



ACT
Government

**CITY
RENEWAL
AUTHORITY**

Annual Report

2021–22



Acknowledgement of Country

The City Renewal Authority acknowledges the Traditional Custodians of the Canberra region, the Ngunnawal people. We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

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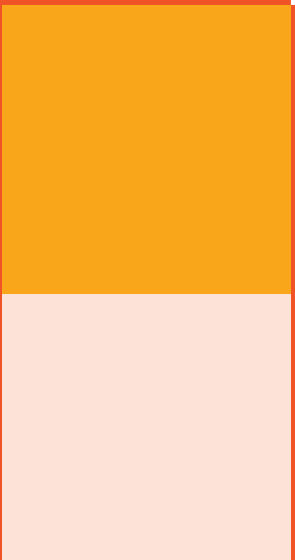
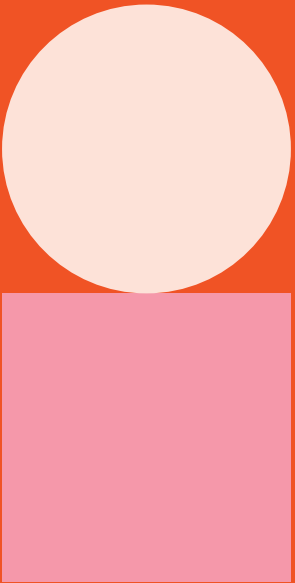
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Annual Report

2021–2022



ACT
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PART 1



Surface festival brightens Braddon.

Section A: Transmittal Certificate



Obj Ref: A38695092

Mr Andrew Barr MLA
Chief Minister
ACT Legislative Assembly
Canberra ACT 2601

Dear Chief Minister,

2021-2022 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 Directions.

It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the City Renewal Authority.

We certify that the information in the attached annual 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 2021 to 30 June 2022.

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certify that fraud and prevention has been managed in accordance with the *Public Sector Management Standards 2006 (repealed)*, Part 2.3 (see section 113, of the *Public Sector Management Standards 2016*).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

Yours Sincerely

Christine Covington
Chair
City Renewal Authority Board

29 September 2022

Malcolm Snow
Chief Executive Officer
City Renewal Authority

29 September 2022



Compliance Statement

The 2021–22 *City Renewal Authority Annual Report* must comply with the 2022 Annual Report Directions (the Directions) made under section 8 of the *Annual Reports (Government Agencies) Act 2004*. The Directions are on 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 2021–22 *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 2021–22 *City Renewal Authority Annual Report* provides contact details for the Authority, giving readers the opportunity to provide feedback.

For further information, contact:

Craig Gillman

Deputy Chief Executive 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 2021–22 *City Renewal Authority Annual Report* as follows:

- Transmittal Certificate – see page 6.
- Organisational Overview and Performance, inclusive of all subsections – see page 17.
- Financial Management Reporting, inclusive of all subsections – see page 65.

Part 3 – Reporting by exception

The Authority has nil information to report by exception under Part 3 of the Directions for the 2021–22 reporting year.

Part 4 – Annual report requirements for specific reporting entities

The 2021–22 *City Renewal Authority Annual Report* complies with the applicable subsection of Part 4 of the 2022 Directions as follows:

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

A report on the City Centre Marketing and Improvements Levy – see Section B.

There is no requirement for the Authority to maintain public land management plans.

The CRA&SLA Act is available on the ACT legislation register: www.legislation.act.gov.au/a/2017-12

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 on the Chief Minister, Treasury and Economic Development Directorate website:

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

PART 2



Musicians entertaining at Lunar New Year celebrations, Dickson.



Christine Covington

Report by the Chair of the Board

The 2021–22 financial year brought with it one of the most challenging periods of the COVID-19 pandemic for ACT residents. With a snap lockdown halting works, this period also presented unique opportunities for the Authority to adapt and respond, and re-evaluate how we conceptualise and deliver our projects.

Nonetheless, the Authority has progressed many significant projects including commencing construction of the Haig Park Community Centre and Woolley Street streetscape upgrade, achieving practical completion of the Acton Waterfront boardwalk, progressing the Canberra Civic and Culture District vision in conjunction with the redevelopment of the Canberra Theatre Centre and adjoining Territory land, and continuing our work with the Environment, Planning and Sustainable Development Directorate (EPSDD) on an urban design framework to transform the way people interact with the City Centre.

I am pleased to acknowledge that the Australian Institute of Landscape Architects' ACT Awards recognised three of the Authority's projects. The winning projects were among some of the best the ACT has to offer and included *City Walk Urban Renewal*, *Place Success Dashboard* and *Henry*

Rolland Park. On behalf of the Board, I offer my congratulations to the Authority for this highly regarded achievement.

Throughout the delivery of all projects, the Authority has prioritised constructive partnerships with key business stakeholders and government bodies at the Territory and Commonwealth levels. These relationships play a vital role in ensuring the Authority can support retail and business recovery and drive investment across the City Renewal Precinct.

Of equal importance is the open and meaningful engagement the Authority undertakes with the local community. This includes the exploration of new and inclusive ways of starting public conversations to make these interactions engaging and beneficial for all involved. This engagement not only informs the design and delivery of a vast array of projects but also generates trust and confidence in the Authority. During the year, the Board delighted in strengthening the Authority's relationship with local Elders of the Ngunnawal community, whose views we highly value in our work. The Authority commits to honouring the culture, people, history and stories of the First Nations community throughout our projects and in doing so, provide people with a sense of place and belonging.



Now in its fifth year of operations, the City Renewal Authority has continued to implement a successful program of works and activations that have supported business during another challenging year and delivered beneficial outcomes that the Canberra community has welcomed.

The Place Team oiling tables in Dickson.

Understanding the community’s perspective on needs and opportunities for renewing the City Centre is playing a foundational role to inform the next phase of the *City Precinct Renewal Program (CPRP)*, setting a clear direction for how the Authority and its partners will continue to transform the City Centre for the benefit of residents, workers and visitors alike.

Key themes to emerge from consultation include prioritising safety regarding lighting, pedestrian safety, and prevention of antisocial behaviour; generating more opportunities for community events that celebrate Canberra’s identity and culture; ensuring new play spaces and amenities address a diverse range of needs; and a desire for improved connectivity between spaces and precincts.

Looking to 2022–23, the Authority will deliver more open spaces and improved connections, and celebrate the unique offerings of our city’s places. We will do this through delivery of the Haig Park Community Centre, public activation of the Acton Waterfront boardwalk and beach, continued work to rejuvenate the Sydney and Melbourne buildings and

completion of a streetscape upgrade along Woolley Street in Dickson. Additionally, the Authority will finalise the design for Acton Waterfront’s public park, deliver an updated CPRP that will result in a myriad of transformative projects, and continue its place activation, promotion and maintenance activities across the Precinct.

My sincere thanks to the Authority’s staff who enable these projects to take shape and consistently demonstrate incredible passion and drive for Canberra. On behalf of the Board, I would like to thank our CEO, Malcolm Snow, for navigating the challenging circumstances of the past year and fostering a culture of excellence which places us in good stead for a fulfilling year to come.

To conclude, I thank my fellow Board members for their valuable experience and leadership. It is these qualities that have supported the Authority as it matures as an organisation to drive transformational social, cultural and economic outcomes for Canberra.

Christine Covington
Board Chair



Malcolm Snow

Report by the Chief Executive Officer

This was another challenging time for Canberrans and as I reflect on these challenges I am encouraged by the resilience and persistence our community has demonstrated. The people of Canberra continued to turn out to the Authority's events and seasonal programs where public health restrictions allowed. Buoyed by that support we were able to advance the transformation of our City Centre.

While the lockdown of late 2021 impacted many of our capital works projects, placemaking activities and events, we adapted quickly and commenced critical construction projects that will reinvigorate city spaces for Canberrans and visitors to enjoy now and into the future. This included the Haig Park Community Centre, extension of the Acton Waterfront Boardwalk and critical streetscape upgrades across our city.

I express my gratitude to the Authority's dedicated and capable team who continue to drive successful renewal outcomes for government and, in turn, the Canberra community. Their accomplishments of award-winning design, city infrastructure upgrades and staging of events and activations strengthen Canberra's liveability.

Financial outcome

In 2021–22 the Authority realised an after-tax statutory operating deficit of \$9.7 million. This compared with a budgeted operating deficit of \$9.6 million. The Authority made no cash payments to the ACT Government in 2021–22, as there were no significant land sales in our precinct.

Project delivery

The Authority has made significant progress on the implementation of key renewal projects that will continue to enliven our beautiful city.

Practical completion of the Acton Waterfront boardwalk and beach in June 2022 was an important milestone in the overall program of works for this important renewal location. The Authority extended the boardwalk by 550 m and realigned the lake edge to be consistent with the National Capital Plan and Walter Burley Griffin and Marion Mahony Griffin's intended configuration for West Basin.

The Authority is currently undertaking consultation on the preliminary design concept for the new Acton Waterfront park, including early engagement with Ngunnawal Elders and community members building on the ideas and priorities identified in the Acton Waterfront Place Plan.

The Canberra Civic and Culture District vision continues to progress in conjunction with the redevelopment of the Canberra Theatre Complex and adjoining Territory land. The Authority has also received National Capital Authority Works Approval for the construction of a new access path nearby on City Hill and has completed design documentation ready for construction tender release for public realm upgrades to Odgers Lane and Verity Lane in the Sydney and Melbourne buildings.

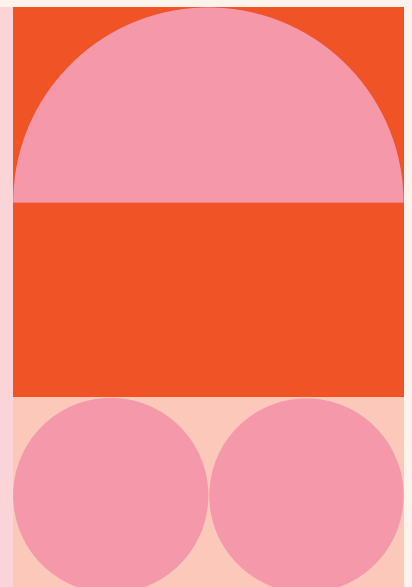
Haig Park continues to evolve as a reinvigorated public open space embracing safety, activation, cultural sensitivity and community. This goal was further advanced with the commencement of the new Haig Park Community Centre in March 2022 and the completion of the lighting and path upgrades in June 2022.

In May 2022, streetscape upgrades along Woolley Street commenced together with the preparation of preliminary designs for upgrades to Mort and Elouera Streets in Braddon.

Throughout the development of all these projects, the Authority maintained constructive partnerships with key stakeholders across government, industry and community organisations. We renewed our strategic communication across government at the Territory and national levels and prioritised our relationships with business partners to support local business recovery and drive investment. The Authority continued its regular engagement with building owners and retailers for events and activities such as Winter in the City and Enlighten and a similar collaborative approach was undertaken with Canberra's national institutions to develop STORYBOX Canberra and bring their creative knowledge and capital into the City Centre. We engaged openly and meaningfully with the local community to inform both the design and delivery of our projects and provided advice on referred precinct development applications to encourage high-quality design, sustainability and community wellbeing outcomes.

The Authority supported the Precinct's recovery from the impacts of COVID-19 by expediting the delivery of selected projects to support impacted businesses, implementing precinct destination marketing strategies and awareness campaigns such as Winter in the City and the Christmas program. An events and activation program to draw people back into the City Centre and investigating possible new sites to include in the Indicative Land Release Program (ILRP) were also important contributions in the recovery effort.

We look back with a strong sense of achievement on a year where we collaborated with our community to create and curate places which connected people to each other and to our precinct.



Governance

Throughout the year the Authority maintained robust governance structures to support our efficient operation. The Authority articulates and monitors these through internal audits, management checks and policy documents. EPSDD, in close collaboration with portfolio agencies, developed a 2022–24 plan and risk register for fraud and corruption prevention, which the Board approved in June 2022.

Under our Project Management Framework, the Authority implemented ServiceNow's P3M project management tool to assist our project managers in the governance of their projects. The tool supports improved status reporting, risk rating and closure of project risks over the life of a project, consistent with the whole-of-government risk matrix.

Workplace health and safety remained a high priority for the Authority with the completion of an independent annual audit of the existing work health and safety (WHS) management system. Risk assessment activities also continued with the Authority's contractors, including documentation reviews and on-site inspections.

Outlook

In the year ahead the Authority will oversee the ongoing implementation of the CPRP. This will be dependent on the collective involvement of community, business, and government bodies across the Territory. Priorities under the program include completion of the City Hill active travel path, completion of the Haig Park Community Centre, public activation of the Acton Waterfront's boardwalk and beach and completion of the design of the new

waterfront park. The Authority will also progress analysis of land development and funding options for the next phases of the Acton Waterfront Project and other key renewal sites.

The Authority will continue to work closely with the many owners of the Sydney and Melbourne buildings to rejuvenate these significant heritage buildings. Improving the quality of the Precinct's public environment with the completion of the Woolley Street upgrades and commencement of similar works along Lonsdale Street and Mort Street in Braddon is a key city renewal priority.

The Authority will progress the concept plan for the Canberra Civic and Culture District, and continue its comprehensive program of place curation, activation and promotion in the many public spaces across the Precinct. All these activities will also benefit from the ongoing elevated program of maintenance and cleaning provided by the Authority's Place Team.

The Authority will continue to partner with businesses, residents and the creative sector to strengthen social and cultural capital and demonstrate our contribution to Canberrans' vision for their City Centre.

Next year, 2022–23, holds much promise and opportunity for the Authority. I and our team look forward to a productive year driving new and innovative kinds of investment across all sectors and to seeing Canberrans embrace our City Centre, taking pride in its ongoing renewal.

Malcolm Snow
Chief Executive Officer



Part of Enlighten 2022, Ephemeral saw the installation of hundreds of dichroic bubbles throughout Civic Square, Ainslie Place and City Walk.

Section B Organisational overview and performance

*Entertaining visitors to the Paw Party
in Haig Park.*



B.1. – Organisational overview

Vision

The Authority is leading the transformation of the Precinct, spanning Dickson, Northbourne Avenue, Haig Park, Civic and Acton. In doing so, the Authority is working with the community, businesses and government to shape the growth of the central parts of Canberra to make it a great place to live, work, visit and play.

The 2025 vision is:

To be acknowledged as the most dynamic, inclusive and competitive city precinct in Australia.

Mission

The mission is:

We will lead the revitalisation of our precinct and its places by delivering a people-centred, design-led, sustainable and commercially focused urban renewal program.

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, places for people to live in, work in and enjoy, and which provide a quality of life that Canberrans expect and deserve, must define Canberra's City Centre.

Strategic goals

The Authority distilled its strategic goals from the CRA&SLA Act. Its mission statement, guiding principles and the ongoing feedback and inspiration from its stakeholders also inform the five goals.

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

The Authority reviews the strategic plan periodically to ensure its strategic goals remain focused and prioritised correctly.

Guiding principles

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

Caring for Country – The city’s renewal offers rare and great opportunities to raise visibility of the Ngunnawal people and culture in the City Centre, and to progress reconciliation by acknowledging what came before. We will share the table and collaborate to realise these opportunities in true partnership with the Ngunnawal community.

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 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.

Financial, social and environmental sustainability –

We will embrace the ACT Wellbeing Framework and work in partnership with our stakeholders to lift the quality of life of all Canberrans who visit, work and live in our precinct.

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

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

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.

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.

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.

Stakeholders

We understand that working with the community and our stakeholders adds value to our work.

This approach underpins our guiding principles, and we will continue to partner 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.

We work with, listen to and communicate with a broad range of people who have an interest and a role to play in the co-creation of our city’s future. Our

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

- Ngunnawal and other First Nations peoples and their representative bodies;
- community members, including all generations of people living in the Precinct, the broader Canberra community, and visitors to Canberra;
- business, including retail, commercial, hospitality and pop-up;
- industry, including planning, architecture, design, and development;
- creatives, including think tanks, place makers, graphic designers, signwriters, grants applicants, 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 (NCA); and
- ACT Government policy and delivery partners, including the Cultural Facilities Corporation (CFC), the Chief Minister, Treasury and Economic Development Directorate (CMTEDD); the Transport Canberra and City Services (TCCS) Directorate; EPSDD; Major Projects Canberra (MPC); and the SLA.

Functions and services

The Authority delivers these 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:

- Formulate a cohesive program of urban renewal for the City Renewal Precinct.
- Actively contribute to the liveability and vitality of the City Centre.

- Identify opportunities for large-scale festivals or seasonal events to enliven the City Centre and support the development of the Territory's event sector.
- Implement renewal projects.
- Buy and sell leases of land on behalf of the Territory.
- Support public and private sector investment and participation in urban renewal, including supporting development that is attractive to potential investors and participants.
- Manage the holding, development and sale of land and other property on behalf of the Territory.
- Support cooperation between the Authority, the community, and relevant entities.
- Support high-quality design, planning and delivery of sustainable urban renewal.
- Contribute to meeting targets for affordable, community and public housing.
- Support the achievement of greenhouse gas emission targets and environmentally sustainable development.

The current statements are available on:

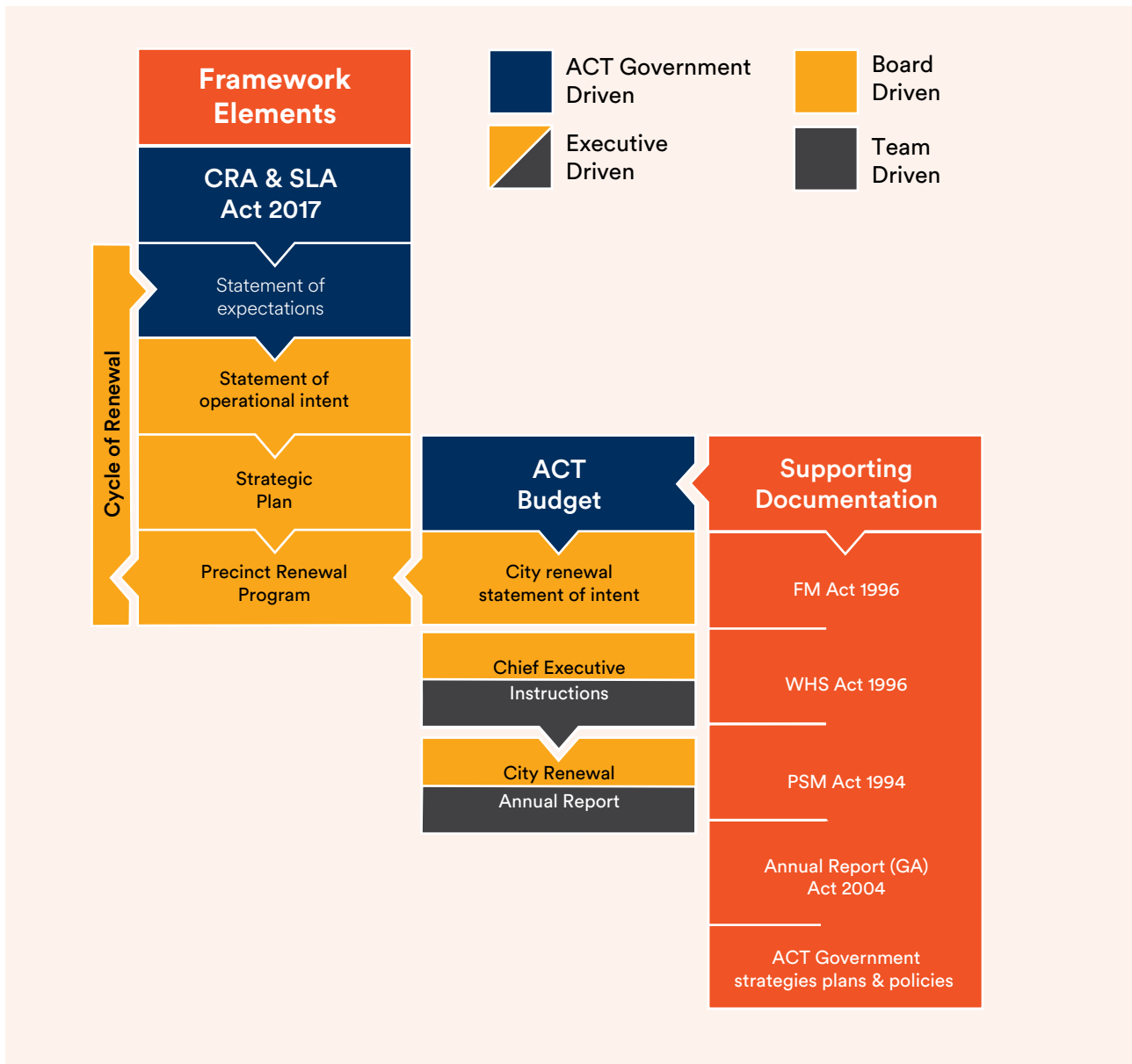
- the ACT Legislation Register at www.legislation.act.gov.au/ni/2021-173 and www.legislation.act.gov.au/ni/2021-293; and
- the Treasury budget website at www.treasury.act.gov.au/_data/assets/pdf_file/0004/1870222/2021-22-ACT-Budget-Statement-E-Environment-Planning-and-Sustainable-Development.pdf

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. Figure 1 shows the Authority's operating framework.

Figure 1: Operating framework



The Authority reports to the City Renewal Authority Board (the Board), which the CRA&SLA Act also established. The Internal accountability section of this report has details of Board membership and operation.

At 30 June 2022 the Authority had 26 staff working across the four work streams of: Design and Place Strategy; Development; Place Experience and Marketing, Communication and Engagement; and Business Operations.

During the reporting period, the SLA provided financial system and estate management services to the Authority under a service agreement. EPSDD provided services to the Authority under a service

agreement comprising people and capability, information management and freedom of information, legal support, ICT systems, government services and facilities and fleet. EPSDD is the administrative unit for the Authority.¹

Design and Place Strategy

The Design and Place Strategy team deliver designed, people-focused urban renewal projects, which encourage and promote social, economic and environmental sustainability. The team is responsible for the coordination of planning and design of

¹ Administrative Arrangements 2021 (No 1) Notifiable instrument NI2021-84 dated 16 February 2021.

projects within the 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.

Development

The Development team is responsible for the delivery of the Authority's land and property development program across the Precinct. This includes project feasibility, business case preparation, procurement and project/program management, and capital projects. The Development team uses robust project governance systems based on effective risk management principles to ensure that the Authority delivers its projects safely and provides value for money to the Territory.

In consultation with the EPSDD, the Development team facilitates the sale of Territory-owned land in the Precinct.

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.

Place Experience and Marketing, Communications and Engagement

The Place Experience and Marketing team merged with the Communications and Engagement team during 2021–22 to unify the Authority's approach to community outreach and gain a more in-depth and nuanced understanding of the people who use the City Centre.

The Place Experience and Marketing sub-team supports the Authority's goals to curate high-quality places and facilitate new and diverse economic investment.

