectives in the *CCMIL Performance and Accountability Framework*.

There were two City Grants application rounds for projects to be delivered in 2019-20. We awarded the first round of recipients in 2018-19.

Concurrently with the second City Grants round, we held the first Dickson Grants application round for projects to be delivered between January and June 2020.

The Dickson Grants are based on the City Grants, sharing the same objective and outcomes but adjusted for Dickson's context.

Tables 13, 14 and 15 list the recipients of grants awarded for activities originally scheduled for delivery in 2019-20. Note that due to COVID-19 we have postponed the delivery of some activities until 2020-21, in consultation with grant recipients. Recipients will report to the Authority on the delivery of grant activities and achievement against the success criteria listed in their grant application as part of the grant acquittal process.

Table 13: 2019-20 City Grants Round 1

Applicant name	Project title	Project description	Total amount awarded (\$)
Canberra SpringOUT Association	The SpringOUT Big Community Picnic 2019	An inclusive all day community picnic in Glebe Park for the SpringOUT 2019 Festival 20th anniversary celebration, as per application.	\$9,100.00
The Salvation Army Canberra City	#CBRTalks: a community listening project	A community listening project which aims to engage in intentional, inclusive listening in public spaces, as per application.	\$10,000.00
Canberra Dance Theatre Incorporated	Playing Up	A series of weekday dances and a weekend “flash mob” performed by a range of different groups and demographics, as per application.	\$5,500.00
Aikuma Project / Charles Darwin University Foundation	Language Party – Canberra	A live storytelling event with a focus on local Aboriginal and Torres Strait Islander languages, as well as migrant communities, as per application.	\$7,647.00
Braddon Town Team	Braddon Busking Festival	A one-day festival celebrating Canberra’s busking talent, as per application.	\$10,000.00
Ms Peita Blythe	Mapping Canberra	The development of a narrative map for the city centre which will feature points of interest across the CCMIL area, as per application.	\$10,000.00
Canberra Institute of Technology	Orange Wolves – multi-disciplinary audience immersive experience	A three day multidisciplinary event featuring six transformed Transport Canberra buses and including music, media, arts, fashion, technology and design, as per application.	\$50,000.00
Craft ACT: Craft + Design Centre	DESIGN Canberra 2019: Civic Square HUB	Civic Square used as the dedicated site for talks, entertainment, performances, art, wellness and ideas over three weeks during DESIGN Canberra 2019, as per application.	\$50,000.00
Canberra Comedy Festival	Canberra Comedy Festival 2019	A supplementary entertainment program for the 2020 Canberra Comedy Festival, with a focus on the creation of the “Festival Square” in Civic Square, as per application.	\$43,200.00
You Are Here Canberra Incorporated	You Are Here Festival 2019	A three-day showcase of Canberra’s experimental art which makes use of city spaces and invites the audience to interact with the city in innovative ways in October 2019, as per application.	\$50,000.00
Total			\$245,447.00

Table 14: 2019-20 City Grants Round 2

Applicant name	Project title	Project description	Total amount awarded (\$)
Spanish Speakers Association Inc	Latin Lunches	A program of activity celebrating Latin American cultures, as per the application.	\$10,000.00
The Climate Factory	Climate-wise edible forest	Edible gardens, demonstrating climate-wise design, as per the application.	\$9,705.36
Lakespeare & Co.	Shakespeare by the Lakes III: A Midsummer Night's Dream	A free performance of A Midsummer Night's Dream featuring local artists, as per the application.	\$8,300.00
Liquid Sunshine Sound System Pty Ltd	Sound System Rebellion	A music festival, as per the application.	\$10,000.00
Parentline ACT Inc.	Parenting in the Park	An educational parenting program, as per the application.	\$3,100.00
Ms Liz Lea	Reconcile	A celebration of First Nations dance and music during Reconciliation Week, as per the application.	\$9,800.00
Braddon Collective	Art on the Street Festival Braddon	An art festival including large scale murals, temporary artworks, creative workshops and tutorials, as per the application.	\$10,000.00
Ms Constance Titterton	Glass Snail – Window to the Wider City	A large-scale kinetic sculpture to be exhibited throughout the CCMIL area, as per the application.	\$9,769.00
PhotoAccess Inc	Braddon's Beat: Community paste-up collage event	A temporary paste-up installation featuring the people and places of the area, as per the application.	\$4,882.46
Ms Kirrily Jordan	Be & Belong	A series of creative events, as per the application.	\$9,950.00
The Trustee For The Cameron & Rachel Johnston Family Trust trading as Spark Furniture	Waste Not, Want Not – The circular economy experience	A demonstration of the circular economy and repurposing materials, as per the application.	\$5,000.00
Mr David Howe	Sunday in the Park	A music concert celebrating Canberra's live music scene, as per the application.	\$10,000.00
Total			\$100,506.82

Table 15: 2019-20 Dickson Grants

Applicant name	Project title	Project description	Total amount awarded (\$)
Mr Dan Maginnity	Dickson Bugs Wall	Reimagining of decade old mural by the original artist, as per the application.	\$6,000.00
Mr Pablo Latona	Public Art Treasure Hunt	Three public art treasure hunts in Dickson, as per the application.	\$8,697.00
Trove Canberra Cooperative Ltd	Trove slow fashion festival	A slow fashion festival, as per the application.	\$8,000.00
Mr Dan Watters	The Electric Shadow Ride-In Cinema Project	A bicycle powered cinema that conducts two screenings in Dickson, as per the application.	\$5,500.00
Mr Michael Sollis	“White Australia” – A song cycle for Reconciliation Day	The performances of five Aboriginal and Torres Strait Islander composers, performed by The Griffyn Ensemble, as per the application.	\$7,090.00
University of Canberra	Dickson Living Rooms	A physical and digital installation situated in the Dickson Village shopping precinct, as per the application.	\$10,000.00
Ms Claire Harris	Changemaker Career & Craft Hub	A series of purposeful pop-up events for adults and children, focused on encouraging people to contribute positive change in the community, as per the application.	\$10,000.00
Mr Mathias Mustillo	Funky Street Pianos in Dickson	Weatherproof pianos placed in public spaces in Dickson for people to play and interact with, as per the application.	\$10,000.00
Bohie Palecek and Faith Kerehona	Dickson Community Environmental Mural	A mural with a focus on sustainability and the environment, as per the application.	\$10,000.00
Total			\$75,287.00

B.9. – ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING

The Authority recognises that the City Renewal Precinct is located on Ngunnawal Country and that the Ngunnawal People have a meaningful and ongoing relationship to this land and Canberra.

The Authority is a signatory to the *Innovate Reconciliation Action Plan 2019-2021* with EPSDD and the SLA. EPSDD launched the plan in November 2019.

As a key stakeholder group in the precinct, Aboriginal and Torres Strait Islander peoples participate in activities, programs and consultations that the Authority undertakes. We directly consult the ACT Aboriginal and Torres Strait Islander Elected Body on major activities.

Implementing the plan has included:

- > presenting to the Dhawura Ngunnawal Traditional Custodians Caring for Country Committee. The committee has been newly established to assist the

portfolio to deliver on its Reconciliation Action Plan.

- > acceptance of the gifting of the word “Ngula” from the United Ngunnawal Elders Council. We recognised the gifting through four interpretive signs in Haig Park, which were opened with a traditional smoking ceremony during National Reconciliation Week 2020.

We conducted a targeted engagement process seeking contributions from local Aboriginal and Torres Strait Islander people to further develop the Urban Art Strategy. We invited local community Elders, respected Aboriginal and Torres Strait Islander artists, and local custodians to participate in three workshops which examined how to increase urban art opportunities for Aboriginal and Torres Strait Islander peoples. This work and these relationships will continue to be a focus through implementing the Urban Art Strategy and the Reconciliation Action Plan.

ABORIGINAL AND TORRES STRAIT ISLANDER PROCUREMENT POLICY

Financial year 2019-20 was the first year of the Territory’s Aboriginal and Torres Strait Islander procurement policy (ATSIPP). The Authority’s results against the required performance measures are provided in Table 16.

Table 16: 2019-20 ATSIPP Performance Measures

No.	ATSIPP Performance Measure	Result
1	The number of unique Aboriginal and Torres Strait Islander Enterprises that respond to Territory tender and quotation opportunities issued from the Approved Systems.	2
2	The number of unique Aboriginal and Torres Strait Islander Enterprises attributed a value of Addressable Spend in the financial year.	1
3	Percentage of the financial year’s Addressable Spend of \$7 million that is spent with Aboriginal and Torres Strait Islander Enterprises – target 1.0%.	0.004 per cent

The 2019-20 spend relates to an Aboriginal and Torres Strait Islander enterprise that supplied stationery through the whole-of-government stationery contract.

In May 2020 the Authority engaged local Aboriginal and Torres Strait Islander project manager Rork Projects to oversee its \$1.6 million City Walk public realm upgrade project. Construction on this project commenced in July 2020.

The Authority also engaged local consultant Yurbay in June 2020 to run a series of Ngunnawal plant use workshops in July and August 2020.

We will report the spend attributable to these two projects in the 2020-21 annual report.

B.10. – WORK HEALTH AND SAFETY

The Authority managed work health and safety (WHS) in accordance with the statutory provisions of the *Work Health and Safety Act 2011* (the WHS Act). We demonstrated our commitment to maintaining a safe and healthy working environment for our staff, volunteers, visitors, contractors and clients, as part of everyday business practices.

During the 2019-20 reporting period, the Authority:

- > appointed an external consultant to complete and assist with our WHS activities and functions;
- > completed an independent audit of the existing WHS management system, evaluated whether the activities detailed as part of the system are being completed, and determined alignment of the WHS framework with the requirements of *AS/NZS 4801:2001 Occupational Health and Safety Management Systems* and *ISO 31000:2018 Risk Management* (best practice at the time);
- > developed an action plan which included the findings from the external audit report and gap analysis review. We then risk rated and prioritised all actions for completion within timeframes agreed with senior management and the Audit and Risk Committee;
- > developed a *Safety, Quality and Environmental Manual* for the Authority. The manual details the documented processes for policies, planning, monitoring and review, objectives and targets, resourcing, structure and responsibilities, records management, training, inductions, consultation, communication, risk management, incident management and investigation, contractor management, auditing and inspection, non-conformance and corrective action, and emergency management;
- > developed a *Health, Safety and Wellbeing Strategic Plan* to support the Authority's strategic direction outlined in the *2025 Strategic Plan*;
- > developed a WHS Risk Register to govern hazards, risks and controls applicable to the operations of the Authority;
- > restructured the Authority's WHS framework in the electronic document management system Objective. The work entailed reviewing more than 300 existing documents including various government policies, procedures, tools, safe work method statements and safe operating procedures;
- > engaged a mental health and wellbeing services provider, OzHelp, to complete a workshop on 2 March 2020 with all management and staff of the Authority. The workshop encouraged and developed preventative skills in all employees, with a focus on employees' own empowerment and accountability while looking out for their peers. The session included an invitation for participants to complete the Workplace Tune Up (a confidential online health and wellbeing screening tool), which took approximately 15 minutes;
- > completed various safety alerts and safety bulletins and communicated them to the Authority's employees. These related to bushfires, COVID-19 and new documentation and process updates;
- > completed a risk assessment and implemented specific responses to the COVID-19 pandemic, including working from home, cleaning regimes, specific requirements for contractors, implementing all public health requirements and obligations and providing sanitiser stations at key locations in the precinct; and
- > continued a regime of reporting on WHS matters to the Senior Executive Group, the Audit and Risk Committee and the Board.

The Authority restructured the WHS Committee membership to ensure there is a representative from each of the Authority's functions. The committee met six times (every two months) during the reporting period. All committee members completed training to ensure they understood the requirements of the role. Due to the small number of staff in the Authority and the fact that none of them have sought to have one, there are no elected health and safety representatives.



WORKPLACE INJURY

During the 2019-20 reporting period there was one workplace injury notification.

On Sunday 20 October 2019 the Authority received advice that a member of the public had fallen over a kerb/gutter recently painted as part of the Woolley Street Experiments in Dickson. The incident was reported on the ACT RiskMan tool, an independent review was undertaken, and the incident was also reported to WorkSafe ACT.

IMPROVEMENT, PROHIBITION OR NON-DISTURBANCE NOTICES

During the 2019-20 reporting period the Authority received no improvement, prohibition or non-disturbance notices under Part 10 of the WHS Act.

ENFORCEABLE UNDERTAKINGS

During the 2019-20 reporting period the Authority incurred no enforceable undertakings under Part 11 of the WHS Act.

FAILURE TO COMPLY WITH A SAFETY DUTY

During the 2019-20 reporting period the Authority incurred no findings of a failure to comply with a safety duty under Part 2 (Divisions 2.2, 2.3 and 2.4) of the WHS Act.

B.11. – HUMAN RESOURCES MANAGEMENT

OVERVIEW

The Authority employs its staff under, and subject to the conditions of, the *Public Sector Management Act 1994* as executives or officers of the ACT Public Service. The applicable enterprise agreements, or individual contracts and agreements where applicable, articulate employee conditions (see the *ACT Public Service Employment Portal*).

During the 2019-20 reporting period, the Authority's workforce profile evolved to reflect its growing organisational maturity and delivery of its work program.

EPSDD provided the Authority's human resource services under a service agreement. These services covered the:

- > recruitment and on-boarding of staff;
- > probation administration;
- > management of personnel records;
- > facilitation of induction programs;
- > supporting performance management programs;
- > coordination of learning and development programs;
- > preparation of people and capability reports;
- > administration of the graduate program;
- > facilitation of injury management;
- > coordination of any misconduct and grievances complaints; and
- > advising officers responsible for respect, equity and diversity, fire safety, and first aid.

In 2019-20 the Authority participated in the Jobs for Canberrans scheme and identified new positions that met the requirements of the scheme. These positions included two internal roles and 12 place management roles (provided by TCCS).

Workplace Culture

The Authority facilitated a snapshot of staff views on workplace culture in 2019 and 2020 to assess whether aspects of organisational culture had improved between surveys. The snapshot indicated strong improvement in most areas of organisational culture with the exception of corporate systems. The Authority will consider how to address the areas for improvement in 2020-21 as well as ensuring that good aspects of culture are maintained.

The Authority has supported staff and provided regular communication during the pandemic and encouraged transparency and openness in information sharing with staff throughout the year. A check-in survey of all staff was conducted in May 2020 to ensure staff were feeling supported and identify any areas for improved communication and assistance. Key results from the survey were:

- > all staff were confident they had resources from the Authority to continue to work during the period (35 per cent were extremely confident, 45 per cent were very confident, 20 per cent were somewhat confident)
- > most staff reported they could work effectively (40 per cent found it very easy, 30 per cent found it easy, 15 per cent found it neither easy nor difficult)
- > 30 per cent of staff felt worried about the personal impact of the pandemic on themselves (15 per cent were very worried, 15 per cent were somewhat worried)
- > the biggest issues identified by staff in working from home were internet connectivity, childcare and/or school work and social isolation.

As set out with in this section a particular focus is ensuring that all staff complete mandatory training and awareness programs.

LEARNING AND DEVELOPMENT PROGRAMS

Under its service agreement with the Authority, EPSDD managed training nominations, arranged bulk-attendance courses, facilitated virtual learning and managed the Authority's staff training records through the electronic training system MyLearning. Below is an outline of the participation of Authority staff in learning programs.

ACTPS/EPSDD Core Learning Programs

Throughout 2019-20, Authority staff participated in the following programs that form part of the ACTPS Core Learning Policy for all ACT Government employees. Core training delivery is through both face-to-face and virtual learning programs.

Table 17: ACT Public Service training 2019-20

ACT Public Service core training element	Total completions by staff in 2019-20
ACTPS Induction	23
Fraud, Corruption and Ethics Awareness	8
Records Management	18
Reportable Conduct Scheme	22
Respect, Equity and Diversity and the Code of Conduct	17
Understanding the ACTPS Performance Framework	20
Work Health, Safety and Wellbeing	18
Aboriginal & Torres Strait Islander Cultural Awareness	13

Training for Managers and Senior Leaders

Table 18: Management and leadership training 2019-20

Course name	Number of attendances in 2019-20
Supporting Aboriginal & Torres Strait Islander Employees	6
From Budget to Business Cases Workshop	3
Dynamics of Change – Managers Training	2
WHS Due Diligence	2
ACT Government Structure	1
Leading Values & Behaviour	4
Good Administrative Decision Making	3
Strategic Business Partnering	3
Procurement & Contract Management	2
Managing Difficult Workplace Conversations	2

ACTPS Domestic and Family Violence Awareness Training

Authority staff participated in an initial rollout of domestic and family violence training as part of the ACT Government's commitment to developing a skilled and educated workforce equipped to recognise and respond to the needs of people experiencing domestic and family violence.

Table 19: Domestic and family violence awareness training 2019-20

Course name	Completions in 2019-20
ACTPS Domestic & Family Violence Awareness for Managers (F2F)	2
ACTPS Domestic & Family Violence General Awareness (eLearning)	6

Training to Support Mental Health and Inclusion

In 2019-20, Authority staff participated in the following programs supporting the promotion of mental health awareness and inclusion.

Table 20: Mental health and inclusion training 2019-20

Course name	Completions in 2019-20
Building Resilience	4
Wellbeing in Challenging Times	1
Disability Confidence (Face to Face)	1

Operational Safety Training

Staff also participated in additional safety-related training specific to their roles, as shown in Table 21.

Table 21: Safety-related training 2019-20

Course name	Completions in 2019-20
Behavioural De-escalation	1
Asbestos Awareness	1
SunSmart (Cancer Council)	2

Training Participation – Other Internal Training

Table 22: Other internal training 2019-20

Course name	Completions in 2019-20
Objective Records System eLearning	10
Information Privacy eLearning	2
Microsoft Teams Training	1
Freedom of Information eLearning	1

Staff were also able to access courses from the ACTPS Training Calendar on a variety of topics. Two staff took this opportunity during 2019-20. In addition, employees may undertake other training in accordance with their individual performance and development plan.

FUTURE LEARNING AND DEVELOPMENT AREAS IDENTIFIED AS PRIORITIES

In 2020-21 the Authority will continue to ensure completion of mandatory training for new starters and continue to emphasise our WHS management system and Project Management Framework, building capability in conjunction with practical application.

ACT PUBLIC SERVICE GRADUATE PROGRAM

The Authority participated in the 2019 Graduate Program by providing one rotation placement to a suitable program participant.

STAFF PARTICIPATION IN THE ACT PUBLIC SERVICE STUDY ASSISTANCE PROGRAM

Study assistance is available to support Authority employees in undertaking formal higher education opportunities that align with their current role and the agency's priorities.

The Authority supported one study assistance application in the 2019-20 financial year.

INCLUSION EMPLOYMENT PROGRAMS

In 2019-20 the Authority did not host any employees as part of the ACT Government's Work Experience Support Program.

The Authority did not host any new employees as part of the ACT Government's 2019-20 vocational employment programs.

ACTPS PERFORMANCE FRAMEWORK

As at 30 June, 20 staff (66 per cent) in the Authority had established a performance and development plan for the 2019-20 period with their manager online via the directorate's learning management system, in line with the ACTPS Performance Framework.

(Note: this figure excludes staff who started with the Authority in the last three months of 2019-20 who did not yet have a performance plan set up.)

STAFFING PROFILE

On 30 June 2020 the Authority had a headcount of 31 people*. Tables 23 to 30 describe the workforce in terms of both headcount and full-time equivalent (FTE) staff numbers.

Table 23: FTE and headcount by division

Branch	FTE	Headcount
Office of the Chief Executive Officer	1	1
Business Operations	7	7
Development	5.6	6
Communications and Engagement	5.8	7
Design and Place Strategy (includes City Activation)	9	10
Total	28.4	31*

*Excludes staff engaged under the Jobs for Canberrans program in partnership with and employed by TCCS. The FTE data includes 1 staff member on Maternity Leave and one role filled on a job share basis by two people. A further FTE was funded as part of the Jobs for Canberrans program. As such the effective FTE for the Authority at June 30 was 26.4.

Table 24: FTE and headcount by gender

	Female	Male	Total
FTE by gender	14.4	14	28.6
Headcount by gender	16	15	31
% of workforce	51.6%	48.4%	100%

Table 25: Headcount by classification group and gender

Classification group	Female	Male	Total
Administrative officers	6	3	9
Executive officers	0	4	4
Senior officers	10	8	18
Total	16	15	31

Table 26: Headcount by employment category and gender

Employment category	Female	Male	Total
Casual	0	0	0
Permanent full-time	10	8	18
Permanent part-time	2	1	3
Temporary full-time	3	6	9
Temporary part-time	1	0	1
Total	16	15	31

Table 27: Diversity profile







Representation	Headcount	% of staff
	16	51.6% Staff are female
	0	0% Female senior executive management
	7	22.6% Staff are 55 years or over
	0	0% Staff identify as Indigenous Australian
	0	0% Staff identify as having a disability
	2	6.5% Staff are from a non-English speaking background

Table 28: Headcount by age and gender

Age group	Female	Male	Total
Under 25	1	1	2
25-34	3	3	6
35-44	7	4	11
45-54	2	3	5
55 and over	3	4	7

Table 29: Average length of service in the ACT Public Service

Gender	Female	Male	Total
Average years of service	5.8	4.8	5.3

Table 30: Recruitment and separation rates

	Recruitment rate	Separation rate
Total	25.5%	5.1%

B.12. – ECOLOGICALLY SUSTAINABLE DEVELOPMENT

The Authority is committed to delivering exemplary sustainable development and has a legislated obligation to promote urban renewal that is socially and environmentally sustainable and applies innovative environmental building and public domain design.

The Authority developed a *sustainability strategy* to provide clear direction and measurable targets to support our legislated obligations. The strategy is a key element of the Authority's comprehensive *City Precinct Renewal Program*, with its primary aim being to encourage and support positive social and environmental sustainability outcomes by:

- > delivering programs that support statutory greenhouse gas emissions targets;
- > promoting innovative building and public domain design;
- > nurturing social connectedness and a more equitable city; and
- > achieving environmentally sustainable development through urban design.

The strategy focuses on four key themes: climate wise design, sustainable use of resources, social and economic vibrancy, and enhanced active travel.

The Authority is implementing the strategy through placemaking activities, capital works projects, future land development, influencing for sustainability and people-focused outcomes in development activity, and pursuing opportunities and partnerships to pilot and deliver sustainable development.

The Authority is focused on embedding sustainability into its long-term program and activations with a focus as shown in Table 31.

Table 31: Focus areas for sustainability

Climate wise design	Projects including climate wise design elements Shade, thermal performance, water sensitive design
Social and economic vibrancy	Projects fostering social sustainability Social connectedness, diversity and inclusion, Indigenous and other demographics that contribute to a vibrant city including more children and families
Sustainable use of resources	Projects considering and reducing environmental impacts Water and energy efficiency (products and operationally), renewables, smart systems, organics capture and re-use on site, recycled content materials to replace raw materials, urban timber re-use
Enhancing active travel – walking and cycling	Projects improving the experience of walking and cycling and supporting the uptake of public transport Soft infrastructure (bike racks, bubblers), landscape design, pedestrian comfort Improved experience, longer trips by walking, higher number of people walking

Projects in 2019-20 that demonstrated city renewal sustainability initiatives include:

- > Collaboration with TCCS to plant an additional 165 new street trees across the precinct since July 2019. This focused on planting into gaps where there are missing trees and contributed to the target to achieve an average across the precinct of 30 per cent tree canopy cover by 2025.
- > Focus on improving walkability in all placemaking and capital works projects; improving the walking experience by creating more attractive pedestrian areas with plants and greenery; comfortable seating and placemaking activities; and city revitalisation projects, such as Akuna Street raised pedestrian crossings, to slow city traffic in high-priority pedestrian areas. Collectively the capital works and activation programs aim to make the walking experience more enjoyable, encouraging an increased number of people walking, as well as increasing the length of walking trips.
- > Installation of three new bicycle repair stations (Braddon, City West and Henry Rolland Park), which achieved positive community response. The stations provide access to more than 10 different tools to support cyclists to make minor repairs like pumping up a tyre or tightening a seat post while out and about.
- > Completion of the *Dickson tree transplanting* demonstration project, which transplanted 10 mature deciduous trees as part of demonstrating to industry the value of existing shade trees and the potential for transplanting as part of urban renewal and within developments. The process involved preparation of the root zone in May 2019 and removal and relocation of the trees by carefully boxing up the trees and moving them by truck, then craning them into their new homes in November 2019. The project team installed smart soil sensors to regularly monitor soil moisture to inform watering needs so the trees remain healthy and adapt to their new environment. Overall this project successfully saved 10 trees from demolition on a development site and provided

a demonstration that it is possible to protect and relocate mature trees in Canberra.

- > Commencement of a range of demonstration projects to showcase sustainable resource use, living infrastructure, and the value of a biodiverse mix of plantings. With placemaking at the heart of public space upgrades, there is a strong focus on creating places that help people to connect with each other and with nature, supporting mental and physical health and wellbeing. The Haig Park project provides a good example demonstrating that we are incorporating the objectives of the ACT Wellbeing Framework into public space revitalisation and programs.
- > Delivery of the very popular Ngunnawal Plant Use Workshops, which increased staff and contractor cultural knowledge and awareness to help in the design, construction and ongoing maintenance of gardens and landscapes.
- > Participation in Plastic Free July – to avoid and reduce single-use plastic for the month – on three levels: in our day-to-day operations in the office, in our public events including Playful Endeavour, and by proactively advocating on social media.

SUSTAINABLE DEVELOPMENT PERFORMANCE

Table 32 provides information on the Authority's energy, water, transport fuel and waste consumption, and the associated greenhouse gas emissions. We report consumption for the Authority's office accommodation and external usage for Authority controlled sites. During the reporting period the Authority became the custodian of an additional facility, the depot at Haig Park. Overall consumption of water and energy has seen a reduction compared to the previous year as a result of reduced office occupation related to COVID-19 restrictions.

ACT Property Group provides accommodation services on behalf of the ACT Government. The accommodation occupied by the Authority is covered by a formal Green Lease between the

ACT Government and the private building owner. This provides an effective forum for tenants and owners to identify and manage sustainability performance (for example, energy and water efficiency) of the accommodation on a regular basis.

The Authority supports its staff to adopt sustainable workplace practices:

- > Staff use a range of sustainable travel options for work trips including accessing workplace MyWay cards for bus and light rail travel, using electric bikes and walking to meetings and work activities. Many of the Authority's staff have undertaken the ACT Government e-bike induction. Where staff need to travel by car, the Authority has access to hybrid and electric vehicles via the shared ACT Government fleet.
- > The Authority office location is Actsmart Business (recycling) accredited, with general and shared commingled waste bins in workspaces and the kitchen to help separate recyclables, including organics and paper and cardboard. This helps to minimise waste to landfill. The recycling stream to capture soft plastics continued in this reporting period, diverting soft plastic from the waste stream and providing it to industry to make outdoor products such as park benches.
- > The Authority office location provides a range of additional options to capture valuable resources for re-use, including battery recycling, mobile phone recycling and toner recycling.
- > The Authority purchases 100 per cent recycled paper for office use. To help minimise the impact of paper use where possible, we have deployed smart (swipe card) printing along with printer default settings set to double sided and black and white.
- > The Authority has identified opportunities to further embed sustainability in its operations, including implementing electronic approvals (such as electronic invoice processing) to reduce paper consumption and embedding sustainability in our events.
- > The Authority significantly reduced its greenhouse gas emissions in this reporting period as a result of ACT electricity achieving 100 per cent zero emissions by 2020.

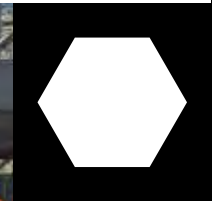
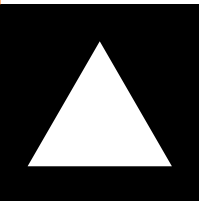


Table 32: Sustainability results 2019-20 compared to 2018-19

Indicator as at 31 July 2020 ¹	Unit	2019-20	2018-19	Percentage change
Stationary energy usage				
Electricity use ²	Kilowatt hours	33,850	34,255	-1%
Natural gas use (non-transport) ²	Megajoules	71,286	98,815	-28%
Diesel use (non-transport)	Kilolitres	0	0	0%
Transport fuel usage				
Electric vehicles ³	Number	0	0	0%
Hybrid vehicles ³	Number	0	0	0%
Hydrogen vehicles ³	Number	0	0	0%
Total number of vehicles ³	Number	0	0	0%
Fuel use – petrol ³	Kilolitres	0	0	0%
Fuel use – diesel ³	Kilolitres	0	0	0%
Fuel use – liquefied petroleum gas (LPG) ³	Kilolitres	0	0	0%
Fuel use – compressed natural gas (CNG) ³	Gigajoules	0	0	0%
Water usage				
Water use	Kilolitres	144	174	-17%
Resource efficiency and waste				
Reams of paper purchased	Reams	173	181	-4%
Recycled content of paper purchased	Percentage	100%	89%	N/A
Waste to landfill ⁴	Litres	12,545	14,826	-15%
Commingled material recycled ⁴	Litres	5,750	6,795	-15%
Paper and cardboard recycled (incl. secure paper) ⁴	Litres	9,757	11,694	-17%
Organic material recycled ⁴	Litres	7,800	7,800	0%
Greenhouse gas emissions				
Emissions from electricity use	Tonnes CO ₂ -e	0	8.74	-100%
Emissions from natural gas use (non-transport)	Tonnes CO ₂ -e	3.67	5.09	-28%
Emissions diesel use (non-transport)	Tonnes CO ₂ -e	0.00	0.00	N/A
Emissions from transport fuel use	Tonnes CO ₂ -e	0.00	0.00	N/A
Total emissions ⁵	Tonnes CO ₂ -e	3.67	13.83	-73%

Notes:

1. Data is from external sources at the end of the reporting period.
2. Energy, water and transport fuel data is from the Enterprise Sustainability Platform (ESP). The ESP dashboard reports 'accrued' data, which incorporates estimated missing data in the full-year performance.
3. Authority staff used the hybrid and electric vehicles via the shared ACT Government fleet. Usage data for these vehicles for the 2019-20 reporting period is in the report of CMTEDD.
4. Waste figures are reported based on invoiced information for the number of bins collected for each waste/recycling stream. Unless all bins were full, the reported figures are likely to over-represent the actual amount of waste produced. These are the best estimates available at this point in time. Observation of the bins indicates that they are rarely full on the day of collection. For some waste streams, service collection was closed for April–June due to COVID-19, which explains reductions in volumes of waste this financial year.
5. Greenhouse gas emissions further reduced in the reporting period, supported by the 100 per cent renewable electricity target being achieved in 2020. The Authority maintained a positive sustainability outcome from its corporate operations. As a tenant in a private building, the Authority has limited ability to influence energy and water consumption. Figures reported are based on the Authority's proportion of the floor space in the Nara Building and do not directly reflect the Authority's actual electricity usage.





Bike repair station for cyclists, Braddon



SECTION C

FINANCIAL MANAGEMENT REPORTING

C.1. – FINANCIAL MANAGEMENT ANALYSIS

Management Discussion and Analysis City Renewal Authority For the Year Ended 30 June 2020

Objectives

The City Renewal Authority (the Authority) was established on 1 July 2017 under section 7 of the *City Renewal Authority and Suburban Land Agency Act 2017*.

The Authority is charged with shaping the growth of Canberra's city precinct to make it a great place to live, work, explore and enjoy.

The Authority manages, facilitates and delivers design-led, people-focused urban renewal projects in the declared City Renewal Precinct. The Authority relies on other ACT Government entities such as EPSDD and Shared Services for core business functions including people and capability, governance oversight, information and records management, freedom of information, legal support services, ICT systems and facility and fleet management.

In partnership with the community, the private sector and other government agencies, the Authority will renew and re-energise the city's central area. It creates new buildings and places within the precinct that are of exemplary design quality, excite interest and participation and stimulate new investment. It also activates the precinct with events, interventions and attractions that bring people into the centre of the city and enliven the experience for residents, workers and visitors.

The Authority's key objectives are to:

- > encourage and promote a vibrant city through the delivery of design-led, people-focused urban renewal;

- > encourage and promote social and environmental sustainability; and
- > operate effectively with sound risk management practices to ensure value for money.

The Authority was transferred assets, rights and liabilities from the former Land Development Agency (LDA), on 1 July 2017 by way of a minister's declaration in accordance with Division 9.6 of the *Financial Management Act 1996* (FMA).

Public Trading Enterprise

The Authority is a public trading enterprise. Consistent with the ACT Government's policy statement on competitive neutrality (*Competitive Neutrality in the ACT*, October 2010), the Authority applies similar costing and pricing principles, taxation, debt guarantee requirements and regulations as a fully corporatised business, including:

- > the transfer of unleased land for development from EPSDD on a commercial basis;
- > land holding cost payments;
- > stamp duty equivalent payments;
- > application of the National Tax Equivalent Regime; and
- > providing a commercial return to the ACT Government through the development and sale of the land.

The total return to the ACT Government from the Authority's activities consists of:

- > payment for the transfer of unleased Territory land from EPSDD;
- > capital distributions to the government;
- > payment of national tax equivalents;
- > payment of dividends based on operating surplus after tax from commercial land development activities;
- > payment of land holding costs and stamp duty equivalents; and
- > payment of payroll tax.

Key Financial Risks

The Authority is subject to uncertainty regarding its medium- and long-term revenue streams. Short-term revenue streams are identified, quantified and not subject to material risk. However, the deferred 2020-21 Budget and uncertainty in relation to the property market and future land sales creates risk in relation to operational funding streams beyond the 2020-21 supply period (currently in place through provisions in the FMA). This uncertainty arises due to:

- > expiration of previous operational funding appropriation;
- > deferral of the 2020-21 Budget, where a budget business case and options for funding operations was to be considered by the Government;
- > uncertainty as to future land sales revenue due to risks to the property market (largely related to the pandemic) and potential delays due to coordination with interfacing infrastructure projects; and
- > deferral of the receipt of payment for recent land sales to the Australian National University (ANU) as part of the Government's support to local employers in response to the pandemic.

To manage this risk, the Authority has developed and gained approval from the Board for a budget business case for operational funding, which we will submit as part of the forthcoming budget process. We are continuing to prepare for land sales identified in the Indicative Land Release Program, and to plan for potential alternative sites should there be delays with a particular site. The Authority is also in regular contact with the ANU regarding the deferred payment.

The future financial performance of the Authority will be influenced by these factors.

Pandemic Impacts

The imposition of the pandemic resulted in the following impacts:

> Consequences for operations

- We have deferred round 2 grants applications from March until May/June.
- Activities to be delivered July 2020 – June 2021 will now occur in September 2020 – June 2021.
- Current grant recipients scheduled to deliver activities in March–June 2020 have an extension to deliver programs by mid 2020-21.
- We have cancelled or rescheduled a number of programs, including:
 - > Wintervention 2020
 - > Playful Endeavour in April (rescheduled until September/October)
 - > Renew You program (bookings already made with providers rescheduled until September/October).

> Impacts on financial position

- The Territory granted ANU a deferral of land sales revenue. This reduced the Authority's anticipated cash balance at 30 June 2020.
- The Authority sought a deferral of dividends and national tax equivalents payable resulting from the deferral of land sales revenue, to ensure the Authority mitigates any going concern risks.

> **Implications for current period performance and cashflows**

- The impact on the 2019-20 performance and cashflows was immaterial and limited to:
 - › Removal and storage of moveable street furniture.
- The Authority has mitigated other consequences for operations through the rollover of CCMIL expenditure to 2020-21 and the deferrals noted above.

> **Pandemic-related impacts occurring after balance date**

As part of the Government's stimulus measures announced in response to the pandemic, CCMIL levy payers have a 50 per cent reprieve of their 2020-21 levies. This equates to approximately \$1.1 million in revenue reduction for the Authority in 2020-21.

the funds to the Authority.

Unacquitted levy funds totaling \$1.2 million related to the 2018-19 financial year were rolled over to the 2019-20 financial year. In the 2019-20 year, \$2.0 million of current period levy funds were available to the Authority by way of appropriation drawdown from the ACT Government. Levy funds available for the 2019-20 financial year totalled \$3.2 million.

In 2019-20, the Authority incurred expenditure of \$1.6 million, with \$1.6 million unspent and to be carried over to the 2020-21 financial year. The current year program was impacted by the pandemic, with a number of events not able to proceed due to social distancing protocols. Notwithstanding this, as a result of the Jobs for Canberrans initiative, the Authority was able to increase resourcing of the City Place Management Team.

City Centre Marketing and Improvements Levy

The Authority administers CCMIL through a funding arrangement with the ACT Government. Under this funding arrangement the Authority receives government funding, equal to the levies collected by the ACT Revenue Office, to manage and implement the CCMIL program. From 1 July 2019 the ACT Government directly appropriated

Returns to the Territory

Table 33 details the total returns to the Territory based on the audited financial statements for 2019-20 and 2018-19 and the 2019-20 Budget Statement of Intent (Budget). In the absence of a 2020-21 Budget, the forward estimates reflect the forward estimates per the 2019-20 Budget.

Table 33: Comparison of Returns to the Territory

	Actual 2018-19 \$'m	Actual 2019-20 \$'m	Original Budget 2019-20 \$'m	Forward Estimate 2020-21 \$'m	Forward Estimate 2021-22 \$'m	Forward Estimate 2022-23 \$'m
Dividends payable	(0.246)	9.705	2.316	-	0.473	-
National tax equivalent payments	0.153	3.142	1.659	-	0.203	-
Land payments to EPSDD	-	-	8.273	7.180	8.108	-
Land holding costs and stamp duty equivalents	-	-	-	-	-	-
Payroll tax	0.153	0.157	0.262	0.234	0.241	0.247
Total returns to the Territory	0.060	13.004	12.510	7.414	9.025	0.247

Dividends

The Authority pays the Territory a dividend of 100 per cent of net profits after tax (excluding gifted assets).

In June 2020, the Treasurer approved a deferral of the 2019-20 dividend payments until April 2021 following receipt of the ANU land sale revenue (refer to Financial Statements Note 4, Revenue from Contracts with Customers).

The dividend declared reflects the operating surplus for 2019-20 (excluding net gifted assets \$0.8 million) less the remaining dividend reprieve (\$2.0 million) which was granted in April 2019 for use in the 2018-19 and 2019-20 financial years (\$2.8 million). The requisite for a dividend reprieve arose from the transfer of some assets and liabilities from the LDA to the Authority on its establishment on 1 July 2017.

Financial Performance

The financial information provided below is based on the audited financial statements for 2019-20 and 2018-19, and the 2019-20 Budget.

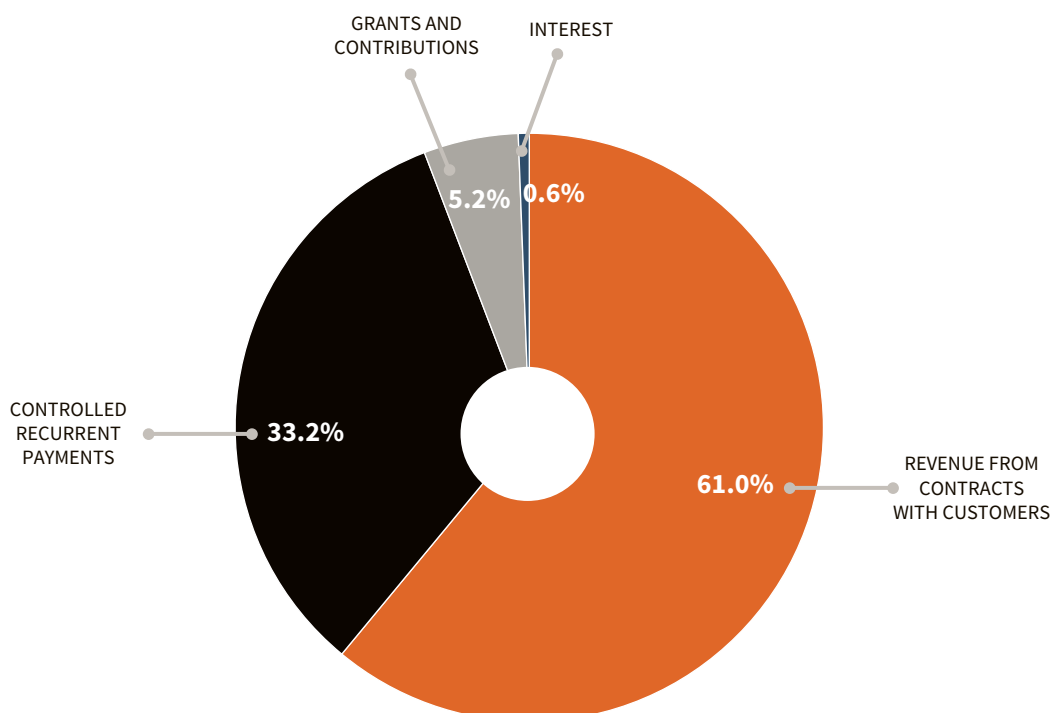
To date, the Authority has not experienced any significant financial impacts as a result of the pandemic. Estimates presented below for 2020-21 through to 2022-23 are based on the 2019-20 Budget. The Legislative Assembly of the ACT resolved on 18 June 2020 to delay the introduction of the Appropriation Bill 2020-2021, Appropriation (Office of the Legislative Assembly) Bill 2020-2021 and 2020-21 Budget until after the election and the formation of a government.

Income

Components of Income

The Authority's total income for the year ended 30 June 2020 was \$30.2 million, comprising revenue from contracts with customers of \$18.4 million (61 per cent), controlled recurrent payments of \$10.0 million (33.2 per cent), grants and contributions of \$1.5 million (5.2 per cent) and interest of \$0.2 million (0.6 per cent).

Figure 3: Components of income



Comparison to 2019-20 Budget

Actual income of \$30.2 million was \$2.2 million (7.8 per cent) higher than the original budgeted amount of \$28 million due mainly to:

- > the Authority completing the direct sale of two city blocks in 2019-20 for \$17.1 million, which was \$3.0 million higher than the budget of \$14.1 million. The variance primarily reflects the achievement of a higher market price than originally budgeted.

This was partially offset by:

- > undrawn appropriation for CCMIL and recurrent initiatives of \$2.0 million. The Authority will apply to have these rolled into 2020-21.

Comparison to 2018-19 Actual Income

Actual income of \$30.2 million was \$14.9 million higher (97.3 per cent) than the actual income of \$15.3 million for the 2018-19 financial year mainly due to:

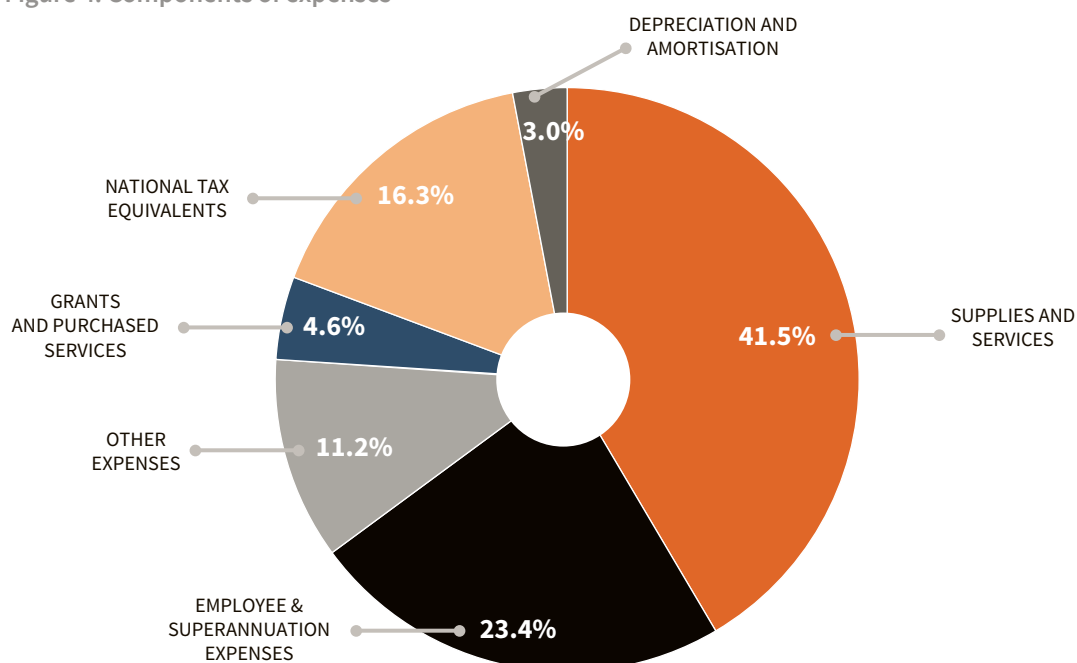
- > the Authority completing a direct sale of two city blocks to the ANU in April 2020 for \$17.1 million, which was \$14.4 million higher than land sales in 2018-19 of \$2.7 million.

Total Expenses

Components of Expenses

Total expenses for the year ended 30 June 2020 were \$19.2 million. Major components of expenditure related to supplies and services of \$8.0 million (41.5 per cent), and employee and superannuation expenses of \$4.5 million (23.4 per cent). The remaining balance of total expenses relates to national tax equivalents of \$3.1 million (16.3 per cent), other expenses of \$2.2 million (11.2 per cent), grants and purchased services of \$0.9 million (4.6 per cent) and depreciation and amortisation of \$0.6 million (3.0 per cent).

Figure 4: Components of expenses



Comparison to 2019-20 Budget

Actual expenses of \$19.2 million were \$4.9 million (20.3 per cent) lower than the original budget of \$24.1 million due mainly to:

- > a determination that land payments of \$8.3 million to EPSDD originally budgeted to be paid on sale of land in 2019-20 did not apply to the direct sales; and
- > employee and superannuation expenses lower than budget by \$1.0 million due predominantly to a lower than budget average full-time equivalent staffing level.

This was partially offset by:

- > asset adjustments in other expenses of \$2.2 million, including the write-down of inventory transferred to the Authority at nil cost, the transfer of completed assets to the TCCS Directorate and a write-down of assets resulting from a loss on revaluation; and
- > additional tax equivalents payable of \$1.5 million resulting from the higher than budget operating surplus explained above.

Comparison to 2018-19 Actual Expenses

The year's expenses total of \$19.2 million was \$4.7 million (32.4 per cent) higher than the previous year expenses of \$14.5 million. This was mainly due to:

- > asset adjustments related to a revaluation decrement following revaluation of Henry Rolland Park of \$0.6 million, the transfer of Haig Park path and lighting upgrades to TCCS of \$1.0 million, and the net write-down of inventory transferred to the Authority and subsequently sold of \$0.5 million; and
- > tax equivalents payable of \$3.1 million.

Financial Position

Key indicators of the health of the Authority's financial position are the ability to sustain its asset base, to pay debts as they fall due and to maintain long-term liabilities at prudent levels.

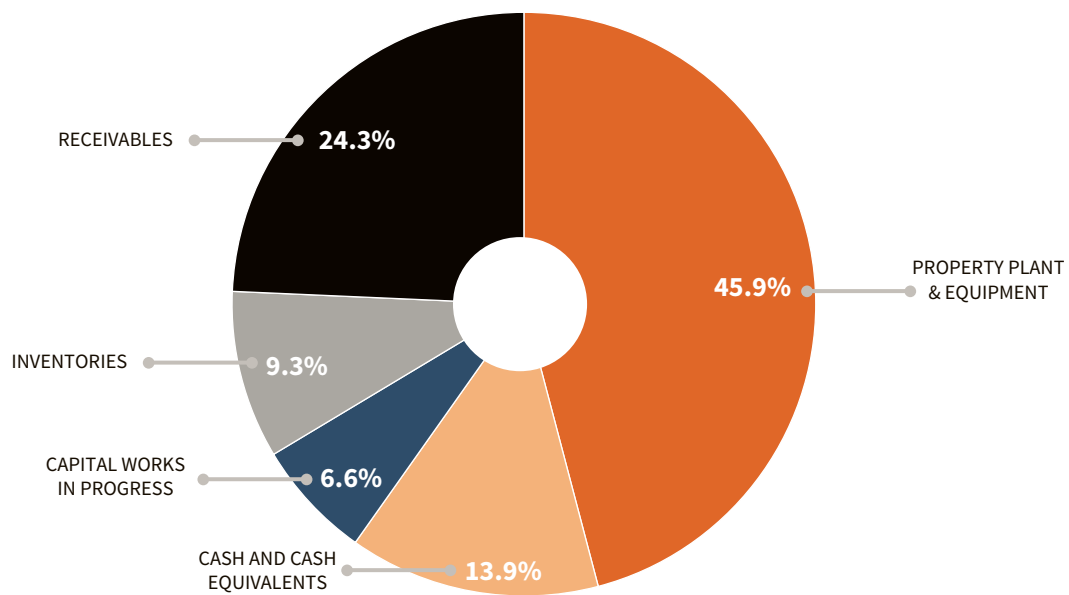
Total Assets

Components of Total Assets

In 2019-20 the Authority maintained a strong net asset position due to its capital works, cash and inventory holdings in comparison with its liabilities.

Total assets of \$78.9 million at 30 June 2020 (as shown in Figure 5) comprise property, plant and equipment of \$36.3 million (45.9 per cent), receivables of \$19.1 million (24.3 per cent), cash and cash equivalents of \$10.9 million (13.9 per cent), inventories of \$7.3 million (9.3 per cent) and capital works in progress of \$5.2 million (6.6 per cent).

Figure 5: Components of total assets



Comparison to 2019-20 Budget

The Authority's total asset position at 30 June 2020 of \$78.9 million was higher than the budget amount of \$76.2 million by \$2.7 million (3.5 per cent) mainly due to:

- > adjustments to property, plant and equipment (PPE) as a result of the capitalisation of \$15.2 million in assets which occurred late in 2018-19 after the original budget was set; and
- > receivables of \$19.0 million, primarily related to a direction (Notifiable Instrument NI2020) issued under section 11 of the *City Renewal Authority and Suburban Land Agency Act 2017* to allow deferred receipt of land sales revenue from the ANU until April 2021. This was partially offset by:
- > actual cash (of \$10.9 million) \$2.3 million lower than budget, reflecting the net impact of lower cash through deferred land sales revenue, partially offset by the deferral of the associated dividend and income tax equivalents payments;
- > inventories (of \$7.3 million) lower than budget, largely as a result of transferring Glebe Park to PPE late after the 2019-20 Budget was set (\$3.8 million) and lower than budget land development costs during 2019-20 (\$2.1 million); and
- > the capitalisation of capital works in progress in the prior reporting period after the original budget was set (\$15.2 million). This amount is offset against the PPE capitalisation noted above. This is in addition to delays in the commencement of capital works, predominantly related to Canberra's lakeside initiative, which was delayed pending agreement to the transfer of National Land which occurred in March 2020 (\$18.2 million of capital works reprofiled from 2019-20 to forward estimates).

Comparison to 2018-19 Actual Assets

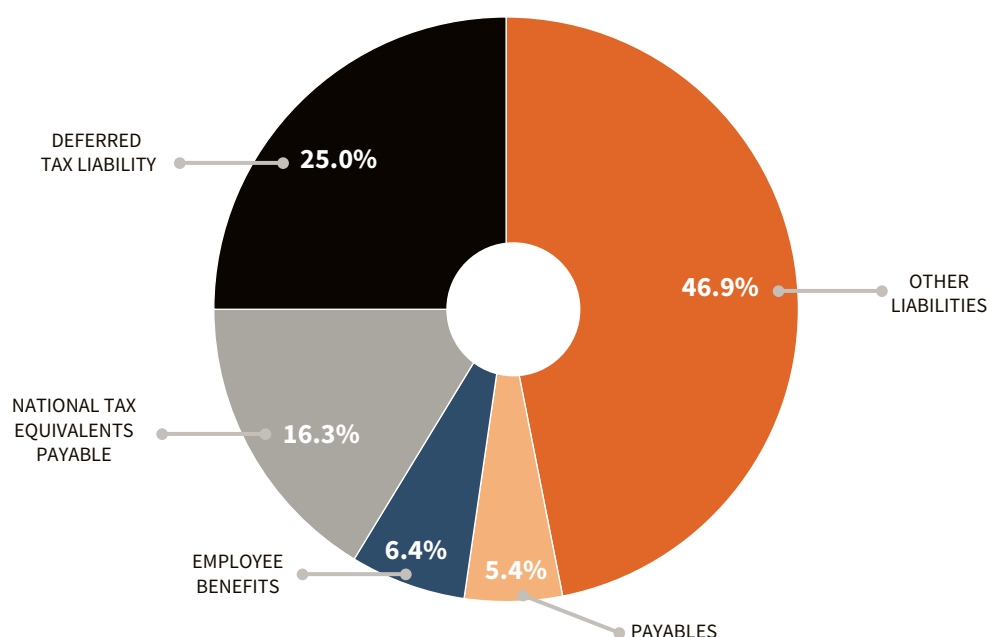
The Authority's total asset position was \$78.9 million, which is \$19.0 million (31.7 per cent) higher than the previous year's total of \$59.9 million. This was mainly due to the receivable recognised for deferred payment terms on the sale of land in 2019-20 of \$18.8 million compared with \$0.1 million receivables in 2018-19.

Total Liabilities

Figure 6 illustrates the Authority's total liabilities of \$21.1 million, comprising other liabilities of \$9.9 million (46.9 per cent), deferred tax liability of \$5.3 million (25.0 per cent), income tax equivalent payable of \$3.4 million (16.3 per cent), employee benefits of \$1.4 million (6.4 per cent) and payables of \$1.1 million (5.4 per cent).

Other liabilities relate to the provision for dividend which has been deferred until the Authority receives funds for the sale of land to the ANU in April 2021. Employee benefits consist mostly of long service leave and annual leave.

Figure 6: Components of total liabilities



Comparison to 2019-20 Budget

The Authority's total liability position at 30 June 2020 of \$21.1 million was \$13.9 million (293.1 per cent) higher than the budgeted amount of \$7.2 million mainly due to:

- > income tax equivalents payable of \$3.4 million on the sale of land contributed. The Authority has sought a deferral of this payment until April 2021, when it expects to receive the deferred sales revenue;
- > other liabilities \$6.3 million higher than budget, due to the higher than expected dividend payable to the Territory for the 2019-20 year, resulting from the higher operating surplus;
- > deferred tax liability \$2.5 million higher than budget, due to the recognition of a deferred tax liability arising from assets transferred from the former LDA, which the original budget did not forecast;
- > payables \$1.1 million higher than budget, relating to invoices received from suppliers at the end of the financial year which remain unpaid at 30 June 2020; and

- > employee benefits \$0.5 million higher than budget, relating to outstanding annual leave and long service leave entitlements.