The team is responsible for place management services, place activation projects and place promotion within the Precinct. This includes place presentation and maintenance, a seasonal calendar of events, regular activations like musical performances and fitness classes, and campaigns to promote visitation.

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. It implements programs that increase business confidence, investment attraction and place management.

The work of the Communication and Engagement team underpins the goals of the Authority. It seeks to engage the Authority's various communities and involve them in the renewal projects and in its other activities, including the events program, in a way that promotes trust and confidence in the Authority.

The team helps the Authority create relationships with stakeholders so it can learn about the priorities and ideas of the community and share the Authority's aspirations for the renewal of the Precinct. It works closely with other agencies to promote Canberra's precincts as great places to live and invest, and to ensure the Authority is a leading and relevant contributor to decisions on the future shape of the city.

Good communication is essential to the management of the Authority's projects and the team supports Authority staff in developing effective plans. It manages traditional and social media channels to ensure reach into the community and to enable feedback.

Business Operations

The Business Operations team provides advice, support and assistance to the Board and its committees, the CEO, and the Authority's executive and staff. The team takes part in all of the Authority's day-to-day business matters, including governance, finance, program and project management, human resources, WHS, 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 administration for Board and committee members.

The Business Operations team administers the Authority's various service agreements with the SLA and EPSDD, as well as other key entities such as ACT Shared Services.

Summary of performance

Details of the Authority's achievements against its 2021–22 objectives and key performance indicators are in the Performance analysis and Statement of Performance sections of this report. Achievements:

- Completed construction of the Acton Waterfront Boardwalk.
- Commenced construction of the new Haig Park Community Centre.
- Commenced construction of a streetscape upgrade along Woolley Street, Dickson.
- Completed lighting and path upgrades in the Braddon end of Haig Park.
- Undertook community consultation on the preliminary design for the new Acton Waterfront parkland.
- Completed the preliminary design for streetscape upgrades along Mort Street, Braddon.
- Completed design documentation ready for construction tender release for public realm upgrades in Odgers and Verity lanes.
- Sought NCA Works Approval for the construction of a new path around City Hill.
- Progressed the Canberra Civic and Culture District concept in conjunction with the redevelopment of the Canberra Theatre Complex and adjoining Territory land.

Additionally, the Authority:

- maintained constructive partnerships with key stakeholders across government, industry and community organisations;
- engaged openly and meaningfully with the local community to inform both the design and delivery of its different projects;
- provided advice on referred precinct development applications to encourage high-quality design, sustainability, and community wellbeing outcomes; and
- maintained robust governance structures to support its efficient operation. The Authority articulates and monitors these through internal audits, management checks and policy documents.

To support the Precinct's recovery from the impacts of COVID-19, the Authority continued to:

- expedite the delivery of selected capital works projects to support contracted businesses;
- implement precinct destination marketing strategies, awareness campaigns, and an events and activation program to draw people back into the City Centre and support local business at appropriate times; and
- investigate possible new sites for the ILRP.

WINTERVENTION

20^k

EVENT PARTICIPANTS

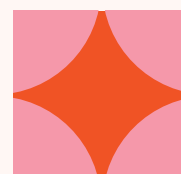
gross economic impact of between **\$584,000** and **\$824,000**

40%

ILLUMINATIONS

increased footfall in the city by **40%** on Friday nights during the festival

SUPPORTED POST-COVID RECOVERY THROUGH RELEASE PLANNING



3

EXCELLENCE awards won

MAJOR SITES Contributing to city shaping concepts

12,000^{HRS}

of cleaning, planting and maintenance

5

PROJECTS in design & due diligence

SITES commenced construction or completed

69

DEVELOPMENT applications reviewed

65%

SAID THE AUTHORITY is improving the City Centre

CHRISTMAS Campaign

30,289

PEOPLE VISITED THE WEBSITE and downloaded

2^{MILLION}

SOCIAL MEDIA impressions

97^K 14

PAGE VIEWS BLOGS

1,285

OFFERS from

24

CITY BUSINESSES

20^K 24^K

BULBS ANNUALS planted for Floriade

SUBMISSION ON PLANNING LEGISLATION CHANGES

DESIGN WORKSHOPS

Outlook

In 2022–23 the Authority will oversee the ongoing implementation of the CPRP, which the Chief Minister released on 5 July 2019. The 2019–20 ACT Budget funded the program for the period 2019–20 to 2022–23.

As the Precinct is subject to planning, jurisdiction overlays and includes areas of National and Designated Land, implementing the program will depend 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 its government partners to support retail and business recovery, ensure high-quality development proposals, and drive investment and activity across the Precinct. This will achieve renewal outcomes that benefit all parties with an interest in its future.

The Authority has prioritised the following project-related outcomes, consistent with the CPRP for 2022–23:

- **Acton Waterfront** – Complete construction of Stage 2A of the Acton Waterfront Project; undertake further community consultation on the preliminary design for the new waterfront park; and progress analysis of land development delivery and funding options for the next stages of the project.
- **City Hill** – Facilitate the construction of an active travel path to improve east-west connectivity across City Hill.
- **Haig Park** – Complete construction of a new community centre.
- **Sydney and Melbourne buildings** – Continue to work with the buildings’ owners to rejuvenate these significant heritage buildings.
- **Dickson** – Complete construction of a streetscape upgrade along sections of Woolley Street.
- **Braddon** – Begin construction of streetscape upgrades along sections of Lonsdale and Mort Streets.

Winter in the City 2021.



- **Canberra Civic and Culture District** – Progress the district concept plan in conjunction with the redevelopment of the Canberra Theatre Complex and adjoining Territory land.
- **Precinct activation** – Continue a comprehensive program of place curation, activation and promotion for the public spaces across the Precinct, and partner with businesses, residents, and the creative sector to strengthen its social capital.
- **Place management** – Continue an elevated program of maintenance and cleaning of public spaces across the Precinct.

Internal accountability

Section 7 of the CRA&SLA Act establishes the Authority. As set out in the 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 advise and support the Chief Minister. The 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 City Renewal 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 for the efficient and effective financial management of the resources for which the Authority is responsible. The Board Chair must keep the responsible Territory minister informed about the Authority's operations.

Section 77 of the FMA sets out the following functions of a governing board:

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

Authority staff and business owners discussing Odgers and Verity laneway upgrades.



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 2021–22 reporting year the Board comprised six non-executive members and no executive members.

These are the appointment periods for Board members:

- Ms Christine Covington – Chair, 23 June 2020 to 22 June 2023 (previously Deputy Chair 23 June 2017 to 22 June 2020).
- Mr Nigel Chamier AM – Deputy Chair, 23 June 2020 to 31 December 2022 (previously a member 23 June 2017 to 22 June 2020).
- Ms Kate Brennan – 23 June 2017 to 30 June 2024.
- Prof Ken Maher AO – 23 June 2017 to 22 June 2023.
- Ms Gabrielle Trainor AO – 23 June 2017 to 22 June 2023.
- Ms Alison Kimber – 23 June 2020 to 22 June 2023.

During 2021–22 the Board considered succession planning for its membership and key roles and consulted with the Chief Minister on a proposed approach.

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 on 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 through the Determinations for Part-time Public Office Holders. Details are on the Remuneration Tribunal's website: www.remunerationtribunal.act.gov.au/determinations

Board member attendance 2021–22

The Board held six general meetings and two short special meetings during the 2021–22 financial year. Table 1 summarises Board member attendance at those meetings.

Board meetings held during the 2021–22 financial year:

- Meeting 21/04 on 29 July 2021 – special meeting.
- Meeting 21/05 on 12 August 2021 – general meeting.
- Meeting 21/06 on 16 September 2021 – special meeting.
- Meeting 21/07 on 15 October 2021 – general meeting.
- Meeting 21/08 on 9 December 2021 – general meeting.
- Meeting 22/01 on 4 February 2022 – general meeting.
- Meeting 22/02 on 5 May 2022 – general meeting.

The Board also held two workshops, on 16 and 22 March 2022, to consider strategic priorities and revisions to the strategic plan. Members also attended Board committee meetings and other meetings with the Authority's CEO and staff, Ministers and government officials, as required.

Table 1: Board member meeting attendance 2021–22

Name	Position	Meetings attended	Meetings held during 2021–22
Ms Christine Covington	Chair	7	7
Mr Nigel Chamier	Deputy Chair	7	7
Ms Kate Brennan	Member	7	7
Prof Ken Maher	Member	5	7
Ms Gabrielle Trainor	Member	6	7
Ms Alison Kimber	Member	7	7

Board considerations and decisions

A charter for the Board describes roles and operations for the Board. A charter for each committee describes roles and operations for each of the Board's committees, including the Audit and Risk Committee. During the 2021–22 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;
- processes for agendas, papers and minutes or advice logs; and
- review of the performance of the Board and each committee.

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 meeting, the Board makes its publishable outcomes available: www.act.gov.au/cityrenewal/documents

The matters the Board considered in 2021–22 included 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 as shown in Table 2. Further information on risk management, audit and fraud control and ethical behaviour is available in sections B.4, B.5 and B.6 of this report.

To discharge their responsibilities appropriately, Board and committee members receive support from Authority staff, and can access 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 2021–22 financial year. These committees comprised Board members and non-Board (independent) members as shown in Table 2.

Table 2: Board committee membership 2021–22

Name of committee	Membership	Role
Audit and Risk Committee	Nigel Chamier (C) Alison Kimber Maria Storti*	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, the control framework, reporting of financial information, the adequacy of the financial controls and legal and regulatory compliance frameworks, external and internal audit and fraud control and ethical behaviour.
Design Planning and Public Realm Committee	Ken Maher (C) Kate Brennan Gabrielle Trainor Elisabeth Judd*	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.
Marketing and Engagement Committee	Gabrielle Trainor (C) Kate Brennan Nicole Short*	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 Precinct. To 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. To advise the Board on a proposed program of strategic activations to generate economic and wellbeing outcomes and to promote awareness of the city and attendance at the activations.

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



Families enjoying the Lunchbox Acoustic program in City Walk.

Table 3: Senior executives 2021–22

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 strategic plan development, manage the Authority’s finances and other resources, and lead the Authority’s staff to achieve the strategic objectives that the Board sets.	Malcolm Snow	28 August 2017 to 27 August 2027
Deputy Chief Executive 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, corporate support function provision, and business outcome achievement.	Craig Gillman	23 April 2019 to 22 April 2024
Executive Branch Manager, Development	Lead the Authority’s land and property development program delivery 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 high-quality outcomes.	Clint Peters Ben Naughton	8 August 2019 to 12 August 2022 Acting 27 April 2022 to 31 December 2022
Executive Branch Manager, Design and Place Strategy	Lead the coordinated planning and design of 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.	Dennis Eiszele Geoff Bunnett Lucy Wilson	18 May 2020 to 17 December 2021 Acting 4 January 2022 to 10 June 2022 6 June 2022 to 4 June 2027
Executive Branch Manager, Place Experience and Communications	Provide strategic leadership and expert advice in relation to all aspects of communications, engagement, marketing, activation and place presentation to the Authority.	Jennifer Ramsay	23 May 2022 to 22 May 2027

Senior executives

Details of the senior executives of the Authority in 2021–22, and their respective responsibilities, are in Table 3.

Senior executive remuneration

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

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 respond to the annual Statement of Expectations set by the ACT Government.

The Chief Minister issued the Government's 2021 Statement of Expectations to the Authority on 29 January 2021. The purpose of this document is to set out the Government's annual requirements and priorities in relation to urban renewal in the Precinct, which spans Dickson, Northbourne Avenue, Haig Park, Civic and Acton Waterfront.

Copies of the *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Expectations 2021 – Notifiable instrument NI2021–173* and *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2021 – Notifiable instrument NI2021–293* are at appendices A and B respectively.

City Precinct Renewal Program

The CPRP, 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 the Authority's work and will guide the growth and transformation of the 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, Haig Park, Braddon and 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 current and future community needs. It is a dynamic program that the Authority 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, such as creating community-driven place plans for Dickson, Braddon, Haig Park and Acton Waterfront, are already complete.

In 2021–22 the Authority continued implementing these place plans, along with many other projects, as detailed in this report's Achievements section.

Delivery of the program requires a whole-of-government commitment, as many 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. Current actions' outcomes, government decisions or other variables may affect longer-term actions.

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

The program is available on the Authority's website: 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 2021 Statement of Intent. More information on the Authority's achievements against its 2021–22 Statement of Intent performance measures is in the 2021–22 Statement of Performance at Section C.6.

Supporting the Precinct's economy to recover

The Authority has continued to identify opportunities to support the Precinct's economy to recover from the pandemic. The Authority identified an opportunity for two new land releases and sought government approval to include them on the ILRP. The Authority executed conditional contracts for sale for Block 40 Section 100 City pending the Commonwealth of Australia finalising its request

for expressions of interest for future leased office accommodation within the City Centre.

The Government approved the Authority to undertake precinct promotion and marketing. The Authority has developed a prospectus detailing development opportunities within the Precinct and has initiated procurement to engage a commercial agent to assist the Authority in precinct promotion.

The Authority keeps informed of the Territory's plans to increase affordable housing, including through build-to-rent projects, and will consider such options in its land release program.

To respond to recommendations from the community, the Authority commenced a pilot to enable artists and other community groups to access and activate vacant commercial spaces in the City Centre. The Authority will implement and evaluate the pilot in the second half of 2022.

Acton Waterfront

Acton Boardwalk Stage 2

Acton Waterfront Boardwalk Stage 2 achieved practical completion on 17 June 2022 following a series of delays associated with COVID-19 health pandemic impacts. This project reclaimed 34,000 m² of Lake Burley Griffin and completed a 550 m boardwalk that extends from the recently completed Henry Rolland Park around the reclaimed lake edge and ends at the redeveloped city beach to the west.

The project supports the Authority's goal to realise transformational city renewal as it completes estate planning and new park design in 2022–23.

Beach construction

The Authority commenced the upgrade of the Acton beach encompassing access paths and landscaping. The beach complements the future waterfront park, providing a new location for swimming and aquatic recreation. Designed in collaboration with sporting groups for aquatic events, the 40-m wide sandy beach will also contribute to the Acton Waterfront's appeal.



Staff and colleagues inspect the Acton Waterfront boardwalk extension during construction.

Preliminary sketch plan for the Acton Waterfront park

The proposed park is a key stage in the *Acton Waterfront Project*. It aligns with the West Basin Precinct Guidelines in the *National Capital Plan*. The park will be one of several city infrastructure initiatives to revitalise and connect the waterfront to the City Centre. It will integrate with the Acton Waterfront estate and the proposed light rail stage 2A from the City Centre to Commonwealth Park.

For 2022–23 budget consideration, the Authority completed a proof-of-concept design and business case to attain budget funding for the Acton Waterfront park. The Authority gained initial funding to design and consult on a preliminary sketch plan (PSP) for the park, with a construction budget nominally approved. Funding for construction is subject to the PSP design achieving a Works Approval from the NCA and the Authority providing an updated business case.

In March 2022 the Authority appointed the lead consultant to develop the design PSP for the park. The design process included extensive consultation with internal government, community and First Nations stakeholders. Phase 1 of the engagement approach ended in June 2022. The Authority accepted the revised concept, which incorporated several themes from the community, in June 2022.

Acton Waterfront estate planning

The Authority has continued to examine development options for this key renewal project. It has undertaken further analysis to future proof and fully integrate the future park design and future land development. The Authority presented findings on these development options to government, which provided approval to undertake precinct promotion and market sounding.

City Walk public realm upgrades

This year the Authority managed maintenance and defect rectification within the City Walk public realm upgrade. This enabled a high-level presentation of the gardens and lawns before managing this new asset's transfer to TCCS in June 2022 for ongoing management.

In addition, the Authority continuously activated the upgraded public realm spaces with *Lunchbox Acoustic* – an extensive variety of performances and

very popular live music program in most lunch hours throughout the week.

On 6 July 2022 the Australian Institute of Landscape Architects ACT recognised the project with the Civic Landscape Award, which celebrates projects that are public in nature and capture and contribute to the culture and amenity of the urban environment around them.

Garema Place and City Walk Place Plan

Part of the central civic area and an important connection between the new light rail and Canberra Centre, Garema Place is an iconic public square. The Authority has engaged its contractor to begin engagement with surrounding business owners to inform the scope of works for future short- and long-term urban renewal opportunities.

Canberra Civic and Culture District

The Minister for the Arts and the Chief Minister endorsed consultation with First Nations people and artists on the Canberra Civic and Culture District concept to allow input that will shape the concept prior to public consultation on developing an internationally-recognised cultural experience in the years to come.

The district includes new development opportunities which the Authority presented to government. The Government supported including two sites in the district in the ILRP. The Authority is progressing due diligence and site planning in consultation with the CFC and MPC to deliver the projects in an integrated way that supports the district vision.

Block 40, Section 100 City

The Authority concluded a two-stage process to grant a crown lease for this land. The sale is still the subject of commercial considerations pending the outcome of the Commonwealth of Australia's request for future leased office accommodation within the City Centre.

City Hill path

City Hill is one of the most important elements of the Griffins' legacy as the national capital's symbolic and geographic centre. A proposed new path will extend from Constitution Avenue around the inner southern verge of City Hill to Edinburgh Avenue to link City

East to City West, and to the new London Circuit light rail stop adjacent to Edinburgh Avenue. The Authority has undertaken the necessary due diligence and approvals required to start construction. This includes seeking ACT Heritage Council support, *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) approval, developing a compliant lighting and path design, TCCS approval, NCA approval and coordination with MPC and the Light Rail Project Team to minimise construction impacts from these adjacent Territory works.

The new path will provide safe and direct pedestrian access around the *Raised London Circuit Project* site during construction and provide a long-term east-west connection across the City Centre.

The Authority is in negotiation with MPC to deliver the upgrades through the Raising London Circuit contract and anticipates the path, lighting and signals to be complete prior to Christmas 2022.

Sydney and Melbourne buildings

The legislative changes to revitalise the buildings took effect in March 2021. The legislation creates the framework and actions to revitalise the public leased parts of the buildings including the façade and colonnades.

As such, the Authority's aim is to work with the lessees, their tenants operating within the buildings and the community to identify appropriate ways to achieve a revitalisation that:

- celebrates the heritage values in a contemporary manner that also retains their character;
- creates a highly curated and vibrant destination;
- contributes to Civic's social value;
- improves the quality and use of the public realm, particularly the internal laneways;
- breaks down physical barriers created by Northbourne Avenue traffic; and
- improves linkages to the future Canberra Civic and Culture District.

In February 2022, the Heritage Council approved the updated Conservation Management Plan commissioned by the Authority. It provides clear policies for the buildings' ongoing management and restoration and allows consideration of the first steps of the revitalisation plan. The Authority has explored where it could support immediate revitalisation of the public facing parts of the buildings.

Verity Lane and Odgers Lane upgrades

In May 2021 the Authority partnered with TCCS to develop concurrent drainage and public domain upgrades for each laneway. The public domain upgrade will improve safety, serviceability, sustainability, activation and amenity. The Authority and TCCS will achieve the objectives through new asphalt paving; replacement and upgrade to the storm water infrastructure; upgraded lighting; improvements to the centre island; festoon lighting to lane entry points; changes to loading zones; and time-of-day closures of parts of the laneways during lunch time (weekdays) and during special events to activate the laneways.

The Authority consulted on concept designs between October and November 2021. In response to feedback received, the Authority presented an amended design to Odgers Lane stakeholders. The project has now achieved the required approvals and the Authority anticipates construction to begin in late August 2022.

Part Section 63 City

The Authority has continued to progress the necessary due diligence and planning to prepare this site for sale. Strategic interfacing projects (Raised London Circuit and Light Rail Stage 2A) within the City Centre and the need to ensure a cohesive and coordinated approach to urban renewal have continued to delay site planning. With the achievement of Works Approval for the *Raised London Circuit Project*, the estate planning for Section 63 is focusing on creating the blocks and updating due diligence studies in preparation for the release of the land in financial year 2022–23.



Artist's impression of the Haig Park community centre.

The Authority resolved Matters of National Environmental Significance, and the Department of Agriculture, Water and Environment advised that, subject to the conditions under the EPBC Act, it approved the release and redevelopment of the land (see EPBC Act Referral 2019/8449).

Braddon

The Authority has designed streetscape upgrades in Braddon throughout the year for both Lonsdale Street and Mort Street.

The *Lonsdale Streetscape Upgrade* will make the street more accessible, attractive, and safer for local businesses, residents and visitors to enjoy.

Included in the project:

- Intersection upgrades at Girrawheen Street and Cooyong Street.
- Widened verges.
- Two landscaped mid-block pedestrian crossings.

- New paving, improved lighting, and more street furniture, bike racks and litter bins.
- Protection of existing trees, as well as new canopy trees and low garden beds.

The *Mort Streetscape Upgrade* focuses on prioritising pedestrians, their safety and connectivity from the light rail stop to Braddon. The project has achieved PSP phase and consultation with TCCS is ongoing. The Authority will deliver this project through a Project Management Agreement to allow staging in line with the Lonsdale Street works.

Haig Park Community centre

Construction started in February 2022 with the partial demolition of the former depot building which the Authority will repurpose into a creative workshop space. Site works have established the site levels and services for the new building which will house meeting rooms and a larger multipurpose room, storage space and kitchen. The Authority will recycle old bricks into the new walls, and will recycle pavers

from City Walk and timber from Acton wharf for the garden furniture and other details.

The builders and architects have been working to finalise details for the construction. The Authority expects to complete construction in October 2022.

Community centre management

An expression of interest is now with the Canberra community services market to find the right management structure and operator for the centre. The Authority will engage the centre operator before the building is complete.

The Authority is planning an opening in Spring 2022 with the Chief Minister and a smoking ceremony.

Lights and paths

The Authority has completed the Haig Park lighting and footpath upgrades that began construction in September 2021.

This project constructed over 600 m of gravel paths replacing the old dirt desire lines and 200 m of east-west concrete path, improving connectivity around the park. The project also included 13 new park lights installed to support night-time safety, and five new power bollards for activation and events. The community has enjoyed the new infrastructure and the amenity it provides at events such as the Sunday morning Haig Park Village Markets.

Dickson

The *Woolley Streetscape Upgrade* will make the dining precinct more accessible, safer and attractive for local businesses, residents and visitors to enjoy.

Included in the project:

- A renewed public space in the central section of Woolley Street.
- Improved pedestrian crossings at the Cape Street intersection.
- Improved lighting, water play feature, new furniture, paving and landscaping.

In November 2021 MPC and the Authority undertook a procurement process for the *Woolley Streetscape Upgrade*. The successful tenderer commenced

site investigations and preconstruction works in March 2022.

At the end of the financial year, the contractor had completed 12 per cent of the works. This included upgrades to underground services and works beginning at Cape Street intersection, including removing 75,000 pavers by hand, demolishing the existing crossing (pending a wider replacement), and kerb and footing works.