Comparison to 2018-19 Actual Liabilities

The Authority's total liability position at 30 June 2020 of \$21.1 million was \$11.5 million (219.8 per cent) higher than the total liability as at 30 June 2019 of \$9.6 million. This was predominantly due to:

- > an increase in other liabilities of \$9.7 million related to the dividend payable; and
- > an increase in income tax equivalents of \$3.3 million.

This was partially offset by:

- > a decrease in contract liabilities of \$1.2 million as a result of expending CCMIL funds throughout the 2019-20 financial year.

Liquidity

Liquidity refers to the ability of the Authority to satisfy its short-term debts as they fall due. This ability is demonstrated by the Authority's 'current ratio' (set out in Table 34 below), which compares the ability to fund short-term liabilities from short-term assets. The current ratio of 2.0 shows that the Authority is able to meet its short-term debts at 30 June 2020.

Table 34: Current Assets to Current Liabilities

at 30 June	Actual 2019-20 \$'m	Budget* 2020-21 \$'m	Budget* 2021-22 \$'m	Budget* 2022-23 \$'m
Total Current Assets	30.1	83.2	82.0	71.9
Total Current Liabilities	15.7	2.1	2.1	2.1
Current Ratio	1.9	39.6	39.0	34.2

*In the absence of a 2020-21 Budget, the budget figures for forward estimates relate to figures presented in the 2019-20 Budget.

C.2. – FINANCIAL STATEMENTS



AUDITOR-GENERAL AN OFFICER
OF THE ACT LEGISLATIVE ASSEMBLY

INDEPENDENT AUDITOR'S REPORT

To the Members of the ACT Legislative Assembly

Opinion

I have audited the financial statements of the City Renewal Authority for the year ended 30 June 2020 which comprise the statement of comprehensive income, balance sheet, statement of changes in equity, statement of cash flows, statement of appropriation and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements:

- (i) present fairly, in all material respects, the City Renewal Authority's financial position as at 30 June 2020, and its financial performance and cash flows for the year then ended; and
- (ii) are presented in accordance with the *Financial Management Act 1996* and comply with Australian Accounting Standards.

Basis for opinion

I conducted the audit in accordance with the Australian Auditing Standards. My responsibilities under the standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of this report.

I am independent of the City Renewal Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (Code). I have also fulfilled my other ethical responsibilities in accordance with the Code.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the City Renewal Authority for the financial statements

The Governing Board is responsible for:

- preparing and fairly presenting the financial statements in accordance with the *Financial Management Act 1996*, (other legislative/compliance framework) and relevant Australian Accounting Standards;
- determining the internal controls necessary for the preparation and fair presentation of financial statements so that they are free from material misstatements, whether due to error or fraud; and
- assessing the ability of the City Renewal Authority to continue as a going concern and disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting in preparing the financial statements.

Level 4, 11 Moore Street Canberra City ACT 2601 PO Box 275 Civic Square ACT 2608
T 02 6207 0833 F 02 6207 0826 E actauditorgeneral@act.gov.au W www.audit.act.gov.au

Auditor's responsibilities for the audit of the financial statements

Under the *Financial Management Act 1996*, the Auditor-General is responsible for issuing an audit report that includes an independent opinion on the financial statements of the City Renewal Authority.

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the City Renewal Authority's internal controls;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the City Renewal Authority;
- conclude on the appropriateness of the City Renewal Authority's use of the going concern basis of accounting and, based on audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City Renewal Authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in this report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of this report. However, future events or conditions may cause the City Renewal Authority to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether they represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Governing Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Ajay Sharma
Assistant Auditor-General, Financial Audit
29 September 2020

City Renewal Authority

Financial Statements

For the Year Ended

30 June 2020

**City Renewal Authority
Financial Statements
For the Year Ended 30 June 2020**

Statement of Responsibility

In my opinion, the financial statements are in agreement with the City Renewal Authority's accounts and records and fairly reflect the financial operations of the City Renewal Authority for the year ended 30 June 2020 and the financial position of the City Renewal Authority on that date.



Ms Christine Covington
Board Chair
City Renewal Authority
25 September 2020

**City Renewal Authority
Financial Statements
For the Year Ended 30 June 2020**

Statement by Chief Executive Officer

In my opinion, the financial statements are in agreement with the City Renewal Authority's accounts and records and fairly reflect the financial operations of the City Renewal Authority for the year ended 30 June 2020 and the financial position of the City Renewal Authority on that date.

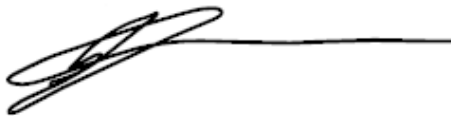


Mr Malcolm Snow
Chief Executive Officer
City Renewal Authority
25 September 2020

**City Renewal Authority
Financial Statements
For the Year Ended 30 June 2020**

Statement by the Chief Operating Officer

In my opinion, the financial statements have been prepared in accordance with the Australian Accounting Standards, and are in agreement with the City Renewal Authority's accounts and records and fairly reflect the financial operations of the City Renewal Authority for the year ended 30 June 2020 and the financial position of the City Renewal Authority on that date.



Mr Craig Gillman
Chief Operating Officer
City Renewal Authority
25 September 2020

City Renewal Authority
Statement of Comprehensive Income
For the Year Ended 30 June 2020

			Original	
	Note	Actual	Budget	Actual
	No.	2020	2020	2019
		\$'000	\$'000	\$'000
Income				
Controlled Recurrent Payments	3	10,028	11,711	8,752
Revenue from Contracts with Customers	4	18,397	14,193	4,920
Interest		196	265	273
Grants and Contributions	5	1,540	1,821	1,343
Total Income		30,161	27,990	15,288
Expenses				
Employee Expenses	6	4,004	4,718	3,623
Superannuation Expenses	7	494	801	449
Supplies and Services	8	7,956	8,346	8,005
Depreciation	9	580	57	310
Grants and Purchased Services	10	892	267	607
Cost of Land Sold		-	8,273	-
Other Expenses	11	2,154	-	1,319
Total Expenses		16,080	22,462	14,313
Operating Surplus before National Tax Equivalents		14,081	5,528	975
National Tax Equivalents	22	3,142	1,659	153
Operating Surplus		10,939	3,869	822
Other Comprehensive Income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Increase in the Asset Revaluation Surplus	21	268	-	7,014
Total Comprehensive Income		11,207	3,869	7,836

The above Statement of Comprehensive Income is to be read in conjunction with the accompanying notes.

City Renewal Authority
Balance Sheet
As at 30 June 2020

			Original	
	Note	Actual	Budget	Actual
	No.	2020	2020	2019
		\$'000	\$'000	\$'000
Current Assets				
Cash and Cash Equivalents	12	10,932	13,269	14,286
Receivables	13	18,973	-	77
Prepayments		160	-	-
Inventories	14	-	2,454	391
Capital Works in Progress	16	-	46,800	-
Total Current Assets		30,065	62,523	14,754
Non-Current Assets				
Inventories	14	7,345	11,155	6,340
Property, Plant and Equipment	15	36,281	2,490	30,122
Capital Works in Progress	16	5,202	-	8,707
Total Non-Current Assets		48,828	13,645	45,169
Total Assets		78,893	76,168	59,923
Current Liabilities				
Payables	17	1,141	-	1,263
Contract Liabilities	18	159	-	1,350
Employee Benefits	19	1,280	821	908
National Tax Equivalents Payable	22	3,433	-	173
Other Liabilities	20	9,705	1,232	-
Total Current Liabilities		15,718	2,053	3,694
Non-Current Liabilities				
Employee Benefits	19	74	38	60
Deferred Tax Liability	22	5,278	2,820	5,806
Other Liabilities	20	-	2,316	-
Total Non-Current Liabilities		5,352	5,174	5,866
Total Liabilities		21,070	7,227	9,560
Net Assets		57,823	68,941	50,363
Equity				
Accumulated Funds		50,541	68,941	43,349
Asset Revaluation Surplus	21,22	7,282	-	7,014
Total Equity		57,823	68,941	50,363

The above Balance Sheet is to be read in conjunction with the accompanying notes.

City Renewal Authority
Statement of Changes in Equity
For the Year Ended 30 June 2020

		Contributed Equity	Accumulated Funds	Asset Revaluation Reserve	Total Equity	Original
		Actual	Actual	Actual	Actual	Budget
	Note No.	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000
Balance at 1 July 2019		42,281	1,068	7,014	50,363	43,244
Comprehensive Income						
Operating Surplus		-	10,939	-	10,939	3,869
Increase in the Asset Revaluation Surplus	21	-	-	113	113	-
Deferred Tax from Revaluation of Assets	22	-	-	155	155	-
Total Comprehensive Income		-	10,939	268	11,207	3,869
Transactions Involving Owners Affecting Accumulated Funds						
Capital Injections		5,958	-	-	5,958	24,144
Dividends Approved	20	-	(9,705)	-	(9,705)	(2,316)
Total Transactions Involving Owners Affecting Accumulated Funds		5,958	(9,705)	-	(3,747)	21,828
Balance at 30 June 2020		48,239	2,302	7,282	57,823	68,941

The above Statement of Changes in Equity is to be read in conjunction with the accompanying notes.

City Renewal Authority
Statement of Changes in Equity - Continued
For the Year Ended 30 June 2020

		Contributed Equity Actual 2019 \$'000	Accumulated Funds Actual 2019 \$'000	Asset Revaluation Surplus Actual 2019 \$'000	Total Equity Actual 2019 \$'000
	Note No.				
Balance at 1 July 2018		37,309	-	-	37,309
Comprehensive Income					
Operating Surplus		-	822	-	822
Increase in the Asset Revaluation Surplus	21	-	-	10,019	10,019
Deferred Tax from Revaluation of Assets	21	-	-	(3,005)	(3,005)
Total Comprehensive Income		-	822	7,014	7,836
Transactions Involving Owners Affecting Accumulated Funds					
Capital Injections		4,972	-	-	4,972
Reversal of Prior Year Dividend Payable	20	-	246	-	246
Total Transactions Involving Owners Affecting Accumulated Funds		4,972	246	-	5,218
Balance at 30 June 2019		42,281	1,068	7,014	50,363

The above Statement of Changes in Equity is to be read in conjunction with the accompanying notes.

City Renewal Authority
Statement of Cash Flows - Continued
For the Year Ended 30 June 2020

	Note No.	Actual 2020 \$'000	Original Budget 2020 \$'000	Actual 2019 \$'000
Cash Flows from Operating Activities				
Receipts				
Controlled Recurrent Payments		10,028	11,711	8,752
Revenue from Contracts with Customers		106	14,034	4,869
Interest		196	265	273
Goods and Services Tax Collected from Customers		39	-	210
Goods and Services Tax Input Tax Credits from the Australian Taxation Office		1,222	-	1,123
Total Receipts from Operating Activities		11,591	26,010	15,227
Payments				
Employee		3,624	4,727	3,571
Superannuation		488	801	448
Supplies and Services		7,700	6,525	6,790
Purchased Services		923	267	549
Purchase of inventory		614	-	-
Goods and Services Tax Remitted to the Australian Taxation Office		1,771	-	-
Goods and Services Tax Paid to Suppliers		1,241	-	1,202
National Tax Equivalent Payments		255	1,658	782
Cost of Goods Sold		-	10,263	-
Total Payments from Operating Activities		16,616	24,241	13,342
Net Cash (Outflows)/Inflows from Operating Activities	26	(5,025)	1,769	1,885
Cash Flows from Investing Activities				
Payments				
Purchase of Property, Plant and Equipment		4,287	24,141	4,686
Total Payment from Investing Activities		4,287	24,141	4,686
Net Cash (Outflows) from Investing Activities		(4,287)	(24,141)	(4,686)

City Renewal Authority
Statement of Cash Flows - Continued
For the Year Ended 30 June 2020

	Note No.	Actual 2020 \$'000	Original Budget 2020 \$'000	Actual 2019 \$'000
Cash Flows from Financing Activities				
Receipts				
Capital Injections		5,958	24,144	4,972
Total Receipts from Financing Activities		5,958	24,144	4,972
Payments				
Payment of Dividend		-	-	983
Total Payment from Financing Activities		-	-	983
Net Cash Inflows from Financing Activities		5,958	24,144	3,989
Net (Decrease)/ Increase in Cash and Cash Equivalents Held		(3,354)	1,772	1,188
Cash and Cash Equivalents at the Beginning of the Reporting Period		14,286	11,497	13,098
Cash and Cash Equivalents at the End of the Reporting Period	26	10,932	13,269	14,286

The above Statement of Cash Flows is to be read in conjunction with the accompanying notes.

City Renewal Authority
Statement of Appropriation
For the Year Ended 30 June 2020

	Original Budget 2020 \$'000	Total Appropriated 2020 \$'000	Appropriation Drawn 2020 \$'000	Appropriation Drawn 2019 \$'000
Recurrent Payments	11,711	12,074	10,028	8,752
Capital Injections	24,144	24,144	5,958	4,972
Total Appropriation	35,855	36,218	15,986	13,724

The above Statement of Appropriation is to be read in conjunction with the accompanying notes.

The Original Budget column shows the amounts that appear in the Statement of Cash Flows in the Budget Papers. This amount also appears in the Statement of Cash Flows.

The Total Appropriated column is inclusive of all appropriation variations occurring after the Original Budget.

The Appropriation Drawn is the total amount of appropriation received by the City Renewal Authority during the year. This amount appears in the Statement of Cash Flows.

Variances between 'Original Budget', 'Total Appropriated' and 'Appropriation Drawn'.

Reconciliation of Appropriation for 2019-20

	Controlled Recurrent Payments \$'000	Capital Injections \$'000
Original Budget		
Original Appropriation for 2019-20	11,711	24,144
Rollovers of Undisbursed Appropriation (FMA s.16B) ^a	363	-
Total Appropriated	12,074	24,144
Undrawn Funds ^b	(2,046)	(18,186)
Appropriation Drawn	10,028	5,958

a) Relates to roll over of funding from 2018-19 for the *Building a better city – City Renewal Authority – Initial works package* to meet costs for Sydney and Melbourne Building studies once heritage and leasing legislation resolved (\$0.3m) and *More jobs for our growing city – City Renewal Authority activations and place making* for Haig Park upgrades following regulatory approvals (\$0.1m).

b) The controlled recurrent payments undrawn funds represent funding committed but not incurred in the 2019-20 financial year, including City Centre and Marketing Improvements Levy not expended (\$1.4m) and recurrent initiatives which will be reprofiled to 2020-21 (\$0.6m).

The capital injections undrawn funds reflects;

- Canberra's lakeside initiative (\$9.5m) which has been delayed as the Authority was unable to enter into contracts to commence works until such time as an agreement with the National Capital Authority for the transfer of lake bed was agreed;

City Renewal Authority
Statement of Appropriation
For the Year Ended 30 June 2020

- Renewing Canberra's City Heart initiative (\$4.5m) due to delays in the design process in Dickson and Braddon which is now underway;
- City Renewal Precinct activation projects initiative (\$2.3m) which had underspends against the Sydney and Melbourne buildings projects with implementation of various components delayed due to Cabinet seeking further community consultation prior to introduction to the Legislative Assembly. In addition, Haig Park capital works have been delayed pending design completion and completion of the Haig Park experiments program and evaluation; and
- City Precinct Improvements initiative (\$0.7m) project has been largely completed, however there are outstanding commitments for minor works and final claims.

City Renewal Authority
Financial Statements for the year ended 30 June 2020

NOTE INDEX

Note 1	Objectives of the City Renewal Authority
Note 2	Significant Accounting Policies (see Appendices A, B, C and D)
	Appendix A - Basis of Preparation of the Financial Statements
	Appendix B - Significant Accounting Policies
	Appendix C - Impact of Accounting Standards Issued But Yet to be Applied
	Appendix D - Change in Accounting Policy

Income Notes

Note 3	Controlled Recurrent Payments
Note 4	Revenue from Contracts with Customers
Note 5	Grants and Contributions

Expense Notes

Note 6	Employee Expenses
Note 7	Superannuation Expenses
Note 8	Supplies and Services
Note 9	Depreciation and Amortisation
Note 10	Grants and Purchased Services
Note 11	Other Expenses

Asset Notes

Note 12	Cash and Cash Equivalents
Note 13	Receivables
Note 14	Inventories
Note 15	Property, Plant and Equipment
Note 16	Capital Works in Progress

Liability Notes

Note 17	Payables
Note 18	Contract Liabilities
Note 19	Employee Benefits
Note 20	Other Liabilities

Equity Notes

Note 21	Equity
---------	--------

Other Notes

Note 22	Income Tax Equivalents
Note 23	Financial Instruments
Note 24	Capital and Other Expenditure Commitments
Note 25	Contingent Liabilities and Contingent Assets
Note 26	Cash Flow Reconciliation
Note 27	Related Party Disclosures
Note 28	Budgetary Reporting

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 1 OBJECTIVES OF THE CITY RENEWAL AUTHORITY

(a) Operations and Principal Activities

The City Renewal Authority ('the Authority') was established on 1 July 2017 under Section 7 of the *City Renewal Authority and Suburban Land Agency Act 2017*.

The Authority is charged with shaping the growth of Canberra's city precinct to make it a great place to live, work, explore and enjoy.

The Authority leads, manages, facilitates and undertakes design-led, people-focused urban renewal projects in declared urban renewal precincts. The City Renewal Authority relies on other ACT Government entities such as the Environment, Planning and Sustainable Development Directorate (EPSDD), Suburban Land Agency and Shared Services for core business functions such as people and capability, governance oversight, information and records management, freedom of information, legal support services, ICT systems, government services and facility and fleet management.

Working with the community, the Authority recognises the places that define our city are where its citizens to live, work, and enjoy which support a quality of life Canberrans expect and deserve.

The key objectives of the Authority are to:

- encourage and promote a vibrant city through the delivery of design-led, people-focussed urban renewal;
- encourage and promote social and environmental sustainability and diversity; and
- achieve operational effectiveness, delivering value for money using sound risk practices.

In partnership with the community, private-sector and other government agencies, the Authority will renew and reenergise the city's central area. It works with the community, business and government to create new buildings and places within the precinct that are of exemplary design quality, excite interest and participation and stimulate new investment. It also activates the precinct with events, interventions and attractions that bring people into the centre of the city and enliven the experience for residents, workers and visitors.

The Authority was transferred assets, rights and liabilities from the former Land Development Agency, on 1 July 2017 by way of a Minister's declaration in accordance with Division 9.6 of the *Financial Management Act 1996*.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 1 OBJECTIVES OF THE CITY RENEWAL AUTHORITY - CONTINUED

(b) Public Trading Enterprise

The City Renewal Authority is a Public Trading Enterprise. Consistent with the ACT Government's policy statement on competitive neutrality (Competitive Neutrality in the ACT, October 2010), the City Renewal Authority applies similar costing and pricing principles, taxation, debt guarantee requirements and regulations as a fully corporatised business, including:

- the transfer of unleased land for development from the Environment, Planning and Sustainable Development Directorate is on a commercial basis;
- land holding cost payments;
- stamp duty equivalency payments;
- application of the National Tax Equivalents Regime; and
- providing a commercial return to the ACT Government through the development and sale of the land.

The total return to the ACT Government from the City Renewal Authority's activities consists of:

- payment for the transfer of unleased Territory land from the Environment, Planning and Sustainable Development Directorate;
- capital distributions to the Government;
- payment of national tax equivalents;
- payment of dividends based on operating profit after tax;
- payment of land holding costs and stamp duty equivalents; and
- payment of payroll tax.

NOTE 2 SIGNIFICANT ACCOUNTING POLICIES

Refer to the following appendices for the notes comprising significant accounting policies and other explanatory information.

Appendix A - Basis of Preparation of the Financial Statements

Appendix B - Significant Accounting Policies

Appendix C - Impact of Accounting Standards Issued But Yet to Be Applied

Appendix D – Change in Accounting Policy

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 3 CONTROLLED RECURRENT PAYMENTS

Controlled Recurrent Payments are revenue received from the ACT Government to fund the costs of delivering outputs.

	2020 \$'000	2019 \$'000
Revenue from the ACT Government		
Controlled Recurrent Payments	10,028	8,752
Total Controlled Recurrent Payments	10,028	8,752

The increase in controlled recurrent payments relates to the drawn amount of City Centre and Marketing Improvements Levy (\$0.4m) which was directly appropriated from 1 July 2019 and funding of the Renewing Canberra's city heart initiative (\$0.8m), partially offset by minor undrawn amounts for recurrent initiatives.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 4 REVENUE FROM CONTRACTS WITH CUSTOMERS

	2020 \$'000	2019 \$'000
Revenue from Contracts with Customers		
Land Revenue ^a	17,081	2,722
Total Land Revenue	17,081	2,722
Other Revenue from Contracts with Customers		
Licence Agreement	61	58
Direct Application Fees	62	-
City Centre Marketing and Improvements Levy ^b	1,193	2,140
Total Other Revenue from Contracts with Customers	1,316	2,198
Total Revenue from Contracts with Customers	18,397	4,920

- a) The Land Revenue increase is mainly related to a direct sale of two city blocks to the Australian National University (ANU) in April 2020. The prior year revenue relates to a direct sale of a Parkes block in June 2019. In April 2020, the Government issued the Authority a City Renewal and Suburban Land (Authority) direction (Notifiable Instrument NI2020) directing the Authority under the *City Renewal Authority and Suburban Land Agency Act 2017*, section 11 to defer receipt of land sales revenue from the ANU until April 2021. Under AASB 15 Revenue from Contracts with Customers, the Authority had satisfied its performance obligation transferring control of the land to the ANU. This occurred upon the issuing of a Crown Lease.
- b) Relates to amounts received from EPSDD for the City Centre Marketing and Improvements Levy (CCMIL). From 2019-20 the levy was directly appropriated and reported at Note 3 Controlled Recurrent Payments. The current year revenue reflects levies received in 2018-19 and recognised in 2019-20 on satisfaction of the Authority's performance obligation to administer the levy (refer Note 18 Contract Liabilities).

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 5 GRANTS AND CONTRIBUTIONS

Resources received free of charge relates to services being provided free of charge from other entities within the ACT Government.

	2020	2019
	\$'000	\$'000
Resources Received Free of Charge from ACT Government Entities		
Environment, Planning and Sustainable Development Directorate	433	803
Shared Services	138	-
Transport Canberra and City Services Directorate	36	-
Access Canberra	20	-
ACT Government Solicitor	20	68
Total Resources Received Free of Charge	647	871
	2020	2019
	\$'000	\$'000
Other Grants and Contributions		
Assets Received from ACT Government Agencies ^a	778	42
First Time Recognition of Land	-	430
Contributions Received from ACT Government Agencies	115	-
Total Other Grants and Contributions	893	472
Total Grants and Contributions	1,540	1,343

- a) Reflects the transfer of a city block from TCCSD (\$0.5m) that was subsequently sold and the transfer of the Haig Park Depot from the ACT Property Group (\$0.3m).

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 6 EMPLOYEE EXPENSES

	2020	2019
	\$'000	\$'000
Wages and Salaries	3,463	3,373
Payroll Tax	157	153
Long Service Leave - Movement in Provision ^a	208	80
Annual Leave - Movement in Provision ^a	146	(13)
Workers' Compensation Insurance Premium	21	27
Fringe Benefit Tax	9	3
Total Employee Expenses	4,004	3,623

a) Reflects net movements in leave balances. The current year movement is associated with the movement of employees to and from different agencies.

NOTE 7 SUPERANNUATION EXPENSES

	2020	2019
	\$'000	\$'000
Superannuation Contributions to the Territory Banking Account	170	167
Superannuation to External Providers	308	263
Productivity Benefit	16	19
Total Superannuation Expenses	494	449

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 8 SUPPLIES AND SERVICES

	2020	2019
	\$'000	\$'000
Contractors and Consultants ^a	3,861	4,079
Resources Received Free of Charge ^b	647	871
Advertising and Marketing Costs ^c	1,022	764
Board Member Remuneration	331	372
Office Services	122	106
Asset Management ^d	589	747
Service Level Agreements	259	145
Rental Expenses ^e	208	219
Auditor's Remuneration ^f	50	50
Staff Development	160	68
Minor Assets	473	513
Other ^g	234	71
Total Supplies and Services	7,956	8,005

- a) Contractors and consultants include financial management and accounting services and advice, event management, project management services, legal expenses (excluding conveyancing), valuations and other professional services.

The reduction in Contractors and Consultants primarily relates to a reduction in event management costs relating to the cancellation and deferral of events including Wintervention, Renew You program and Playful Endeavor (\$0.4m) in response to social distancing protocols established in response to the pandemic.

- b) Resources Received Free of Charge predominantly relates to services provided by EPSDD under a service agreement and the provision of Place Management staff from TCCSD. The decrease on prior year is predominantly the result in a reduction in level of service provision by EPSDD, partially offset by the inclusion of Shared Services HR and Finance services which were provided free of charge in 2019-20. A breakdown of the costs is provided below;

	2020	2019
	\$'000	\$'000
Governance, compliance and legal	193	282
Due diligence	196	315
People and capability	32	213
Finance and Payroll Services	138	-
Information management	36	-
Other	52	61
Total Resources Received Free of Charge	647	871

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 8 SUPPLIES AND SERVICES - CONTINUED

- c) The increase in advertising and marketing costs primarily relates to an increase in sponsorships (\$0.1m) and a higher spend on creative content and market research (\$0.1m).
- d) Asset management includes a component of maintenance expenses which do not increase the service potential of an asset and as such are expensed. This includes expenses associated with cleaning in the city centre and cleaning and maintenance of assets and land held by the City Renewal Authority. The decrease from prior year predominantly reflects a one-off program of works undertaken in 2018-19 to repair and maintain installations in the city.
- e) Rental expenses covers payments for short-term leases (12 month term or less) and low-value leases (individual asset less than \$10,000) and standard non-specialised accommodation leases with Property Group.
- f) Auditor's remuneration relates to financial audit services provided to the City Renewal Authority by the ACT Audit Office. No other services were provided by the ACT Audit Office.
- g) Other expenses includes insurance through the ACT Insurance Authority, board travel costs and lodgement & regulatory fees. Major risks are insured with an excess payable, under this arrangement, which varies depending on each class of insurance held. The increase on prior year predominantly relates to refunds for insurances provided in the prior year (\$0.1m).

NOTE 9 DEPRECIATION

	2020 \$'000	2019 \$'000
Buildings	5	-
Infrastructure Assets ^a	253	302
Plant and Equipment ^b	162	8
Community Assets ^a	160	-
Total Depreciation	580	310

- a) The movement in depreciation expense reflects reclassification of assets from infrastructure to community assets (refer Note 15 Property, Plant and Equipment).
- b) The increase in depreciation expense reflects the purchase of plant and equipment throughout the year.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 10 GRANTS AND PURCHASED SERVICES

	2020 \$'000	2019 \$'000
Current Grants ^a	316	311
Payments to Service Providers ^b	576	296
Total Purchased Services	892	607

- a) Current Grants are administered through the City Centre Marketing Improvements Levy program to develop and support the vitality of Civic, Braddon and Acton through creative and engaging place-making initiatives that strengthen our community's connection to Civic, Braddon and Acton's public spaces and encourage habitual visitation. A total of 23 grants were awarded during 2019-20 financial year. During 2019-20 the grants program scheduled for March was deferred until June, with recipients provided an extension until December 2020 as they predominantly related to events that were not able to proceed due to social distancing protocols related to the pandemic.
- b) Payments to Service Providers are amounts paid to obtain services from other ACT Government agencies and external parties. The increase predominantly reflects a one off payment to TCCSD for the supply and installation of street trees (\$0.2m).

NOTE 11 OTHER EXPENSES

	2020 \$'000	2019 \$'000
Write down in Inventory (see note 14)	490	958
Loss on Revaluation (see note 15)	606	-
Impairment Losses (see note 15)	13	64
Transfer of Assets to other ACT Government Agencies (see note 15)	1,045	-
Expensing of Capital Works in Progress	-	297
Total Other Expenses	2,154	1,319

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 12 CASH AND CASH EQUIVALENTS

The City Renewal Authority holds a bank account with the Westpac Bank as a part of the ACT Whole-of-Government banking arrangement. As part of these arrangements, the City Renewal Authority receives interest on the account.

	2020	2019
	\$'000	\$'000
Cash at Bank	10,932	14,286
Total Cash and Cash Equivalents	10,932	14,286

The decrease in Cash at Bank reflects the remittance of Goods and Services Tax on the deferred land sales revenue (refer Note 4 Revenue from contracts with customers) to the Australian Taxation Officer (\$1.7m), cash management of prior year CCMIL funds expended in 2019-20 (\$1.2m), and the payment of prior year trade payables and accrued expenses during the current reporting period (refer Note 17 Payables).

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 13 RECEIVABLES

	2020 \$'000	2019 \$'000
Current Receivables		
Trade Receivables	-	14
Other Debtors ^a	18,827	13
GST Receivable	75	50
Accrued Revenue	71	-
Total Receivables	18,973	77

- a) Other debtors primarily reflects the GST inclusive value of deferred land sales revenue. In April 2020, the Government issued the Authority a City Renewal and Suburban Land (Authority) direction (Notifiable Instrument NI2020) directing the Authority under the *City Renewal Authority and Suburban Land Agency Act 2017*, section 11 to defer receipt of land sales revenue from the Australian National University until April 2021. The Authority has discharged its performance obligations in respect of this transaction through the passing of control of the land by way of issuing crown leases.

No receivables are past due or impaired.

An assessment for expected credit losses has been undertaken. The Authority has no historical credit loss experience and there is no indication that future recovery of those debts may be affected by changes in macroeconomic factors. As such, no allowance for impairment loss has been made (Appendix B - refer Significant Accounting Policies).

Classification of ACT Government/Non-ACT Government Receivables	2020 \$'000	2019 \$'000
Receivables from ACT Government Entities		
Accrued Revenue	71	-
Total Receivables from ACT Government Entities	71	-
Receivables from Non-ACT Government Entities		
Trade Receivables	-	14
GST Receivable	75	50
Other Debtors	18,827	13
Total Receivables from Non-ACT Government Entities	18,902	77
Total Receivables	18,973	77

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 14 INVENTORIES

	2020 \$'000	2019 \$'000
Current Inventories		
Development Costs ^a	-	391
Total Current Inventories	-	391
Non-Current Inventories		
Land Acquisition Costs	1,267	1,249
Development Costs	6,078	5,091
Total Non-Current Inventories	7,345	6,340
Total Inventories	7,345	6,731
Reconciliation of Inventories at 30 June 2020		

	Land Costs \$'000	Development Costs \$'000	Total \$'000
Carrying Amount at the Beginning of the Reporting Period	1,249	5,482	6,731
Additions	508	596	1,104
Net Write downs ^b	(490)	-	(490)
Total Inventories	1,267	6,078	7,345

- a) Current inventories have been reclassified to non-current as there is no intention to sell land in 2020-21.
- b) The net write down in inventory predominantly relates to land transferred from TCCSD at carrying value that was subsequently written down to the lower of cost and net realisable value.

Reconciliation of Inventories at 30 June 2019

	Land Costs \$'000	Development Costs \$'000	Total \$'000
Carrying Amount at the Beginning of the Reporting Period	5,966	5,189	11,155
Additions	42	293	335
Transferred to Property, Plant and Equipment	(3,801)	-	(3,801)
Write downs	(958)	-	(958)
Total Inventories	1,249	5,482	6,731

Relates to land acquisition costs transferred to Property, Plant and Equipment as it has not been identified for future development or sale (\$3.8m) and a write down in value following valuation of the site (\$0.9m).

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 15 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment includes the following classes of assets.

- Land: includes leasehold land held by the Authority but excludes land under roads.
- Buildings: relates to a depot and storeroom.
- Plant and Equipment: includes park furniture, equipment used for events, office and computer equipment, furniture and fittings.
- Infrastructure Assets: comprise public utilities that provide essential services and enhance the productive capacity of the economy. Infrastructure assets held by the Authority include stormwater assets, roads, community paths, streetlights and foot bridge.
- Community Assets: are assets that are provided essentially for general community use or services. Community assets held by the Authority include playground, fitness and parks assets and land under roads.

	2020 \$'000	2019 \$'000
Land and Buildings		
Land at Fair Value	14,480	14,250
Total Land Assets at Fair Value	14,480	14,250
Buildings at Fair Value	39	-
Less: Accumulated Depreciation	(5)	-
Total Buildings at Fair Value	34	-
Total Land and Buildings ^a	14,514	14,250
Infrastructure Assets		
Infrastructure Assets at Fair Value ^b	6,038	15,529
Infrastructure Assets at Cost ^c	7,191	-
Less: Accumulated Depreciation	(117)	(324)
Total Infrastructure Assets	13,112	15,205
Plant and Equipment at Cost		
Plant and Equipment at Cost ^d	1,487	675
Less: Accumulated Depreciation	(170)	(8)
Total Plant and Equipment at Cost	1,317	667
Community Assets		
Community Assets at Fair Value ^e	7,338	-
Total Community Assets at Fair Value	7,338	-
Total Property, Plant and Equipment	36,281	30,122

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 15 PROPERTY, PLANT AND EQUIPMENT - CONTINUED

- a) The increase land and buildings relates to the transfer of Haig Park Depot from ACT Property Group.
- b) The decrease in infrastructure at fair value relates to the reclassification some assets at Henry Rolland Park to community assets (\$7.8m), a revaluation decrement on revaluation of infrastructure at Henry Rolland Park (\$0.1m) (refer Note 11 Other Expenses) and the transfer of Haig Park path and lighting upgrades to TCCSD (\$1.0m).
- c) Infrastructure at cost (and accumulated depreciation) relates to the capitalisation of infrastructure assets in Akuna Street and London Circuit (completed January 2020), and Mort Street (completed February 2020). Assets that are acquired between revaluations are held at cost until the next valuation, where they are re-valued to fair value.
- d) The increase in Plant and Equipment relates predominantly to the capitalisation of mobile event equipment for use in City Walk, Haig Park, and Dickson.
- e) The increase in community assets relates to the reclassification of some assets at Henry Rolland Park which were previously recognised as infrastructure (\$7.8m) partially offset by loss on revaluation (\$0.5m).

Property, Plant and Equipment is revalued every three years. An independent qualified valuer performed a valuation of infrastructure and community assets at 30 June 2020 (excluding assets identified at (b) above). Plant and Equipment is held at cost. Buildings are held at fair value on transfer and due for revaluation in 2020-21.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 15 PROPERTY, PLANT AND EQUIPMENT - CONTINUED

Reconciliation of Property, Plant and Equipment at 30 June 2020

The following table shows the movement of Property, Plant and Equipment in 2019-20.

	Land \$'000	Buildings \$'000	Infrastructure \$'000	Plant and Equipment \$'000	Community Assets \$'000	Total \$'000
Carrying Amount at the Beginning of the Reporting Period	14,250	-	15,205	667	-	30,122
Additions from Capital Works in Progress	-	-	7,191	161	-	7,352
Purchases	-	-	-	664	5	669
Reclassification	-	-	(7,851)	-	7,851	-
Revaluation Increment recognised in Other Comprehensive Income	-	-	6	-	43	49
Revaluation Decrement recognised in the Operating Surplus	-	-	(141)	-	(465)	(606)
Reversal of Impairment Loss Recognised in Other Comprehensive Income	-	-	-	-	64	64
Impairment Losses Recognised in the Operating Surplus	-	-	-	(13)	-	(13)
Acquisition/ (Disposal) as a result of Transfers to/ (from) the Authority	230	39	(1,045)	-	-	(776)
Depreciation		(5)	(253)	(162)	(160)	(580)
Carrying Amount at the End of the Reporting Period	14,480	34	13,112	1,317	7,338	36,281

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 15 PROPERTY, PLANT AND EQUIPMENT - CONTINUED

Reconciliation of Property, Plant and Equipment at 30 June 2019

The following table shows the movement of Property, Plant and Equipment in 2018-19.

	Land \$'000	Infrastructure \$'000	Plant and Equipment \$'000	Total \$'000
Carrying Amount at the Beginning of the Reporting Period	-	981	17	998
Additions from Capital Works in Progress	-	14,589	643	15,232
Purchases	-	-	15	15
Transferred from Inventory	3,801	-	-	3,801
Revaluation Increment	10,019	-	-	10,019
Impairment Losses Recognised in the Operating Surplus	-	(64)	-	(64)
Gain on Recognition of Land	430	-	-	430
Depreciation	-	(301)	(8)	(309)
Carrying Amount at the End of the Reporting Period	14,250	15,205	667	30,122

Carrying Value of Fair Valued Assets under the Cost Model

The following revalued classes of Property, Plant and Equipment, which are carried at fair value, would have had carrying values, if measured using the cost model, as follows:

	2020 \$'000	2019 \$'000
Carrying value if measured using Cost Model		
<i>Land</i>		
Cost	3,801	3,801
Net Carrying Amount of Land at Cost	3,801	3,801
<i>Infrastructure</i>		
Cost	6,440	-
Addition	49	-
Accumulated Depreciation and Impairment	(269)	-
Net Carrying Amount of Infrastructure at Cost	6,220	-
<i>Community Asset</i>		
Cost	8,088	-
Accumulated Depreciation and Impairment	(400)	-
Net Carrying Amount of Community Asset at Cost	7,688	-
Total Carrying Amount of Assets at Cost	17,709	3,801

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 15 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Fair Value Hierarchy

Fair Value Hierarchy below reflects the significance of the inputs used in determining fair value. The Fair Value Hierarchy is made up of the following three levels:

- Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities that the City Renewal Authority can access at the measurement date;
- Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - inputs that are unobservable for particular assets or liabilities.

Details of the City Renewal Authority's property, plant and equipment at fair value and information about the Fair Value Hierarchy are as follows:

2020

	Classification According to Fair Value			
	Hierarchy			Total
	Level 1	Level 2	Level 3	
	\$'000	\$'000	\$'000	\$'000
Property, Plant and Equipment at Fair Value				
Land	-	14,480	-	14,480
Buildings	-	-	34	34
Infrastructure Assets	-	-	6,038	6,038
Community Assets	-	-	7,338	7,338
	-	14,480	13,410	27,890

2019

	Classification According to Fair Value			
	Hierarchy			Total
	Level 1	Level 2	Level 3	
	\$'000	\$'000	\$'000	\$'000
Property, Plant and Equipment at Fair Value				
Land	-	14,250	-	14,250
	-	14,250	-	14,250

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 15 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Transfers Between Categories

During the period infrastructure and community assets transferred from level 2 to level 3 following valuation advice. There were no transfers between Levels 1, 2 and 3 during the previous reporting period.

Valuation Techniques, inputs and processes

Level 2 Valuation Techniques and Inputs

Valuation Technique: The valuation technique used to value land is the market approach that reflects recent transaction prices for similar properties and buildings (comparable in location and size).

Inputs: Prices and other relevant information generated by market transactions involving comparable land and buildings were considered. Regard was taken of the Crown Lease terms and tenure, Australian Capital Territory Plan and National Capital Plan, where applicable, as well as current zoning.

Level 3 Valuation Techniques and Significant Unobservable Inputs

Valuation Technique: Infrastructure, buildings and community assets were considered specialised assets by the valuers and were measured using the cost approach.

Significant Unobservable Inputs: estimating the cost to a market participant to construct assets of comparable utility adjusted for obsolescence. For buildings, historical costs per square metre of floor area was also used in measuring fair value. Regard was given to the age and condition of the assets, their estimated replacement cost and current use. This required the use of data internal to the Authority.

Fair Value Measurements using Significant Unobservable Inputs (Level 3)

2020

	Buildings	Infrastructure Assets	Community Assets
	\$'000	\$'000	\$'000
Transfers (from Level 2)	-	6,300	7,851
Revaluation (decrements) recognised in the Operating Surplus	-	(139)	(460)
Revaluation Increments Recognised in Other		6	43
Acquisition From Transfers	39	-	-
Depreciation	(5)	(129)	(160)
Reversal of Impairment Losses Recognised in Other Comprehensive Income	-	-	64
Fair Value at the End of the Reporting Period	34	6,038	7,338

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 15 PROPERTY, PLANT AND EQUIPMENT - CONTINUED

Fair Value Measurements using Significant Unobservable Inputs (Level 3)

Description and fair value as at 30 June 2020	Valuation technique	Significant unobservable inputs	Range of unobservable inputs (weighted average)	Relationship of unobservable inputs to fair value
\$'000				
Infrastructure Assets				
\$6,038	Depreciated Replacement Cost	Consumed economic benefit/obsolescence of asset	4-10% (7.2%)	Greater consumption of economic benefit or increased obsolescence lowers fair value
Community Assets				
\$7,312	Depreciated Replacement Cost	Consumed economic benefit/obsolescence of asset	10-20% (10.8%)	Greater consumption of economic benefit or increased obsolescence lowers fair value
\$26	Statutory Land Value Method	Total unimproved value of rateable land in the Territory/ Total area of the Territory	21.3%	Changes to unimproved value or count of rateable land changes fair value

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 16 CAPITAL WORKS IN PROGRESS

	2020 \$'000	2019 \$'000
Infrastructure	5,202	8,707
Total Capital Works in Progress	5,202	8,707

Relates predominantly to West Basin and Lakeside design costs (\$4.5m) and City Precinct Improvements (\$0.3m). Capital works have been classified as non-current as they relate to costs incurred in the construction of long-term fixed assets.

Reconciliation of Capital Works in Progress

The following table shows the movement of Capital Works in Progress at the end of the reporting period.

	Infrastructure Works in Progress 2020 \$'000	Infrastructure Works in Progress 2019 \$'000
Carrying Amount at the Beginning of the Reporting Period	8,707	19,840
Additions	4,781	4,396
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment ^a	(7,352)	(15,232)
Capital Works in Progress Completed and Transferred to Expenses ^b	(934)	(297)
Carrying Amount at the End of the Reporting Period	5,202	8,707

- a) Capital works completed primarily relate to street works complete at London Circuit, Mort Street and Akuna Street (\$7.0m).
- b) Relates to capital works in progress that were expensed in current period as it did not meet the asset capitalisation criteria.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 17 PAYABLES

	2020 \$'000	2019 \$'000
Current Payables		
Trade Payables	201	502
Accrued Expenses	940	761
Total Current Payables	1,141	1,263
Total Payables	1,141	1,263

	2020 \$'000	2019 \$'000
Payables are aged as follows:		
Not Overdue	952	1,106
Overdue for Less than 30 Days	189	-
Overdue for 30 to 60 Days	-	153
Overdue for More than 60 Days	-	4
Total Payables	1,141	1,263

Classification of ACT Government/Non-ACT Government Payables

Payables with ACT Government Entities

Trade Payables	54	334
Accrued Expenses	15	80
Total Payables with ACT Government Entities	69	414

Payables with Non-ACT Government Entities

Trade Payables	147	168
Accrued Expenses	925	681
Total Payables with Non-ACT Government Entities	1,072	849
Total Payables	1,141	1,263

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 18 CONTRACT LIABILITIES

	2020 \$'000	2019 \$'000
Amounts Received Related to Contracts with Customers where the Performance Obligations has not yet been Satisfied	159	1,350
Total Contract Liabilities	159	1,350

Contract Liabilities Arising from Contracts with Customers

Current year contract liabilities relate to consideration received in advance from a customer for a deposit on land not yet settled. The prior year contract liabilities related to the deposit for land not settled noted above in addition to the prior year City Centre Marketing Improvements Levy received from EPSDD. The Authority has a constructive obligation to administer the CCMIL with recognition of revenue deferred until the Authority satisfies its performance obligation through expenditure of funds administering the program.

Significant Changes in Contract Liability Balances

	2020 \$'000
Revenue Recognised that was Included in the Contract Liability Balance at the Beginning of the Reporting Period	1,191
Transaction Price Allocated to Unsatisfied Performance Obligations	159

The Authority expects that the transaction price allocated to the unsatisfied performance obligations as of 30 June 2020 will be recognised as revenue in the next reporting period.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 19 EMPLOYEE BENEFITS

	2020 \$'000	2019 \$'000
Current Employee Benefits		
Long Service Leave	694	500
Annual Leave	491	363
Accrued Salaries and Superannuation	78	32
Accrued Payroll Tax	17	13
Total Current Employee Benefits	1,280	908
Non-Current Employee Benefits		
Long Service Leave	74	60
Total Non-Current Employee Benefits	74	60
Total Employee Benefits	1,354	968

The classification of current employee provisions above include amounts for which there is not an unconditional right to defer settlement by 12 months. This classification does not represent the amount expected to be settled within 12 months of the reporting date. The average annual leave and long service leave paid over the past three years is used to estimate the expected amounts of these benefits to be paid during the next 12 months and is detailed below.

Estimate of when Leave is Payable

Estimated Amount Payable within 12 months	2020 \$'000	2019 \$'000
Long Service Leave	54	17
Annual Leave	236	270
Accrued Salaries and Superannuation	78	32
Accrued Payroll Tax	17	13
Total Employee Benefits Payable within 12 months	385	332
Estimated Amount Payable after 12 months		
Long Service Leave	714	543
Annual Leave	255	93
Total Employee Benefits Payable after 12 months	969	636
Total Employee Benefits	1,354	968

At 30 June 2020, the City Renewal Authority employed 28.4 full time equivalent (FTE) staff (23.2 FTE at 30 June 2019).

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 20 OTHER LIABILITIES

	2020 \$'000	2019 \$'000
Current Other Liabilities		
Dividend Payable	9,705	-
Total Current Other Liabilities	9,705	-
Reconciliation of Dividends Payable		
Dividends Payable at the Beginning of the Reporting Period	-	1,229
Dividends Declared during the Reporting Period ^a	11,713	822
Dividends Paid during the Reporting Period for Prior Year	-	(983)
Dividend Reprieve Applied during the Reporting Period ^b	(2,008)	(822)
Dividend Reprieve Applied during the Reporting Period for Prior Year	-	(246)
Dividend Payable at the End of the Reporting Period	9,705	-

- a) The City Renewal Authority pays the Territory a dividend of 100% of net profits after tax (excluding net gifted assets \$0.8m). In June 2020, the Treasurer approved a deferral of the 2019-20 dividend payments until April 2021 following receipt of the ANU land sale revenue (refer Note 4 Revenue from Contracts with Customers).
- b) The dividend declared reflects the operating surplus for 2019-20 (excluding net gifted assets \$0.8m) less the remaining dividend reprieve (\$2.0m) which was granted in April 2019 for use in the 2018-19 and 2019-20 financial years (\$2.8m).

The requirement for a dividend reprieve arose from the transfer of some assets and liabilities from the former Land Development Agency (LDA) to the City Renewal Authority on its establishment on 1 July 2017.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 21 EQUITY

Asset Revaluation Surplus

The Asset Revaluation Surplus is used to record the increments and decrements in the value of property, plant and equipment.

	2020 \$'000	2019 \$'000
Balance at the Beginning of the Reporting Period	10,019	-
Increment in Land due to Revaluation	-	10,019
Balance at the End of the Reporting Period	10,019	10,019
Balance at the Beginning of the Reporting Period	-	-
Increment in Infrastructure due to Revaluation	6	-
Balance at the End of the Reporting Period	6	-
Balance at the Beginning of the Reporting Period	-	-
Increment in Community asset due to Revaluation ^a	107	-
Balance at the End of the Reporting Period	107	-
Total Asset Revaluation Surplus ^b	10,132	10,019

The increment in infrastructure and community asset resulted from a revaluation of Henry Rolland Park assets undertaken in 2019-20. As a for-profit Territory Authority, the City Renewal Authority is required to recognise revaluation increments and decrements for individual assets as opposed to classes of assets.

- a) The increment includes a reversal of the prior period impairment relating to brass fittings that have been replaced following a theft at Henry Rolland Park.
- b) Amounts are disclosed gross of income tax equivalents on revaluation (net amount \$7.282m).

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 22 INCOME TAX EQUIVALENTS

The City Renewal Authority falls within the 'National Tax Equivalents Regime' (NTER) and is required to calculate income tax in accordance with the *Income Tax Assessment Act 1997* and *Income Tax Assessment Act 1936* and to account for the resulting amounts under the requirements of *Australian Accounting Standard AASB 112 Income Taxes*.

NTER is an administrative arrangement with the Australian Taxation Office. Under this arrangement, relevant taxation laws will be applied notionally to the NTER entities as if they were subject to those laws.

The primary objective of the NTER is to promote competitive neutrality, through a uniform application of income tax laws, between the NTER entities and their privately held counterparts.

	2020	2019
	\$'000	\$'000
(a) Components of Income Tax Equivalents Expense/(Income)		
Current Tax Equivalents Expense	3,532	173
Prior Year (over) provision	(16)	-
	<u>3,516</u>	<u>173</u>
Deferred Tax Equivalents Expense/(Income)	415	(20)
Prior Year (over) provision	(484)	-
Effect of reduction in future tax rate on deferred tax balances (from 27.5% to 26%)	(304)	-
	<u>(373)</u>	<u>(20)</u>
	<u>3,142</u>	<u>153</u>

(b) Income Tax Equivalents Expense/(Income)

The prima facie income tax expense/(income) on pre-tax accounting profit from operations reconciles to the income tax expense/(income) in the financial statements as follows:

Operating Surplus before National Tax Equivalents	14,081	975
Income Tax Equivalents Expense Calculated at 27.5 (30% 2018-19)	3,873	293
	<u>3,873</u>	<u>293</u>
Permanent Differences	73	(140)
Effect of reduction in future tax rate on deferred tax balances (from 27.5% to 26%)	(304)	-
Prior year (over) provision	(500)	-
	<u>3,142</u>	<u>153</u>

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 22 INCOME TAX EQUIVALENTS – CONTINUED

The tax rate used in the above reconciliation is the corporate tax rate of 27.5% payable by Australian corporate entities on taxable profits under Australian Tax Law. On the basis the city Renewal Authority has met the eligibility criteria of a base rate entity for the 2020 financial year, the applicable tax rate is 27.5% in the current financial year. Further, AASB 112.47 requires deferred tax balances to be measured at the tax rate expected to apply in the period in which the assets and liabilities will likely be realised or settled. As the base rate entity corporate tax rate will be 26% from 1 July 2020, this has resulted in a restatement of deferred tax balances at the future expected corporate base rate entity tax rate of 26%.

(c) Income Tax Recognised Directly in Equity	2020	2019
	\$'000	\$'000
Deferred Tax from Revaluation of Assets	(155)	3,005
	(155)	3,005

(d) Recognised Deferred Tax Balances

The following deferred tax balances have been recognised in the accounts:

Assets Relating to:

Provisions	327	277
Accrued Expenditure	5	24
Revenue received in advance	41	48

Liabilities Relating to:

Inventories	(1,910)	(2,019)
Property, plant and equipment	(3,741)	(4,136)

Net Deferred (Liability)	(5,278)	(5,806)
---------------------------------	----------------	----------------

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 23 FINANCIAL INSTRUMENTS

Details of significant policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability, are disclosed at Note 2 (see Appendix B): 'Significant Accounting Policies'.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The City Renewal Authority holds cash at bank financial assets in floating interest rate arrangements. The City Renewal Authority is not exposed to movements in interest payable as its financial liabilities are non-interest bearing. The City Renewal Authority manages the interest rate risk on investments by only investing in a commercial banking account which is low risk.

Sensitivity Analysis

A sensitivity analysis has not been undertaken for the interest rate risk of the Authority as it has been determined that the possible impact on income and expenses or total equity from fluctuations in interest rates is immaterial.

Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The City Renewal Authority's credit risk is limited to the amount of the financial assets it holds net of any allowance for credit loss. The City Renewal Authority expects to collect all financial assets which comprises cash and receivables. Credit risk is managed through internal processes which include a regular review by management. The City Renewal Authority also manages the credit risk for receivables by undertaking an assessment of the credit worthiness of larger debtors as well as an analysis of the concentration of credit risk to ensure that it is not too high. As at 30 June 2020, the Authority had a large debtor, however an assessment of credit risk has been undertaken and credit risk exposure determined to be low.

Liquidity Risk

Liquidity risk is the risk that the City Renewal Authority will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. To limit its exposure to liquidity risk, the City Renewal Authority ensures that it does not have a large portion of its financial liabilities maturing in any one reporting period and that, at any particular point in time the City Renewal Authority has a sufficient amount of current financial assets to meet its current financial liabilities.

In addition, the *City Renewal Authority and Suburban Land Agency (Suburban Land Agency Payment of Funds to the Territory) Direction 2019 Notifiable Instrument NI2019-127* provides the Government with flexibility to approve a different dividend payment ratio and/ or flexibility of payment timing, subject to the Treasurer's approval of a written request from the City Renewal Authority Board to enable the Authority to meet its obligations as they fall due.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 23 FINANCIAL INSTRUMENTS - CONTINUED

Fair Value of Financial Assets and Liabilities

The carrying amounts and fair values of financial assets and liabilities at the end of the reporting period are:

	Note	Carrying	Fair Value	Carrying	Fair Value
	No.	Amount	Amount	Amount	Amount
		2020	2020	2019	2019
		\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash and Cash Equivalents	12	10,932	10,932	14,286	14,286
Receivables ^a	13	18,898	18,898	27	27
Total Financial Assets		29,830	29,830	14,313	14,313
Financial Liabilities					
Payables ^a	17	1,141	1,141	1,263	1,263
Total Financial Liabilities		1,141	1,141	1,263	1,263

a) Receivables and payables are recorded net of GST.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 23 FINANCIAL INSTRUMENTS – CONTINUED

Maturity Analysis

The following table sets out City Renewal Authority's maturity analysis for financial assets and liabilities as well as the exposure to interest rates, including the weighted average interest rates by maturity period as at 30 June 2020. Except for non-current payables, financial assets and liabilities which have a floating interest rate or are non-interest bearing will mature in one year or less. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

2020	Note No	Weighted Average Rate	Floating Interest Rate \$'000	Fixed Interest Maturing In:			Non-Interest Bearing \$'000	Total \$'000
				1 Year or Less \$'000	Over 1 to 5 Years \$'000	More than 5 Years \$'000		
Financial Instruments								
Financial Assets								
Cash and Cash Equivalents	12	1.15%	10,932	-	-	-	-	10,932
Receivables	13		-	-	-	-	18,898	18,898
Total Financial Assets			10,932	-	-	-	18,898	29,830
Financial Liabilities								
Payables ^a	17		-	-	-	-	1,141	1,141
Total Financial Liabilities			-	-	-	-	790	790
Net Financial Assets			10,932	-	-	-	17,757	28,689

2019	Note No	Weighted Average Rate	Floatin Interes Rate \$'000	Fixed Interest Maturing In:				Non- Interes Bearing \$'000	Total \$'000
				1 Year or Less \$'000	Over 1 to 5 Years \$'000	More than 5 Years \$'000			
Financial Instruments									
Financial Assets									
Cash and Cash Equivalents	12	2.33%	14,286	-	-	-	-	-	14,286
Receivables	13		-	-	-	-	-	27	27
Total Financial Assets			14,286	-	-	-	-	27	14,313
Financial Liabilities									
Payables	17		-	-	-	-	-	1,263	1,263
Total Financial Liabilities			-	-	-	-	-	1,263	1,263
Net Financial Assets/(Liabilities)			14,286	-	-	-	-	(1,236)	13,050

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 23 FINANCIAL INSTRUMENTS – CONTINUED

Carrying Amount of Each Category of Financial Asset and Financial Liability

	2020 \$'000	2019 \$'000
Financial Assets		
Financial Assets Measured at Amortised Cost	<u>29,830</u>	<u>14,313</u>
Financial Liabilities		
Financial Liabilities Measured at Amortised Cost	<u>1,141</u>	<u>1,263</u>

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 24 CAPITAL AND OTHER EXPENDITURE COMMITMENTS

	2020 \$'000	2019 \$'000
Operating Leases Commitments		
Non-Cancellable operating lease commitments are payable as follows:		
Within One Year	24	18
Later than One Year but not later than Five Years	35	27
Later than five years	6	6
Total Operating Lease Commitments ^a	65	51
Capital Commitments		
Within One Year	14,773	2,384
Later than One Year but not later than Five Years	19,437	-
Total Capital Commitments ^b	34,210	2,384
Other Commitments		
Within One Year	1,554	1,685
Later than One Year but not later than Five Years	929	-
Later than five years	7,894	-
Total Other Commitments ^c	10,377	1,685
Total Commitments	44,652	4,120

All amounts shown in the commitment note are inclusive of Goods and Services.