The Authority expects the contractor to complete works by the end of 2022.

The Authority initiated a new project aiming to revitalise the Dickson Shops area and ensure it remains a popular retail and community destination. It will develop designs for short- to long-term public realm improvements. Engagement with property owners, local traders, workers, and residents in early 2022–23 will inform the project scope.

University of New South Wales Canberra City Campus

The Authority continued to support CMTEDD and the University of New South Wales in their development of the Canberra city campus master plan. The Authority's role is to provide design guidance ensuring integration with other areas of the Precinct and high-quality urban renewal outcomes. The Authority participates in steering committees and working groups and comments on draft documentation.

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 activation within the levy collection area (which is part of the Precinct). The levy contributes to a wide variety of place-based initiatives including events, seasonal festivals, more greenery, high-quality street furniture and provision of a dedicated place management team. This funding assisted the Authority to undertake an integrated program of activity in the City Centre and Braddon to support local businesses. Further details on specific activities are in the Place activation and management section of this report.

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

The Authority also works with an advisory group of levy payers to hear feedback and better understand the needs of the commercial property owners. The group comprises levy payers, business representatives and Authority staff. They meet quarterly to provide advice to the Authority on a range of matters such as marketing campaign development and future activations.

Feedback from levy payers helped determine the priority areas for allocating the levy funds for 2021–22. The three priorities were hygiene and cleanliness, safety, and entertainment. The Authority also undertook consumer research to understand what locals and visitors want from their experience in the city. This informed the annual program of initiatives for delivery under the categories:

- Contributing to a safe community
- Placemaking grants
- Partnerships and events
- Place management – cleaning and beautification
- Marketing and promotion
- Performance and accountability



Enjoying time outside in City Walk.

Place activation and management

The Authority developed and completed a broad activation program – including major seasonal events – to increase footfall and dwell time in the Precinct with the aim of improving wellbeing outcomes. This section provides a summary.

Wintervention

An outdoor ice rink enlivened Civic Square during the winter school holidays. Promotion of Wintervention on outdoor and digital channels resulted in more than 20,000 event participants and a gross economic impact of between \$584,000 and \$824,000. Local businesses promoted their winter offerings, from lunchtime deals to school holiday activities, on the Wintervention website.

Floriade Re-imagined

More than 25,000 bulbs and 20,000 annuals brought colour and cheer to the city during spring. Designed to complement Floriade Re-imagined, the flowering plants were on display in Northbourne Avenue, West Row and across the City Centre in 140 planted wheelbarrows.

Celebrate Christmas in the City

The Authority worked closely with city businesses to provide a coordinated Christmas place experience in Civic – the City Centre’s retail heart – to encourage Canberrans to shop, eat and meet friends at Christmas. A digital advent calendar was widely promoted on online, radio and outdoor channels to reveal fantastic festive offers, like complementary drinks at Monster Bar, a gift-with-purchase at Naked Foods and free merry-go-round rides. The campaign featured 24 city businesses, and 30,289 people visited the website and downloaded 1,285 offers.

Visitors to Civic enjoyed Australian bush-themed Christmas decorations, a 16 m illuminated tree and more than 80 individual performances including the Canberra Symphony Orchestra.

There was a 16 per cent decrease in the number of people who spent time in Civic from 1 to 24 December 2021 compared to 2020. This is likely due to the pandemic. While there were fewer people in Civic, people stayed longer than in previous years, which suggests there was an improved experience.



Lighting up evenings in the lead up to Christmas, City Walk.

City Illuminations @Enlighten festival

The Authority contributed to the Enlighten festival. The feature event was *Ephemeral*, a widespread installation of enormous colourful bubbles by Atelier Sisu, covering Civic Square in sound, bubbles and smoke and ambling through the trees of Ainslie Place to land on the lawns of City Walk. This illumination experience activated the city with footfall increasing in Civic by more than 40 per cent on both Friday evenings of the festival.

Lunar New Year

Dickson hosted celebrations for the Year of the Tiger over three weekends in partnership with local businesses and residents and supported by SBS. It helped to cement Dickson's identity as an Asian eats area.

Place management

The Authority understands that city businesses and CCMIL payers want their city to be beautiful and well-maintained. That's why the Authority, in partnership with TCCS, provides additional resourcing for the city to look its best. The Authority Place Team of eight dedicated members start at 6:00 am each morning to clean tables and bins, remove

litter and rearrange street furniture from Dickson to Braddon and the City Centre. From 9:00 am each day the Place Team switches focus to deliver a program of cleaning, planting and maintenance across the Precinct that is over and above the city's regular place presentation program.

The Authority Place Team kept the city clean and safe, carrying out more than 12,000 hours of cleaning, planting and public space maintenance.

Grants

Based on feedback collected via the CCMIL Advisory Group and previous rounds of grant activity, the Authority reshaped the 2021–22 grants program to focus on a smaller number of more strategically-targeted projects. The Authority awarded a total of \$193,276 ex GST through the Placemaking Grants program across these four projects to help enliven the City Centre.

Reveal Braddon

Due to COVID-19 impacts, Reveal Braddon did not proceed and the Authority did not expend any funds. The Authority reallocated funding to deliver place management and events activities.



Families enjoying Ephemeral as part of City Illuminations @ Enlighten.



New lighting in Lonsdale Street, Braddon.

Big Swoop

Local artist Yanni Pounartzis designed and built a large (2.4-m tall, 3.5-m long, 2-m wide) statue of a magpie. The artist installed the statue in March 2022 and planned for it to remain for 12 months in Garema Place. *Big Swoop* was very popular with visitors but due to damage the artist removed it for repair. The Authority is working with the recipient artist to manage the repairs and associated additional costs, and expects *Big Swoop* to return in October 2022.

Yes! Fest

Yes! Fest was originally scheduled in February 2022 but did not go ahead due to COVID-19 conditions. The Authority did not expend any funds and reallocated funding to deliver place management and events activities.

Canberra Street Dance Festival

This event took place in City Walk/Garema Place on 9 and 10 April 2022.

Table 12 provides full details.

Development referrals and promoting design excellence in the Precinct

The Authority plays a vital role in influencing design outcomes for development in the Precinct. As a mandatory referral entity for development applications (DA), the Authority works collaboratively with EPSDD to seek excellent design outcomes within the Precinct.

In 2021–22, the Authority advised on more than 69 private development proposals. This comprised approximately 59 DAs and two pre-application meetings, National Capital Design Review Panel (NCDRP) or NCA Works Approval submissions, and other meetings. The Authority estimates the total value of new DAs it received in 2021–22 to be around \$403.6 million.

The Authority contributed to NCDRP meetings, assessing projects of significance along the Northbourne Avenue corridor and within highly significant parts of the inner city.

The Authority continues to focus on high-quality communal open space, amenity, sustainability, and impacts on the neighbouring environment. It considers the ways in which development influences public space, finding opportunities to improve community outcomes and ensuring a level of amenity proportionate to the location, scale and types of building uses proposed. For example, the Authority provided advice on the redevelopment of two significant sites at the Macarthur Urban Node, upgrades and additions to important buildings within Civic, and amendments to large residential developments along Northbourne Avenue.

The Authority has monthly meetings with EPSDD to discuss DA referrals and to identify opportunities for the Authority to strengthen its influence. The Authority continues to seek feedback on the efficacy of its advice and to resolve any issues with the referral process.

The Authority continues to focus on sustainability when assessing proposals and consistently advocates for improvements relating to tree canopy cover, deep soil zones, water-sensitive urban design, solar access, active travel facilities, natural ventilation and shading.

In 2021–22 the Authority’s advice has contributed to improved design outcomes on a number of occasions. Advice has resulted in amended plans, has influenced EPSDD’s decisions and in some cases became conditions of approval.

New Territory and City Plans

The Territory’s planning system is vital to the impact and success of the Authority’s renewal program. In 2021–22 the Authority provided support and technical advice to EPSDD in its formulation of a revised *City Plan* including a new Urban Design Framework for the City Centre. EPSDD is continuing to finalise these documents, which when released will provide greater certainty on high-quality and best practice outcomes for development and urban design in the Precinct. The Authority will continue to support completion of this priority work during 2022–23.

The Authority also made a submission on the consultation draft of the new *Planning Bill 2022*, drawing upon its experience as a mandatory referral entity for all development applications in the Precinct. The Authority’s submission also focused on the need

for better design outcomes and greater emphasis on the inclusion of sustainability initiatives in all new development.

Place Success Dashboard

The Authority and ACT Data Analytics Centre partnered to complete the Place Success Dashboard in February 2022. The dashboard is a new digital tool helping the Authority use place-based data to inform and guide the renewal of the Precinct. It was an initiative under the *ACT Digital Strategy City Planning – By Design* – and for Wellbeing outcome.

The dashboard gives staff access to data for 54 metrics on a broad range of topics, including demographics, footfall counts and dwell times, walkability, canopy cover, perception survey data, business turnover, vacancy rates, DAs and building approvals. It enables staff to access this array of data via a simple digital interface. This improves the Authority’s ability to leverage data-based evidence to track changes in the city, assess the impact of projects and, in turn, inform future activities.

In July 2022 the dashboard received an award from the Australian Institute of Landscape Architects’ (ACT Chapter) in the Landscape Planning category and will now progress to consideration for a national award.

Strategic relationships program

The Authority’s executive team actively cultivates relationships external to the Authority to influence high-quality design and community participation in projects. This year’s program involved meetings and presentations on more than 60 occasions to external stakeholders such as:

- Australian Institute of Landscape Architecture ACT
- Canberra Region Tourism Forum
- Australian Property Institute ACT
- Lake Users Group
- Place Leaders Australia
- Committee for Sydney
- Dickson Residents Group
- Braddon Collective

Sponsorships

The Authority examined its approach to sponsorship and finalised a new policy during 2021–22 ensuring that in-kind and financial support enhanced and extended renewal benefits.

Summernats Braddon Fringe Festival

The Authority sponsored the first ever Summernats Braddon Fringe Festival: an organised car-cruising and static display event along Lonsdale Street, designed to bring colour, life and business to the area. The event increased footfall in Braddon by 87 per cent when compared with the same weekend in the previous year.

Discover: Craft + Design Trail

With the Authority's sponsorship support, Craft ACT invited proposals for a temporary craft and design trail. The trail, called *Discover: Craft + Design Trail*, will activate City West during the Design Canberra Festival 2022.

Communications

The Authority monitors media reach and sentiment to understand how effective it is at increasing awareness of the Precinct places and projects and encouraging community engagement and participation in project outcomes.

The Authority's social media content delivered just over 2 million impressions. While this is approximately 30 per cent² less than the previous

year it is a pleasing result because there was a freeze on any communications that were not related to the COVID-19 public health emergency for part of the year.

The Authority's website recorded more than 97,000 page views during 2021–22. This is a decrease of approximately 14 per cent compared with the previous year. Among the most popular content were the Lunar New Year, Acton Waterfront and Winter in the City project pages.

The Authority posted 14 City ReNews blogs to share thought leadership and provide updates from the Authority and key partners. Visitors viewed these more than 5,200³ times. The Authority promoted the blogs on social media and shared them via three email newsletters throughout the year. These were some of the blog titles:

- *The art of place making*, April 2022
- *Year of the Tiger festival a roaring success*, February 2022
- *Cruisy debut for Summernats Fringe*, January 2022
- *Making Canberra a more sustainable, liveable and attractive city in 2021*, December 2021
- *Urban artists Phibs and Beastman unveil new eight-storey mural in Braddon*, November 2021

City ReNews is available on the Authority's website: www.act.gov.au/cityrenewal/blog



Summernats Braddon Fringe Festival.

² Source of data: Meta Business Insights

³ Source of data: Campaign Monitor

The Authority's media sentiment rating drawn from coverage in Australian press, online, radio and television reports for the 2021–22 financial year averaged 82 per cent⁴ positive or neutral coverage from a total of 303 mentions.

Community sentiment

Since 2019, the Authority has conducted an annual survey with Canberrans to provide a measure on key metrics related to awareness and performance of the organisation, along with related information on visitation and event experience. The research scope includes community awareness, effectiveness and trust in the Authority.

Research conducted in April 2022, which sampled a statistically representative portion of the adult Canberra population, received 647 responses. Awareness of the Authority remained steady in 2022 at 44 per cent, compared with 45 per cent aware in 2020.

Of those surveyed that were aware of the Authority, 65 per cent said the Authority had been effective at improving the City Centre, which represents a 10 per cent increase since last year and 38 per cent increase from 2020.

Overall, the level of trust in the Authority to achieve its goals from people who were aware of the Authority increased to 47 per cent, up by 30 per cent on 2021 results and 67 per cent from 2020 results. This included a notable increase for 'I trust them a lot'.



Place Team cleaning at Woolley Street, Dickson.

⁴ Source of data: iSentia Media Analysis

B.3. – Scrutiny

The Authority has two recommendations from the Standing Committee on Planning and Urban Renewal report from its *Inquiry into Annual and Financial*

Reports 2018–19, as shown in Table 4. The committee also made one recommendation for the Authority in its report from the *Inquiry into Annual and Financial Reports 2019–20*.

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 2018–19		
Recommendation no. and summary	Agreed Action	Status
<p>Recommendation 17</p> <p>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.</p>	<p>Agreed in principle</p> <p>Subject to the successful conclusion of the trial the City Renewal Authority will investigate other areas of Civic where the trial can be expanded.</p>	<p>Complete</p> <p>The trial was completed in May 2021. A new tender was issued following completion.</p> <p>A long-term provider applying learnings from the trial commenced in May 2021.</p> <p>The Authority will continue to monitor the success of the shared waste enclosures.</p> <p>Management of the enclosures is complex and needs to be balanced with analysis demonstrating substantive improvement in urban place-making outcomes. Noting that shared waste arrangements are established through TCCS for Hillside Lane, Riverside Land and Hobart Place, the Authority has no immediate plans to extend the arrangements to further locations.</p>
<p>Recommendation 18</p> <p>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.</p>	<p>Agreed in principle</p> <p>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 Actsmart Business program including the element regarding minimising landfill waste by including food organics collection from their business.</p>	<p>In progress</p> <p>Further investigation is required to accommodate food waste with the long term provider. Feasibility will be considered after conclusion of the temporary waste collection arrangements required to facilitate the laneway stormwater replacement and resurfacing (being undertaken in 2022–23).</p>

Standing Committee on Planning and Urban Renewal: Inquiry into Annual and Financial Reports 2019–20

Recommendation no. and summary

Agreed Action

Status

Recommendation 16

The Committee recommends that future works in Braddon incorporate best practice cyclist and pedestrian safety.

Agreed

The upgrade to Lonsdale Street aims to further improve the amenity and appeal of Braddon mixed-use area by making it more pedestrian and cyclist friendly and improve the pedestrian connection from the city to Haig Park. Improving conditions for cyclists is an important objective with planned future improvements to the existing Mort Street cycle path route. Concept designs are available for comment on the Yoursay page, with a closing date of 26 May 2021. The project is anticipated to reach final design state and progress to construction tender in mid to late 2021.

In progress

Construction of the Lonsdale Street streetscape upgrade did not commence in 2021–22 as planned. The Authority’s initial approach to market did not return a value for money proposition for the Territory and led the Authority and MPC to reconsider the delivery approach for the project. The preliminary design for the Mort Street streetscape upgrade was completed in June 2022. The Authority expects construction of the Braddon streetscape upgrades will commence in 2022–23.

There were no recommendations with direct relevance to the Authority in the ACT Ombudsman nor ACT Integrity Commission reports during the reporting period.

The Auditor-General conducted a performance audit of the procurement and contracting activities for the *Acton Waterfront Project*. The report was published on 16 September 2022. Consideration of the report will be discussed in the Authority’s 2022–23 annual report.

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, project delivery, probity and responding to the pandemic.

The Board continued to operate an Audit and Risk Committee as required by the CRA&SLA 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 financial information; the adequacy of the financial controls and legal and regulatory compliance frameworks; and external and internal audit.

The Board approved an update to the Risk Management Framework, following internal review and consultation, comprising these documents:

- *Risk Management Policy Statement*
- *Risk Management Plan* (including a Risk Appetite Statement)
- *Corporate Risk Register*
- *Business Continuity Plan*
- *Crisis Management Plan*

The documents are consistent with advice from the ACT Insurance Authority and the International and Australian Risk Management Standard (AS ISO 31000:2018 Risk management – Guidelines) (the Australian standard).

The Authority's *Risk Management Policy Statement* sets out the roles and responsibilities of Authority staff:

- The Board – oversee the implementation of the Authority risk management policy and plan across the whole organisation and ensure that the executive regularly report on its implementation, improvement and operational effectiveness.
- Audit and Risk Committee – oversee the risk management arrangements for the Authority including:
 - ensuring the Risk Management Framework establishment, implementation and maintenance in accordance with ACT Government requirements; and
 - determining whether the Authority followed a sound and effective approach in managing its major risks, including developing risk management plans for major projects and undertakings.
- CEO and Deputy CEO – 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 – implement the risk management policy, framework and plan; ensure that their respective areas of responsibility understand their obligations; and create, promote and maintain a positive risk management culture.
- Staff and contractors – develop an understanding of the risk management policy and associated procedures and maintain sound risk management practice within their respective areas of responsibility.

The Authority progressed the implementation of actions to address identified risks, reporting on these at each Audit and Risk Committee meeting. The Authority also reported any high or extreme or emerging risks to the Board regularly and shared copies of risk-related papers provided to the Audit and Risk Committee with the Board.

The Authority did not formally enact its *Business Continuity Plan* in the reporting period but continued to monitor public health advice and implications for the Authority's operations. The executive team:

- monitored the Authority's operations;
- ceased and/or safely resumed services as required in accordance with government health directives;
- provided updates on people and capability;
- provided regular health and wellbeing updates from the Deputy CEO relating to COVID-19;
- supported staff in office-based or home-based working arrangements, ensuring adequate technical and wellbeing support;

B.5. – Internal audit

The Board's Audit and Risk Committee continued to operate throughout the 2021–22 reporting year (refer Table 2). The charter for the Audit and Risk Committee sets out the committee's roles in relation to internal audit:

- Oversee the audit function.
- Review and recommend the internal audit plan and work program to the Board.
- Pre-approve 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:

- Ensure that sufficient resources are available to deliver the annual Board-approved internal audit program.
- Monitor progress and consider the implications of internal audit findings for the control environment.

- supported staff transitioning both into and out of the Authority;
- monitored and managed ICT-related matters and issues;
- managed corporate communications in line with the whole-of-government approach and coordination with the Public Information Coordination Centre; and
- managed coordination with other ACT Government agencies and ACT Shared Services.

The Authority continued to embed its Project Management Framework within teams and promoted capability building. The Authority implemented a new project management tool, ServiceNow's P3M, to assist project executives and managers with governance of their projects. The tool supports improved status reporting and recording of project risk identification, risk rating and closure over the life of a project, consistent with the whole-of-government risk matrix.

- Monitor a register of audit recommendations.
- Meet with the internal and external auditors, without management personnel being present, at least once a year.

The committee charter and Internal Audit Charter are consistent with the ACT Framework for Internal Audit Committee and Function.

The committee oversaw the internal audit program for the period, including internal audits on:

- rapid land sales process (to report in 2022–23);
- grants management health check;
- fraud and corruption control (to report in 2022–23); and
- Project Management Framework (PMF) Implementation (to report in 2022–23).

The internal auditors also support probity or conflict of interest matters and any management-initiated reviews, as required.

The committee maintained an awareness of the progress of the Auditor-General’s performance audit on procurement and contracting activities for the *Acton Waterfront Project*.

The Audit and Risk Committee met seven times during 2021–22. Table 5 sets out details of member attendance.

The committee comprises two categories of members:

- Members of the Board who are also appointed to the committee – these members receive remuneration 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 Board members – these members receive remuneration under contract with the Authority on a rate-per-meeting-attended basis (including preparation time). The Board selects independent members based on merit.

Table 5: Audit and Risk Committee member attendance 2021–22

Name	Position	Meetings attended	Meetings held during 2021-22
Nigel Chamier	Committee Chair and Board Deputy Chair	7	7
Alison Kimber [#]	Committee member and Board member	7	7
Maria Storti	Independent member	7	7

The Board agreed on 7 July 2022 for Ms Kimber to assume the role of the Committee Chair, with Mr Chamier continuing to support as a member.

B.6. – Fraud prevention

The Authority operated in accordance with the *EPSDD Fraud and Corruption Prevention Plan 2019–21*, while a revised 2022–24 plan and risk register were under development by EPSDD in consultation with the Authority and the Suburban Land Agency. The Board considered the 2022–24 plan and risk register in June 2022, in parallel with the other portfolio agencies seeking appropriate approvals. EPSDD will release final documents to all staff in 2022–23 and the portfolio agencies will work together on any implementation activities as required.

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 help to manage 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 Deputy CEO and/or the senior executive responsible for business integrity and risk in the EPSDD. Where appropriate, they may 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 complies with the requirements of the *Freedom of Information Act 2016* (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 6 to 11 provide summary data for each type of application. EPSDD publishes details of individual applications and decisions in the FOI Disclosure Log on its website:

www.environment.act.gov.au/about-us/access-government-information/disclosure-log

Table 6: Open access information

Description	Total
Number of decisions to publish open access information	1
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 7: FOI applications received and decision type

Description	Total
Number of access applications received	1
Number of applications where access to all information requested was given	0
Number of applications where access to only some of the information requested was given (partial release)	0
Number of applications where access to the information was refused	0
Number of applications where information was not held	1

Table 8: 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, but within extended timeframe agreed with the applicant	1
Number of days taken to decide over the time taken to decide in section 40 for each application	15

Table 9: Amendment to personal information

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

Table 10: 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 11: Fees

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

B.8. – Community engagement and support

The Authority cannot achieve its vision alone – it works with the community to achieve a shared vision for the Precinct. The Authority aims to build trust and confidence through open, two-way communication and commits to involving the public and stakeholders in its renewal program wherever possible.

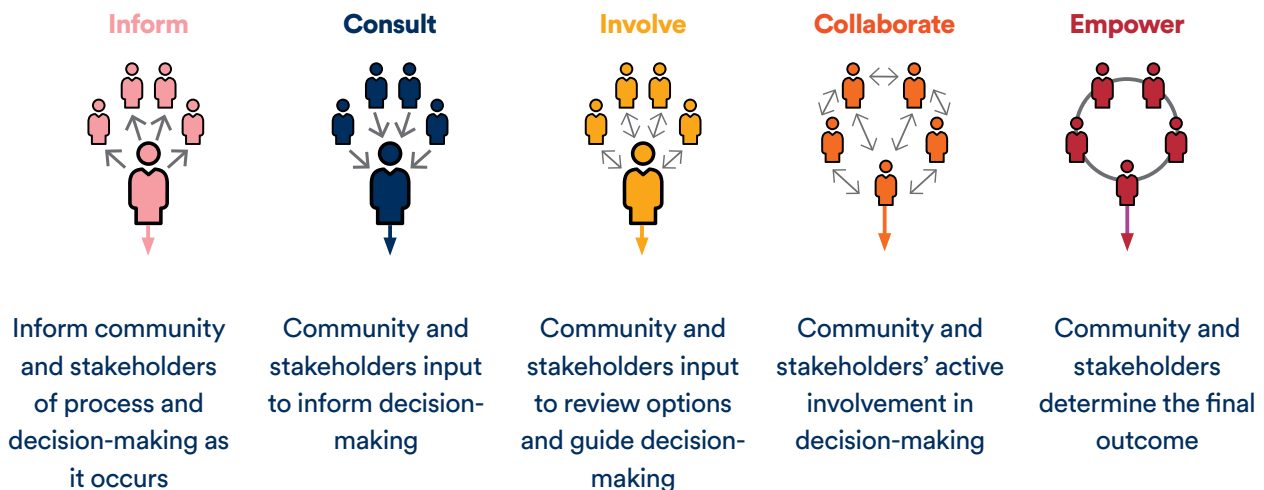
To achieve this, the Authority strives for these types of interactions with the community and stakeholders:

- **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.
- **Respectful** – we acknowledge and respect the expertise, perspective and needs of stakeholders.

The ACT Government Communications and Engagement Framework and the International Association for Public Participation (IAP2) Core Values provide a strong basis to guide the Authority’s communications and engagement objectives. The level of involvement for the Authority’s projects spans the IAP2 spectrum, shown in Figure 2.

Figure 2: IAP2 Public Participation Spectrum



The Marketing and Engagement Committee oversees and evaluates the effectiveness of corporate communications, marketing and strategic engagement activities, and intergovernmental processes. The role of the committee is set out in Table 2.

The committee met four times during the 2021–22 financial year and advised the Authority on a wide range of strategy development and project implementation, including the CCMIL marketing plan, *Place Experience and Marketing Plan* and the *Integrated Communications and Engagement Plan*. This was the first full year that membership of the committee included a non-Board member.

Stakeholder and community engagement

The Authority captures and reports stakeholder engagement activities using a relationship management system to reduce duplication and ensure consistency in communication with stakeholders. This year, the Authority recorded 3,402 interactions (number of stakeholders reached) across 551 stakeholder events (such as letters, door knocks, meetings, calls and workshops).

The Authority maintains a range of strategic relationships with representative groups to foster a people-led approach, such as with neighbourhood and interest-based associations, and through project and place-specific engagement.

The Authority’s major consultations in 2021–22 included the annual survey of CCMIL payers, the design of laneway upgrades in the Sydney and Melbourne buildings, and the Acton Waterfront park design.

Community support initiatives: grants

The Authority administers the *Placemaking Grants* program, using funding from the CCMIL (collection zone only). The program is designed to meet the objectives in the CCMIL Performance and Accountability Framework.

The 2021–22 round of grants awarded a total of \$193,276 ex GST across four projects to help enliven Civic and Braddon as described at pages 39 and 40 and in Table 12.

Table 12: 2021–22 Placemaking Grants

Applicant name	Project title	Project description	Total amount awarded (\$)
Yes! Fest	Yes! Fest 2022	Canberra’s own LGBTIQ+ community street party. Scheduled to occur in February 2022 (dependent on COVID conditions), the event will focus activity around the rainbow roundabout and Eloura St.	\$50,000
Project Beats	The Canberra Street Dance Festival 2022	Following the success of the first event in 2020 (also grant funded) Project Beats will present a two-day hip hop and street culture festival showcasing local music, MCing, fashion, food and art. The event is scheduled to take place in City Walk/Garema Place on 9 & 10 April 2022.	\$50,000
Yanni Pounartzis	Big Swoop	Local artist Yanni Pounartzis will design and build a large (2.4m tall, 3.5m long, 2m wide) statue of a magpie. Installation is scheduled for March 2022 and will remain in place for 12 months.	\$43,334
Visumotus Interactive	Reveal Braddon	A month-long series of projections at four locations in Braddon curated to align with Enlighten.	\$49,942
Total			\$193,276

Note: project description is as per original grant application.

B.9. – Aboriginal and Torres Strait Islander reporting

The Authority recognises that the Precinct is on Ngunnawal Country and that Ngunnawal people have a meaningful and ongoing relationship to this land and Canberra. It prioritises learning about and engaging effectively with this community to deliver authentic place outcomes.

The Authority is a signatory to the *Innovate Reconciliation Action Plan (RAP) 2019–2021* with the EPSDD and the Suburban Land Agency. The plan applied to 2021–22 and EPSDD is currently reviewing it as part of EPSDD’s continuous improvement cycle. The Authority organised its reconciliation actions around principles of awareness and recognition, protocols and processes, procurement, relationships and consultation, and projects and placemaking. A working group, led by the CEO as executive sponsor, with one member from each team, coordinated implementation of RAP priorities through the year.

As a key stakeholder group in the Precinct, First Nations peoples participate in activities, programs and consultations that the Authority undertakes. The Authority directly consults the Dhawura Ngunnawal Caring for Country Committee on major activities and meets regularly with a representative of the Aboriginal and Torres Strait Islander Elected Body.

To help implement the RAP:

- the CEO met with the Aboriginal and Torres Strait Islander Elected Body’s EPSDD representative several times in 2021–22;
- the Board met with representatives of the Dhawura Ngunnawal Caring for Country Committee in February 2022;
- the Board and Authority staff received a presentation on Ngunnawal language in May 2022;
- three staff have learnt to Acknowledge Country in language, and this is now embedded in regular staff and Board meeting agendas;
- there has been ongoing engagement with Ngunnawal Elders and community via the Dhawura Ngunnawal Caring for Country Committee on the Acton Waterfront and Canberra Civic and Culture District projects; and
- 73 per cent of staff have completed cultural awareness training.

In 2021–22 the Authority continued to encourage engagement with Indigenous enterprises as part of the implementation of the Territory’s Aboriginal and Torres Strait Islander procurement policy (ATSIPP). Section C.5 – Government contracting – reports on implementation of the ATSIPP.



Left to right Alison Kimber, Nigel Chamier (Deputy Chair), Mary Mudford EPSDD, Christine Covington (Chair), Kate Brennan and Professor Ken Maher. Opening of the Authority’s new accommodation with Bradley Mopiva-Brown’s NAIDOC Week 2021 artwork installed. Mary spoke about the Ngunnawal language and the importance of engagement with the Ngunnawal community to all staff.

B.10. – Work health and safety

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

During the 2021–22 reporting period, the Authority:

- continued engagement with an external WHS consultant to complete and assist with its WHS activities and functions;
- completed an independent annual audit of the existing WHS management system; evaluated whether the activities detailed as part of the system were being completed; identified any gaps; and determined alignment of the WHS framework with the requirements of ISO 45001:2018 Occupational Health and Safety Management Systems and ISO 31000:2018 Risk Management - Guidelines (best practice at the time);
- continued with the ongoing management of the action plan which includes risk management activities, assurance activities, training of staff and the Board, addressing findings from audits, incidents and ongoing improvements to the management system;
- continued its ongoing review and updating of the Safety, Quality and Environmental (SQE) Manual for the Authority. The SQE 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;
- continued with risk assurance activities of the Authority's contractors, including WHS documentation reviews and on-site inspection and audits;
- continued to monitor the *Health, Safety and Wellbeing Strategic Plan* to support the Authority's strategic direction outlined in the 2025 strategic plan;
- continued to monitor, manage and update the WHS Risk Register to govern hazards, risks and controls applicable to the operations of the Authority;
- completed various safety alerts and safety bulletins and communicated them to the Authority's employees and applicable contractors. These included updates on policy, system, emergency management, personnel and legislation such as silica dust reforms;
- continued to provide targeted WHS training to Authority staff and Board members. This included, but was not limited to, due diligence obligations and the completion of a Due Diligence Self-Assessment Checklist for Authority executives and Board members;
- continued to ensure all Authority workers completed workstation self-assessment when working from home for any duration;
- continued to ensure all staff completed defibrillator training; and
- continued a regime of reporting on WHS matters to the executive team, the Audit and Risk Committee and the Board.

The WHS Committee met six times (every two months) during the reporting period. The committee's membership may change as required following an annual review. All committee members completed training to ensure they understood the requirements of their roles. Due to the small number of staff in the Authority and the fact that none of them sought to request one, there are no elected health and safety representatives.

The Authority monitors potential WHS risks. The highest WHS risks relate to construction, public realm assets and public events where injuries to workers or members of the public could happen. The Authority,

MPC or the contracted place manager ensured that appropriate assessments and assurance activities were undertaken when designing or constructing works and prior to hosting events.

Workplace injury

During the 2021–22 period there was one notifiable incident. A contractor’s worker sustained an injury at a community event in early 2022. During a cooking demonstration a pot of hot water accidentally tipped off a table and spilled onto the worker’s right leg and feet, requiring immediate first aid.

The Authority completed an incident and investigation report identifying root causes, and communicated the report to all stakeholders. With lessons learnt, the Authority completed corrective actions from the incident, and documented additional controls in risk plans for future events.

Improvement, prohibition or non-disturbance notices

During the 2021–22 reporting period the Authority received no improvement, prohibition or non-disturbance notices under Part 10 of the WHS Act.

Enforceable undertakings

During the 2021–22 reporting period the Authority incurred no enforceable undertakings under Part 11 of the WHS Act.

Failure to comply with a safety duty

During the 2021–22 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, articulate employee conditions (see the ACT Public Service Employment Portal: www.jobs.act.gov.au/work-with-us/employment-framework).

The Authority has maintained its workforce profile to deliver the Board-approved work program and Statement of Intent.

EPSDD provided selected human resource advice and these services under a service agreement:

- Probation administration.
- Supporting performance management programs.
- Coordination of learning and development programs.
- Preparation of people and capability reports.
- Administration of the graduate and other vocational program.

- Coordination of diversity and inclusion programs.
- Facilitation of injury management.
- Coordination of any misconduct allegations, grievances and complaints.
- Advising officers responsible for respect, equity and diversity, fire safety and first aid.

Shared Services provide transactional workforce support directly.

In 2021–22 the Authority retained one employee originally recruited through the Jobs for Canberrans scheme against a permanent role. Another employee from the scheme was successful in applying for a permanent role.

Workplace culture

The Authority conducted its annual survey on workplace culture in 2021–22 and progressed resulting actions. The Authority also participated in the ACT Public Sector (ACTPS) Survey. The survey results were strongly positive, with results well above or better than the ACTPS average as shown in Table 13*.

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. The Authority's management recognises and celebrates team successes in regular communications. Staff who were working from home completed a working-from-home checklist and provided it to their managers.

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.

ACTPS/EPSSD core learning programs

Throughout 2021–22, 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 (where possible) and virtual learning programs. Table 14 shows completions during 2021–22 which are in addition to completions in previous reporting periods.

Table 13: Authority results from the ACTPS Survey

Indicator	Authority	ACTPS average
Commitment and loyalty	77%	68%
Engagement	100%	82%
Wellbeing at work	85%	64%
Workplace stress	15%	30%

*The table shows the percentage of respondents for selected indicators surveyed.

Table 14: ACT Public Service training 2021–22

ACT Public Service core training element	Completions in 2021–22
Aboriginal & Torres Strait Islander Cultural Awareness	2
ACTPS Induction	1
Domestic and Family Violence Foundation Training	2
Freedom of Information and the Open Access Information Scheme	3
Information Privacy	2
Introduction to Risk in the ACT Government	6
Records Management	1
Work Health, Safety and Wellbeing	1

Training for managers and senior leaders

Managers may also access training to support them in their leadership role as required. Table 15 shows completions during 2021–22 which are in addition to completions in previous reporting periods.

Table 15: Management and leadership training 2021–22

Course name	Completions in 2021–22
ACT Government Domestic Violence Training – Managers	1
Disability Confidence	1
Leading Teams Remotely	1
Recruitment and Selection	1
Setting Your Team Up For Success	1

Training to support mental health and inclusion

In 2021–22 Authority staff participated in the following programs supporting the promotion of mental health awareness and inclusion.

Table 16: Mental health and inclusion training 2021–22

Course name	Completions in 2021–22
Disability Awareness Training	1
Mental Health Awareness	2

Training participation – other recommended training

Table 17: Other recommended training 2021–22

Course name	Completions in 2021–22
ACT Government Procurement	2
ACT Government Probity in Procurement Training	4
Behavioural De-escalation	1
Timesheet / Flex Sheet Management	2
Wellbeing Impact Assessment Information Session	2
Working Remotely: Essentials	3

In 2021–22 no staff attended further courses from the ACTPS training calendar.

Operational safety training

Staff participated in additional safety-related training specific to their roles and consistent with the Authority's learning priorities. During 2021–22, 10 staff participated in Safety in Design training.

Future learning and development areas identified as priorities

In 2022–23 the Authority will continue to ensure new starters complete mandatory training and continue to build capability in the practical application of its WHS management system, PMF and procurement and probity requirements.

ACT public service graduate program

The Authority participated in the 2021 Graduate Program and placed a graduate in the Communications and Engagement team.

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 approved one new formal study assistance application in the 2021–22 financial year and provided ongoing support to a further three employees.

Inclusion employment programs

In 2021–22 the Authority did not host any employees as part of the ACT Government's *Work Experience Support Program* or vocational employment programs.

ACTPS performance framework

At 30 June, 94 per cent of staff in the Authority had established a performance and development plan for the 2021–22 period with their manager online via the directorate's learning management system, in line with the ACTPS Performance Framework.

(Note: this figure excludes staff employed with the Authority less than six months, staff on leave and other placements and executives.)

Staffing profile

On 30 June 2021 the Authority had a headcount of 26 people*. Tables 18 to 25 describe the workforce headcount and full-time equivalent (FTE) staff numbers and other characteristics.

Table 18: FTE and headcount by branch

Branch	FTE	Headcount
Office of the Chief Executive Officer	1	1
Business Operations	8.6	9
Development	7	7
Place Experience, Marketing, Communications and Engagement	5	5
Design and Place Strategy	3.7	4
Total	25.3	26

*The headcount total at 30 June 2022 includes staff on maternity or other forms of leave, in addition to staff backfilling those roles, and excludes staff on temporary transfer in other agencies.

Table 19 FTE and headcount by gender

	Female	Male	Total
FTE by gender	11.4	13.9	25.3
Headcount by gender	12	14	26
% of workforce	46.2%	53.8%	100%

Table 20: Headcount by classification group and gender

Classification group	Female	Male	Total
Administrative officers	3	0	3
Senior officers	7	11	18
Executive officers	2	3	5
Total	12	14	26

Table 21: Headcount by employment category and gender

Employment category	Female	Male	Total
Casual	0	0	0
Permanent full-time	7	9	16
Permanent part-time	2	0	2
Temporary full-time	3	4	7
Temporary part-time	0	1	1
Total	12	14	26

Table 22: Diversity profile







Representation	Headcount	% of staff
	12	46.2% Staff are female
	2	40% Female senior executive management
	7	26.9% Staff are 55 years or over
	0	0% Staff identify as Indigenous Australian
	0	0% Staff identify as having a disability
	1	3.8% Staff are from a non-English-speaking background

Table 23: Headcount by age and gender

Age group	Female	Male	Total
Under 25	0	0	0
25–34	3	2	5
35–44	5	5	10
45–54	2	2	4
55 and over	2	5	7

Table 24: Average length of service in the ACT Public Service

Gender	Female	Male	Total
Average years of service	8.0	6.1	7.0

Table 25: Recruitment and separation rates*

	Recruitment rate	Separation rate
	0.0%	10.1%

*Consistent with ACTPS State of the Service methodology, EPSDD based these calculations on permanent appointments or separations. They exclude other movements such as temporary transfer or appointments on a fixed-term temporary basis, such as in executive roles.



Community members selecting items in the plant giveaway following maintenance in Ainslie Place.

B.12. – Ecologically sustainable development

The Authority commits 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 *City Renewal Authority Sustainability Strategy 2021–2025* is available on the website: www.act.gov.au/___data/assets/pdf_file/0006/1699800/00.-2021-Sustainability-Strategy_FINAL-A28057863.pdf

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 sustainability and people-focused outcomes in development activity, and pursuing opportunities and partnerships to pilot and deliver sustainable development.

Table 26: Focus areas for sustainability

Climate wise design	Projects including climate wise design elements <ul style="list-style-type: none"> • shade, thermal performance, water-sensitive design
Social and economic vibrancy	Projects fostering social sustainability <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • soft infrastructure (bike racks, bubblers), landscape design, pedestrian comfort • improved experience, longer trips by walking, higher number of people walking

Sustainability is a key element of the Authority’s comprehensive CPRP, 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.

Projects in 2021–22 that demonstrated sustainability initiatives:

- A planned path skirting the southern edge of City Hill will help protect the critically endangered golden sun moth in accordance with the EPBC Act.
- The designs for streetscape upgrades for Braddon include proposed promotion of active travel through improved walking connections between light rail and the retail precinct, enhanced vegetation and canopy cover, and climate resilient plant species.
- Planned streetscape upgrades to Verity Lane and Odgers Lane will increase permeability and vegetation cover (with climate resilient plant species) and support active travel through improved day- and night-time walking conditions.
- A new city greening pilot project aims to increase surface permeability from 0 per cent to 10 per cent and canopy cover. The Authority has submitted designs to TCCS for approval and anticipates the first stage of implementation to begin early in 2022–23.
- The Authority is developing a sustainability framework to achieve a six-star Greenstar communities rating by 2023 for the Acton Waterfront Precinct design.
- Construction of the Haig Park Community Centre is nearing completion. Construction has adapted and used old bricks in the community centre construction and will use remaining bricks for new walls. It also includes the reuse of materials

from nearby sites including wharf timber from the Acton Waterfront and pavers from City Walk. Double glazing, excellent solar access and thermal massing via concrete slabs and clay bricks will minimise energy consumption. The Authority is reducing water consumption through rainwater harvesting for irrigation and the use of native drought-tolerant plants.

- Haig Park footpath and lighting upgrades are nearing completion and will protect the health of existing trees through permeable path treatments of over 600 LM.
- The Authority installed nearly 200 decorative lights in 19 of Lonsdale Street’s median trees. This contributes to the night-time economy by increasing the feeling of safety while simultaneously providing a vibrant colourful streetscape. The lighting has encouraged people to linger longer and transit through the space.

The Authority also promotes sustainability in new residential and commercial developments when reviewing DAs and through NCD RP and DA pre-application meetings. It advocates for a wide range of sustainable design attributes including water-sensitive urban design, climate resilient design, solar access, end-of-trip and active travel facilities and the number and provision of diverse dwelling types.

There were no investigations or recommendations to the Authority from the Commissioner for Sustainability and the Environment in the reporting period.

Sustainable development performance

Table 27 provides information on the Authority's energy, water, transport fuel and waste consumption, and the associated greenhouse gas emissions.

ACT Property Group provides accommodation services on behalf of the ACT Government. As part of arrangements there is a 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 has 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 Authority office location provides other options to capture valuable resources for reuse, including toner recycling.
- The Authority mainly purchases 100 per cent recycled paper for office use. To help minimise the impact of paper use where possible, the Authority has deployed smart (swipe card) printing along with printer default settings set to double sided and black and white. Any non-recycled paper is usually certified, for example, carbon neutral certified or Forestry Stewardship Council certified.
- The Authority has continued to embed sustainability in its operations, including through electronic approvals to reduce paper consumption and embedding sustainability in its events.

Table 27: Sustainability results 2021–22 compared to 2020–21

Indicator at 30 June ¹	Unit	2021-22	2020-21	% change
Stationary energy usage				
Electricity use ²	Kilowatt hours	59,302	41,791	41.9%
Natural gas use (non-transport) ²	Megajoules	114,401	129,472	-11.6%
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 ⁴	Kilolitres	N/A	20.18	N/A

Indicator at 30 June ¹	Unit	2021-22	2020-21	% change
Resource efficiency and waste				
Reams of paper purchased	Reams	152	141	7.8%
Recycled content of paper purchased	Percentage	84.9%	100%	-15.1%
Waste to landfill ⁵	Litres	2,799	12,191	-77.0%
Comingled material recycled ⁵	Litres	2,565	5,822	-55.9%
Paper and cardboard recycled (incl. secure paper) ⁵	Litres	3,441	17,029	-79.8%
Organic material recycled ^{5&6}	Litres	3	840	-99.6%
Greenhouse gas emissions⁷				
Emissions from natural gas use (non-transport)	Tonnes CO2-e	5.89	6.66	-13.0%
Emissions diesel use (non-transport)	Tonnes CO2-e	0.00	0.00	0%
Emissions from transport fuel use	Tonnes CO2-e	0.00	0.00	0%
Emissions from refrigeration ⁸	Tonnes CO2-e	0.00	0.00	0%
Total emissions	Tonnes CO2-e	5.89	6.66	-13.0%

Notes:

1. Data are from external sources at the end of the reporting period.
2. Energy, water and transport fuel data are from the Enterprise Sustainability Platform. The platform 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 both the 2020-21 and 2021-22 reporting periods are in the report of the CMTEDD.
4. The Authority could not determine water use as data for temporary accommodation over the period from July 2021 to March 2022 are unavailable.
5. The Authority has based waste figures on invoiced information for each waste/recycling stream, apportioned to the Authority based on floor space. Sources provided data to the Authority in kilograms and converted to estimated litres. It is likely that volume has remained low due to changed staff working patterns and the lockdown period in 2021.
6. The organics waste recycling service was unavailable at the temporary office accommodation in Customs House and recommenced at Nara Centre late in the reporting period.
7. Greenhouse gas emissions from electricity are no longer reported as the ACT is operating on 100 per cent renewable sources. 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. The Authority based reported figures on the Authority's proportion of the floor space in the Nara and Customs House buildings. These figures do not directly reflect the Authority's actual electricity usage.
8. Emissions from refrigeration is a new category in the 2021-22 reporting requirements.

Section C

Financial management reporting



High energy dance moves, Lunar New Year festival, Dickson.

C.1. – Financial management analysis

Management discussion and analysis

City Renewal Authority

For the year ended 30 June 2022

Objectives

The Authority was established on 1 July 2017 under Section 7 of the CRA&SLA Act

The Authority is charged with revitalising the City Centre of Canberra covering the designated City Renewal Precinct that spans Dickson, Northbourne avenue, Haig Park, Civic and Acton.

The Authority leads the revitalisation of the Precinct and its places by delivering a people-centred, design-led, sustainable, and commercially astute urban renewal program. The Authority relies on other ACT Government entities such as EPSDD; Suburban Land Agency and Shared Services for core business functions such as people and capability; governance services; 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 that places defining the city are places where its citizens live, work, and enjoy, and which support a quality of life Canberrans expect and deserve.