- a) Operating leases include relates to IT equipment and mobile phones leased by Shared Services ICT, Chief Minister, Treasury and Economic Development Directorate.
- b) Capital commitments relate predominantly to construction contracts for Acton Waterfront and upgrades to streetscapes and footpath infrastructure in the City, Braddon and Dickson.
- c) Other commitments relate predominantly to contracts for place management services, activations and consultants and advisory services. Other commitments greater than one year primarily reflects the Authority's agreement with ACT Property Group in relation to the provision of office accommodation.

NOTE 25 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Contingent Liabilities

Legal Claims

The ACT Government Solicitor's Office acts on behalf of the City Renewal Authority in litigation matters. At 30 June 2020 the Authority had one claim representing a contingent liability (nil for 2018-19). The Authority holds public liability insurance through the ACT Insurance Authority and as such the net liability for claims is limited to the insurance excess payable (\$5,000).

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 26 CASH FLOW RECONCILIATION

	2020 \$'000	2019 \$'000
(a) Reconciliation of Cash and Cash Equivalents at the End of the Reporting in the Statement of Cash Flows to the Equivalent Items in the Balance Sheet		
Total Cash and Cash Equivalents Recorded in the Balance Sheet	10,932	14,286
Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Statement of Cash Flows	10,932	14,286
(b) Reconciliation of the Operating Surplus to the Net Cash Inflows From Operating Activities		
Operating Surplus	10,939	822
Increase/(Decrease) Non-Cash Items		
Depreciation and Amortisation	580	310
Write down of Inventory	508	958
Asset Adjustments	1,800	(2,489)
Add/(Less) Items Classified as Investing or Financing		
Provision for dividend in payables	(9,705)	-
Capital item in payables	(210)	97
Gains on transfer/ contribution of asset	(778)	(872)
Cash Before Changes in Operating Assets and Liabilities	3,134	(1,174)
Changes in Operating Assets and Liabilities		
(Increase)/Decrease in Receivables	(18,903)	174
(Increase)/Decrease in Inventories	(615)	4,424
(Increase) in Other Assets	(152)	-
(Decrease) in Contract Liabilities	(1,191)	(1,270)
Increase in Employee Benefits	386	54
(Decrease)/Increase in Payables	(528)	305
Increase in Other Liabilities	9,584	-
Increase/(Decrease) in Income Tax Equivalents	3,260	(628)
Net Changes in Operating Assets and Liabilities	(8,159)	3,059
Net Cash (outflows)/inflows from Operating Activities	(5,025)	1,885

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 27 RELATED PARTY DISCLOSURES

A related party is a person that controls or has significant influence over the reporting entity, or is a member of the Key Management Personnel (KMP) of the reporting entity or its parent entity, and includes their close family members and entities in which the KMP and/or their close family members individually or jointly have controlling interests.

KMP are those persons having authority and responsibility for planning, directing and controlling the activities of the City Renewal Authority, directly or indirectly.

KMP of the City Renewal Authority are the Portfolio Minister, Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Director - Programs, Director - Design and Place Strategy and Board Members.

The Head of Service and the ACT Executive comprising the Cabinet Ministers are KMP of the ACT government and therefore related parties of the City Renewal Authority.

This note does not include typical citizen transactions between the KMP and City Renewal Authority that occur on terms and conditions no different to those applying to the general public.

(A) CONTROLLING ENTITY

The City Renewal Authority is an ACT Government controlled entity.

(B) KEY MANAGEMENT PERSONNEL

B.1 Compensation of Key Management Personnel

Compensation of all Cabinet Ministers, including the Portfolio Minister, is disclosed in the note on related party disclosures included in the ACT Executive's financial statements for the year ended 30 June 2020. Compensation of the Head of Service is included in the note on related party disclosures included in the Chief Minister, Treasury and Economic Development Directorate's financial statements for the year ended 30 June 2020.

Compensation by the City Renewal Authority to KMP is set out below:

	2020	2019
	\$'000	\$'000
Short-term employee benefits	960	877
Post employment benefits	97	126
Other long-term benefits	37	28
Board member fees	331	372
Total Compensation by the City Renewal Authority to KMP	1,425	1,403

(C) TRANSACTIONS WITH OTHER ACT GOVERNMENT ENTITIES

All transactions with ACT Government controlled entities are disclosed in the relevant notes to the financial statements of the City Renewal Authority.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 28 BUDGETARY REPORTING

	Actual	Original Budget		
Statement of Comprehensive Income Line Items	2019-20	2019-20 ⁽¹⁾	Variance	Variance
	\$'000	\$'000	\$'000	%
<u>Controlled Recurrent Payments</u>	10,028	11,711	(1,683)	(14)
The lower than budget result reflects undrawn appropriation for CCMIL and recurrent initiatives.				
<u>Land Sales</u>	17,081	14,130	2,951	21
The City Renewal Authority completed a direct sale of two City blocks in 2019-20. The variance primarily reflects the achievement of a higher market price than what was originally budgeted.				
<u>Employee</u>	4,004	4,718	(714)	(15)
The lower than budget result primarily reflects vacancies of funded positions throughout the year.				
<u>Other Expenses</u>	2,154	-	2,154	#
The higher than budget result predominantly relates to asset adjustments, including the write down of inventory transferred to the Authority at nil cost, the transfer of completed assets to TCCSD and a write down of assets resulting from a loss on revaluation.				
<u>National Tax Equivalents</u>	3,142	1,659	1,483	89
The higher than budget result reflects additional tax equivalents payable on the favourable operating result explained in the line items above. The Authority had also incorrectly budgeted Cost of Goods Sold totalling \$8.3m with respect to the completed land sale which was subsequently found not to apply, increasing the favourable operating result.				

⁽¹⁾ Original Budget refers to the amounts presented to the Legislative Assembly in the original budgeted financial statements in respect of the reporting period (2019-20 Budget Statements). These amounts have not been adjusted to reflect supplementary appropriation or appropriation instruments.

Note: # in the Variance % column represents a variance that is greater than 999 per cent or less than -999 per cent.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 28 BUDGETARY REPORTING – CONTINUED

	Actual	Original Budget		
Balance Sheet Line Items	2019-20	2019-20 ⁽¹⁾	Variance	Variance
	\$'000	\$'000	\$'000	%
<u>Cash and Cash Equivalents</u>	10,932	13,269	(2,337)	(18)
The lower Cash and Cash Equivalents balance primarily reflects the net impact of lower cash through deferred land sales revenue, partially offset by the deferral of the associated dividend and income tax equivalents payments.				
<u>Receivables</u>	18,973	-	18,973	#
The higher Receivables reflects a Direction given to allow deferred payment terms on the sale of land during the reporting period.				
<u>Property, Plant and Equipment</u>	36,311	2,490	33,821	#
The higher Property, Plant and Equipment primarily reflects adjustments (revaluation and capitalisation of assets) occurring late in 2018-19 after the original budget was set.				
<u>Current and Non-Current Capital Works in Progress</u>	5,202	46,800	(41,598)	(88)
The below budget result is largely due to the capitalisation of capital works in progress in the prior reporting period after the original budget was set. This is in addition to delays in the commencement of capital works which is predominantly related to the Canberra's lakeside initiative which was delayed pending an agreement to the transfer of National land which occurred in March 2020.				
<u>Other Liabilities</u>	9,705	1,232	8,473	688
The higher than budget result reflects the deferred payments of dividends declared until April 2021.				
<u>National Tax Equivalents Payable</u>	3,433	-	3,433	#
The national tax equivalents payable primarily reflects tax equivalents payable on the sale of land. The higher than budget result reflects the deferral of the final instalment to April 2021.				
<u>Deferred Tax Liability</u>	5,278	2,820	2,458	87
The higher than budget result reflects deferred tax liability on assets revalued in the prior reporting period after the original budget had been set.				

⁽¹⁾ Original Budget refers to the amounts presented to the Legislative Assembly in the original budgeted financial statements in respect of the reporting period (2019-20 Budget Statements). These amounts have not been adjusted to reflect supplementary appropriation or appropriation instruments.

Note: # in the Variance % column represents a variance that is greater than 999 per cent or less than -999 per cent.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2020

NOTE 28 BUDGETARY REPORTING – CONTINUED

Statement of Cash Flows Line Items	Actual 2019-20 \$'000	Original Budget 2019-20 ⁽¹⁾ \$'000	Variance \$'000	Variance %
<u>Controlled Recurrent Payments</u>	10,028	11,711	(1,683)	(14)
The lower than budget result reflects undrawn appropriation CCMIL and recurrent initiatives				
<u>Employee and Superannuation</u>	4,112	5,528	(1,416)	(26)
The decrease in Employees relates to vacancies of funded positions not filled throughout the year.				
<u>Supplies and Services</u>	7,700	6,525	1,175	18
The higher Supplies and Services is due to expensing of capital works and expenditure on the CCMIL program using unacquitted funds from the prior year, partially offset by underspends on recurrent initiatives.				
<u>National Tax Equivalents Payments</u>	255	1,658	(1,403)	85
The lower than budget result reflects the deferral of the final instalment to April 2021.				
<u>Purchase of Property, Plant and Equipment</u>	4,287	24,141	(19,854)	82
The lower budget result is largely due to delays in the commencement of capital works which is predominantly related to the Canberra's lakeside initiative which was delayed pending an agreement to the transfer of National land which occurred in March 2020.				
<u>Capital Injections</u>	5,958	24,144	(18,186)	75
The lower than budget result reflects the reprofiling of funding to later years. This is primarily related to the Canberra's lakeside initiative, which has been delayed pending an agreement to the transfer of National land.				

⁽¹⁾ Original Budget refers to the amounts presented to the Legislative Assembly in the original budgeted financial statements in respect of the reporting period (2019-20 Budget Statements). These amounts have not been adjusted to reflect supplementary appropriation or appropriation instruments.

Note: # in the Variance % column represents a variance that is greater than 999 per cent or less than -999 per cent.

City Renewal Authority
APPENDIX A - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX A - BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

LEGISLATIVE REQUIREMENT

The *Financial Management Act 1996 (FMA)* requires the preparation of annual financial statements for Territory authorities. The FMA and the *Financial Management Guidelines* issued under the Act, requires the City Renewal Authority's financial statements to include:

- a Statement of Comprehensive Income for the reporting period;
- a Balance Sheet at the end of the reporting period;
- a Statement of Changes in Equity for the reporting period;
- a Statement of Cash Flows for the reporting period;
- a Statement of Appropriation for the reporting period;
- the significant accounting policies adopted for the reporting period; and
- other statements as necessary to fairly reflect the financial operations of the City Renewal Authority during the reporting period and its financial position at the end of the reporting period.

These general-purpose financial statements have been prepared in accordance with:

- (i) Australian Accounting Standards (as required by the FMA); and
- (ii) ACT Accounting and Disclosure Policies.

ACCRUAL ACCOUNTING

The financial statements have been prepared using the accrual basis of accounting. The financial statements are prepared according to the historical cost convention, except for non-current assets such as those included in property, plant and equipment valued at fair value in accordance with the valuation policies applicable to the City Renewal Authority during the reporting period.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

CURRENCY

These financial statements are presented in Australian dollars.

INDIVIDUAL REPORTING ENTITY

The City Renewal Authority is an individual reporting entity.

REPORTING PERIOD

These financial statements state the financial performance, changes in equity and cash flows of the City Renewal Authority for the year ended 30 June 2020 together with the financial position of the City Renewal Authority as at 30 June 2020.

City Renewal Authority
APPENDIX A - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

**APPENDIX A - BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS
CONTINUED**

COMPARATIVES FIGURES

Budget Figures

The *Financial Management Act 1996* requires the statement to facilitate a comparison with the Statement of Intent. The budget numbers are as per the Statement of Intent.

Prior Year Comparatives

Comparative information has been disclosed in respect of the previous period for amounts reported in the financial statements, except where an Australian Accounting Standard does not require comparative information to be disclosed.

Where the presentation or classification of items in the financial statements is amended, the comparative amounts have been reclassified where practical. Where a reclassification has occurred, the nature, amount and reason for the reclassification is provided.

ROUNDING

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000). Use of "-" represents amounts equal to or rounded down to zero. Tables and notes may not add due to rounding.

Use of "#" in the Variance % column of Note 28: Budgetary Reporting represents a variance that is greater than 999 per cent or less than -999 per cent.

GOING CONCERN

The 2019-20 financial statements have been prepared on a going concern basis as City Renewal Authority has been funded in 2020-21 under section 7 of the *Financial Management Act 1996* pending funding in the 2020-21 Budget and the 2020-21 Budget Papers including forward estimates for City Renewal Authority. The 2020-21 Budget will be presented to the Legislative Assembly subsequent to the signing of City Renewal Authority's 2019-20 financial statements.

The Authority is required to pay 100 per cent of its net profit after tax as dividends, however the *City Renewal Authority and Suburban Land Agency (Suburban Land Agency Payment of Funds to the Territory) Direction 2019 Notifiable Instrument NI2019-127* provides the Government with flexibility to approve a different dividend payment ratio and/ or flexibility of payment timing, subject to the Treasurer's approval of a written request from the City Renewal Authority Board with the purpose of enabling the Authority to meet its obligations as they fall due. This was exercised in 2019-20 as a result of the City Renewal and Suburban Land (Authority) direction (Notifiable Instrument NI2020) which directed the Authority under the *City Renewal Authority and Suburban Land Agency Act 2017*, section 11 to defer receipt of land sales revenue from the Australian National University until April 2021. To ensure the Authority maintained sufficient cash reserves a deferral of dividend (refer Note 20 Other Liabilities) and income tax equivalents payment was sought (refer Note 17 Payables), which were granted by the Treasurer.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES

SIGNIFICANT ACCOUNTING POLICIES – INCOME

REVENUE RECOGNITION

Revenue is recognised at the fair value of the consideration received or receivable in the Statement of Comprehensive Income. In addition, the following specific recognition criteria must also be met before revenue is recognised.

As a for-profit entity the City Renewal Authority adopted AASB 15 *Revenue from Contracts with Customers* for the reporting period ending 30 June 2019. Non-reciprocal transfers are outside scope of AASB 15 and include appropriations, grants and contributions which are in scope of AASB 1058 *Income for Not-for-Profit Entities*.

Where revenue streams are in the scope of AASB 1058, the City Renewal Authority recognises the asset received (generally cash or other financial asset) at fair value, when the Authority gains control over the asset or funding.

Interest revenue is recognised in accordance with AASB 9 *Financial Instruments*, and as such is outside the scope of AASB 15.

NOTE 3 CONTROLLED RECURRENT PAYMENTS

Controlled Recurrent Payments are recognised as revenue under AASB 1058 when the Authority gains control over the funding. Control over appropriated funds is normally obtained upon receipt of cash.

NOTE 4 REVENUE FROM CONTRACTS WITH CUSTOMERS

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the entity expects to receive in exchange for those goods or services. Revenue is recognised by applying a five-step model as follows:

1. identify the contract with the customer;
2. identify the performance obligations;
3. determine the transaction price;
4. allocate the transaction price; and
5. recognise revenue as or when control of the performance obligation is transferred to the customer.

Generally, the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the City Renewal Authority have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations

Land Sales

Land sales revenue is recognised when the significant risks and rewards of ownership of the land or rights are transferred to the purchaser. Whilst the point of recognition for one sale may differ from another depending on the individual terms of each contract of sale, in most cases, sales completed via auction, direct grant, ballot or over the counter will be recognised on settlement.

Proceeds from land sales may comprise both cash related transactions and the value of infrastructure required to be provided by the purchaser as part of the Deed of Agreement associated with the sale of land. The Right to Receive Infrastructure from the purchaser is recognised as revenue and a receivable at the time of settlement.

Land revenue from contracts with customers is recognised as the City Renewal Authority satisfies the performance obligation (passing control of the land to the buyer on settlement) in accordance with AASB 15.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Application Fees

The City Renewal Authority receives direct sale application fees when applicants submit direct sales applications. The application fee is refunded in full if the applicant does not meet the eligibility requirements, and 50 per cent of the application fee is retained by the City Renewal Authority if a suitable site cannot be found but the applicant meets the eligibility criteria.

If the direct sale is completed by the City Renewal Authority discharges its obligation to refund the application fee to the applicant and gains control of the fee. The application fee is recognised as revenue as at the settlement date. If any portion of the application fee is retained as a result of the applicant meeting the eligibility criteria but not finding a suitable site the revenue is recognised at the time the Authority determines that the contract is terminated or will not proceed.

No revenue is recognised if the application fee is refunded in full due to the applicant not meeting the eligibility requirements.

City Centre Marketing and Improvements Levy (CCMIL)

The CCMIL is administered by the City Renewal Authority. The amounts reported at Note 4 Revenue from Contracts with Customers relates to prior year levies. As the Authority has a constructive obligation to administer the CCMIL program a contract exists and the revenue is recognised under AASB 15 Revenue from Contracts with Customers. The performance obligation to administer the CCMIL program Levies received but not expended in the reporting period are treated as contract liabilities and reported at note 18 Contract Liabilities. From 1 July 2019 the levy was directly appropriated to the Authority from the Territory and is reported at Note 3 Controlled Recurrent Payments.

CONTRACT ASSETS

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or the before payment is due, the City Renewal Authority presents the contract as a contract asset, unless the Authority's rights to that amount of consideration are unconditional, in which case a receivable is recognised.

Where costs are incurred to fulfil a contract, they are accounted for under the relevant accounting standard, otherwise if the costs relate directly to a contract, the costs generate or enhance resources of the Authority that will be used to satisfy performance obligations in the future and the costs are expected to be recovered then they are capitalised as contract costs assets and released to operating statement on an systematic basis consistent with the transfer to the customer of the goods or services to which the asset relates.

NOTE 5 GRANTS AND CONTRIBUTIONS

Where the City Renewal Authority receives an asset or services for significantly less than fair value then the transaction is in the scope of AASB 1058 and revenue is recognised on receipt of the asset / services.

Where services are received, the expense is recognised in the line item to which it relates.

Goods and services received free of charge from ACT Government agencies are recognised as resources received free of charge, whereas goods and services received free of charge from entities external to the ACT Government are recognised as donations or contributions.

Services that are received free of charge are only recognised in the Operating Statement if they can be reliably measured and would have been purchased if not provided to the City Renewal Authority free of charge.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

NOTE 5 GRANTS AND CONTRIBUTIONS - CONTINUED

The City Renewal Authority receives Territory-owned land from other ACT Government entities free of charge, which it prepares for sale on behalf of the Territory. Contributions of land at no cost or for nominal consideration are recognised as a gain at fair value on recognition, with the land being recorded as an asset in the Balance Sheet.

Where the Authority receive capital grants that meet the following:

- the contract is enforceable;
- the financial asset is to be used to acquire or construct a non-financial asset which will be recognised by the agency; and
- the asset is not required to be transferred to any other party;

then a contract liability is recognised on receipt of funds and revenue is recognised as the acquisition or construction occurs. If the funds are received in arrears then a contract asset is recorded as the City Renewal Authority is completing the work.

SIGNIFICANT ACCOUNTING POLICIES – EXPENSES

NOTE 6 EMPLOYEE EXPENSES

Employee benefits include:

- short-term employee benefits such as wages and salaries, annual leave loading, and applicable on-costs, if expected to be settled wholly before twelve months (see Appendix B - Note 18 Employee Benefits if longer than 12 months) after the end of the annual reporting period in which the employees render the related services;
- other long-term benefits such as long service leave and annual leave; and
- termination benefits.

On-costs include annual leave, long service leave, superannuation and other costs that are incurred when employees take annual leave and long service leave.

NOTE 7 SUPERANNUATION EXPENSES

Employees of the City Renewal Authority will have different superannuation arrangements to the type of superannuation schemes available at the time of commencing employment, including both defined benefit and defined contribution superannuation scheme arrangements.

For employees who are members of the defined benefit Commonwealth Superannuation Scheme (CSS) and Public Section Superannuation Scheme (PSS) the City Renewal Authority makes employer superannuation contribution payments to the Territory Banking Account (TBA) at a rate determined by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD). The City Renewal Authority also makes productivity superannuation contribution payments on behalf of these employees to the Commonwealth Superannuation Corporation, which is responsible for administration of the schemes.

For employees who are members of defined contribution superannuation schemes (the Public Sector Superannuation Scheme Accumulation Plan (PSSAP) and schemes of employee choice) the City Renewal Authority makes employer superannuation contribution payments directly to the employees' relevant superannuation fund.

All defined benefit employer superannuation contributions are recognised as expenses on the same basis as the employer superannuation contributions made to defined contribution schemes. The accruing superannuation liability obligations are expensed as they are incurred and extinguished as they are paid.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Superannuation Liability Recognition

For the City Renewal Authority employees who are members of the defined benefit CSS or PSS the employer superannuation liabilities for superannuation benefits payable upon retirement are recognised in the financial statements of the Superannuation Provision Account.

DEPRECIATION

Depreciation is applied to physical assets such as buildings, infrastructure and community assets, and plant and equipment.

Land and some community assets have an unlimited useful life and are therefore not depreciated.

All depreciation is calculated after first deducting any residual values, which remain for each asset.

Class of Asset	Depreciation / Amortisation	Remaining useful Life (Years)
Infrastructure	Straight Line	18-50
Buildings	Straight Line	8
Community Assets	Straight Line	8-30
Plant and Equipment	Straight Line	2-10

The useful lives of all major assets held are reassessed on an annual basis.

COST OF GOODS SOLD

Cost of Land Sold includes the land cost, direct costs relating to the development of land and the value of infrastructure constructed by land purchasers and transferred through the City Renewal Authority to the Transport Canberra and City Services Directorate (TCCSD) and Icon Water. The Cost of Land Sold is expensed in the Statement of Comprehensive Income when the developed land is settled.

NOTE 11 OTHER EXPENSES

Write-Down of Inventory

Inventories held for sale are valued at the lower of cost and net realisable value. The difference between the cost and net realisable value is recorded as a Write-Down of Inventory. This included the write down of land following the transfer from other ACT Government agencies and inventory costs written off for discontinued projects where the criteria for an asset is no longer met due to the lack of expected future economic benefits.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

SIGNIFICANT ACCOUNTING POLICIES – ASSETS

ASSETS - CURRENT AND NON-CURRENT

Assets are classified as current where they are expected to be realised within 12 months after the reporting date. Assets, which do not fall within the current classification, are classified as non-current.

NOTE 12 CASH AND CASH EQUIVALENTS

Cash includes cash at bank, cash on hand and cash equivalents. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and are not subject to price risk.

NOTE 13 RECEIVABLES

Accounts receivable (including trade receivables and other trade receivables) are initially recognised at fair value and are subsequently measured at amortised cost, with any adjustments to the carrying amount being recorded in the Statement of Comprehensive Income.

Trade receivables arise in the normal course of providing goods and services to other agencies and the public. Trade receivables are payable within 30 days after the goods or services have been provided under a contractual arrangement and in accordance with the terms and conditions of that arrangement.

Accrued Revenue reflects amounts owing to the City Renewal Authority that have not been invoiced.

AASB 9 *Financial Instruments* requires the amount of expected credit losses from financial assets to be recognised as an allowance. An assessment for exposure to credit risk was undertaken. The Authority has assessed that due to the nature of its financial instruments and having no history of credit loss, the risk of credit loss to be low, as such no allowance for losses has been recognised.

The Authority assesses credit risk at the end of each reporting date.

NOTE 14 INVENTORIES

Inventories held for sale include Land Being Developed - Work in Progress, and are valued at the lower of cost and net realisable value. Land Being Developed - Work in Progress is transferred to Developed Land when operational acceptance is provided by Environment, Planning and Sustainable Development Directorate and the land becomes available for sale. The cost of Land Being Developed and Developed Land includes land acquisition and land development costs. Land held in the ordinary course of business with the intent to sell is classified in Inventories – Land Being Developed - Work in Progress when custodianship of land is received by the City Renewal Authority.

Capitalised Development Costs

Costs of development are costs that directly relate to preparing sites for sale as serviced land. These include expenditure associated with the implementation of estate planning, demolition, remediation activities, and relocation or construction of infrastructure services. Costs associated with marketing and selling activities are not considered to be directly related to the preparation of the sites for sale as serviced land, and are expensed as incurred.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Valuation of Inventories

The pandemic has impacted the economic environment in which the City Renewal Authority operates. As a result of the impact of the pandemic, the Authority engaged Capital Valuers Pty Ltd to assess net realisable value and provide a high level assessment of market conditions and broader circumstances (such as the pandemic, broader and local economic conditions and supply and demand) which may impact on the valuation of inventories which had been valued in June 2019. Advice received indicated there is currently no significant impact on market values and demand. In response to the market assessment the Authority has made a significant judgement in relation to the impairment of assets and determined that an adjustment to the carrying values of inventory is not required as at the reporting date.

The Authority undertakes an assessment for indication of the impairment of assets on an annual basis.

Classification of Inventories

Inventories are classified as current assets when there is an expectation or intent that the sale of the asset will be realised within 12 months after the reporting date. Inventories, which do not fall within the current classification, are classified as non-current. The intent or expectation to sell land is determined internally by management and can be informed with reference to information and data internal to the Authority. The classification is assessed annually.

NOTE 15 PROPERTY, PLANT AND EQUIPMENT

Acquisition and Recognition of Property, Plant and Equipment

Property, Plant and Equipment are initially recorded at cost. Cost includes the purchase price, directly attributable costs and the estimated cost of dismantling and removing the item (where, upon acquisition, there is a present obligation to remove the item). Where Property, Plant and Equipment is acquired at no cost, or minimal cost, cost is its fair value as at the date of acquisition. The City Renewal Authority capitalises all Property, Plant and Equipment with a value of \$5,000 or more. Land acquisitions that are long term in nature and not readily identifiable for development are recorded as land under Property, Plant and Equipment as disclosed in Note 15.

Measurement of Property, Plant and Equipment after Initial Recognition

Property, Plant and Equipment are valued using the cost or revaluation model of valuation. Land, Buildings, infrastructure assets and Community assets are measured at fair value.

Assets are revalued every three years. However, if at any time, management considers the carrying amount of an asset materially differs from its fair value, then the asset will be revalued regardless of when the last valuation took place. Assets that are acquired between revaluations are held at cost until the next valuation, where they are re-valued to fair value. Any accumulated depreciation relating to assets at the date of revaluation is written back against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Significant Accounting Judgements and Estimates

Land and Buildings: The City Renewal Authority has made an estimate regarding the fair value of its land assets. Land has been recorded at the market value of similar properties as determined by an independent valuer. The valuation uses significant judgements and estimates to determine fair value, including the appropriate indexation figure and quantum of assets held. The fair value of assets is subject to management assessment between formal valuations.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Significant Accounting Judgements and Estimates - Continued

The pandemic has impacted the economic environment in which the City Renewal Authority operates. As a result of the impact of pandemic the Authority engaged Capital Valuers Pty Ltd to provide a high level assessment of market conditions and broader circumstances (such as the pandemic, broader and local economic conditions and supply and demand) which may impact on the fair value of assets which had been valued in June 2019. Advice received indicated there is currently no indication of significant impacts on market values and demand. In response to the market assessment the Authority has made a significant judgement on the impairment of assets and determined that an adjustment to the carrying values of assets is not required as at the reporting date.

Infrastructure and Community Assets: The City Renewal Authority has made an estimate regarding the value of its infrastructure and community assets. The fair value of infrastructure and community assets are determined by a qualified independent valuer and are valued using depreciated replacement cost due to the specialised nature of the assets. The valuation is subject to unobservable inputs utilising data internal to the agency. As the assets are deemed specialised assets and are held for their value in use rather than their ability to generate cashflows, fair value is measured having regard to their current or existing use and do not reflect how market participants would reflect the effect of the pandemic, if any, in an arm's length market transaction.

Land Under Roads: The Authority has made a significant judgement in determining the fair value of land under roads (Community assets). The Valuer-General has issued a guidance note on the valuation method applicable for land under roads. This guidance states that 'Statutory Land Value' is the most feasible and efficient base for valuing land under roads. In applying this Statutory Land Value Method, the fair value for land under roads is measured on an unimproved rateable land valuation basis. Under this method, a value per square metre of land is estimated by dividing the total unimproved value of rateable land in the Territory by the total area of the Territory.

Useful Lives of Property, Plant and Equipment

The City Renewal Authority has made a significant estimate in determining the useful lives of its Property, Plant and Equipment. The estimation of useful lives is based on the useful lives of similar assets in other agencies. The useful lives are assessed on an annual basis and adjustments are made when necessary.

Disclosures concerning assets useful life (see Appendix B - *Depreciation*).

Impairment of Assets

The City Renewal Authority assesses, at each reporting date, whether there is any indication that an asset may be impaired with regard to a number of factors including obsolescence, future continuing use and physical damage. Assets are also reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

For assets measured at fair value, any impairment losses or reversals of impairment losses are recognised as an associated increase or decrease in the asset revaluation surplus where available.

Impairment losses for plant and equipment, buildings, infrastructure and community assets are recognised in the Statement of Comprehensive Income (see Note 12 *Other Expenses*) as they are carried at cost or do not have an asset revaluation surplus. The carrying amount of the asset is reduced to its recoverable amount.

Non-financial assets that have previously been impaired are reviewed for possible reversal of impairment at each reporting date.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

SIGNIFICANT ACCOUNTING POLICIES – LIABILITIES

Liabilities - Current and Non-Current

Liabilities are classified as current when they are due to be settled within 12 months after the reporting date or the City Renewal Authority does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date. Liabilities, which do not fall within the current classification, are classified as non-current.

NOTE 17 PAYABLES

Payables are initially recognised at fair value based on the transaction cost and subsequent to initial recognition at amortised cost, with any adjustments to the carrying amount being recorded in the Statement of Comprehensive Income.

Payables include Trade Payables, Accrued Expenses and Other Payables.

NOTE 19 EMPLOYEE BENEFITS

Employee Benefits are listed in Appendix B - Note 6 Employee Expenses.

Wages and Salaries

Accrued wages and salaries are measured at the amount that remains unpaid to employees at the end of the reporting period.

Annual and Long Service Leave

Annual and long service leave including applicable on-costs that are not expected to be wholly settled before twelve months after the end of the reporting period, when the employees render the related service are measured at the present value of estimated future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to the future wage and salary levels, experience of employee departures and periods of service. At the end of each reporting period end, the present value of future annual leave and long service leave payments is estimated using market yields on commonwealth Government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows.

Annual leave liabilities have been estimated on the assumption they will be wholly settled within three years. In 2019-20 the rate used to estimate the present value of future:

- annual leave payments is 100.5% (100.0% in 2018-19);
- long service leave is 101.3% (100.1% in 2018-19).

The long service leave liability is estimated with reference to the minimum period of qualifying service. For employees with less than the required minimum period of 7 years of qualifying service, the probability that employees will reach the required minimum period has been taken into account in estimating the provision for long service leave and applicable on-costs.

The provision for annual leave and long service leave includes estimated on-costs. As these on-costs only become payable if the employee takes annual and long service leave while in-service, the probability that employees will take annual and long service leave while in service has been taken into account in estimating the liability for on-costs.

Annual leave and long service leave liabilities are classified as current liabilities in the Balance Sheet where there are no unconditional rights to defer the settlement of the liability for at least 12 months. Conditional long service leave liabilities are classified as non-current because the LDA has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

Significant Judgements and Estimates – Employee Benefits

Significant judgements have been applied in estimating the liability for employee benefits. The estimated liability for annual and long service leave requires a consideration of the future wage and salary levels, experience of employee departures, probability that leave will be taken in service and periods of service. The estimate also includes an assessment of the probability that employees will meet the minimum service period required to qualify for long service leave and that on-costs will become payable.

The significant judgements and assumptions included in the estimation of annual and long service leave liabilities include an assessment by an actuary. The Australian Government Actuary performed this assessment in April 2019. The next actuarial review is expected to be undertaken by early 2022.

SIGNIFICANT ACCOUNTING POLICIES – OTHER NOTES

NOTE 18 CONTRACT LIABILITIES

When an amount of consideration is received from a customer prior to the Authority transferring a good or service to the customer, the balance of the consideration which has not been transferred is presented as a contract liability.

NOTE 20 OTHER LIABILITIES

Dividend Policy

The City Renewal Authority is subject to the *City Renewal Authority and Suburban Land Agency (City Renewal Authority Payment of Funds to Territory) Direction 2019* ('the Direction').

Under the policy the City Renewal Authority is to pay to the Territory a dividend of 100 per cent of its net profit after tax from commercial land development activities (excluding gifted assets). The dividend is payable in two instalments, with the first instalment of 80 per cent of estimated outcome payable by 30 June of each financial year. The second instalment of the balance of the actual net profit after tax for that year is due by 31 October of the following financial year.

The Treasurer may approve payment of the dividend to occur on other terms on satisfaction of certain conditions prescribed in the Direction.

Only dividends declared before the end of the reporting date are recognised as a liability. The Authority declares a dividend of 100 per cent of its net operating surplus (excluding gifted assets), payable to the ACT Government.

Equity Contributed by the ACT Government

Contributions made by the ACT Government through its role as owner of the City Renewal Authority are treated as contributions of equity.

Increases or decreases in net assets as a result of Administrative Restructures are also recognised in equity.

NOTE 22 INCOME TAX EQUIVALENTS

Taxation

The City Renewal Authority is registered with the National Tax Equivalent Regime and is required to calculate income tax in accordance with the *Income Tax Assessment Act 1997* and to account for the resulting amounts under the requirements of Australian Accounting Standard AASB 112 *Income Taxes*.

The charge for the current income tax equivalent expense is based on the surplus/ (deficit) for the year adjusted for any non-assessable or non-deductible items. It is calculated using the tax rates that have been enacted or are substantially enacted by the balance date.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

NOTE 22 INCOME TAX EQUIVALENTS- CONTINUED

Deferred tax is accounted for using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. The Deferred Tax Liabilities was de-recognised from the Balance Sheet when the former Land Development Agency ceased operating as a separate entity as at 30 June 2017. As per the *Financial Management (Land Development Agency Transfer to City Renewal Authority) Declaration 2017*, a portion of the former Land Development Agency's liabilities and assets were transferred to the City Renewal Authority. The City Renewal Authority assumed the former Land Development Agency's tax attributes on the liabilities and assets transferred and recognised the corresponding deferred tax liability.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised, or the liability settled.

Deferred income tax assets are recognised to the extent that it is probable that future tax profits will be available against which deductible temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Deferred tax liabilities are the amounts of national taxes equivalents payable in future periods relating to taxable temporary differences between the carrying amount of an assets or liability in the balance sheet and its tax base.

Financial assets are classified as subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss on the basis of both;

- (a) the business model for managing the financial assets; and
- (b) the contractual cash flow characteristics of the financial assets.

NOTE 23 FINANCIAL INSTRUMENTS

The following are the classification of City Renewal Authority's financial assets under AASB 9:

Items	Business Model Held to collect principal and interest/sell	Solely for payment of Principal and Interest SPPI Test (basic lending characteristics)	Classification
Cash and Cash Equivalents	Held to collect	Yes	Amortised cost
Trade Receivables	Held to collect	Yes	Amortised cost
Accrued Revenue	Held to collect	Yes	Amortised cost

Financial liabilities are measured at amortised cost.

City Renewal Authority
APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES
Forms Part of Note 2 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX B - SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

NOTE 23 FINANCIAL INSTRUMENTS - CONTINUED

Significant Judgements and Estimates – Budgetary Reporting

Significant judgements have been applied in determining what variances are considered 'major variances'. Variances are considered major if both of the following criteria are met:

- The line item is a significant line item: where either the line item actual amount accounts for more than 10% of the relevant associated category (Income, Expenses and Equity totals) or more than 10% of the sub-element (e.g. Current Liabilities and Receipts from Operating Activities totals) of the financial statements; and
- The variances (original budget to actual) are greater than plus (+) or minus (-) 2.5% and \$500,000 of the budget for the financial statement line item for smaller agencies and greater than plus (+) or minus (-) 5% and \$15 million for large agencies.

City Renewal Authority
APPENDIX C - IMPACT OF ACCOUNTING STANDARDS
ISSUED BUT YET TO BE APPLIED

Forms Part of Note 2 of the Financial Statements

For the Year Ended 30 June 2020

APPENDIX C - IMPACT OF ACCOUNTING STANDARDS ISSUED BUT YET TO BE APPLIED

The following new and revised accounting standards and interpretations have been issued by the Australian Accounting Standards Board but do not apply to the current reporting period. These standards and interpretations are applicable to future reporting periods. The City Renewal Authority does not intend to adopt these standards and interpretations early. Where applicable, these Australian Accounting Standards will be adopted from their application date.

- AASB 2018-7 *Amendments to Australian Accounting Standards – Definition of Material* [AASB 2, 101, 108, 110, 134, 137, the Framework, and AASB Practice Statement 2] (application date 1 January 2020)

This standard principally amends AASB 101 *Presentation of Financial Statements* and AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in AASB 101 and clarify the definition of material and its application across AASB Standards and other publications.

There is no material impact on the City Renewal Authority.

- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current* [AASB 101] (application date 1 January 2022)

There is no material financial impact on City Renewal Authority.

City Renewal Authority
APPENDIX D – CHANGE IN
ACCOUNTING ESTIMATES
Forms Part of Note 3 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX D – CHANGE IN ACCOUNTING POLICY

Change in Accounting Policy

Impact of application of AASB 15 *Revenue from Contracts with Customers* and AASB 1058 *Income of Not-for-Profit Entities* on the City Renewal Authority's financial statements is as follows;

AASB 15 *Revenue from Contracts with Customers* replaced AASB 118 *Revenue*, AASB 111 *Construction Contracts*, AASB 1004 *Contributions* and related interpretations for annual reporting periods beginning on or after 1 January 2018 for 'for-profit' entities.

The City Renewal Authority adopted the modified retrospective approach on transition to AASB 15 and AASB 1058. No comparative information was restated under this approach, and no cumulative effect was required to be reflected upon initial application of the standard in the opening balance of Equity for the City Renewal Authority as at the date of initial application (1 July 2018).

Under this transition method, agencies may elect to apply the Standard retrospectively only to contracts and transactions that are not completed contracts at the date of initial application.

As a 'for-profit' entity the Authority applied these changes in the 2018-19 reporting period, with the associated changes to accounting policies reflected in the 2019-20 reporting period and presented retrospectively to the prior year comparatives. Details of these changes are provided below.

City Renewal Authority
APPENDIX D – CHANGE IN
ACCOUNTING ESTIMATES

Forms Part of Note 3 of the Financial Statements
For the Year Ended 30 June 2020

APPENDIX D – CHANGE IN ACCOUNTING POLICY - CONTINUED

Comparison of Financial Statement Line Items under AASB 15 and AASB 1058 Compared to Previous Accounting Policy for the Current Year

The table below shows for comparability purposes the operating statement and balance sheet for the year ended 30 June 2020 under AASB 15 / AASB 1058 and the previous disclosures had a change in accounting policy not been adopted. Changes related to the change in accounting policy are not quantitative and are limited to disclosure changes only. The Statement of Cash Flows is not materially different from that which would be presented under the previous revenue standards.

Balance Sheet as at 30 June 2020

	Notes to table	AASB 15 and AASB 1058 carrying amount \$'000	Adjustments if AASB 15 and AASB 1058 had not been applied \$'000	Carrying amount if AASB 15 and AASB 1058 had not been adopted \$'000
Other Liabilities	18	-	-	159
Contract Liabilities	18	159	-	-

Statement of Comprehensive Income for the year ended 30 June 2020

	Notes to table	AASB 15 / AASB 1058 balance \$'000	Adjustments if AASB 15 and AASB 1058 had not been applied ¹ \$'000	Balances if AASB 15 and AASB 1058 had not been adopted \$'000
Revenue				
Land Sales	4	-	-	17,081
Other Revenue	4	-	-	1,430
Revenue from Contracts with Customers	4	18,397	-	-
Resources Received Free of Charge	5	-	-	647
Other Gains	5	-	-	778
Grants and Contributions	5	1,539	-	-

C.3. – CAPITAL WORKS

Table 35: Capital works projects

Projects	Estimated completion date	Original project value (\$'000)	Revised project value (\$'000)	Prior year expenditure (\$'000)	2019-20 actual expenditure (\$'000)	Total expenditure to date (\$'000)
New Capital Works						
Renewing Canberra's City Heart	Jun-23	21,160	21,160	–	525	525
Total New Works		21,160	21,160	–	525	525
Works in Progress						
City Renewal Precinct activation projects	Jun-22	4,208	4,208	726	1,319	2,045
City Precinct Improvements	Jun-22	7,500	7,500	3,639	3,091	6,730
Initial Works Package	Jun-22	2,000	1,200	865	219	1,084
Canberra's Lakeside	Jun-23	37,388	35,938	1,211	155	1,366
Total Works in Progress		51,096	48,846	6,441	4,784	11,225
Physically Complete Projects 2019-20						
New Civic Pool	Jun-20	400	200	–	60	60
City Renewal Authority Activations and Placemaking	Jun-20	–	850	446	403	849
West Basin Public Waterfront	Jun-20	–	3,470	3,437	21	3,458
Civic and Braddon Public Realm Improvements	Jun-20	1,500	1,500	1,481	9	1,490
West Basin Infrastructure	Jun-20	13,598	13,598	13,185	133	13,318
Total Physically Complete Projects 2019-20		15,498	19,618	18,549	626	19,175

Table 36: Reconciliation schedules

Reconciliation of Total Current Year Capital Works Program Financing		\$'000
Original Capital Works Financing		24,144
Less: Capital Injections Not Drawn in 2019-20		(18,186)
Capital Injection from Government per Cash Flow Statement		5,958

Table 37: Reconciliation of expenditure against financing

Reconciliation of Total Current Year Expenditure against Financing		\$'000
Total Current Year Capital Works Expenditure		5,935
Add: Net Accrued Capital Expense and Other Movements		23
Capital Injections from Government per Cash Flow Statement		5,958

C.4. – ASSET MANAGEMENT

ASSETS MANAGED

The Authority managed assets with a total value of \$36.3 million as at 30 June 2020. Table 38 shows assets managed.

Table 38: Assets managed 2019-20

Asset type	Comprising	Value \$'000
Properties	Depot and Storeroom	34
Land	City, Acton, Braddon and Dickson	14,480
Infrastructure and Community Assets	Henry Rolland Park	20,450
Plant and Equipment	Mobile park and event furniture and equipment, CCTV	1,317

The increase in the Authority's asset base arose through the following mechanisms in 2019-20:

- > The addition of mobile and semi-permanent event equipment, CCTV, road and traffic infrastructure totalling \$8 million. In addition 2.8 hectares of lake bed transferred at nil value from the National Capital Authority to enable the Authority to commence stage 2 of the Acton Waterfront project.
- > The transfer of lighting and path infrastructure at Haig Park totalling \$1 million to TCCS, and the transfer from ACT Property Group to the Authority of Haig Park Depot totalling \$0.3 million.
- > A revaluation of infrastructure and community assets resulting in a net write-down of \$0.6 million. In addition, an assessment of fair value of land resulted in no adjustments required.

Expenditure on repairs and maintenance was \$0.2 million. This primarily related to Henry Rolland Park remedial work, which represented 1 per cent of the asset's carrying value. There were no asset upgrades completed outside of the capital works program.

The Authority has one property in Dickson that is not currently utilised. We are currently evaluating activation of the space.

The Authority conducted no audits (condition, hazardous materials, buildings etc.) of its assets in 2019-20.

OFFICE ACCOMMODATION

The Authority's current office accommodation is set out in Table 39.

Table 39: Office accommodation 2019-20

Location	Building	Leased from	Headcount	Lettable floor area (m ²)	Lettable floor area per headcount (m ²)
1 Constitution Avenue, Canberra City	Nara House Plaza level	ACT Property Group	31	406.66	13.11

C.5. – GOVERNMENT CONTRACTING

Table 40: Contracts executed 2019-20

Contract number	Contract title	Procurement methodology	Procurement type	Exemption from quotation and tender threshold requirements	Contractor name	Contract amount (incl GST)	Execution date	Expiry date
CR190444	Hobart Place Place Plan and Public Realm Design	3 Quotes	Consultancy	No	The Expert Client Pty Ltd	\$38,500.00	08-Aug-19	08-Aug-20
CR200036	Plantabox spring activation	3 Quotes	Services	No	Plantabox Pty Ltd	\$86,709.70	13-Aug-19	29-Feb-20
CR200070	WHS Systems Safety Review	3 Quotes	Consultancy	No	Risk Management Essentials	\$29,601.00	19-Sep-19	02-Oct-20
CR200077	Case Studies – Public Space Investment	Single Quote	Consultancy	Yes	Deloitte Access Economics Pty Ltd	\$25,000.00	20-Sep-19	20-Dec-19
CR200110	Organisational Design Tender	3 Quotes	Consultancy	No	HBA Consulting Pty Ltd	\$39,270.00	14-Oct-19	14-Apr-20
CR200118	Sydney and Melbourne Buildings Shared Waste Enclosures – Communication and Engagement	Panel	Consultancy	No	OPF Consulting Pty Ltd	\$49,999.00	10-Oct-19	30-Jun-20
CR200120	Survey works – Hobart Place (Section 2 & 3 Canberra City)	3 Quotes	Services	No	Mail McDonald Barnsley Pty Ltd	\$29,667.00	N/A	N/A
CR200244	Gen Plus – Power Install Enlighten 2020	Single Quote	Services	No	The Trustee For The Doggett Business Trust	\$25,323.00	19-Feb-20	20-Feb-20
CR200245	London Circuit – Assurance Consultancy Services	3 Quotes	Consultancy	No	Lockbridge Pty Ltd	\$120,000.00	13-Feb-20	13-Jun-20

Contract number	Contract title	Procurement methodology	Procurement type	Exemption from quotation and tender threshold requirements	Contractor name	Contract amount (incl GST)	Execution date	Expiry date
CRA2000001	Heritage Services to update the conservation management plan and provide a revitalisation plan for the Sydney and Melbourne Buildings, including stakeholder consultation	3 Quotes	Services	No	The Trustee for Leeson Family Trust	\$70,967.00	26-Mar-20	30-Jan-21
CRA2000004	City Centre Marketing and Improvement Levy (CCMIL) Flower Planter Program	Public Tender	Services	No	Citywide Service Solutions Pty Ltd	\$665,287.60	04-Dec-19	28-Feb-23
CRA2000008	Dickson Place Management	Public Tender	Services	No	Capital Space Innovation Pty Ltd	\$292,459.00	24-Feb-20	30-Jun-21
CRA2000011	Braddon Streetscape – Design and Superintendence	Public Tender	Consultancy	No	SMEC Australia Pty Ltd	\$981,980.00	27-Mar-20	30-Jun-24
CRA2000012	Dickson Precinct Capital Works Program 2019-22 – Design and Superintendence	Public Tender	Consultancy	No	Aecom Australia Pty Ltd	\$651,090.00	25-Mar-20	30-Jun-23
CRA2000015	Permanent Placement Fee – Manager Design and Place	Single Quote	Services	No	Bespoke Career Management Pty Ltd	\$33,203.35	31-Jan-20	31-Jan-21
CRA2000018	Henry Rolland Park Remedial Works	3 Quotes	Services	No	The Trustee for Dede Family Trust	\$166,590.23	1-Apr-20	30-Jun-20
CRA2000021	West Basin Stage 2 PAP Services	Public Tender	Services	No	Black Mountain Construction Assurance Pty Ltd	\$898,251.00	28-May-20	30-Jun-24

CREATIVE SERVICES PANEL

The Creative Services Panel is a whole-of-government arrangement for the purchase of creative services, including:

- > advertising;
- > marketing;
- > communications and engagement;
- > digital;
- > graphic design;
- > photography and video; and
- > media buying.

During 2019-20 the Authority spent a total of \$99,118.17 through the panel (as advised by CMTEDD). The activities included communication support, publication design and development of marketing creative concepts and materials.

C.6. – STATEMENT OF PERFORMANCE



AUDITOR GENERAL AN OFFICER
OF THE ACT LEGISLATIVE ASSEMBLY

INDEPENDENT LIMITED ASSURANCE REPORT

To the Members of the ACT Legislative Assembly

Conclusion

I have undertaken a limited assurance engagement on the statement of performance of the City Renewal Authority for the year ended 30 June 2020.

Based on the procedures performed and evidence obtained, nothing has come to my attention to indicate the results of the accountability indicators reported in the statement of performance for the year ended 30 June 2020 are not in agreement with the City Renewal Authority's records or do not fairly reflect, in all material respects, the performance of the City Renewal Authority, in accordance with the *Financial Management Act 1996*.

Basis for conclusion

I have conducted the engagement in accordance with the Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. My responsibilities under the standard and legislation are described in the 'Auditor-General's responsibilities' section of this report.

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and the ACT Audit Office applies Australian Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements*.

I believe that sufficient and appropriate evidence was obtained to provide a basis for my conclusion.

Authority's responsibilities for the statement of performance

The Governing Board of the City Renewal Authority is responsible for:

- preparing and fairly presenting the statement of performance in accordance with the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*; and
- determining the internal controls necessary for the preparation and fair presentation of the statement of performance so that the results of accountability indicators and accompanying information are free from material misstatements, whether due to error or fraud.

Auditor-General's responsibilities

Under the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*, the Auditor-General is responsible for issuing a limited assurance report on the statement of performance of the City Renewal Authority.

My objective is to provide limited assurance on whether anything has come to my attention that indicates the results of the accountability indicators reported in the statement of performance are not in agreement with the City Renewal Authority's records or do not fairly reflect, in all material respects, the performance of the City Renewal Authority, in accordance with the *Financial Management Act 1996*.

Level 4, 11 Moore Street Canberra City ACT 2601 PO Box 275 Civic Square ACT 2608
T 02 6207 0833 F 02 6207 0826 E actauditorgeneral@act.gov.au W www.audit.act.gov.au

In a limited assurance engagement, I perform procedures such as making inquiries with representatives of the City Renewal Authority, performing analytical review procedures and examining selected evidence supporting the results of accountability indicators. The procedures used depend on my judgement, including the assessment of the risks of material misstatement of the results reported for the accountability indicators.

Limitations on the scope

The procedures performed in a limited assurance engagement are less in extent than those required in a reasonable assurance engagement and consequently the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, I do not express a reasonable assurance opinion on the statement of performance.

This limited assurance engagement does not provide assurance on the:

- relevance or appropriateness of the accountability indicators reported in the statement of performance or the related performance targets;
- accuracy of explanations provided for variations between actual and targeted performance due to the often subjective nature of such explanations; or
- adequacy of controls implemented by the City Renewal Authority.



Ajay Sharma
Assistant Auditor-General, Financial Audit
29 September 2020

**City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2020**

STATEMENT OF RESPONSIBILITY

In my opinion, the Statement of Performance is in agreement with the City Renewal Authority's records and fairly reflects the service performance of the City Renewal Authority for the year ended 30 June 2020. It also fairly reflects the judgements exercised in preparing it.



Christine Covington
Board Chair
City Renewal Authority

25 SEPTEMBER 2020

City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2020

Table 1: Financial measures

Key Performance Indicators	Target 2019-20	Actual 2019-20	Variance from target (%)	Explanation of material variances (≥ +/- 5%)
Land Sales Revenue (\$ million)	14,130	17,081	20.89	The Authority completed two direct sales during the reporting period related to City Block 8, Sections 4 & 30. The higher than target result reflects the achievement of a market value higher than budget. This was partially offset by the sale of two sites that were also included in the budget but not completed during the reporting period.
Gross Profit Margin on Land Sales ¹ (%)	41.45	100.00	141.25	During the reporting period the Authority received land for nil consideration from ACT Government entities, which was subsequently sold. There were no other costs incurred by the Authority in relation to the sales.
Appropriated capital works expenditure (\$ million)	24,144	5,958	(75.32)	The variance in appropriated capital works predominantly reflects: <ul style="list-style-type: none"> - delays to the Acton Boardwalk Stage 2 project, as the Authority was unable to enter into contracts to commence works until such time an agreement with the Commonwealth for the transfer of lakebed was reached - underspends against the Sydney and Melbourne Buildings projects, with implementation of various components delayed pending introduction of the legislation to the Legislative Assembly; and delays resolving the design and extent of services works required for the laneway revitalisation project - delayed commencement of capital works at Haig Park, Dickson and Braddon pending design completion.

The Statement of Performance should be read in conjunction with the accompanying notes.

The accountability indicators were examined by the ACT Audit Office in accordance with the Financial Management Act 1996.