These are the key objectives of the Authority:

- The encouragement and promotion of a vibrant city through the delivery of design-led, people-focused urban renewal.
- The encouragement and promotion of social and environmental sustainability.
- 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 Centre. 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 City Centre 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 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 costing and pricing principles, taxation, debt guarantee requirements and regulations, including:

- 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 Authority's activities consists of:

- capital distributions to the government;
- payment of national tax equivalents;
- payment of dividends based on operating surplus after tax; and
- payment of payroll tax.

Returns to the Territory

Table 28 below details the total returns to the Territory based on the audited financial statements for 2021–22 and 2020–21, and the Statement of Intent (Budget) for 2021–22 and 2022–23.

Financial performance

The financial information provided below is based on the audited financial statements for 2021–22 and 2020–21 and the 2021–22 Budget.

Table 28: Comparison of returns to the Territory

	Actual 2020-21 \$'m	Actual 2021-22 \$'m	Budget 2021-22 \$'m	Budget 2022-23 \$'m	Estimate 2023-24 \$'m	Estimate 2024-25 \$'m	Estimate 2025-26 \$'m
Dividends Payable	–	–	–	30.4	28.1	0.9	13.3
National tax equivalent payments	–	–	–	10.1	9.4	0.3	4.4
Payroll tax	0.2	0.2	0.2	0.2	0.3	0.3	0.3
Total Returns to the Territory	0.2	0.2	0.2	40.7	37.8	1.5	18.0

Dividends

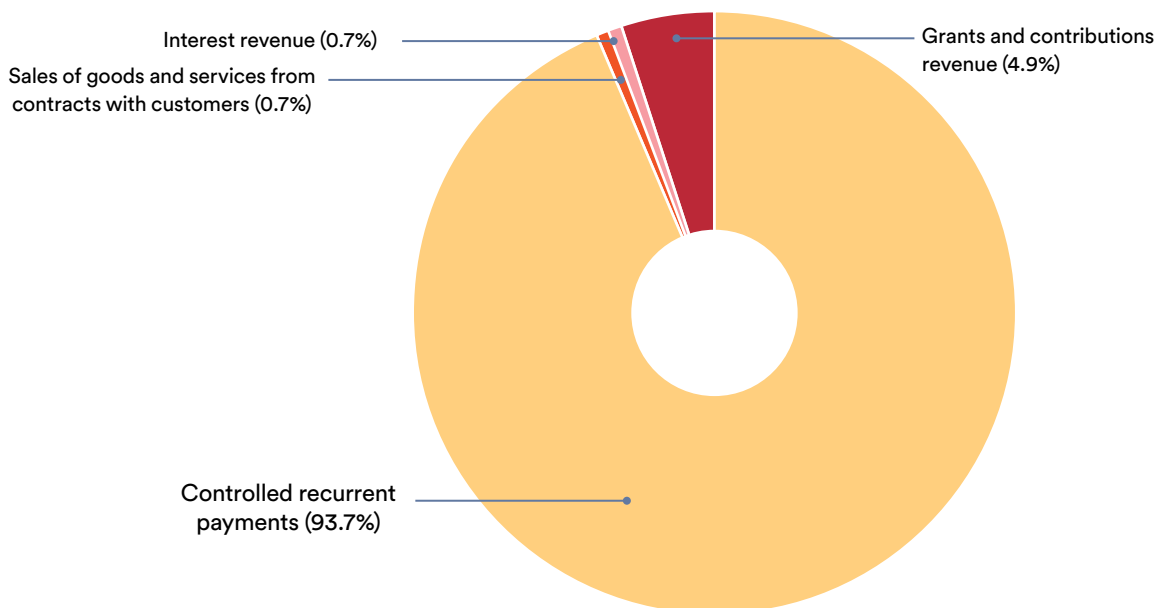
The Authority pays the Territory a dividend of 100 per cent of net profits after tax (excluding gifted assets). There are nil dividends payable for 2021–22 as the Authority incurred an after-tax deficit.

Income

Components of income

Total income for the year ended 30 June 2022 was \$14.2 million, comprising controlled recurrent payments of \$13.3 million (93.7 per cent), sales of goods and services from contracts with customers of \$0.1 million (0.7 per cent), interest revenue of \$0.1 million (0.7 per cent), and grants and contributions revenue of \$0.7 million (4.9 per cent).

Figure 3: Components of Income



Comparison to Budget at 30 June 2022

Total income of \$14.2 million was lower than the original budget of \$14.4 million, due mainly to lower than budgeted controlled recurrent payments, representing CCMIL appropriations which the Authority will request to rollover to 2022–23.

Comparison to 2020–21 actual income

Total income of \$14.2 million was lower than the actual income for 2020–21 of \$15.4 million, due mainly to \$2.9 million lower grants and contributions, predominantly due to the end of the additional resources received free of charge from TCCS, for the jobs for Canberrans place management team.

This was partially offset by \$1.5 million higher controlled recurrent payments, representing appropriations for CCMIL and recurrent initiatives.

Total expenses

Components of expenses

Total expenses for the year ended 30 June 2022 was \$24.3 million, comprising employee expenses of \$4.5 million (18.5 per cent), superannuation expenses of \$0.6 million (2.5 per cent), supplies and services of \$7.9 million (32.5 per cent), depreciation and amortisation of \$1.3 million (5.3 per cent), grants and purchased services of \$1 million (4.1 per cent), and other expenses of \$9 million (37 per cent).

Comparison to Budget at 30 June 2022

Total expenses of \$24.3 million was higher than the original budget of \$24 million, due mainly to \$1.7 million higher other expenses, which includes the \$1.5 million cost of assets written off following the unbudgeted transfer of City Walk infrastructure assets to TCCS.

This was partially offset by:

- \$0.8 million lower than budgeted expenditure for employee expenses, due to vacancies of funded positions during the year; and
- \$1.1 million lower than budgeted supplies and services, due mainly to the deferral of land development activities, to align with re-programmed land releases.

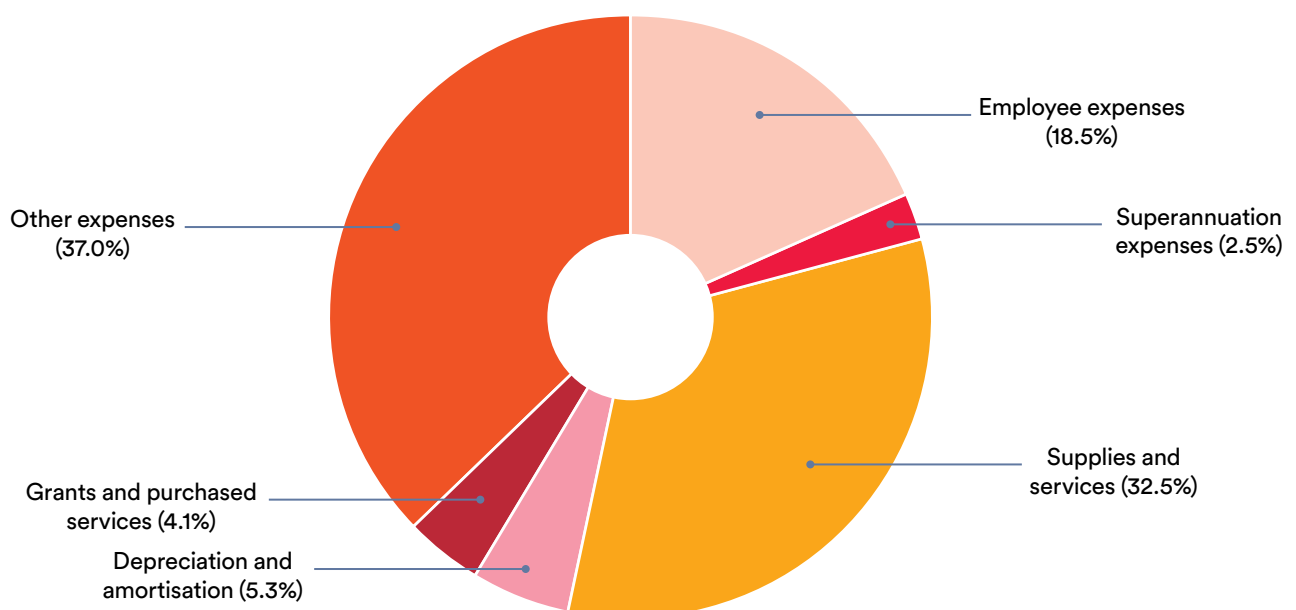
Comparison to 2020–21 actual expenses

Total expenses of \$24.3 million was higher than the actual expenses for 2020–21 of \$17.4 million, due mainly to \$7 million of other expenses representing the write-off of infrastructure assets transferred to TCCS in 2021–22.

Financial position

Key indicators of the health of the Authority's financial position are the ability to sustain its asset base, to

Figure 4: Components of Expenditure



pay debts as they fall due and to maintain long-term liabilities at prudent levels.

Total assets

Components of Total Assets

In 2021–22 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 \$96.2 million at 30 June 2022, comprising cash and cash equivalents of \$15.3 million (15.9 per cent); receivables of \$0.4 million (0.4 per cent); inventories of \$8.7 million (9 per cent); property, plant and equipment of \$30.3 million (31.5 per cent); and capital works in progress of \$41.5 million (43.1 per cent).

Comparison to Budget at 30 June 2022

Total assets of \$96.2 million was higher than the original budget of \$94.2 million, due mainly to:

- \$2.7 million higher cash and cash equivalent balances, which primarily reflects the deferral of budgeted inventory development capital and operating costs, to align with re-programmed land releases; and
- \$1.6 million higher property, plant and equipment balances, which reflect the \$1.7 million revaluation of land assets, \$1.5 million of unbudgeted fixed

asset additions (including \$1.0 million for *Haig Park Paths and Lighting* from capital works in progress), offset by \$1.5 million of unbudgeted asset transfers (City Walk) to TCCS.

This was partially offset by:

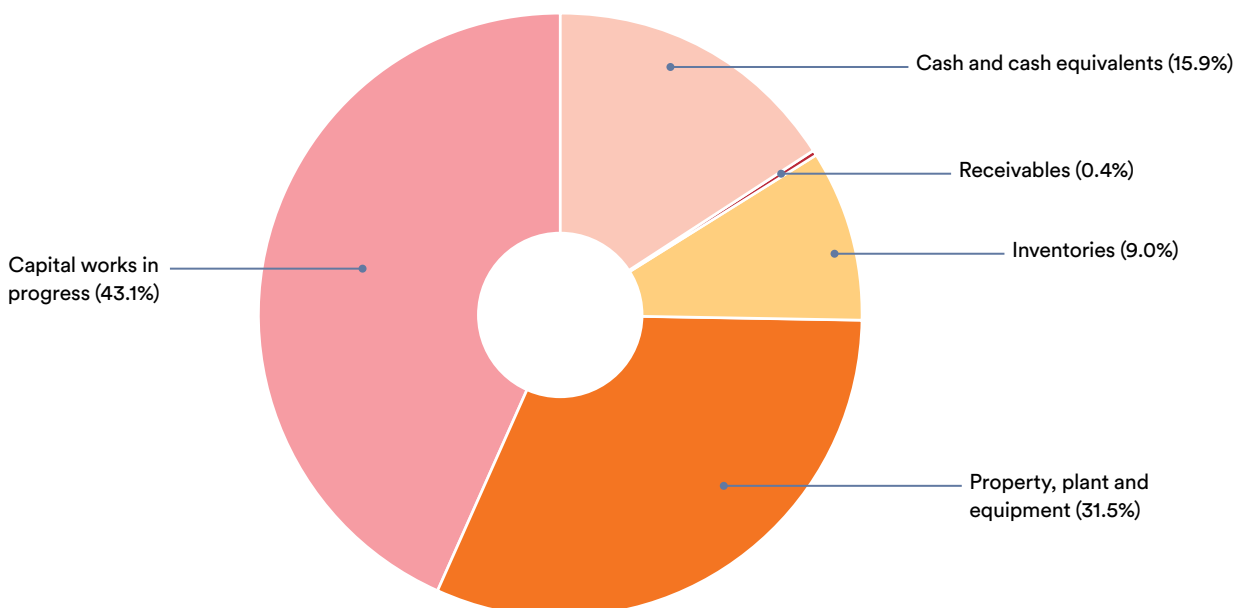
- \$1.0 million lower inventory balances, which reflect budgeted inventory development works that were deferred in 2021–22 to align with re-programmed land releases; and
- \$1.5 million lower capital works in progress balances, predominantly reflecting assets capitalised to property, plant and equipment (*Haig Park Paths and Lighting*) during the year above budget assumptions.

Comparison to 2020–21 actual assets

Total assets of \$96.2 million was higher than the prior year total of \$86.5 million, due mainly to \$16.4 million increase in capital works in progress, which relates predominantly to Acton Waterfront construction costs.

This was partially offset by \$6.8 million reduction in property, plant and equipment which predominately reflects infrastructure assets transferred to TCCS in 2021–22.

Figure 5: Components of Total Assets



Total liabilities

Components of Total Liabilities

Total liabilities of \$8.6 million at 30 June 2022, comprising payables of \$2.1 million (24.4 per cent), contract liabilities of \$0.2 million (2.3 per cent), employee benefits of \$1.6 million (18.6 per cent), and deferred tax liability of \$4.7 million (54.7 per cent).

Comparison to Budget at 30 June 2022

Total liabilities of \$8.6 million was higher than the original budget of \$7.4 million, due mainly to \$0.9 million higher level of payables, mainly representing higher accrued expenses related to increased expenditure on capital works in June 2022, with the commencement of construction in Dickson and Haig Park at the end of 2021–22.

Comparison to 2020–21 actual liabilities

Total liabilities of \$8.6 million was higher than the prior year total of \$7.9 million, due mainly to \$0.4 million higher level of payables, mainly representing higher accrued expenses associated with capital works, with the commencement of construction in Dickson and Haig Park at the end of 2021–22.

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 29 below), which compares the ability to fund short-term liabilities from short-term assets. The current ratio of 4.6 shows that the Authority is able to meet its short-term debts at 30 June 2022.

The reduction, from Actual 2021–22, of the current ratio in Budget 2022–23 and Estimate 2023–24 represent dividends and income tax payable, following the sale of land in Budget 2022–23 and Estimate 2023–24.

Figure 6: Components of Total Liabilities

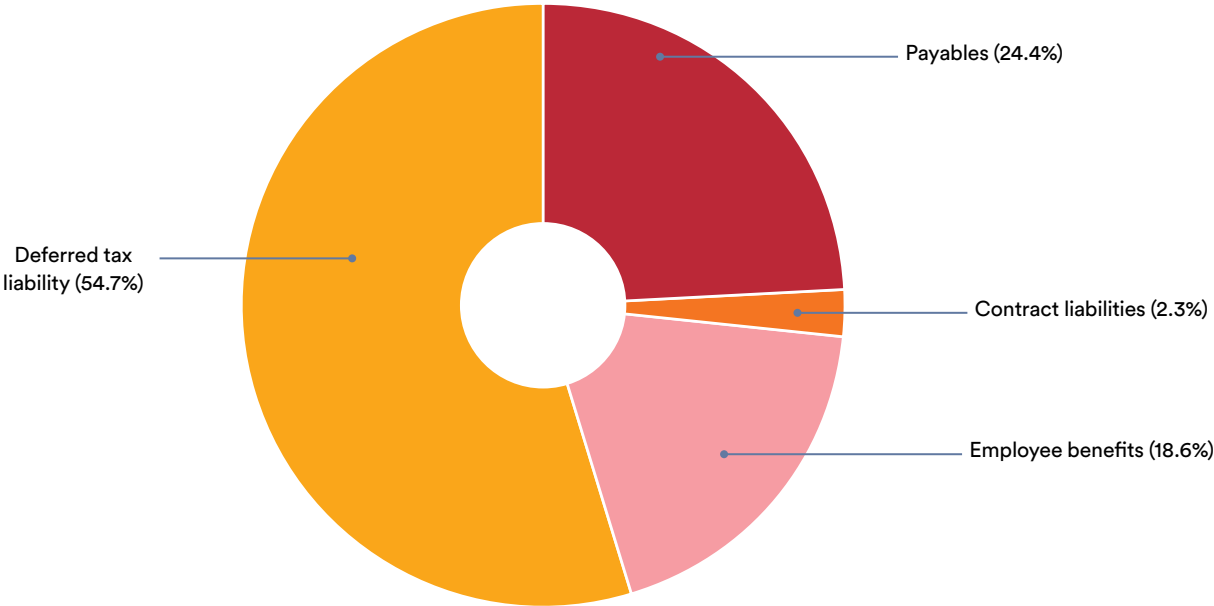


Table 29: Current assets to current liabilities

at 30 June	Actual 2021–22 \$'m	Budget 2022–23 \$'m	Estimate 2023–24 \$'m	Estimate 2023–24 \$'m	Estimate 2025–26 \$'m
Total Current Assets	17.5	29.0	29.2	20.4	30.3
Total Current Liabilities	3.8	18.9	17.7	3.2	9.8
Current Ratio	4.6	1.5	1.6	6.3	3.1

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 2022 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 2022, 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 (including Independence Standards)* (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* 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.

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Auditor's responsibilities for the audit of the financial statements

The Auditor-General is responsible for issuing an audit report that includes an independent audit 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
26 September 2022

City Renewal Authority

Financial Statements

For the Year Ended

30 June 2022

**City Renewal Authority
Financial Statements
For the Year Ended 30 June 2022**

Statement of Responsibility

In my opinion, the City Renewal Authority's financial statements fairly reflect the financial operations for the year ended 30 June 2022 and its financial position on that date.



Ms Christine Covington
Board Chairperson
City Renewal Authority
26 September 2022

**City Renewal Authority
Financial Statements
For the Year Ended 30 June 2022**

Statement by the Chief Operating Officer

In my opinion, the City Renewal Authority's financial statements have been prepared in accordance with the Australian Accounting Standards, are in agreement with its accounts and records and fairly reflect its financial operations for the year ended 30 June 2022 and the financial position on that date.



Mr Craig Gillman
Chief Operating Officer
City Renewal Authority
26 September 2022

City Renewal Authority

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City Renewal Authority
Statement of Comprehensive Income
For the Year Ended 30 June 2022

	Note No.	Actual 2022 \$'000	Original Budget 2022 \$'000	Actual 2021 \$'000
Income				
Controlled Recurrent Payments	#	13 287	13 487	11 768
Sales of Goods and Services from Contracts with Customers	5	99	201	10
Interest Revenue		149	88	103
Grants and Contributions Revenue	6	697	622	3 556
Total Income		14 232	14 398	15 437
Expenses				
Employee Expenses	7	4 481	5 284	4 500
Superannuation Expenses	7	647	632	607
Supplies and Services	8	7 899	9 001	8 052
Depreciation and Amortisation	14	1 292	1 161	1 234
Grants and Purchased Services	9	1 031	631	974
Other Expenses	10	8 952	7 312	1 996
Total Expenses		24 302	24 021	17 363
Operating Result before National Tax Equivalents		(10 070)	(9 623)	(1 926)
National Tax Equivalents	18	(359)	-	(674)
Operating Result		(9 711)	(9 623)	(1 252)
Other Comprehensive Income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Increase in the Asset Revaluation Surplus attributable to the revaluation of assets	14	1 724	-	-
(Decrease) in Asset Revaluation Surplus attributable to deferred tax on revaluation of assets	18	(431)	-	(155)
Total Comprehensive Income		(8 418)	(9 623)	(1 407)

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

Refer to the Statement of Appropriation.

**City Renewal Authority
Balance Sheet
As at 30 June 2022**

	Note No.	Actual 2022 \$'000	Original Budget 2022 \$'000	Actual 2021 \$'000
Current Assets				
Cash and Cash Equivalents	11	15 274	12 587	15 135
Receivables	12	415	174	655
Inventories	13	1 857	1 620	-
Other Assets		-	39	59
Total Current Assets		17 546	14 420	15 849
Non-Current Assets				
Inventories	13	6 857	8 093	8 353
Property, Plant and Equipment	14	30 293	28 682	37 113
Capital Works in Progress	15	41 495	42 956	25 133
Total Non-Current Assets		78 645	79 731	70 599
Total Assets		96 191	94 151	86 448
Current Liabilities				
Payables	16	2 104	1 171	1 667
Contract Liabilities	16	159	159	159
Employee Benefits	17	1 546	1 389	1 389
Total Current Liabilities		3 809	2 719	3 215
Non-Current Liabilities				
Employee Benefits	17	79	46	46
Deferred Tax Liability	18	4 676	4 604	4 604
Total Non-Current Liabilities		4 755	4 650	4 650
Total Liabilities		8 564	7 369	7 865
Net Assets		87 627	86 782	78 583
Equity				
Accumulated Funds		79 207	79 655	71 456
Asset Revaluation Surplus		8 420	7 127	7 127
Total Equity		87 627	86 782	78 583

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 2022

		Contributed	Accumulated	Asset Revaluation	Total	Total
		Equity	Funds	Surplus	Equity	Original
	Note	Actual	Actual	Actual	Actual	Budget
	No.	2022	2022	2022	2022	2022
		\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2021		70 406	1 050	7 127	78 583	78 583
Comprehensive Income						
Operating Result		-	(9 711)	-	(9 711)	(9 623)
Increase in the Asset Revaluation Surplus attributable to the revaluation of assets	14	-	-	1 724	1 724	-
Deferred Tax from Revaluation of Assets	18	-	-	(431)	(431)	-
Total Comprehensive Result		-	(9 711)	1 293	(8 418)	(9 623)
Transactions Involving Owners Affecting Accumulated Funds						
Capital Injections		17 462	-	-	17 462	17 823
Total Transactions Involving Owners Affecting Accumulated Funds		17 462	-	-	17 462	17 823
Balance at 30 June 2022		87 868	(8 661)	8 420	87 627	86 782

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 2022

	Contributed Equity Actual 2021 \$'000	Accumulated Funds Actual 2021 \$'000	Asset Revaluation Surplus Actual 2021 \$'000	Total Equity Actual 2021 \$'000
Note No.				
Balance at 1 July 2020	48 239	2 302	7 282	57 823
Comprehensive Income				
Operating Result	-	(1 252)	-	(1 252)
Deferred Tax from Revaluation of Assets	18	-	(155)	(155)
Total Comprehensive Result	-	(1 252)	(155)	(1 407)
Transactions Involving Owners Affecting Accumulated Funds				
Capital Injections	22 167	-	-	22 167
Total Transactions Involving Owners Affecting Accumulated Funds	22 167	-	-	22 167
Balance at 30 June 2021	70 406	1 050	7 127	78 583

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

**City Renewal Authority
Statement of Cash Flows
For the Year Ended 30 June 2022**

	Note No.	Actual 2022 \$'000	Original Budget 2022 \$'000	Actual 2021 \$'000
Cash Flows from Operating Activities				
Receipts				
Controlled Recurrent Payments		13 287	13 487	11 768
Sales of Goods and Services from Contracts with Customers		79	201	17 115
Interest Received		149	88	103
Goods and Services Input Tax Credits from the Australian Taxation Office		2 460	-	2 351
Goods and Services Tax Collected from Customers		11	-	1 726
Other		170	-	207
Total Receipts from Operating Activities		16 156	13 776	33 270
Payments				
Employee		4 297	5 284	4 421
Superannuation		644	632	604
Supplies and Services		8 135	8 377	6 728
Related to Cost of Goods Sold		361	1 360	1 008
Grants and Purchased Services		113	631	975
Goods and Services Tax Remitted to the Australian Taxation Office		11	-	14
Goods and Services Tax Paid to Suppliers		2 338	-	2 735
National Tax Equivalent Payments		-	-	3 614
Other		-	40	-
Total Payments from Operating Activities		15 899	16 324	20 099
Net Cash Inflows/(Outflows) from Operating Activities	11	257	(2 548)	13 171
Cash Flows from Investing Activities				
Payments				
Purchase of Property, Plant and Equipment		17 580	17 823	21 430
Total Payment from Investing Activities		17 580	17 823	21 430
Net Cash (Outflows) from Investing Activities		(17 580)	(17 823)	(21 430)

**City Renewal Authority
Statement of Cash Flows - Continued
For the Year Ended 30 June 2022**

	Note No.	Actual 2022 \$'000	Original Budget 2022 \$'000	Actual 2021 \$'000
Cash Flows from Financing Activities				
Receipts				
Capital Injections		17 462	17 823	22 167
Total Receipts from Financing Activities		17 462	17 823	22 167
Payments				
Payment of Dividend		-	-	9 705
Total Payment from Financing Activities		-	-	9 705
Net Cash Inflows from Financing Activities		17 462	17 823	12 462
Net Increase/(Decrease) in Cash and Cash Equivalents		139	(2 548)	4 203
Cash and Cash Equivalents at the Beginning of the Reporting Period		15 135	15 135	10 932
Cash and Cash Equivalents at the End of the Reporting Period	11	15 274	12 587	15 135

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 2022

Description and Material Accounting Policies relating to Controlled Recurrent Payments

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

CRP is recognised when the Authority gains control over the funding which is obtained upon the receipt of cash, given they do not contain enforceable and sufficiently specific performance obligations as defined by AASB 15 *Revenue from Contracts with Customers*.

Capital injection appropriations are not recognised as income, but instead are recognised as equity injections and a cash inflow which is used to purchase/build an asset(s) or to reduce a liability(s).

Column Heading Explanations

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 Authority during the year. This amount appears in the Statement of Cash Flows.

	Original Budget 2022 \$'000	Total Appropriated 2022 \$'000	Appropriation Drawn 2022 \$'000	Appropriation Drawn 2021 \$'000
Controlled Recurrent Payments	13 487	13 487	13 287	11 768
Capital Injections	17 823	17 823	17 462	22 167
Total Controlled Appropriation	31 310	31 310	30 749	33 935

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

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

	Controlled Recurrent Payments (CRP) \$'000	Capital Injections (CI) \$'000
Reconciliation of Appropriation for 2021-22		
Original Appropriation for 2021-22	13 487	17 823
Undrawn ^a	(200)	(361)
Controlled Appropriation Drawn	13 287	17 462

- a) The controlled recurrent payments undrawn represents initiative funding committed but not incurred in the 2021-22 financial year.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

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 revitalising the city centre of Canberra covering the designated City Renewal Precinct that spans Dickson, Northbourne avenue, Haig Park, Civic and Acton.

The Authority leads the revitalisation of our precinct and its places by delivering a people-centred, design-led, sustainable, and commercially astute urban renewal program. The 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 services, 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 that places defining our city are where its citizens live, work, and enjoy; and places which support a quality of life Canberrans expect and deserve.

The key objectives of the Authority are to:

- the encouragement and promotion of a vibrant city through the delivery of design-led, people-focused urban renewal;
- the encouragement and promotion of social and environmental sustainability; and
- 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.

(b) 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 costing and pricing principles, taxation, debt guarantee requirements and regulations, including:

- 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:

- capital distributions to the Government;
- payment of national tax equivalents;
- payment of dividends based on operating profit after tax; and
- payment of payroll tax.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 2 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

Legislative Requirement

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

- i. a Statement of Comprehensive Income for the year;
- ii. a Balance Sheet at the end of the year;
- iii. a Statement of Changes in Equity for the year;
- iv. a Statement of Cash Flows for the year;
- v. a Statement of Appropriation for the year;
- vi. the material accounting policies adopted for the year; and
- vii. other statements as necessary to fairly reflect the financial operations of the Authority during the year and its financial position at the end of the year.

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

- i. Australian Accounting Standards (as required by the FMA);
- ii. International Financial Reporting Standards; and
- iii. 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 historical cost convention, except for non-current assets held for sale, property, plant and equipment and financial instruments which are valued at fair value in accordance with the revaluation policies applicable to the Authority during the reporting period.

Currency

These financial statements are presented in Australian dollars, which is the Authority's functional currency.

Individual Reporting Entity

The Authority is an individual reporting entity.

Reporting Period

These financial statements state the financial performance, changes in equity and cash flows of the Authority for the year ended 30 June 2022 together with the financial position of the Authority as at 30 June 2022.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 2 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS - CONTINUED

Comparative Figures

Budget Figures

To facilitate a comparison with the Budget Papers, as required by the FMA, budget information for 2021-22 has been presented in the financial statements. Budget numbers in the financial statements are the original budget numbers that appear in the Budget Papers.

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.

Going Concern

The Authority's 2021-22 financial statements have been prepared on a going concern basis as the ongoing functions and activities of the Authority have been funded in the ACT Government 2022-23 Budget and the Budget Papers include forward estimates for the Authority.

COVID-19 Impact

The Authority has assessed the impact of the COVID-19 pandemic on its financial statements. From this assessment the Authority has concluded that the COVID-19 pandemic has not had a material impact on its operations or the carrying value of assets.

NOTE 3 IMPACT OF ACCOUNTING STANDARDS ISSUED BUT YET TO BE APPLIED

All Australian Accounting Standards and Interpretations issued but yet to be applied are either not relevant to the Authority or have been assessed as having an immaterial financial impact on the Authority.

These standards and interpretations are applicable to future reporting periods. The Authority does not intend to adopt these standards and interpretations early, with the exception of the change to AASB 101 resulting from *AASB 2021/2 Amendments to Australian Accounting Standards – Disclosure to Accounting Policies and Definition of Accounting Estimates*. This change requires the Authority to disclose its material accounting policy information rather than its significant accounting policies. For all other Australian Accounting Standards issued by yet to be applied, they will be adopted from their application date.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 4 CHANGE IN ACCOUNTING POLICY AND ACCOUNTING ESTIMATES

Change in Accounting Policy

The Authority has early adopted changes to AASB 101 resulting from AASB 2021/2 *Amendments to Australian Accounting Standards – Disclosure to Accounting Policies and Definition of Accounting Estimates*. References are now to ‘material’ accounting policies rather than ‘significant’ accounting policies in these financial statements.

INCOME NOTES

Material Accounting Policies – Income

Income Recognition

The following material accounting policies relate to each income note unless stated otherwise in the individual note. Revenue is recognised in accordance with AASB 15 *Revenue from Contracts with Customers* where the contract is enforceable and contains sufficiently specific performance obligations, otherwise revenue is in the scope of AASB 1058 *Income of Not-for-Profit Entities*.

AASB 15

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 Authority have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

AASB 1058

Where revenue streams are in the scope of AASB 1058, the Authority recognises the asset received (generally cash or other financial asset) at fair value, recognises any related amount (e.g. liability or equity) in accordance with an accounting standard and recognises revenue as the residual between the fair value of the asset and the related amount on receipt of the asset.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 5 SALES OF GOODS AND SERVICES FROM CONTRACTS WITH CUSTOMERS

Description and Material Accounting Policies Relating to Sales of Goods and Services

Revenue is recognised either over time or at a point in time. Any distinct goods or services are separately identified and any discounts or rebates in the contract price are allocated to the separate elements. Revenue is based on the transfer of promised goods or services to customers at an amount that reflects the consideration in exchange for those goods or services. The timing of the payment for sale of goods and rendering of services largely corresponds with 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.

Sale of Land

Revenue is recognised by the Authority when settlement occurs, because the purchaser has control of the land at this point in time. That is, at settlement, the purchaser has legal title to the land, they obtain all the risks and rewards of ownership of the land and the purchaser can prevent others from accessing and directing the use of the land.

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

Application Fees

The 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 Authority if a suitable site cannot be found but the applicant meets the eligibility criteria.

If the direct sale is completed by the Authority, then it 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.

	2022	2021
	\$'000	\$'000
Sales of Goods and Services from Contracts with Customers		
Land Revenue	84	-
Direct Application Fees	15	10
Total Sales of Goods and Services from Contracts with Customers	99	10

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 6 GRANTS AND CONTRIBUTIONS REVENUE

Description and Material Accounting Policies relating to Grants and Contributions Revenue

General Grant and Contributions Accounting Policy

Where the 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.

The related expense and/or asset is recognised in the line item to which it relates, when the assets or services are received.

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 grants, donations or contributions.

All the services listed below are recognised in the Statement of Comprehensive Income or Balance Sheet as appropriate as services received free of charge given they are reliably measurable and would have been purchased if not provided to the Authority free of charge.

The 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 at fair value on recognition, with the land being recorded as an asset in the Balance Sheet.

	2022	2021
	\$'000	\$'000
Resources Received Free of Charge from ACT Government Entities		
Environment, Planning and Sustainable Development Directorate	500	432
Shared Services	162	168
Transport Canberra and City Services Directorate ^a	-	678
Access Canberra	3	7
CMTEDD - Workforce Capability	3	-
ACT Government Solicitor Office	29	35
Total Resources Received Free of Charge	697	1 320
 Other Grants and Contributions		
Assets Received from ACT Government Agencies ^b	-	1 966
Recoveries and Contributions Received from ACT Government Agencies	-	270
Total Other Grants and Contributions	-	2 236
 Total Grants and Contributions	697	3 556

a) Reflects resources provided by Transport Canberra and City Services Directorate (TCCS) to the Authority, associated with the Jobs for Canberrans initiative in 2020-21. No resources were provided in 2021-22.

b) Relates to assets transferred from ACT Property Group to the Authority, being City Block 3 Section 20 (\$1.740m) and Acton Block 15 Section 33 (\$0.226m) in 2020-21. No assets were transferred to the Authority in 2021-22.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 7 EMPLOYEE AND SUPERANNUATION EXPENSES

Description and Material Accounting Policies Relating to Employee and Superannuation Expenses

Employee benefits include:

- short-term employee benefits such as wages and salaries, annual leave loading, non-monetary benefits (e.g. vehicles) and applicable on costs, if expected to be settled wholly before twelve 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.

Employees of the Authority will have different superannuation arrangements due 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 Sector Superannuation Scheme (PSS) the 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 Authority also makes productivity superannuation contribution payments on behalf of these employees to the Commonwealth Superannuation Corporation, which is responsible for the 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 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.

	2022	2021
	\$'000	\$'000
Wages and Salaries	3 981	3 992
Payroll Tax	208	215
Long Service Leave Expense	7	65
Annual Leave Expense	219	97
Workers' Compensation Insurance Premium	60	50
Termination Payments	-	73
Superannuation Contributions to the Territory Banking Account	289	217
Superannuation to External Providers	336	371
Productivity Benefit	22	19
Fringe Benefit Tax	6	8
Total Employee and Superannuation Expenses	5 128	5 107
Split of Employee and Superannuation Expenses		
Total Employee Expenses	4 481	4 500
Total Superannuation Expenses	647	607
Total Employee and Superannuation Expenses	5 128	5 107

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 8 SUPPLIES AND SERVICES

Description and Material Accounting Policies Relating to Supplies and Services

General - Supplies and Services

Purchases of Supplies and Services generally represent the day-to-day running costs incurred in normal operations, recognised in the reporting period in which these expenses are incurred.

Legal Expenses

The Authority has recognised legal expenses related to legal services received free of charge from the ACT Government Solicitor's Office (GSO).

Lease Rental Payments

Lease Rental Payments includes short-term leases of 12 months or less and low value leases up to \$10,000 as well as non-specialised accommodation leases with Property Group.

Auditor Service Fees

Auditor's remuneration consists of financial audit services provided to the Authority by the ACT Audit Office and any other services provided by a contract auditor engaged by the ACT Audit Office to conduct the financial audit. The Authority's audit fees for the audit of its 2021-22 financial statements was \$0.069m (\$0.061m 2020-21). No other services were provided by the ACT Audit Office.

Repairs and Maintenance

Maintenance expenses, which do not increase the service potential of an asset, are expensed.

	2022	2021
	\$'000	\$'000
Contractors and Consultants	4 246	4 032
Resources Received Free of Charge ^a	697	1 320
Advertising and Marketing Costs ^b	825	568
Board Member Remuneration	359	355
Office Services	227	133
Asset Management	580	735
Service Level Agreements	128	171
Lease Rental Expenses	196	208
Auditor's Remuneration	34	62
Other	607	468
Total Supplies and Services	7 899	8 052

- a) The decrease from the prior year is the result of no resources being provided by TCCS in relation to the Jobs for Canberrans initiative (\$0.678m) in 2021-22.
- b) The increase in Advertising and Marketing costs for the year reflect promotions of new events such as Summernats in Braddon, Lunar New Year in Dickson and City Illuminations @Enlighten in Civic. In addition, the Authority delivered its first consumer retail campaign for the city centre. The campaign was approved by the Advertising Independent Reviewer and included two bursts of activity; Celebrate Christmas in the City in December 2021 and Winter in the City in June 2022.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 9 GRANTS AND PURCHASED SERVICES

Description and Material Accounting Policies relating to Grants and Purchased Services

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 placemaking initiatives that strengthen our community's connection to Civic, Braddon and Acton's public spaces and encourage habitual visitation.

Purchased services are amounts paid to obtain services from other ACT Government agencies and external parties. These transactions are reciprocal in nature.

	2022	2021
	\$'000	\$'000
Recurrent Grants		
City Centre Marketing Improvements Levy ^a	113	319
Purchased Services		
Payments to Service Providers ^b	918	655
Total Purchased Services	1 031	974

- a) The reduction in 2021-22 Recurrent Grants reflects COVID related impacts on the timing of grants awarded.
- b) The increase reflects the purchase of services that were provided free of charge in the prior year through the Jobs for Canberrans initiative.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 10 OTHER EXPENSES

Description and Material Accounting Policies Relating to Other Expenses

Transfer of Assets to other ACT Government Agencies

Plant, property and equipment are transferred to other ACT Government Agencies at nil consideration. On transfer, the current net book value for the asset is written off.

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 includes 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.

Impairment Losses - Non-Financial Assets

Impairment loss expenses are recognised for both property, plant and equipment, and intangible assets when their carrying amount is higher than their recoverable amount, with the difference between the two being the amount of the impairment loss. Impairment losses for plant and equipment, leasehold improvements and intangibles are recognised as an expense in the Statement of Comprehensive Income. Impairment losses for land, buildings, infrastructure, and community assets, are only recognised as an expense when the amount of the impairment is greater than the balance in the Asset Revaluation Surplus for the relevant class of asset.

Expensing of Capital Works in Progress

Capital works in progress is infrastructure assets under construction. Capital works in progress are recognised at the time the construction activity occurs. These assets are measured at the cost of constructing the asset. Capital works in progress expensed in the current period represent opening balances assessed to not meet the asset capitalisation criteria.

	2022	2021
	\$'000	\$'000
Disposals from Transfers of Property, Plant and Equipment (see note 14)	8 633	-
Write down in Inventory (see note 13)	-	1 966
Impairment Losses (see note 14)	144	30
Expensing of Capital Works in Progress (see note 15)	175	-
Total Other Expenses	8 952	1 996

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

ASSET NOTES

Material 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 11 CASH

Description and Material Accounting Policies Relating to Cash

Cash

The Authority holds an interest-bearing bank account with the Westpac Bank as part of the whole-of-government banking arrangements. As part of these arrangements, the Authority receives interest on the account.

(a) Cash

	2022	2021
	\$'000	\$'000
Cash at Bank	15 274	15 135
Total Cash	15 274	15 135

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 11 CASH – CONTINUED

	2022 \$'000	2021 \$'000
(b) Reconciliation of Cash at the End of the Reporting Period in the Statement of Cash Flows to the Equivalent Items in the Balance Sheet		
Total Cash Recorded in the Balance Sheet	15 274	15 135
Cash at the End of the Reporting Period as Recorded in the Statement of Cash Flows	15 274	15 135
(c) Reconciliation of the Operating Surplus to the Net Cash Inflows from Operating Activities		
Operating Result	(9 711)	(1 252)
Add/Less Non-Cash Items		
Depreciation of Property, Plant and Equipment	1 292	1 234
Assets Transferred to Other ACT Government Entities	8 633	-
Write Down of Inventory / Asset Impairment	144	1 996
Capital Works Expensed	175	(51)
Add/(Less) Items Classified as Investing or Financing		
Provision for dividend in payables	-	9 705
Capital item in payables	(482)	(557)
Gains on transfer/Contribution of Asset	-	(1 966)
Other non-operating cash flow items	(431)	(155)
Cash Before Changes in Operating Assets and Liabilities	(380)	8 954
Changes in Operating Assets and Liabilities		
Decrease in Receivables and Contract Assets	240	18 329
(Increase) in Inventories	(361)	(1 008)
Decrease in Other Assets	59	101
Increase in Employee Benefits	190	81
Increase in Payables	437	526
Increase/(Decrease) in Income Tax Equivalentents	72	(4 107)
(Decrease) in Other Liabilities	-	(9 705)
Net Changes in Operating Assets and Liabilities	637	4 217
Net Cash inflows from Operating Activities	257	13 171

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 12 RECEIVABLES AND CONTRACT ASSETS

Description and Material Accounting Policies Relating to Receivables and Contract Assets

Receivables relating to the Sale of Goods and Services from Contracts with Customers are recognised when invoiced, as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment.

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

No receivables are past due or impaired.

	2022	2021
	\$'000	\$'000
Current Receivables		
Other Debtors	20	-
National Tax Equivalents Receivable	-	26
GST Receivable	395	485
Accrued Revenue	-	144
Total Receivables	415	655

NOTE 13 INVENTORIES

Description and Material Accounting Policies Relating to Inventories

Inventory

Inventory held by the Authority is made up of land. Inventories are valued at the lower of cost and net realisable value. The cost of land inventory includes the value of the land itself along with all direct costs incurred in developing the land. These include expenditure associated with the implementation of estate planning, demolition, remediation activities, and relocation or construction of infrastructure services. The cost is assigned to land inventory on a specific identification of cost basis given this inventory is high value and low volume.

Valuation of Inventories

An independent valuer performed a valuation of land assets as of 30 June 2022. The valuations were prepared by Colliers Valuation and Advisory Services, and by Capital Valuers. Both valuers hold a recognised and relevant professional qualification and have recent experience in the location and category of the land inventory assets involved. The Authority undertakes an assessment for indication of the impairment of assets on an annual basis. There were no changes to asset carrying value or indications of impairment as of 30 June 2022.

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.

Cost of Goods Sold

Cost of goods sold is recognised for costs previously included in the measurement of inventory that has now been sold.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 13 INVENTORIES – CONTINUED

	2022	2021
	\$'000	\$'000
Current Inventories		
Development Costs	1 857	-
Total Current Inventories	1 857	-
Non-Current Inventories		
Land Acquisition Costs	1 267	1 267
Development Costs	5 590	7 086
Total Non-Current Inventories	6 857	8 353
Total Inventories	8 714	8 353

The movement from non-current to current in 2021-22 reflects inventory balances for land holdings which are expected to be offered for sale in 2022-23.

Reconciliation of Inventories at 30 June 2022

	2022	2021
	\$'000	\$'000
Cost of Sales		
Opening Inventory at the beginning of the Financial Year	8 353	7 345
- Purchases	361	2 974
- Write-down in Inventory ^a	-	(1 966)
Closing Inventory at the End of the Financial Year	8 714	8 353

- a) The write down in inventory (2020-21) relates to land (City Block 3 Section 20 (\$1.740m) and Acton Block 15 Section 33 (\$0.226m) transferred from ACT Property Group at carrying value that was subsequently written down to the lower of cost and net realisable value.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 14 PROPERTY, PLANT AND EQUIPMENT

Description and Material Accounting Policies relating to 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 and land classified as inventory.
- **Buildings** are structures that are separately identifiable from the land they are constructed upon.
- **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.
- **Intangible Assets** are a software application developed by an external provider.

Acquisition and Recognition of Property, Plant and Equipment

Property, Plant and Equipment are initially recorded at cost.

Where property, plant and equipment are acquired at no cost, or minimal cost, cost is its fair value as at the date of acquisition.

Property, Plant and Equipment with a minimum value of \$5,000 are capitalised.

Software developed by an externally provider is recognised and capitalised when it is probable that the expected future economic benefits attributable to the software will flow to the Authority.

Measurement of Property, Plant and Equipment after Initial Recognition

Property, Plant and Equipment is valued using the cost or revaluation model of valuation. Land, buildings, infrastructure assets, and community assets are measured at fair value. Plant and equipment, and intangible assets are measured at cost.

Significant Accounting Judgements and Estimates

Land: The 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 independent valuers as at 30 June 2022. The valuations were prepared by Colliers Valuation and Advisory Services, and by Capital Valuers. Both valuers hold a recognised and relevant professional qualification and have recent experience in the location and category of the land assets involved. The valuations use 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.

Infrastructure and Community Assets: The Authority has made an estimate regarding the value of its infrastructure and community assets. The fair value of infrastructure and community assets was last determined by a qualified independent valuer (MMJ Canberra) as at 30 June 2020, and are valued using current replacement cost due to the specialised nature of the assets. The valuation is subject to unobservable inputs utilising data internal to the Authority. 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.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 14 PROPERTY, PLANT AND EQUIPMENT - CONTINUED

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.

Impairment of Assets

The Authority assesses, at each reporting date, whether there is any indication that property, plant and equipment may be impaired with regard to a number of factors including obsolescence, future continuing use and physical damage. Property, Plant and Equipment is also reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Assets Held at Fair Value

Any resulting impairment losses, for land, buildings, infrastructure, and community assets, are recognised as a decrease in the Asset Revaluation Surplus relating to these classes of assets. This is because these asset classes are measured at fair value and have an Asset Revaluation Surplus attached to them. Where the impairment loss is greater than the balance in the Asset Revaluation Surplus for the relevant class of asset, the difference is expensed in the Statement of Comprehensive Income.

Assets Held at Cost

Impairment losses for plant and equipment, buildings, infrastructure and community assets are recognised in the Statement of Comprehensive Income (see Note 10 Other Expenses) as they are carried at cost or do not have an asset revaluation surplus attached to them. 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.