¹ Gross Profit Margin on Sales = (Land Sales Revenue – Costs of Land Sold including Duty and Holding Costs) / Land Sales Revenue

The profit margins of the City Renewal Authority are used for internal purposes to provide comparatives across projects and time periods. These margins are not comparable with private industry and should be considered in context with the following:

- a. In general, the Government enters the land development process at an earlier stage than private developers as it has responsibility for planning activities that can impact on zoning and lease conditions on the land. The uplift in the value of land attributable to these activities is recognised by the City Renewal Authority as cost of inventory, which forms part of the Authority's return to Government.
- b. The Government invests in significant infrastructure within and around the City Renewal Authority's development projects, however these costs are often incurred by other government agencies and therefore do not impact on the Authority's profit margins.
- c. The City Renewal Authority relies on independent market valuations to inform land sales prices.

City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2020

Table 2: Non-financial measures

Key Performance Indicators (Non-financial)

Project	Indicator	Target 2019-20	Result 2019-20	Variance from target (%)	Explanation of material variances (≥ +/- 5%)
Garema Place / City Walk Place Plan	Garema Place / City Walk Place Plan approved by the Authority Board.	Quarter 2 (by 31 Dec 2019)	Not achieved	(100)	Following a decision, in consultation with the Chief Minister, in mid-2019 to undertake further community engagement, the Place Plan was not finalised by the target date. In mid-2020, the plan went through several further refinements and public release of the final Place Plan is anticipated for late 2020.
Haig Park	A program of at least three temporary activations ² completed as well as the installation of temporary improvements. Project planning commenced for permanent capital works and the adaptive re-use of the former depot.	By 30 June 2020	Achieved	0	
West Basin Precinct	West Basin Review ³ approved by the Authority Board and submitted to Government for consideration.	Quarter 2 (by 31 Dec 2019)	Not achieved	(100)	Due to the procurement process to engage a planning sub-consultant taking longer than expected, a range of technical challenges and the resolution of the interface with the Light Rail Stage 2A, the Review was not presented to the Board until June 2020. The resulting Acton Waterfront Place Plan was publicly released in August 2020.

² Collectively known as the Haig Park Experiments (<https://www.haigparkcbr.com.au/Home>)

³ This project is now referred to as the Acton Waterfront Review.

City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2020

Project	Indicator	Target 2019-20	Result 2019-20	Variance from target (%)	Explanation of material variances (≥ +/- 5%)
Sydney and Melbourne Buildings	Revitalisation strategy and implementation plan finalised and approved by the Authority Board before consideration by Government. Subject to the outcomes of the strategy and implementation plan, commence relevant revitalisation works and actions.	By 30 June 2020	Not achieved	(100)	Introduction of the <i>City Renewal Authority and Suburban Land Agency Act Amendment Bill</i> was anticipated for the 31 March-2 April 2020 sitting week. The Government deferred its introduction until late August 2020 to allow it and the Legislative Assembly to focus on the Territory's COVID-19 pandemic response. The Bill's passing enables the Authority to work with the buildings' owners to overcome the buildings' complex title arrangements and establish a revitalisation strategy to achieve a consistent appearance for the public facing areas of the properties. The development of the revitalisation strategy and implementation plan were delayed until after the Bill was passed.
Dickson Group Centre	Streetscape improvement works commenced and place activations undertaken.	By 30 June 2020	Achieved	0	
Braddon Village	Streetscape improvement works commenced and place activations undertaken.	By 30 June 2020	Achieved	0	
Public Realm Improvements	Mort Street, Hobart Place, and Knowles Place ⁴ capital works projects commenced.	By 30 June 2020	Not achieved	(100)	The Mort Street capital works were completed in January 2020. The remaining two projects are incomplete: <ul style="list-style-type: none"> - In February 2020 the Authority Board agreed to indefinitely defer the Hobart Place works in favour of reallocating funding to a higher public space priority in City Walk. - Design works for Lyric Lane (formally referred to as Knowles Place) commenced in early 2020. Capital works are yet to commence due to construction delays on the adjoining 1 Constitution Place development project.

⁴ This project is now referred to as Lyric Lane. Knowles Place was an incorrect classification of the geographical area related to this project.

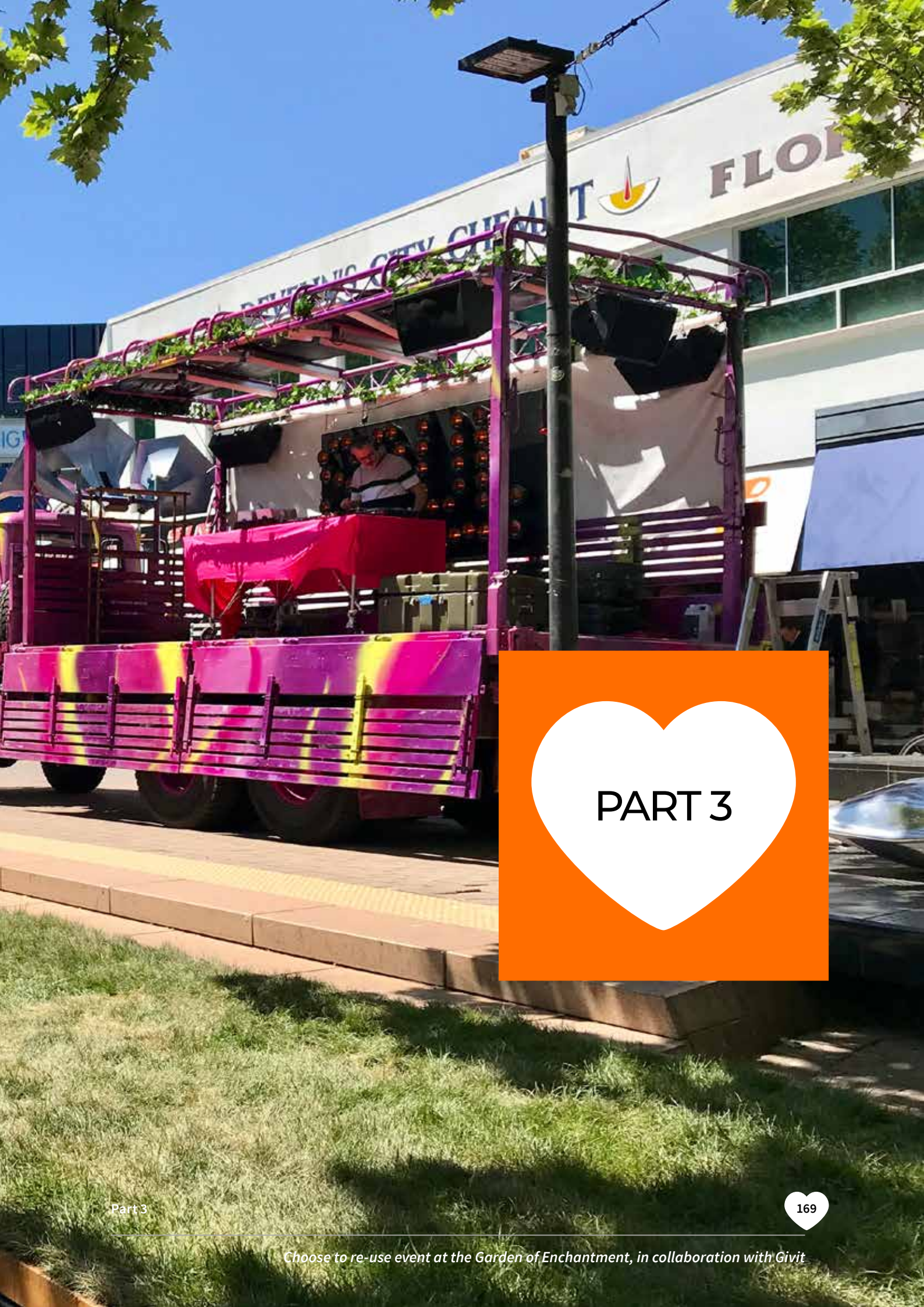
City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2020

Project	Indicator	Target 2019-20	Result 2019-20	Variance from target (%)	Explanation of material variances (≥ +/- 5%)
City Activation	All activities and/or events scheduled to be undertaken in the 2019/20 City Activation Program Calendar are completed or commenced in accordance with that calendar.	By 30 June 2020	Not achieved	(100)	Due to the COVID-19 pandemic, several calendar events and activities (such as Wintervention 2020) were deferred or cancelled in order to comply with requirements relating to social distancing and non-essential gatherings. Up until the COVID-19 pandemic restrictions came into place in March 2020, the program had been on track.
Future Land Sales	Release to market of part or all of Section 63, City	By 30 June 2020	Not achieved	(100)	In October 2019 the Authority Board agreed to the Authority seeking approval to amend the timing of the release of Section 63, City, due to delays in estate planning works arising from the site's interface with Light Rail Stage 2A, the London Circuit realignment and Edinburgh Ave extension projects. Release is now anticipated for 2021-22 and reflected in the Territory's draft Indicative Land Release Program for 2020-21.

The Statement of Performance should be read in conjunction with the accompanying notes.

The accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*.





PART 3

REPORTING BY EXCEPTION

The Authority has nil information to report by exception under Part 3 of the Directions for the 2019-20 reporting year.

PART 4



DIRECTORATE AND PUBLIC SECTOR BODY SPECIFIC ANNUAL REPORT REQUIREMENTS

CONTENT SPECIFIED BY SECTION 14(2) OF THE CITY RENEWAL AUTHORITY AND SUBURBAN LAND AGENCY ACT 2017

The Authority must report on the following items in its annual report:

- > Include any statement of expectations and statement of operational intent in effect during the reporting year.
- > Report on the extent to which the statement of operational intent in effect during the reporting year was met during the reporting year.
- > If the statement of operational intent was not met in whole or in part during the reporting year – give reasons why the statement of operational intent was not met.

Appendix 1, Appendix 2 and Section B.2 provide this information.

PUBLIC LAND MANAGEMENT PLANS

Section C.4, Assets Management, details the Authority's role as a custodian of public land during 2019-20. As the extent of this role is limited, there is no requirement for the Authority to prepare Public Land Management Plans.

ABBREVIATIONS AND ACRONYMS

Abbreviation / Acronym	Meaning
ACT	Australian Capital Territory
ACTPS	Australian Capital Territory Public Service
CCMIL	City Centre Marketing and Improvements Levy
CMTEDD	Chief Minister, Treasury and Economic Development Directorate
CRA&SLA Act	<i>City Renewal Authority and Suburban Land Agency Act 2017</i>
EPSDD	Environment, Planning and Sustainable Development Directorate
FMA	<i>Financial Management Act 1996</i>
FOI	freedom of information
FTE	full-time equivalent
GST	goods and services tax
SLA	Suburban Land Agency
TCCS	Transport Canberra and City Services Directorate
WHS	work health and safety
WHS Act	<i>Work Health and Safety Act 2011</i>

GLOSSARY OF TECHNICAL TERMS

Term	Meaning
activation	Planning for diverse human activity in a place, ensuring the needs of all potential users are met, and encouraging people to use that place as part of their daily life.
enforceable undertaking	A written undertaking proposed by a person in connection with a matter relating to an alleged contravention by the person of the <i>Work Health and Safety Act 2011</i> . Once accepted by the regulator, a work health and safety undertaking becomes enforceable.
governance	The rules, relationships, policies, systems and processes whereby authority within an organisation is exercised and maintained.
interventions	Temporary short-term (usually from a weekend to three months) activities used to tackle problems and re-imagine solutions to blighted commercial corridors and lifeless public spaces of historic downtowns and neighbourhoods. They are often attached to a larger event and momentarily transform the existing built environment with improvements. The interventions aim to address the perception of place, to attract economic and pedestrian activity, and to promote direct community action in the preservation and planning of the existing built environment.
liveability	The quality of space and the built environment. The concept of liveability has been linked to a range of factors, for example, quality of life, health, sense of safety, access to services, cost of living, comfortable living standards, mobility and transport, air quality and social participation. An assessment of what a place is like to live in, using particular criteria, for example, environmental quality, crime and safety, education and health provision, access to shops and services, recreational facilities and cultural activities.
placemaking	Place – a part of the earth’s surface that is identified and given meaning by people, which may be perceived, experienced, understood and valued differently. Placemaking – a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalises on a local community’s assets, inspiration, and potential, with the intention of creating public spaces that promote people’s health, happiness, and wellbeing.
public space / public domain / public realm	A place that is generally open and accessible to people, a place that belongs to everyone. It comprises the streets, squares, parks, green spaces and other outdoor places that require no key to access them and are available, without charge, for everyone to use.
risk management	Risk – the effect of uncertainty on objectives, a combination of the consequences of an event and the associated likelihood of occurrence. Risk management – the architecture (principles, framework and process) for managing risks effectively.
social connectedness	Social connectedness is the measure of how people come together and interact. At an individual level, social connectedness involves the quality and number of connections one has with other people in a social circle of family, friends and acquaintances. Going beyond these individual-level concepts, it involves relationships within and beyond one’s social circles and even to other communities. This connectedness, one of several components of community cohesion, provides benefits to both individuals and society.
social inclusion	In a socially inclusive society, everyone theoretically has the opportunity to participate equally – socially, culturally, economically, physically and politically. It is a society where individuals and/or entire communities have access to opportunities, options and choices in life, and have the resources (skills and assets) and appropriate supports, as well as the personal capacity to make the most of them.

Term	Meaning
streetscape	The collective appearance of all buildings, footpaths, gardens and landscaping along a street. The streetscape is the visual identity of a neighbourhood and plays an important role in facilitating interaction between residents and creating a community.
sustainable / sustainability	An ongoing capacity of an environment to maintain all life, whereby the needs of the present are met without compromising the ability of future generations to meet their needs.
triple bottom line	Considering the social, environmental and economic factors to ensure that decisions are informed by assessments of all potential impacts. The ACT Government Triple Bottom Line Assessment Framework is a logical framework for identifying and integrating social, environmental and economic factors into the policy development cycle and the decision-making process by ensuring that decisions are informed by principles of sustainability.
urban design	The creation of useful, attractive, safe, environmentally sustainable, economically successful and socially equitable places. Good urban design pursues local identity and sense of place, cultural responsiveness and purposeful environmental innovation. It achieves a high level of quality, comfort, safety, equity, beauty and cohesion in the overall physical outcome of all the development, planning, engineering, architectural and landscape design decisions that contribute to urban change.
urban renewal	Building on the strengths of each place, transforming underused or dilapidated areas, boosting local economies and providing a mix of uses and activities to meet the needs of communities.
YourSay	The ACT Government community consultation platform.

ALPHABETICAL INDEX

A

abbreviations and acronyms, 173
Aboriginal and Torres Strait Islander people, 20
Aboriginal and Torres Strait Islander reporting, 60
accountability, 27 *see also* external scrutiny
achievements, 2019–20, 35–47
ACT Aboriginal and Torres Strait Islander Elected Body, 60
ACT Audit Office, 30
ACT Climate Change Strategy, 40
ACT Government Communications and Engagement Strategy 2017–2019, 55
ACT Government Solicitor, 30
ACT Heritage Council, 37
ACT Integrity Commission, 48
ACT Legislative Assembly, 42
ACT Ombudsman, 48
ACT Property Group, 70
ACT Public Service Code of Conduct, 53
ACT Public Service Integrity Policy, 53
ACT Shared Services, 51
ACT Wellbeing Framework, 46, 70
Acton Waterfront project, 25, 26, 38
 achievements, 13, 14–15, 16, 35
 stakeholder and community engagement on, 56
 see also place plans
Affordable Home Purchase Program, 48
AIA Awards, 47
Akuna Street upgrades, 14, 24, 39
annual report requirements, 8–9, 170, 172
appropriation, budget, 34, 78
arts precinct *see* civic, arts and cultural precinct
assets and asset management, 82–83, 156
audit
 external, 30, 50, 160–166
 internal, 23, 25, 30, 50, 52
Audit and Risk Committee, Authority, 29–30, 50–51, 52
 meeting attendance, 52
 role in risk management, 51
Auditor-General reports, 48
Australian Institute of Architects, 47

B

bicycle repair stations, 70
Board *see* City Renewal Authority Board
Braddon Busking Festival, 46
Braddon project, 14, 24–25, 26, 37, 40
Budget, ACT, 26, 34
buses, 42, 71
bushfires, 2019–2020, 12, 14, 15, 61
Business Continuity Plan, 51
Business Operations Team, 23
businesses, local, 20, 26, 39, 41, 45
 support for during COVID-19, 35, 43

C

Canberra Omnibus Survey, 47
Canberra Theatre redevelopment, 42
capital works projects, 154–155
Chair (Christine Covington)
 report 2019–20, 12–13
Chief Executive Officer (Malcolm Snow), 13, 31, 47, 51
 report 2019–20, 14–17
Chief Minister, 20, 28, 34
Christmas program, 15, 17, 43, 45
City Bus Interchange, 42
City Centre Marketing and Improvements Levy, 23, 25, 43, 56, 78
 marketing plan, 55
 program management audit, 52
 reduction during COVID-19, 35
City Grants program, 16, 25, 43, 47, 56–58
 awards under, 46, 57–58
 suspension of, 35
City Hill development planning, 39
City of Ambition program, 16
City Place Management Team, 44
City Precinct Renewal Program, 12, 26, 34, 69–70
City Renewal Authority and Suburban Land Agency Act 2017, 22, 27
City Renewal Authority Board, 13, 22, 23
 considerations and decisions, 29–30
 functions, 27
 management committees, 30
 meeting attendance, 29
 membership, 27
 Publishable Outcomes, 29–30
 remuneration, 28
 role in risk management, 50
City Renewal Precinct, 12–13, 14, 17, 60
 Authority functions, 18, 20, 23, 26, 31
 City Precinct Plan (map), 202
 government Statement of Expectations and plan, 34
 outlook, 2020–21, 26
 see also place plans
City ReNews online newsroom, 46–47
City Walk upgrade, 14, 26, 35
Civic Square, 42
civic, arts and cultural precinct, 14, 42
cleaning *see* maintenance and cleaning programs
Communication and Engagement Team, 23
Communications and Engagement Committee, Authority, 30, 55
communications material and activities, 23, 35, 46–47, 55–59
community and public housing, 20, 48
community engagement and consultation, 19, 20, 23, 25, 26, 55–59
 Aboriginal and Torres Strait Islander, 60

Acton Waterfront project, 13, 14, 16, 38
 City Centre Marketing and Improvements Levy,
 43
 City Precinct Renewal Program, 26, 34,
 City Walk, 14
 COVID-19, 35
 Dickson and Braddon, 17, 40
 Garema Place and City Walk, 41
 Haig Park, 36–37
see also partnerships and collaboration; surveys
 Sydney and Melbourne Buildings, 38–39, 56
 compliance statement, 8–9
 conflicts of interest, 16
 conservation management plans, 16, 17, 24, 37, 38
 contact details, 2
 contractors, 157–159
 COVID-19 pandemic, 12–13, 14–15, 17
 business continuity during, 51
 economic and social stimulus initiatives, 35
 impacts on financial performance, 77–78
 impacts on operations, 25, 35, 46, 47, 56, 77
 information and support for employees, 61, 63
 Jobs for Canberrans program, 44
 risk assessment, 61
 support for businesses during, 35, 43
 Covington, Christine (Chair), 12–13, 29
 Creative Services Panel, 159
 cycling routes, 40

D

data development and use, 46
 Design and Place Strategy Team, 23
 Design Canberra Festival, 46
 design standards, 19, 23, 26, 43–44
 development applications, 26, 43–44
 Development Team, 23
 Dickson Grants program, 25, 46, 56, 59
 Dickson project, 34, 40, 44
 achievements, 14, 15, 16, 24–25
 during COVID-19, 35
 outlook, 2020–21, 16–17, 26
 see also place plans; Woolley Street
 Experiments, Woolley Street Project
 dividends, 79
 domestic and family violence awareness training,
 staff, 65

E

Enlighten Festival, 45
 enterprise agreements, 63
 Environment, Planning and Sustainable
 Development Directorate, 20, 25, 27, 52, 53, 63
 environmentally sustainable development, 20, 28,
 37, 40, 44, 69–72
 statistics, 72
 ethical standards, 52
 events and activations, 19, 20, 23, 43, 45–46, 56
 Acton Waterfront, 38
 Braddon, 25

Dickson, 25, 40
 during COVID-19, 12, 15, 35
 Garema Place and City Walk, 41
 Haig Park, 15, 24, 26, 36–37
 outlook, 2020–21, 17
 Woolley Street Project, 16
 expenses, 80–81
 external scrutiny, 48

F

failure to comply with a safety duty, 62
 Festival of the Forest, 36–37
 festivals *see* events and activations
 financial management and reporting, 14, 23, 27,
 50–51, 76–85
 returns to the Territory, 78
 financial statements, 30, 86–153
 fraud and corruption prevention, 16, 30, 53, 64
 freedom of information, 23, 53–54
 functions and services, 20
 funding, 27, 56

G

Garden of Enchantment, Garema Place, 45
 Garema Place and City Walk, 14–15, 41–42, 25–26,
 56, 60
 see also place plans
 glossary of technical terms, 174–175
 goals, 19
 governance, 16, 23, 25
 graffiti removal, 44
 grants *see* City Grants program; Dickson Grants
 program
 Great Woolley Street Feast, 16, 40, 45
 Green Leases, 70–71
 greenhouse gas emission targets, 20, 71, 72
 guiding principles, 19

H

Haig Park Depot, 37, 44
 Haig Park Experiments, 15, 36–37, 56
 Haig Park project, 15, 34, 36–37, 60, 70
 achievements, 24,
 during COVID-19, 35
 outlook, 2020–21, 26
 see also place plans
 Heart and Soul marketing campaign, 35, 43
 horticultural projects and landscape design, 35, 44,
 70
 human resources *see* staff

I

improvement, prohibition and non-disturbance
 notices, 62
 inclusion employment programs, 66
 income, 79–80
 Indicative Land Release Program, 26
 insurance, liability, 30
 Integrated Communications and Engagement

Strategy, 47
International Association for Public Participation, 55
investment, public and private sector, 20

J

Jobs for Canberrans program, 16, 35, 44, 63, 78

K

key performance indicators, 24, 35, 46

L

land acquisitions, 48
land leases, 20
land releases and sales, 20, 23, 26
Landry, Charles, 16, 46
landscaping see horticultural projects and landscape design
lecture series, 46
legislation, buildings of significance, 16, 56
legislative compliance, 23, 30, 50
levy see City Centre Marketing and Improvements Levy
liabilities, 83–84
light rail, 39, 40, 71
liquidity, 85
London Circuit, 39
Lonsdale Street upgrades, 26, 40

M

Macarthur Village, 34
maintenance and cleaning programs, 16, 35, 39, 44
Malcolm Snow (CEO), 13, 14–17
management of the Authority, 27–31
media engagement, 23, 47
Melbourne Building see Sydney and Melbourne Buildings
mental health and inclusion training, staff, 65
“Merry and Bright” Christmas in Civic, 45
Minister for Regional Development and Territories, 27
mission, 18
Mort Street upgrades, 24

N

National Capital Authority, 20, 27, 38, 55
National Capital Design Review Panel, 44
National Capital Plan, 16
National Reconciliation Week 2020, 60
“Ngula” gifting, 60
Ngunnawal Plant Use Workshops, 60, 70
Northbourne Avenue, 34
notifiable incidents, 62

O

objectives, 24
Odgers Lane, 39
operating framework, 22
operating surplus, 14

operational safety training, staff, 65
Orange Wolves project, 16
organisational overview, 18–20
organisational structure, 22–23
outlook, 2020–21, 16–17, 26

P

parliamentary committee reports, 48
partnerships and collaboration, 20, 23, 27, 56, 76
 businesses, 44
 environmental sustainability, 69
 during COVID-19, 35
 government, 26, 34, 41, 46
 see also community consultation and engagement
pedestrian safety and amenity, 39, 44, 70
performance analysis, 34–47
performance and development plans, staff, 66
performance summary, 24–25
Place Activation: Shaping a Great City event, 47
Place Intelligence Dashboard, 46
Place Leaders Asia Pacific Awards, 47
place plans
 Acton Waterfront, 13, 14–15, 24, 38
 Braddon, 40
 Dickson, 15, 17, 34, 40, 44
 Braddon, 17, 34, 40
 Garema Place and City Walk, 14, 15, 25, 41, 42, 56
 Haig Park, 26, 34, 36–37
Planning Design and Public Realm Committee, 30
planting see horticultural projects and landscape design
Plastic Free July, 70
procurement, 16, 23, 53
 Aboriginal and Torres Strait Islander, 60
 see also contractors
Property Council of Australia, 47
Public Accounts Committee, 48
public housing see community and public housing
Public Information Coordination Centre, 35, 51
public transport see buses; light rail
publications, 23, 46–47

R

Reconciliation Action Plan, 60
records management, 23
recycling, office, 71, 72
reporting by exception, 170
retailers see businesses, local
revenue, 14
risk management, 16, 23, 30, 50–51
role, 18

S

senior executives, 31
 remuneration, 31
 training, 64–65
service agreements and shared services, 23, 25, 51, 52, 63

social media campaigns and activities, 23, 47
 sponsorships, 47
 staff, 16, 23, 63–68
 diversity, 67–68
 new appointments, 16
 performance and development plans, 65
 statistics, 66–68
 surveys, 63
 sustainable workplace practices, 71
 training, 53, 61, 63–66
 work from home, 12, 51, 61, 63
 see also work health and safety
 stakeholder engagement, 19, 20, 34, 55–59, 60
 Acton Waterfront, 14, 16, 38
 Akuna Street, 14
 Braddon, 40
 Charles Landry City of Ambition visit, 46
 City Bus Interchange, 42
 City Centre Marketing and Improvements
 Levy, 43
 Garden of Enchantment activation, 45
 Garema Place and City Walk, 41
 Haig Park, 36
 outlook, 2020–21, 26
 Sydney and Melbourne Buildings, 38–39
 see also community engagement and
 consultation; surveys
 Standing Committee on Planning and Urban
 Renewal, 48
 Statement of Expectations, government, 22, 27, 34,
 35, 55, 180–185
 Statement of Intent, Authority, 22, 34
 Statement of Operational Intent, Authority, 22, 27,
 34, 35, 186–201
 statement of performance, 160–166
 strategic goals, 19
 Strategic Plan 2025, 12
 Study Assistance Program, 65
 Suburban Land Agency, 20, 52, 55
 Sullivan's Creek play area, 37
 surveys, 56
 Canberra Omnibus Survey, 47
 Christmas program, 45
 Garden of Enchantment, 45
 staff, 63
 Sydney and Melbourne Buildings, 38–39
 Wintervention 2019, 45
 Sydney and Melbourne Buildings, 16, 17
 achievements, 24, 38–39, 42
 community and stakeholder engagement, 56
 maintenance and cleaning, 44
 Enlighten Festival illuminations, 45
 outlook, 2020–21, 26

T

Transport Canberra and City Services Directorate,
 20, 35, 63
 tram *see* light rail
 Chief Minister, Treasury and Economic Development

Directorate, 20
 trees *see* horticultural projects and landscape
 design

U

University of New South Wales Canberra City
 Campus project, 42
 Urban Art Strategy, 56, 60

V

vehicle fleet, 71, 72
 Verity Lane, 39
 vision, 18

W

waste management trial, 38
 water, energy and fuel consumption, 70, 72
 website, 47
 West Basin, 38
 WHS Committee, Authority, 61–62
 Wintervention 2019, 45, 47
 Woolley Street Experiments, 56, 62
 Woolley Street Project, 15, 16, 26, 40, 45, 47
 Work Experience Support Program, 66
 work health and safety, 23, 52, 61, 62 64
 workforce *see* staff
 workplace culture, 63
 workplace injuries, 62
 WorkSafe ACT, 62
 workshops and presentations, 56, 60, 70
 Charles Landry, City of Ambition visit, 46
 community and stakeholder engagement,
 38–39, 41, 43,
 Garden of Enchantment, Garema Place, 45
 Place Leaders Asia Pacific Awards, 47
 staff mental health and wellbeing, 61
 World Curry Festival, 46

APPENDIX 1 – STATEMENT OF EXPECTATIONS

Australian Capital Territory

City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Expectations 2019

Notifiable instrument NI2019–508

made under the

City Renewal Authority and Suburban Land Agency Act 2017, section 17 (Ministerial statement of expectations)

1 Name of instrument

This instrument is the *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Expectations 2019*.