Depreciation and Useful Life

Depreciation is the systematic allocation of the cost of an asset less its residual value over its useful life.

Depreciation is applied to physical assets such as buildings, infrastructure 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.

Depreciation for non-current assets is determined as follows:

Class of Asset	Depreciation	Useful Life (Years)
Infrastructure Assets	Straight Line	18-48
Plant and Equipment	Straight Line	2-10
Community Assets	Straight Line	8-50

The 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 historical experience of similar assets. The useful lives are assessed on an annual basis and adjustments are made when necessary.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 14 PROPERTY, PLANT AND EQUIPMENT - CONTINUED

Amortisation

Capitalised software and other intangibles have a finite useful life. Amortisation is applied to intangible assets as follows:

Class of Asset	Amortisation	Useful Life (Years)
Intangible Assets	Straight Line	5

Reconciliation of Property, Plant and Equipment at 30 June 2022

The following table shows the movement of Property, Plant and Equipment in 2021-22.

	Land \$'000	Buildings \$'000	Infra- structure \$'000	Plant and Equipment \$'000	Community Assets \$'000	Intangible Assets \$'000	Total \$'000
Carrying Amount at the Beginning of the Reporting Period	14 480	30	12 710	1 511	8 382	-	37 113
Additions	-	-	879	533	-	113	1 525
Disposals from Transfers	-	-	(6 636)	(631)	(1 366)	-	(8 633)
Impairment Losses	-	(26)	-	(118)	-	-	(144)
Revaluation Increment	1 724	-	-	-	-	-	1 724
Depreciation and Amortisation	-	(4)	(439)	(306)	(526)	(17)	(1 292)
Carrying Amount at the End of the Reporting Period	16 204	-	6 514	989	6 490	96	30 293
Carrying Amount at the End of the Reporting Period, is represented by:							
Gross Book Value	16 204	-	6 916	1 427	7 338	113	31 998
Accumulated Depreciation	-	-	(402)	(438)	(848)	(17)	(1 705)
Carrying Amount at the End of the Reporting Period	16 204	-	6 514	989	6 490	96	30 293

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 14 PROPERTY, PLANT AND EQUIPMENT - CONTINUED

Reconciliation of Property, Plant and Equipment at 30 June 2021

The following table shows the movement of Property, Plant and Equipment in 2020-21.

	Land \$'000	Buildings \$'000	Infra- structure \$'000	Plant and Equipment \$'000	Community Assets \$'000	Total \$'000
Carrying Amount at the Beginning of the Reporting Period	14 480	34	13 112	1 317	7 338	36 281
Additions	-	-	41	528	1 528	2 097
Disposals	-	-	-	(1)	-	(1)
Impairment Losses	-	-	-	(30)	-	(30)
Depreciation and Amortisation	-	(4)	(443)	(303)	(484)	(1 234)
Carrying Amount at the End of the Reporting Period	14 480	30	12 710	1 511	8 382	37 113
Carrying Amount at the End of the Reporting Period, is represented by:						
Gross Book Value	14 480	39	13 270	1 975	8 866	38 630
Accumulated Depreciation	-	(9)	(560)	(464)	(484)	(1 517)
Carrying Amount at the End of the Reporting Period	14 480	30	12 710	1 511	8 382	37 113

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:

	2022 \$'000	2021 \$'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	6 489	6 489
Less: Accumulated Depreciation and Impairment	(603)	(402)
Net Carrying Amount of Infrastructure at Cost	5 886	6 087
<i>Community Asset</i>		
Cost	8 088	8 088
Less: Accumulated Depreciation and Impairment	(1 261)	(841)
Net Carrying Amount of Community Asset at Cost	6 827	7 247
Total Carrying Amount of Assets at Cost	16 514	17 135

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 14 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 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 Authority's property, plant and equipment at fair value and information about the Fair Value Hierarchy as at 30 June is as follows:

2022

	<u>Classification According to Fair Value</u>		
	<u>Hierarchy</u>		
	Level 2	Level 3	Total
	\$'000	\$'000	\$'000
Property, Plant and Equipment at Fair Value			
Land	16 204	-	16 204
Infrastructure Assets	-	5 636	5 636
Community Assets	-	6 489	6 489
	16 204	12 125	28 329

2021

	<u>Classification According to Fair Value</u>		
	<u>Hierarchy</u>		
	Level 2	Level 3	Total
	\$'000	\$'000	\$'000
Property, Plant and Equipment at Fair Value			
Land	14 480	-	14 480
Buildings	-	30	30
Infrastructure Assets	-	5 837	5 837
Community Assets	-	6 914	6 914
	14 480	12 781	27 261

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 14 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Transfers Between Categories

There were no transfers between Levels 1, 2 and 3 during the current 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 (comparable in location and size).

Inputs: Prices and other relevant information generated by market transactions involving comparable land was 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.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 14 PROPERTY, PLANT AND EQUIPMENT - CONTINUED

Fair Value Measurements using Significant Unobservable Inputs (Level 3)

2022

	Buildings	Infrastructure Assets	Community Assets
	\$'000	\$'000	\$'000
Fair Value at beginning of the reporting period	30	5 837	6 914
Comprehensive Income			
Depreciation	(4)	(201)	(425)
Impairment Losses Recognised in Other Comprehensive Income	(26)	-	-
Fair Value at the End of the Reporting Period	-	5 636	6 489

2021

	Buildings	Infrastructure Assets	Community Assets
	\$'000	\$'000	\$'000
Fair Value at beginning of the reporting period	34	6 038	7 338
Depreciation	(4)	(201)	(424)
Fair Value at the End of the Reporting Period	30	5 837	6 914

Description and fair value as at 30 June 2022 \$'000	Valuation technique	Significant unobservable inputs	Range of unobservable inputs (weighted average)	Relationship of unobservable inputs to fair value
Infrastructure Assets				
\$5 636	Current Replacement Cost	Service capacity / obsolescence of asset	4-10% (7.2%)	Greater consumption of economic benefit or increased obsolescence lowers fair value
Community Assets				
\$6 463	Current Replacement Cost	Service capacity / 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 2022

NOTE 15 CAPITAL WORKS IN PROGRESS

Description and Material Accounting Policies Relating to Capital Works in Progress

Capital works in progress is infrastructure assets under construction. Capital works in progress are recognised at the time the construction activity occurs. These assets are measured at the cost of constructing the asset. The cost includes direct construction costs (e.g. direct materials and direct labour), and 'directly attributable' costs in bringing the asset to a location and condition ready for use, as well as the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located. Directly attributable costs included in capital works in progress by the Authority are the cost of site preparation, initial delivery and handling costs of materials, installation and assembly costs, functional testing and professional fees.

Reconciliation of Capital Works in Progress

	Works in Progress 2022 \$'000	Works in Progress 2021 \$'000
Carrying Amount at the Beginning of the Reporting Period	25 133	5 202
Additions	17 928	21 884
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment ^a	(1 391)	(1 859)
Capital Works in Progress Completed and Transferred to Expenses ^b	(175)	(94)
Carrying Amount at the End of the Reporting Period	41 495	25 133

- a) Capital works completed primarily relate to Haig Park Paths and Lighting, which was completed in June 2022.
- b) Relates to capital works in progress that were expensed in the 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 2022

LIABILITY NOTES

Material 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 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 16 PAYABLES AND CONTRACT LIABILITIES

Description and Material Accounting Policies Relating to Payables and Contract Liabilities

Payables

Payables include Trade Payables, Accrued Expenses and Other 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. All amounts are now normally settled within 14 days after the invoice date given the ACT Government accelerated the payments of invoices for local enterprises recognising the importance of cash flow to small and medium enterprises given the COVID-19 pandemic.

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.

	2022	2021
	\$'000	\$'000
Current Payables and Contract Liabilities		
Trade Payables	199	18
Other Payables	-	3
Accrued Input Tax Credits	59	26
Accrued Expenses ^a	1 846	1 620
Amounts Received Related to Contracts with Customers where the Performance Obligations has not yet been Satisfied	159	159
Total Current Payables and Contract Liabilities	2 263	1 826
Total Payables and Contract Liabilities	2 263	1 826

- a) The higher level of accrued expenses is mainly related to increased expenditure on capital works in June 2022.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 16 PAYABLES AND CONTRACT LIABILITIES - CONTINUED

	2022	2021
	\$'000	\$'000
Revenue Recognised that was Included in the Contract Liability Balance at the Beginning of the Reporting Period	159	159
Split of Payables and Contract Liabilities		
Current Payables	2 104	1 667
Current Contract Liabilities	159	159
Total Payables and Contract Liabilities	2 263	1 826
Payables are aged as follows:		
Not Overdue	2 119	1 576
Overdue for less than 30 Days	-	73
Overdue for 30 to 60 Days	-	18
Overdue for More than 60 Days	144	-
Total Payables	2 263	1 667

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 17 EMPLOYEE BENEFITS

Description and Material Accounting Policies Relating to Employee Benefits

Accrued 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. This financial year the rate used to estimate the present value of future:

- annual leave payments is 100.7% (100.1% in 2020-21);
- payments for long service leave is 85.8% (100.5% in 2020-21).

These rates are provided by ACT Treasury and incorporate the expected average annual salary growth over the next two to three years and calculating the delay factor (the average delay in years before the first year's general salary increases).

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.

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.

Significant judgements have been applied in estimating the annual and long service leave liabilities, given that the Authority uses the Whole-of-Government present value, probability, and on-cost factors. These factors are issued by ACT Treasury and applied to all ACT Government Agencies. ACT Treasury organises an actuarial review to be undertaken every three years by the Australian Government Actuary to estimate each of these factors. The latest assessment was undertaken in December 2021, with the next review expected to be undertaken by early 2025.

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 Authority has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

Superannuation Liability

The employer superannuation benefits payable to the Authority's employees, who are members of the defined benefit CSS or PSS Schemes, are recognised in the financial statements of the Superannuation Provision Account.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 17 EMPLOYEE BENEFITS - CONTINUED

	2022	2021
	\$'000	\$'000
Current Employee Benefits		
Long Service Leave	701	746
Annual Leave	710	529
Accrued Salaries and Superannuation	119	96
Accrued Payroll Tax	16	18
Total Current Employee Benefits	1 546	1 389
Non-Current Employee Benefits		
Long Service Leave	79	46
Total Non-Current Employee Benefits	79	46
Total Employee Benefits	1 625	1 435
Estimate of when Leave is Payable		
Estimated Amount Payable within 12 months	2022	2021
	\$'000	\$'000
Long Service Leave	35	35
Annual Leave	267	264
Accrued Salaries and Superannuation	119	96
Accrued Payroll Tax	16	18
Total Employee Benefits Payable within 12 months	437	413
Estimated Amount Payable after 12 months		
Long Service Leave	745	757
Annual Leave	443	265
Total Employee Benefits Payable after 12 months	1 188	1 022
Total Employee Benefits	1 625	1 435

At 30 June 2022, the Authority employed 25.3 full time equivalent (FTE) staff (29.0 FTE at 30 June 2021).

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 18 INCOME TAX EQUIVALENTS

Description and Material Accounting Policies Relating to Income Tax Equivalents

The 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*.

The Authority is exempt from paying federal income tax. However, to comply with National Competition Policy, the Authority is required to calculate and pay Commonwealth tax equivalents under the National Tax Equivalents Regime.

	2022	2021
	\$'000	\$'000
(a) Components of Income Tax Equivalents (Income)/Expense		
Prior Year (over) provision	(9)	-
	(9)	-
Deferred Tax Equivalents (Income)	(350)	(490)
Effect of reduction in future tax rate on deferred tax balances (from 26% to 25% in 2020-2021)	-	(184)
	(350)	(674)
	(359)	(674)

(b) Income Tax Equivalents (Income)/Expense

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

Operating (Deficit) before National Tax Equivalents	(10 070)	(1 926)
Income Tax Equivalents (Income)/Expense Calculated at 25%	(2 518)	(492)
	(2 518)	(492)
Permanent Differences	2 159	2
Effect of reduction in future tax rate on deferred tax balances (from 26% to 25% in 2020-2021)	-	(184)
	(359)	(674)
	(359)	(674)

The tax rate used in calculating current tax is the corporate tax rate of 25% payable by Australian corporate base rate entities on taxable profits under Australian Tax Law. 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.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 18 INCOME TAX EQUIVALENTS – CONTINUED

	2022	2021
	\$'000	\$'000
(c) Income Tax Recognised Directly in Equity		
Deferred Tax from Revaluation of Assets	431	155
	431	155
(d) Recognised Deferred Tax Balances		
The following deferred tax balances have been recognised in the accounts:		
Assets Relating to:		
Provisions	372	330
Accrued Expenditure	4	3
Revenue received in advance	40	40
Tax Losses	1 155	746
Liabilities Relating to:		
Inventories	(2 179)	(2 097)
Property, plant and equipment	(4 068)	(3 626)
Net Deferred (Liability)	(4 676)	(4 604)

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 19 FINANCIAL INSTRUMENTS

Material Accounting Policies Relating to Financial Instruments

Details of the material accounting 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 in the note to which they relate. In addition to these policies, the following are also accounting policies relating to financial assets and liabilities.

Financial assets are 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.

The following are the classification of the Authority's financial assets under AASB 9 *Financial Instruments*:

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.

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 Authority holds cash at bank financial assets in floating interest rate arrangements. The Authority is not exposed to movements in interest payable as its financial liabilities are non-interest bearing. The 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 Authority's credit risk is limited to the amount of the financial assets it holds net of any allowance for credit loss. The Authority expects to collect all financial assets which comprise cash and receivables. Credit risk is managed through internal processes which include a regular review by management. The 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.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 19 FINANCIAL INSTRUMENTS - CONTINUED

Liquidity Risk

Liquidity risk is the risk that the 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 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 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 Authority Board to enable the Authority to meet its obligations as they fall due.

Fair Value of Financial Assets and Liabilities

The carrying amount of financial assets and financial liabilities of the Authority approximate their fair value with the exception of Investments with the Territory Banking Account. The below table shows the difference between the carrying amount and fair value of these investments:

	Note No.	Carrying Amount	Fair Value	Carrying Amount	Fair Value
		2022	2022	2021	2021
		\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash	11	15 274	15 274	15 135	15 135
Receivables ^a	12	20	20	144	144
Total Financial Assets		15 294	15 294	15 279	15 279
Financial Liabilities					
Payables ^a	16	2 104	2 104	1 667	1 667
Total Financial Liabilities		2 104	2 104	1 667	1 667

a) Receivables and payables are recorded exclusive of GST.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 19 FINANCIAL INSTRUMENTS – CONTINUED

Maturity Analysis

The following table sets out the Authority's maturity analysis for financial liabilities as well as the exposure to interest rates, including the weighted average interest rates by maturity period as at 30 June. Except for non-current payables, financial liabilities which have a floating interest rate or are non-interest bearing will mature in 1 year or less. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

2022	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 Years \$'000	Over 5 Years \$'000		
Financial Liabilities								
Payables	16	0.00%	-	-	-	-	2 104	2 104
Total Financial Liabilities			-	-	-	-	2 104	2 104

2021	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 Years \$'000	Over 5 Years \$'000		
Financial Liabilities								
Payables	16	0.00%	-	-	-	-	1 667	1 667
Total Financial Liabilities			-	-	-	-	1 667	1 667

Carrying Amount of Each Category of Financial Asset and Financial	2022 \$'000	2021 \$'000
Financial Assets		
Financial Assets Measured at Amortised Cost	15 294	15 279
Financial Liabilities		
Financial Liabilities Measured at Amortised Cost	2 104	1 667

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 20 CAPITAL AND OTHER EXPENDITURE COMMITMENTS

	2022	2021
	\$'000	\$'000
Capital Commitments - Property, Plant and Equipment		
Capital commitments contracted at reporting date that have not been recognised as liabilities are as follows:		
Within One Year	7 923	14 090
Total Capital Commitments ^a	7 923	14 090
Other Commitments		
Other commitments contracted at reporting date but not recognised as liabilities, are payable as follows:		
Within One Year	2 320	1 429
Later than One Year but not later than Five Years	1 890	1 185
Later than Five years	3 230	3 512
Total Other Commitments ^b	7 440	6 126
Total Commitments	15 363	20 216

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

- a) Capital commitments relate predominantly to construction contracts for Acton Waterfront and upgrades to community assets, streetscapes and footpath infrastructure in the City, Haig Park, Braddon and Dickson.
- b) 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 21 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Material Accounting Policies Relating to Contingent Liabilities and Contingent Assets

Contingent liabilities and contingent assets are not recognised in the Balance Sheet due to the uncertainty regarding any possible amount or timing of any underlying claim or obligation. Instead they are disclosed and, if quantifiable, the best estimate is disclosed.

Contingent Liabilities

Legal Claims

The ACT Government Solicitor's Office acts on behalf of the City Renewal Authority in litigation matters. At 30 June 2022 the Authority had one claim representing a contingent liability (nil for 2020-21). 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 2022

NOTE 22 RELATED PARTY DISCLOSURES

Description and Material Accounting Policies Relating to 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 Authority, directly or indirectly.

KMP of the Authority are the Portfolio Minister, Chief Executive Officer, Chief Operating Officer, 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 Authority.

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

(A) CONTROLLING ENTITY

The 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 2022.

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 2022.

Compensation by the Authority to KMP is set out below:

	2022	2021
	\$'000	\$'000
Short-term employee benefits	645	708
Post employment benefits	133	104
Other long-term benefits	22	23
Board member fees	359	335
Total Compensation to KMP	1 159	1 170

The re-assessment of KMP in 2021-22 concluded that two management roles did not meet the definition of KMP, in relation to planning, directing and controlling the activities of the Authority. The values for compensation in 2020-21 have been re-stated to the revised assessment of KMP used in 2021-22. The total compensation disclosed under the previous assessment of KMP for 2020-21, in the 2020-21 Financial Statements, was \$1.771m.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 22 RELATED PARTY DISCLOSURES - CONTINUED

(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 Authority. Below is a summary of the Material transactions with Other ACT Government Entities.

Revenue

- Appropriation (Statement of Appropriation) - The Authority's main ongoing source of funding is received from the ACT Government through the Territory Banking Account. This funding is in the form of Controlled Recurrent Payment appropriation and Capital Injection appropriation.
- Resources Received Free of Charge (Note 6) – The Authority received \$0.697m in 2021-22 for support services (including ICT / Systems, Finance and Human Resources) from Environment, Planning and Sustainable Development Directorate and Shared Services, plus legal services from the Government Solicitors Office.

Expenses

- Supplies and Services (Note 8) – The Authority incurred \$0.697m in 2021-22 for support services (including ICT / Systems, Finance and Human Resources) from Environment, Planning and Sustainable Development Directorate and Shared Services, plus legal services from the Government Solicitors Office.
- Grants and Purchased Services (Note 9) – The Authority purchased \$0.675m in services from ACT Government Agencies, including \$0.650m from Transport Canberra and City Services for staff to deliver an enhanced program of cleaning and maintenance across the city.

Assets

- Cash (Note 11) – The Authority holds \$15.274m in an interest-bearing bank account with the Westpac Bank as part of the whole-of-government banking arrangements at the end of 2021-22.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 23 BUDGETARY REPORTING

Significant Accounting 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 actual category amount (Income, Expenses, Assets, liabilities 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 (-) 10% and \$15 million for the financial statement line item.

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

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

Statement of Comprehensive Income Items	Variance Explanation	Actual	Original Budget	Variance \$'000	Variance %
		2021-2022 \$'000	2021-2022 \$'000		
Employee Expenses	1	4 481	5 284	(803)	(15.20)
Supplies and Services	2	7 899	9 001	(1 102)	(12.24)
Other Expenses	3	8 952	7 312	1 640	22.43

Variance Explanations

1. The lower than budgeted expenditure for Employee Expenses is predominantly due to vacancies of funded positions during the year. This is partly offset by backfilled contractor costs included in Supplies and Services.
2. The lower than budgeted Supplies and Services is mainly attributable to the deferral of land development activities, to align with re-programmed land releases.
3. The higher than budgeted Other Expenses represents the cost of assets written off following the unbudgeted transfer of City Walk infrastructure assets to TCCS.

City Renewal Authority
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2022

NOTE 23 BUDGETARY REPORTING – CONTINUED

Balance Sheet Line Items	Variance Explanation	Actual	Original Budget	Variance \$'000	Variance %
		2021-2022 \$'000	2021-2022 \$'000		
Cash	4	15 274	12 587	2 687	21.35
Payables	5	2 104	1 171	933	79.68
Employee Benefits	6	1 625	1 435	190	13.24

Variance Explanations

4. The higher Cash balances primarily reflects the deferral of budgeted inventory development capital and operating costs, to align with re-programmed land releases.
5. The higher level of Payables is mainly related to increased accrued expenditure on capital works in June, with the commencement of construction in Dickson and Haig Park at the end of 2021-22.
6. The higher Employee Benefits is line with increased leave provisions at the end of June 2022, following lower than expected leave taken in 2021-22.

Statement of Cash Flows Line Items	Variance Explanation	Actual	Original Budget	Variance \$'000	Variance %
		2021-2022 \$'000	2021-2022 \$'000		
Employee	7	4 297	5 284	(987)	(18.68)

Variance Explanations

7. The lower than budget result primarily reflects vacancies of funded positions during the year. This is partly offset by backfilled contractor costs included in Supplies and Services.

C.3. – Capital works

Table 30: Capital works projects

Projects	Estimated Completion Date	Original project value (\$'000)	Revised project value (\$'000)	Prior year expenditure (\$'000)	2021–22 actual expenditure (\$'000)	Total expenditure to date (\$'000)
New Capital Works						
Acton Waterfront Parkland	N/A	2,800	2,800	–	910	910
Total new works		2,800	2,800	–	910	910
Works in progress						
Canberra's Lakeside	Jun-23	37,388	35,938	19,775	13,549	33,324
Renewing Canberra's City Heart	Jun-24	21,160	21,160	3,198	789	3,987
Total works in progress		58,548	57,098	22,973	14,338	37,311
Physically complete in 2021–22						
City Renewal Precinct activation projects		4,208	4,208	2,480	1,715	4,195
City Precinct Improvements		7,500	7,500	7,037	385	7,422
Local Roads and Community Infrastructure Program		750	750	41	709	750
Total physically complete in 2021–22		12,458	12,458	9,558	2,809	12,367

Table 31: Reconciliation schedules

Reconciliation of total current year capital works program financing	\$'000
Original capital works financing	17,823
Less: Capital injections not drawn in 2021–22	(361)
Capital injections from Government per Cash Flow Statement	17,462

Table 32: Reconciliation of expenditure against financing

Reconciliation of total current year expenditure against financing	\$'000
Total current year capital works expenditure	18,057
Less: Net accrued capital expense and other movements	(595)
Capital injections from Government per Cash Flow Statement	17,462



People enjoying the Haig Park Village Market.