2 Commencement

This instrument commences on the day after its notification day.

3 Statement of Expectations

I make the Statement of Expectations as provided in the schedule.

4 Revocation

The *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Expectations 2018* (NI2018-420) is revoked.

Andrew Barr MLA
Chief Minister
7 August 2019

Schedule
(see s3)

ACT Government

Statement of Expectations 2019

City Renewal Authority

Authorised by the ACT Parliamentary Counsel—also accessible at www.legislation.act.gov.au

Overview

This Statement of Expectations (the Statement) is made by the Chief Minister in accordance with section 17(1)(a) of the *City Renewal Authority and Suburban Land Agency Act 2017* (the Act). In accordance with section 17(1)(b) of the Act, the Statement will be given to the City Renewal Authority (the Authority) Board.

The purpose of this document is to set out the Government's requirements and priorities in relation to urban renewal in the City Renewal Precinct (the Precinct), which spans Dickson, Northbourne Avenue, Haig Park, the City and West Basin. The Precinct is declared by notifiable instrument *City Renewal Authority and Suburban Land Agency (Urban Renewal Precinct) Declaration 2017* (NI2017-425).

Objectives

The Authority operates in partnership with Government, the community and business, and was established to:

- encourage and promote:
 - a vibrant city through the delivery of design-led, people-focussed urban renewal;
 - social and environmental sustainability; and
- operate effectively, in a way that delivers value for money, in accordance with sound risk management practices.

The statutory functions given to the Authority are deliberately broad so as to enable it to lead, manage, facilitate and undertake urban renewal projects in declared precincts, consistent with these overarching objectives.

The significance of these responsibilities is reflected in the breadth and depth of experience, skill and expertise expected from, and provided by, the Authority's Board.

The Government strongly believes in the fundamental purpose of the Authority in delivering the range and quality of urban renewal outcomes necessary to firmly embed Canberra's standing as a city of choice, a city of talent, a city of ambition that is open to all.

To achieve this purpose it is essential that the city is shaped for the future, and that it is done with a people-focussed perspective, founded on principles of good design and place making. Urban renewal should be delivered in a way that will stand the test of time for members of the community, and for our city as a whole. The built form needs to promote connected and innovative communities that deliver the vibrancy, lifestyles, and healthy environments that people want.

The Government's expectation is that the Authority will:

- consult and establish productive working relationships with key stakeholders, including all levels of Government and other relevant bodies and organisations;
- engage openly and meaningfully with the local community to inform both the design and delivery of works; and
- promote cooperation, collaboration and coherent urban renewal with other key entities including the Directorate, the National Capital Authority and the Suburban Land Agency.

The Government expects a high degree of accountability and transparency from the Authority in relation to the decision-making of its Board and Chief Executive Officer. In this regard, the Government expects the Authority to provide the Minister with accurate and timely advice on significant issues in its core area of business.

The Authority is expected to pro-actively manage risk in accordance with best practice risk management.

Urban renewal requirements and priorities

The Government recognises the role of the Authority to deliver co-ordinated urban renewal within the Precinct as a whole.

The Government expects that this work will:

- identify and recommend prioritisation and sequencing of major public infrastructure works within the Precinct;
- be developed in consultation with key stakeholders;
- promote Government, stakeholder and community understanding of, and confidence in, the total program of renewal initiatives to be undertaken and delivered within the Precinct;
- enable, encourage and promote integrated renewal and development outcomes;
- be supported by clear timeframes in which identified renewal projects need to be delivered commencing with those of highest impact value;
- be consistent with the Territory Plan and the strategic planning framework established under the *Planning and Development Act 2007*; and
- reflect and be consistent with the Government's publicly stated policy commitments.

Consistent with this, the Government expects the Authority to prioritise the implementation of the City Precinct Renewal Program, which sets out a clear direction and detailed plan of action for urban renewal in the Precinct over a 30-year delivery horizon.

Achieving this vision will require the co-operation and collaboration of government, industry and all Canberrans. The Government expects the Authority to review the Program regularly to ensure it is using the best, most current information available to shape the Precinct's ongoing transformation.

Specific projects and initiatives

- Garema Place / City Walk Place Plan – prepare a place plan for the revitalisation of Garema Place and City Walk, which will be people-focused and support the creation of a quality urban environment.
- Haig Park – commence temporary activations, undertake minor public works and investigate the adaptive re-use of the Haig Park Depot in accordance with the Haig Park Action Plan and implementation strategy.
- West Basin Precinct – complete a review of the West Basin project to finalise the planning principles and economic analysis that will underpin the successful redevelopment of the precinct. Work with the National Capital Authority to obtain approvals and schedule commencement of stage 2.
- City Bus Interchange – plan for longer term opportunities to integrate a revitalised transport interchange as part of catalytic renewal efforts in Civic.
- Sydney and Melbourne Buildings – finalise a strategy and associated implementation plan for revitalising the Sydney and Melbourne buildings and surrounding public realm.
- Dickson Group Centre – undertake a package of capital improvements and place activations in the Dickson Group Centre.
- Braddon Village – undertake a package of capital improvements and place activations in Braddon.
- Public Realm Improvements – undertake capital improvements in Hobart Place, Knowles Place and Mort Street (Civic).
- City Activation – continue a comprehensive program of place making and activation for the public spaces across the Precinct, and partner with local businesses and the creative sector to strengthen its cultural capital.

Relevant legislation and government policies

The Government expects the Authority's Board and Chief Executive Officer to ensure that the Authority operates in accordance with all relevant legislation and legal instruments, in particular the following:

- *Annual Reports (Government Agencies) Act 2004*
- *City Renewal Authority and Suburban Land Agency (City Renewal Authority Land Acquisition) Direction 2017*
- *Environment Protection Act 1997*
- *Financial Management Act 1996*
- *Freedom of Information Act 2016*
- *Government Agencies (Land Acquisition Reporting) Act 2018*
- *Government Procurement Act 2001*
- *Information Privacy Act 2014*
- *Integrity Commission Act 2018*
- *Planning and Development Act 2007*

Authorised by the ACT Parliamentary Counsel—also accessible at www.legislation.act.gov.au

- *Public Sector Management Act 1994*
- *Territory Records Act 2002*
- *Work Health and Safety Act 2011*

The Government is pursuing a strong one government agenda. This agenda recognises that Canberrans do not live their lives according to how government Directorates and agencies are structured. Instead, it is up to Government to join up the experiences and services delivered by different entities to improve outcomes for the whole community and ensure Canberra continues to remain one of the most liveable cities in the world.

The Government's commitment to whole of government policies is reflected in the Act. This commitment requires therefore that the Authority's operations be considered in the context of the following policies:

- *ACT Government Statement of Ambition*
- *ACT Government Infrastructure Plan 2011-2021*
- *ACT Planning Strategy 2018*
- *Transport for Canberra: Transport for a sustainable city 2012-2031*
- *ACT Affordable Housing Action Plan* (Phase III in particular)
- *ACT Housing Strategy 2018, and Implementation Plan*
- *ACT Waste Management Strategy 2011-2025: Towards a Sustainable Canberra*

APPENDIX 2 – STATEMENT OF OPERATIONAL INTENT

Australian Capital Territory

City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2019

Notifiable instrument NI2019–787

made under the

City Renewal Authority and Suburban Land Agency Act 2017, s 18 (Statement of operational intent)

1 Name of instrument

This instrument is the *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2019*.

2 Commencement

This instrument commences on the day after its notification day.

3 Approval

I approve the Statement of Operational Intent in Schedule 1.

4 Revocation

The *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2018* (NI2018-656) is revoked.

Andrew Barr MLA
Chief Minister
4 December 2019

Schedule 1

Authorised by the ACT Parliamentary Counsel—also accessible at www.legislation.act.gov.au

Statement of Operational Intent

2019-20

2 October 2019



Authorised by the ACT Parliamentary Counsel—also accessible at www.legislation.act.gov.au

The City Renewal Authority

The City Renewal Authority (the Authority) is a Territory Authority established under the *City Renewal Authority and Suburban Land Agency Act 2017* (the Act).

Working with the community, the Authority recognises that our city's places are there for the people to work in, live in, enjoy and support a quality of life Canberrans expect and deserve. As defined by the Objects detailed in our Act, we will:

- **Encourage and promote a vibrant city through the delivery of design-led, people-focused urban renewal.**
- **Encourage and promote social and environmental sustainability.**
- **Operate effectively with sound risk management practices to ensure value for money.**

This Statement of Operational Intent, which relates to the 2019-20 Budget year, responds to the Government's 2019 Statement of Expectations.

Approved by the Board of the Authority, this statement has been developed in the context of applying a 'strategic approach to our renewal work over future years' programs and projects.

We look forward to driving the implementation of the Government's vision for the City Renewal Precinct.



Dr Michael Easson AM
Chair, City Renewal Authority Board



Malcolm Snow
Chief Executive Officer, City Renewal Authority

Contents

The City Renewal Authority	2
Preamble	4
Response to the Government's Expectations	5
Our Vision	6
Our Mission	6
Our Guiding Principles	6
Our Strategic Goals	7
Our 2019-20 intentions	8



Preamble

The City Renewal Authority is responsible for co-ordinating and implementing visionary urban renewal within the designated City Renewal Precinct (the precinct) to make it a great place to live, work, explore and enjoy.

In our first two years we laid a foundation to ensure Canberra's city centre further evolves into a thriving precinct with well-designed buildings and public spaces that improve the level of activity, connectivity and sustainability.

Successful urban renewal cannot be achieved by government alone. It requires collective urban leadership to create great places so we will continue to work in partnership with the community, the private sector and other government agencies.

Together we will create a vital city heart that meets the needs and ambitions of the Canberra community through design-led, people-focused renewal guided by a commitment to economic, social and environmental sustainability.

We will draw on these strong, established partnerships and continue to forge new ones, to support the creation of new buildings, places and experiences within the precinct that are of exemplary design quality, excite interest and participation, and stimulate new investment.

We will continue to activate the precinct with events and attractions that bring more people into the city centre and improve the experience for residents, workers and visitors.

We will meet the Government's expectations in delivering a range of high-quality urban renewal outcomes that firmly embed Canberra's standing as a city of choice, a city of talent, and a city of ambition that is open to all.

Our response to those expectations is set out in this Statement.

Our success will be measured by:

- **A revitalised city centre precinct that is economically prosperous, sustainable and liveable.**
- **A diverse, active and engaged residential population that has a strong sense of community.**
- **The take-up of economic and business opportunities for new enterprises, start-ups and the creative sector.**

Response to the Government's Expectations

Our response to each element of the Government's *2019 Statement of Expectations* is set out in Table 1 at page 8.

Our intentions

This document is a statement of the Authority's aspirations in our third year of operation. Our intentions are predicated on what we have learnt over the past two years. We are committed to applying those learnings to how we implement our renewal program. As new opportunities arise, we will continue to take advantage of them.

Our first two years have reconfirmed the critical role the community plays in all of our work. In order to create great places for people, we will need to continue to engage with the people who will use them.

We are committed to working with the community to help shape the renewal of the precinct and will look for opportunities to include the people who are affected by our projects and policies to be included in their development.

Recognising the importance of collaboration

We remain focused on initiating innovative, leading-edge urban renewal and revitalisation activities within the precinct, but it will take collaborative action from governments, the private sector and the community to achieve great, urban renewal.

Many stakeholders will continue to have an important role in supporting and advocating our work. In particular, the National Capital Authority (NCA) has administrative responsibility for control of development on Designated Land identified in the National Capital Plan.

With many areas in the precinct identified as Designated Land, the Authority recognises the important role the NCA plays in approving and facilitating our renewal projects. We will continue to work closely with the NCA, the Environment, Planning and Sustainable Development Directorate, the Transport and Community Services Directorate and the Suburban Land Agency to achieve outstanding planning and development outcomes that meet our common objectives for the precinct.

Equally, the high proportion of private land ownership within the precinct highlights the importance of effectively advocating our renewal vision and by doing so gain the support of the precinct's land holders, businesses and residents so they can play a central role in shaping its revitalisation.

Our Vision

Our precinct will be the vital heart of a dynamic and internationally competitive city, cherished by its people.

Our Mission

We will contribute economic growth and diversity to Canberra's city community by implementing people focused, design led, sustainable and commercially astute projects and programs using sound management processes.

Our Guiding Principles

We believe and are committed to the following guiding principles in our work:

Community – Our community and stakeholders are at the heart of everything we do. We will talk, listen and act according to this principle and deliver public benefit through all of our activities.

Best practice urban design – We expect excellence in urban design. We will lead thinking, action and evidence-based practice to transform the quality of the precinct, so it is recognised as a national benchmark.

Vibrant places – We will enliven our precinct. We will increase its attractiveness and opportunities for social and business interaction through well considered place programs, creative interventions and events.

Efficient and effective delivery – Our activities will meet best practice in project and program design, management and reporting and will be delivered on time, on budget and to a superior quality.

Financial, social and environmental sustainability – We believe in and apply triple-bottom-line ethics and practices.

Innovation – We will look over the horizon by encouraging innovation and embracing leading edge practices in all our activities.

Exemplary governance, transparency and accountability – We will conduct our activities in a strategic, transparent and accountable way, meeting compliance standards and requirements, winning the trust of our stakeholders and the community.

Our people – Our people are our engine room. We will ensure diverse and inclusionary practices and create and conserve employment opportunities within an organisational culture that supports seamless delivery of our programs.

Values – We will be an exemplar in our relationships with other government agencies and our stakeholder community. We will uphold the ACT Public Sector values of respect, integrity, collaboration and innovation. At all times we are ethical and inclusive in how we conduct our business and relationships.

Our Strategic Goals

Our strategic goals to 2025 are distilled from our Act and informed by our Mission Statement, Guiding Principles and the ongoing feedback and inspiration from our stakeholders.

The Authority's strategic goals as expressed in our Strategic Plan are:

- Goal 1:** Operate as a strong, strategic, influential and capable organisation.
- Goal 2:** Curate high-quality places and precinct development, taking a people focused and design-led approach.
- Goal 3:** Apply robust and innovative social and environmental sustainability principles and programs that will underpin precinct wide renewal.
- Goal 4:** Facilitate new and diverse economic investment into the precinct.
- Goal 5:** Demonstrate exemplary accountability and transparency in governance and compliance.

Our context

The statutory and operational context for the Authority's work is illustrated in the diagram below.

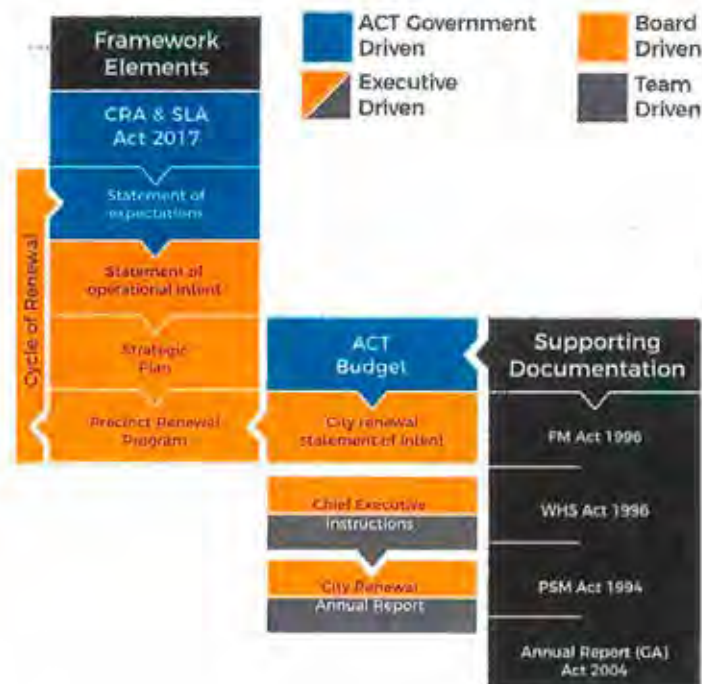


Table 1: Our 2019-20 intentions

Coordinated Urban Renewal	
Government expectation	Our intention
Prioritise the implementation of the City Precinct Renewal Program (the program).	<p>Collaborate across government and the private sector to implement the actions outlined in the program.</p> <ul style="list-style-type: none"> The program is the foundation of our work, and its implementation will ensure the renewal of our precinct results in great places that are well positioned to thrive in a national and global setting. In 2019-20 we will focus on the projects outlined on page 9 – <i>Specific projects and initiatives</i>.
<p>The Authority's work will:</p> <ul style="list-style-type: none"> Identify and recommend prioritisation and sequencing of major public infrastructure works within the precinct. 	<p>Maintain a co-ordinated sequence of priority public infrastructure works projects, as outlined in the Authority's 30-year program, which are informed by the views of the community and other stakeholders and reviewed at least annually.</p> <p>Contribute to the development of the Government's 2019 10-year <i>ACT Infrastructure Plan</i> through the whole-of-government consultation process coordinated by Treasury.</p>
<ul style="list-style-type: none"> Be developed in consultation with stakeholders. 	<p>Maintain ongoing collaboration and involvement with Government, stakeholders and the community in the annual review of the program. This work will be overseen by the Board appointed Communications and Engagement Committee.</p>
<ul style="list-style-type: none"> Promote Government, stakeholder and community understanding of, and confidence in, the total program of renewal initiatives to be undertaken and delivered within the precinct. 	<p>Publish and actively promote the program and its actions to Government, stakeholders and the community through the Authority's communications strategy.</p>
<ul style="list-style-type: none"> Enable, encourage and promote integrated renewal and development outcomes. 	<p>Communicate and work with government agencies and private developers to seek opportunities for collaboration and co-creation across the program. This work will be overseen by the Board appointed Design, Planning and Public Realm Committee.</p>
<ul style="list-style-type: none"> Be supported by clear timeframes in which identified renewal works need to be delivered commencing with those of highest impact value. 	<p>Prioritise works of high impact value and clearly articulate the timeframes grouped by short, medium- and long-term actions, as outlined in the Authority's 30 year program and reviewed at least annually.</p>

<ul style="list-style-type: none"> • Be consistent with the Territory Plan and the strategic planning framework established under the <i>Planning and Development Act 2007</i>. • Reflect and be consistent with the Government's publicly stated policy commitments. 	<p>Operate consistently within statutory policy, planning, legislative and procedural requirements.</p> <p>Confirm with relevant directorates that the program reflects, and is consistent with, Government's policy commitments as part of the program's annual review.</p>
<p>Review the program regularly to ensure it is using the best, most current information available to shape the precinct's ongoing transformation.</p>	<p>Review the program on an annual basis, concurrent with the budget business case.</p> <p>In doing so, we will consult with our key stakeholders to ensure we are incorporating the latest thinking on the urban renewal priorities for the precinct and how these can best be achieved.</p>

Specific projects and initiatives

Government expectation

The Authority will

Our intention

We will

Prioritise the following projects and works in the precinct:

Garema Place / City Walk Place Plan

Prepare a place plan for the revitalisation of Garema Place and City Walk, which will be people focused and support creation of a quality urban environment.

Prepare a place plan in conjunction with retail strategies to promote urban renewal within the city centre and seek planning code adjustments to give effect to the plan.

Haig Park

Commence temporary activation, undertake minor public works and investigate the adaptive re-use of the Haig Park Depot in accordance with the Haig Park Action Plan and implementation strategy.

Continue to implement the Haig Park Place Plan to reconnect Canberrans with the park.

- The Haig Park Experiments will deliver a variety of temporary improvements, activations and events in the park, which will inform the permanent upgrades proposed in the place plan, including the potential adaptive re-use of the former depot site.

Prepare plans and drawings for capital upgrades to key parts of Haig Park in preparedness for construction activity.

Specific projects and initiatives

Government expectations

It should include, with

Our intention

including

Acton Waterfront¹

Complete a review of the project to finalise the planning principles and economic analysis that will underpin the successful redevelopment of the precinct. Work with the National Capital Authority to obtain approvals and schedule the commencement of stage 2.

Adopt a place-based approach to the review, which will inform the urban design framework and spatial masterplan for this iconic precinct.

Collaborate with other ACT directorates to resolve planning issues and integrate strategic transport planning with the urban design outcome.

Collaborate with the Chief Minister, Treasury and Economic Development Directorate on acquisition of development rights of a section of the lake bed in order to progress public realm works and the creation of new public spaces along the boardwalk.

Collaborate with the National Capital Authority to obtain the necessary works approvals for construction to commence.

City Bus Interchange

Plan for longer term opportunities to integrate a revitalised transport interchange as part of catalytic renewal efforts in Civic.

Investigate the feasibility of transit-oriented development within the city centre co-located with adjacent light rail, entertainment and cultural facilities.

Sydney and Melbourne Buildings

Finalise a strategy and associated implementation plan for revitalising the Sydney and Melbourne Buildings and surrounding public realm.

Work with relevant agencies to develop a legislative mechanism to ensure the public realm areas of these important heritage-listed landmarks are maintained to the highest standard with a coordinated approach to the maintenance and up-keep of these privately-owned buildings.

Subject to the enabling legislation, finalise a revitalisation strategy and implementation plan.

¹ Previously referred to as West Basin precinct.

Specific projects and initiatives

Government expectation	Our intention
Our outcome goals	We will
Dickson Group Centre	
Undertake a package of capital improvements and place activation in the Dickson Group Centre.	<p>Continue to implement the Dickson Place Plan to realise the vision of a "diverse Dickson" and create an even better town centre.</p> <ul style="list-style-type: none"> The Woolley Street Project will trial ideas and activations to improve the access, amenities and public spaces in Dickson's best-known dining precinct. This will help inform future permanent infrastructure improvements and events. <p>Prepare plans and drawings for capital upgrades to key parts of Dickson in preparedness for construction activity, commencing with Woolley St.</p>
Braddon Village	
Undertake a package of capital improvements and place activations in Braddon.	<p>Continue to implement the Braddon Place Plan to retain Braddon's character as a gritty urban neighbourhood, while promoting it as a destination.</p> <p>Prepare plans and drawings for capital upgrades to key parts of Braddon in preparedness for construction activity, commencing with Lonsdale St.</p>
Public realm improvements	
Undertake capital improvements in Hobart Place, Knowles Place and Mort Street (Civic).	<p>Create attractive, vibrant and accessible street scenes and public spaces across the precinct that support and encourage social and environmental sustainability. This aligns with the Government's integrated urban renewal strategy of a vibrant and well-presented city centre that not only attracts investments but also fosters economic and business development.</p> <p>Encourage active travelling through investing in improved infrastructure and facilities that has environmental and health benefits.</p> <p>In 2019-20 we will focus these public realm improvements in Hobart Place, Knowles Place and Mort Street (east).</p>

Specific projects and initiatives

Government responsibility	Other responsibility
The Authority will	Others will
<p>City activation</p> <p>Continue a comprehensive program of place making and activation for the public spaces across the precinct, and partner with local businesses and the creative sector to strengthen its cultural capital.</p>	<p>Develop and deliver a program of seasonally curated activities, a range of place improvement programs, safety initiatives, place management and grants programs.</p> <p>The program will:</p> <ul style="list-style-type: none"> • be informed by and developed to deliver a broad offering to city residents, users, businesses and property owners • drive economic benefit through the delivery of a dynamic program of activity that includes cultural events, place management and minor infrastructure upgrades • be funded in part by the City Centre Marketing Improvements Levy (CCMIL). <p>Administer the proceeds of the CCMIL in an effective, efficient and transparent manner to fund events, promote activities, undertake capital improvements and provide cleaning and security services to the city centre.</p>

Stakeholder relationships and community engagement

Government responsibility	Other responsibility
The Authority will	Others will
<p>Consult and establish productive working relationships with key stakeholders, including all levels of Government and other relevant bodies and organisations.</p> <p>Engage openly and meaningfully with the local community to inform both the design and delivery of works.</p> <p>Promote cooperation, collaboration and coherent urban renewal with other key entities including the National Capital Authority and the Suburban Land Agency.</p>	<p>Maintain our existing productive working relationships and seek more active involvement in our program among public and private stakeholders, businesses, and organisations with an interest in the precinct.</p> <p>Continue to engage effectively with local communities to inform and guide the implementation of the approved renewal actions outlined in the program.</p> <p>Undertake sentiment surveys with stakeholders and the community to confirm our engagements are achieving the standards we have set.</p>

Ministerial support

Government expectation

The Government will:

Provide the Minister with accurate and timely advice on significant issues in its core area of business.

Our intention

We will:

Continue to provide timely, informed advice and support to the Chief Minister, as Minister for the Authority, and the Government.

Operational environment

Government expectation

The Authority will:

Ensure a high degree of accountability and transparency from the Authority in relation to the decision-making of its Board and Chief Executive Officer.

Pro-actively manage risk in accordance with best practice risk management.

Operate in accordance with all relevant legislation and legal instruments, in particular the following:

- *Annual Reports (Government Agencies) Act 2004*
- *City Renewal Authority and Suburban Land Agency (City Renewal Authority Land Acquisitions) Direction 2017*
- *Environment Protection Act 1997*
- *Financial Management Act 1996*
- *Freedom of Information Act 2016*
- *Government Agencies (Land Acquisition Reporting) Act 2018*
- *Government Procurement Act 2001*
- *Information Privacy Act 2014*
- *Integrity Commission Act 2018*
- *Planning and Development Act 2007*
- *Public Sector Management Act 1994*
- *Territory Records Act 2002*
- *Work Health and Safety Act 2011*

Our intention

We will:

Publish the outcomes of Board meetings on the Authority's website as soon as practicable after each meeting.

Pro-actively manage risk through the implementation of an assured, risk management framework in line with *AS/NZS ISO 31000:2018*.

Operate in accordance with all relevant legislation and legal instruments.

- Compliance will be monitored by the Authority's Board, through its Audit and Risk Committee, and Chief Executive Officer.

Further opportunities

The Authority will actively seek-out further opportunities beyond those described in the 2019-20 Statement of Expectations. These opportunities will be guided by our statutory functions and the City Precinct Renewal Program.

For 2019-20 those opportunities include collaboration with:

- Major Projects Canberra to ensure strategic public transport, active travel and road infrastructure projects are aligned with land development and urban design outcomes
- the Suburban Land Agency to ensure that future land releases along Northbourne Avenue ensure social, sustainable and high-quality design outcomes; and
- the National Capital Authority to jointly prepare an Urban Design Framework for the designated City Hill Precinct to guide future, high quality development.



Authorised by the ACT Parliamentary Counsel—also accessible at www.legislation.act.gov.au

APPENDIX 3 – CITY PRECINCT PLAN