C.4. – Asset management

Assets managed

At 30 June 2022, the Authority managed assets with a total value of \$30.3 million.

Table 33 shows assets managed.

Table 33: Assets managed 2021–22

Asset type	Comprising	Value \$'000
Land	City, Acton, Braddon and Dickson	16,204
Infrastructure and community assets	Henry Rolland Park, City Walk, Mort Street, Akuna Street	13,004
Plant and equipment	Mobile park and event furniture and equipment, decorative street lighting	989
Intangible assets	Software	96

The decrease in the Authority's 2021–22 asset base is predominantly due to the transfer of infrastructure assets to TCCS during the year.

Expenditure on repairs and maintenance was \$317,930. This primarily related to regular maintenance of Henry Rolland Park and West Basin. The Authority did not complete asset upgrades outside of the capital works program.

The service agreements the Authority has in place with TCCS and SLA include monitoring the condition of the assets covered by the agreements, and provide for inspections of equipment and any hazardous materials held on site.

Office accommodation

The Authority's office accommodation during the reporting period is set out in Table 34. The Authority took accommodation in Customs House from March 2021 to March 2022 during the refit of Nara House.

Table 34: Office accommodation 2021–22

Location	Building	Leased from	Headcount*	Lettable floor area (m ²)	Lettable floor area per headcount (m ²)
3 Constitution Avenue, Canberra City	Nara House Level 1	ACT Property Group	26	500	19.23
5 Constitution Avenue, Canberra City	Customs House Level 8	ACT Property Group	26	378	14.53

*Headcount is a snapshot of staff on 30 June 2022 and does not include contractors accommodated on site.

C.5. – Government contracting

Contracts register

The online ACT Government Contracts Register records contracts with suppliers of goods, services and works with a value of \$25,000 or more.

A full search of City Renewal Authority contracts notified with an execution date from 1 July 2021 to 30 June 2022 can be made at www.tenders.act.gov.au/contract/search

Secure local jobs exemptions

There were no secure local jobs exemptions required in 2021–22.

Aboriginal and Torres Strait Islander procurement policy

This reporting period marked the third year of the Territory's ATSIPP, which aims to reduce some of the barriers to government procurement encountered by Aboriginal and Torres Strait Islander enterprises.

The Authority provides results against the required performance measures in Table 35.

In 2021–22 the Authority directly engaged these services:

1. Corroboree Certis Indigenous Corporation for security services.
2. Impression Bay Holdings Pty Ltd to edit and design the Authority's 2020–21 Annual Report.
3. Corroboree Empire for cleaning services.

In 2021–22 the Authority indirectly engaged these services:

1. Greg Joseph to provide a mural in Dickson for Reconciliation Week 2022 under the Authority's place management and activation program.
2. Yerrabingin as the First Nations Design Consultant under the design contract for Acton Waterfront Park.

Table 35: 2021-22 City Renewal Authority ATSIPP performance measures

No.	ATSIPP performance measure	Result
1	The number of unique Aboriginal and Torres Strait Islander enterprises that respond to Authority tender and quotation opportunities issued from the approved systems.	0
2	The number of unique Aboriginal and Torres Strait Islander enterprises attributed a value of the Authority's addressable spend in the financial year.	5
3	Percentage of the financial year's addressable spend of \$5.33 million that is spent with Aboriginal and Torres Strait Islander enterprises – target 2.0%.	1.8%

Note: Three of the procurements under Measure 2 were under \$25,000, so were not recorded through the Territory's simple procurement tool OSQAR. The other two were engaged as sub-contractors. Hence, they are not reflected in the Measure 1 outcome.



Creative services panel

The Creative Services Panel is a whole-of-government arrangement for the purchase of these creative services*.

From 1 July 2021 to 30 September 2021:

- Advertising
- Marketing
- Communications and engagement
- Digital
- Graphic design
- Photography and video
- Media buying

From 1 October 2021 to 30 June 2022:

- Communications and engagement

During 2021–2022, the City Renewal Authority spent a total of \$337,144.74 through the Creative Services Panel. This included communications and engagement for Acton Waterfront and the Sydney and Melbourne buildings revitalisation. The online ACT Government Contracts Register publishes major purchases through this panel.

*The services available through the panel changed on 1 October 2021.

Creating murals as part of Lunar New Year celebrations, Dickson. Mural painted by Geoff Filmer, assisted by emerging artists Yung Yunky and Kirandeep Grewal.

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 2022.

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 2022 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*.

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
28 September 2022

**City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2022**

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 2022. It also fairly reflects the judgements exercised in preparing it.



Christine Covington
Board Chair
City Renewal Authority

28 September 2022

**City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2022**

Table 1: Financial measures

Key Performance Accountability Indicators	Target 2021-22	Actual 2021-22	Variance from target (%)	Explanation of material variances (≥ +/- 5%)
Land Sales Revenue (\$ million)	0.201	0.084	(58)	The reduced land sales revenue result is due to a budgeted direct sale not proceeding in 2021-22 as expected.
Gross Profit Margin on Land Sales ¹	100%	100%	-	
Appropriated capital works expenditure (\$ million)	17.823	17.462	(2)	

¹ Gross Profit Margin on Land Sales = (Land Sales Revenue – Costs of Land Sold including Duty and Holding Costs) / Land Sales Revenue.

(Note: The Authority's 2021-22 Statement of Intent refers to "Gross Profit Margin = (lease sales - cost of goods sold including duty & land holding costs) / lease sales". In this context land sales and lease sales have the same meaning.)

The profit margins of the 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:

- In general, the Government enters the land development process at an earlier stage than private developers as it has responsibility for planning activities which 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 Authority and forms part of the Authority's return to Government.
- The Government invests in significant infrastructure within and around the City Renewal Precinct, but these costs are often incurred by other government agencies and therefore do not impact on the Authority's profit margins.
- The Authority relies on independent market valuations to inform land sales prices.

The accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*.

City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2022

Table 2: Non-financial measures
Key Performance Indicators (Non-financial)

Key Performance Accountability Indicator		Target 2021-22	Outcome 2021-22	Variance from target (%)	Explanation of outcome and material variance from the target (> or equal to +/- 5%)
(a) City Hill i. Improving connectivity	Submit National Capital Authority (NCA) Works Approval application for construction of a new East-West path	Submit by 30 June 2022	Achieved	0	The Authority submitted its Works Approval application to the NCA in April 2022. The NCA granted Works Approval in May 2022.
	(b) Haig Park i. New Community centre	Commence by 30 June 2022	Achieved	0	Construction of the new Haig Park community centre commenced in March 2022.
ii. Lighting and path upgrades	Complete upgrades of lighting and paths adjacent to new community centre	Complete by 30 June 2022	Achieved	0	The Haig Park path and lighting upgrades were completed in June 2022.

The accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*.

**City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2022**

Key Performance Accountability Indicator		Target 2021-22	Outcome 2021-22	Variance from target (%)	Explanation of outcome and material variance from the target (> or equal to +/- 5%)
(c) Acton Waterfront i. Boardwalk	Complete physical construction of Acton Waterfront Boardwalk ²	Complete by 30 June 2022	Achieved	0	Construction of the Acton Waterfront Boardwalk reached practical completion in June 2022.
	Based on community consultation, complete preliminary design of the new Acton Park	Complete by 30 June 2022	Achieved	0	Following community consultation in May and June 2022, the preliminary design (a 50% Preliminary Sketch Plan (PSP)) for the new Acton Waterfront Parkland was completed at the end of June 2022.
(d) Sydney and Melbourne Buildings (SMB) i. Revitalisation strategy	Complete design documentation for SMB laneway public realm upgrades ready for construction tender release	Complete by 30 June 2022	Achieved	0	The Authority submitted its Design Acceptance Package for the laneway upgrades to the Transport Canberra and City Services (TCCS) Directorate for approval in December 2021. A contractor was engaged by TCCS in April 2022 to deliver the upgrades.
	Commence construction of streetscape upgrades along Woolley St	Commence by 30 June 2022	Achieved	0	Construction of the Woolley St streetscape upgrade commenced in May 2022.
(e) Dickson i. Town centre streetscape upgrades					

² Noting settlement of lake infill area is expected to take a further 12 months, hence project will not be contractually complete in this timeframe.

The accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*.

**City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2022**

Key Performance Accountability Indicator		Target 2021-22	Outcome 2021-22	Variance from target (%)	Explanation of outcome and material variance from the target (> or equal to +/- 5%)
(f) Braddon i. Streetscape upgrade: Lonsdale Street	Commence construction of streetscape upgrades along Lonsdale St	Commence by 30 June 2022	Not achieved	(100)	The Authority's initial approach to market for construction of the upgrades did not return a value for money proposition for the Territory. Delivery options have been reconsidered and construction is expected to commence in 2022-23.
	ii. Streetscape upgrade: Mort Street	Complete by 30 June 2022	Achieved	0	The Mort St PSP design was completed in June 2022.

**City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2022**

Key Performance Accountability Indicator	Target 2021-22	Outcome 2021-22	Variance from target (%)	Explanation of outcome and material variance from the target (> or equal to +/- 5%)
(g) Precinct Activation	Undertake by 30 June 2022	Achieved	0	<p>The Authority's place management team is responsible for maintaining the day-to-day cleanliness of the precinct, including graffiti and litter removal, pavement cleaning and greening/garden maintenance. As well as preparing spaces for events.</p> <p>The Authority delivered the following seasonal activities/events in 2021-22:</p> <ol style="list-style-type: none"> 1) Wintervention (July 2021) 2) Celebrate Christmas in the City (December 2021) 3) Summeratns Fringe Festival in Braddon (January 2022) 4) Lunar New Year celebrations in Dickson (February 2022) 5) City Illuminations @Enlighten (March 2022).
(h) Land sales	Achieve by 30 June 2022	Not achieved	(100)	The Authority did not achieve its land sale targets for 2021-22 – a target site remains the subject of a direct sale application and cannot be released to market while that application is considered by Government.

The accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*.

City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2022

Key Performance Accountability Indicator	Target 2021-22	Outcome 2021-22	Variance from target (%)	Explanation of outcome and material variance from the target (> or equal to +/- 5%)
(i) Precinct marketing i. Marketing	Deliver at least one (1) city destination marketing campaign	Achieved	0	The Authority delivered two city destination marketing campaigns in 2021-22: 1. <i>Celebrate Christmas in the City</i> campaign 2. <i>Braddon More Than Campaign</i> .
	ii. Promotion	Promote by 30 June 2022	0	The Authority promoted the following precinct activations in 2021-22: 1. ReNewYou yoga classes in Glebe Park 2. ReNewYou family yoga in Haig Park 3. Lunchbox acoustic performances in Civic 4. Dancing in the streets roving performances in Braddon and around the SMBS 5. Paws Party in Haig Park 6. Play Outside Day in Haig Park 7. Lunar New Year in Dickson 8. Summerfringe Festival in Braddon 9. Playful Endeavour in Glebe Park 10. Haig Park Village Markets.

The accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*.

**City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2022**

Key Performance Accountability Indicator		Target 2021-22	Outcome 2021-22	Variance from target (%)	Explanation of outcome and material variance from the target (> or equal to +/- 5%)
(j) Communications and engagement i. Community engagement	Undertake at least three (3) major project community engagement processes	Undertake by 30 June 2022	Achieved	0	The Authority undertook three community engagement processes in 2021-22: 1. Stakeholders and the community were invited to provide feedback on the draft designs for the SMB laneway upgrades in October/November 2021 2. Public engagement on the Acton Waterfront park design occurred in May and June 2022. 3. Annual engagement with City Centre Marketing and Improvements Levy payers occurred between March and May 2022.
	ii. Social media	Achieve by 30 June 2022	Not achieved	(100)	Audience reach in 2021-22 was reduced by a moratorium placed on government communications to prioritise public health messaging in the first quarter. Consequently, the Authority did not achieve its target. The Authority's audience reach in 2021-22 was 2.03 million.

The accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*.

**City Renewal Authority
Statement of Performance
For the Year Ended 30 June 2022**

Key Performance Accountability Indicator		Target 2021-22	Outcome 2021-22	Variance from target (%)	Explanation of outcome and material variance from the target (> or equal to +/- 5%)
(k) Staff performance and capability i. Performance and Development Plans (PDPs)	At least ninety percent (90%) of Authority staff employed for more than six months have current PDPs in place	Achieve by 30 June 2022	Achieved	0	As at 30 June 2022, 95% (20 out of 21) of the Authority's staff, employed for more than six months in 2021-22, had PDPs in place.
	At least eighty-five percent (85%) of Authority staff employed for more than three months have completed Fraud and Ethics training	Achieve by 30 June 2022	Achieved	0	As at 30 June 2022, 92% (24 out of 26) of the Authority's staff had completed Fraud and Ethics training.
(l) Work Health and Safety (WHS) i. Public Safety ii. Monitoring iii. Training	Nil (0) third party injuries as a result of Authority activities	Achieve in 2021-22	Achieved	0	There were no third party injuries (i.e. those requiring medical treatment) as a result of the Authority's activities in 2021-22.
	At least five (5) internal WHS meetings per annum	Achieve by 30 June 2022	Achieved	0	The Authority conducted six (6) WHS committee meetings in 2021-22.
	At least eighty-five percent (85%) of Authority staff employed for more than three months have completed WHS training	Achieve by 30 June 2022	Achieved	0	As at 30 June 2022, 88% (23 out of 26) of the Authority's staff had completed WHS training.

The accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*.

PART 3



Close up with the Ephemeral bubbles, Civic Square.

Reporting by exception

The Authority has nil information to report by exception under Part 3 of the Directions for the 2021–22 reporting year.

PART 4



Enjoying shopping on East Row.

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 2021–22. As this role has limited extent, there is no requirement for the Authority to prepare public land management plans.

Appendix 1 – Statement of Expectations

Australian Capital Territory

City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Expectations 2021

Notifiable instrument NI2021–173

made under the

City Renewal Authority and Suburban Land Agency Act 2017, s 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 2021*.

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 schedule 1.

4 Revocation

The *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Expectations 2019* (NI2019-508) is revoked.

Andrew Barr MLA
Chief Minister
29 January 2021

Schedule 1
(see s 3)

ACT Government

Statement of Expectations 2021

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:
 - an active city through the delivery of design-led, people-focused 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 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, and 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-focused 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 activity, 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 widely to inform both the design and delivery of works;
- promote cooperation, collaboration and coherent urban renewal with other key entities including the Environment, Planning and Sustainable Development Directorate, the National Capital Authority and the Suburban Land Agency; and
- noting the impact COVID-19 has had on businesses, consider the impact of precinct works on the operation of businesses.

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 accurate and timely advice on significant issues in its core area of business.

The Authority is expected to proactively manage risk in accordance with best practice risk management.

Urban renewal requirements and priorities

The Government recognises the role of the Authority to deliver coordinated 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 by 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 collaboration. 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

- **Canberra Civic Arts and Cultural Precinct** – Progress precinct plan and possible land release, in conjunction with the redevelopment of the Canberra Theatre Complex.
- **Haig Park** – Complete design documentation and commence construction of the new Community Centre, along with park lighting and footpath upgrades.
- **Acton Waterfront** – Complete land reclamation works as the first phase of Stage 2 of the Acton Waterfront Boardwalk project. Based on master planning undertaken to date, commence analysis of development delivery and funding options for the next stages of the project.
- **Braddon** – Complete design documentation (to Preliminary Sketch Plan stage) for streetscape upgrades. Based on the completed designs, commence staged delivery in Lonsdale Street. As businesses recover from the prolonged impacts of COVID-19, first stage construction will focus on low impact works, traffic calming measures and key intersection improvements on Lonsdale Street at the intersections of Girrawheen and Cooyong Streets.
- **Dickson** - Complete design documentation (to Preliminary Sketch Plan stage) for precinct streetscape upgrades and commence implementation in Woolley Street. The scope and staging of works will seek to minimise construction impacts on local business.
- **City Hill** – Complete a concept design for improvements to City Hill Park, including easier pedestrian access. Specific consideration will be given to options for the inclusion of an Aboriginal and Torres Strait Islander safe space, including a garden and ceremonial smoking area.
- **Sydney and Melbourne Buildings** – Finalise the revitalisation plan to restore the external condition of these historic buildings with the building owners and ACT Heritage Council.
- **City Place Activation and Management** – support local businesses by encouraging visitation to the precinct through the:
 - implementation of a diverse public space activation program, that supports major seasonal events linked to Enlighten (autumn), Winterventure (winter), Floriade (spring) and Christmas (summer)
 - delivery of specific precinct place management services (extra cleaning, planting, street furniture etc) across key areas of the precinct.

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*
- *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 2021

Notifiable instrument NI2021–293

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 2021*.

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 2019* (NI2019-787) is revoked.

Andrew Barr MLA
Chief Minister
12 May 2021

Schedule 1
(see s 3)

Statement of Operational Intent

2021

March 2021



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 live in, work in, enjoy and support a quality of life Canberrans expect and deserve. As defined by the Objects detailed in our Act, we:

- **encourage and promote an active 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 2021 calendar year, responds to the ACT Government's 2021 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.



Christine Covington
Chair
City Renewal Authority Board



Malcolm Snow
Chief Executive Officer
City Renewal Authority

COVER IMAGE: A NEW MOVEABLE SHADE STRUCTURE IN LATIN AMERICA PLAZA WITH OUR FLOWERING WHEELBARROW AND PING PONG TABLE SHOT BY PAT ROSE

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.

We are laying the foundations to ensure Canberra's city centre further evolves into a thriving precinct with well-designed buildings and public spaces that significantly improves 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 and so we will continue to work in close partnership with the community, the private-sector and other government agencies.

Together we will create an active 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 our 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, new investors and the creative sector.**



CITY WALK UPGRADE AND DESIGN CANBERRA INTERVENTION. SHOT BY 5 FOOT PHOTOGRAPHY

Our Vision

To be acknowledged as the most dynamic, inclusive, and competitive city precinct in Australia.

Our Mission

We will lead the revitalisation of our precinct and its places by delivering a people-centred, design-led, sustainable and commercially astute urban renewal program.

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 urban quality of the precinct, so it is recognised as a national benchmark.

Active 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 renewal 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 ongoing feedback and inspiration from our stakeholders.

The Authority's strategic goals are to:

- 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 corporate governance and compliance.



YANNI POUNARTZIS PAINTING A GROUND MURAL FOR GREAT DAY GREAT PLACE SHOT BY PATRICK ROSE

Our response to the Government's Expectations

Our intentions

This document is a statement of the Authority's intentions for 2021.

Our intentions are based on our learnings over the past four years since our establishment. We are committed to applying those learnings to how we implement the foundation of our work, the City Precinct Renewal Program (CPRP)¹ in a way that is consistent with the Territory and National Capital Authority's (NCA) planning frameworks and delivers on the Government's commitments and policies in a meaningful way.

In doing so, we strive to be innovative and take advantage of new opportunities as they arise. Through ongoing review and a process of continuous improvement, we will ensure our work remains contemporary and reflects the ever-changing needs of our growing community.

In order to create great places for people, we must continue to engage with the people who will use them. We are committed to working with our stakeholders to help shape the renewal of the precinct and will look for new opportunities to include the people who are affected by our projects and policies in their development.

We remain focused on initiating leading-edge urban renewal and revitalisation activities within the precinct, recognising this will demand 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 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, Transport Canberra and City Services, Major Projects Canberra 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 gaining the support of the precinct's land holders, businesses and residents so they can play a central role in shaping its revitalisation.

We will also continue to support businesses through the ongoing effects of COVID-19, not only through encouraging visitation to the precinct, but also through minimising the impact of our capital works program. For example, we have scaled back the extent of streetscape upgrades proposed for Lonsdale Street in Braddon and Woolley Street in Dickson over the coming year to lessen the disruptive construction impact on surrounding businesses, while still creating more visually appealing and accessible places to visit.

The Government expects a high degree of accountability and transparency from the Authority, as well as timely and accurate advice. The Authority is committed to the principles of Open Government and ensuring transparency in process and information in all that we do. We are committed to actively

¹ https://www.act.gov.au/_data/assets/pdf_file/0005/1539743/City-Renewal-Program.pdf

engaging with the community so that all interested citizens can participate in the governing process. To support this, we actively maintain our website and social media platforms. This includes current project updates and the publication of governance documents, such as Board publishable outcomes and Annual Reports. We are currently developing a new engagement portal to make it even easier for stakeholders to know and understand what we are doing and how they can participate in the renewal process.

In relation to good governance, the Authority's management of risk; responsibility to exercise due diligence; compliance with relevant legislation and legal instruments; and adequacy of financial controls is overseen by the Authority's Audit and Risk Committee and supported by an internal audit program.

Specific projects and initiatives

In 2021 the Authority will progress and deliver the following projects specified by the Government:

- **Canberra Civic, Arts and Cultural Precinct (CCACP)** – in consultation and collaboration with the proponents of the redevelopment of the Canberra Theatre Complex, the Authority will complete the precinct plan for the CCACP and identify opportunities for potential land release.
- **Haig Park** – in December 2020 the Authority lodged a Development Application for the construction of a much-anticipated community centre, along with lighting and footpath upgrades in Haig Park. Pending final planning approval, the construction of these upgrades will commence in 2021.
- **Acton Waterfront** – land reclamation and piling works to support the completion of the Acton Waterfront Boardwalk are underway and will be completed by late 2022. In addition, the Authority will upgrade beach access, paths and landscaping at the northern end of the boardwalk this year.

With regards to possible future estate works in Acton, the Authority has begun briefing the Government on development delivery and funding options. We now await direction on the preferred approach before progressing development plans.

- **Braddon** – the Authority will undertake community consultation on the Lonsdale Street upgrades from April 2021 prior to an anticipated construction commencement in the second half of 2021. Subject to the outcome of consultation, the streetscape improvements will include two new pedestrian crossings on Lonsdale Street; upgrades to the Girrahween and Cooyong Street intersections at either end of Lonsdale Street, including pedestrian crossings into Haig Park; and new urban artworks.
- **Dickson** – the Authority will undertake community consultation on the Woolley Street upgrades from late March 2021 prior to an anticipated construction commencement in the second half of 2021. Subject to the outcome of consultation, the streetscape improvements will include upgraded pedestrian crossings at either end of the street creating new gateways; a central plaza at the elbow of Woolley Street large enough to host community events; and new urban artworks.
- **City Hill Park** – the Authority will complete concept designs for improvements to City Hill Park, including improved pedestrian access and the incorporation of cultural spaces for the Aboriginal and Torres Strait Islander community.

- **Sydney and Melbourne Buildings** – the Authority will continue to consult with the building owners and ACT Heritage Council regarding how best to restore the public areas of these important heritage buildings through the revitalisation plan. The Conservation Management Plan is expected to be approved by the Heritage Council in mid-2021.
- **City place activation and management** – the Authority will encourage visitation, in a COVID-19 safe way, throughout the precinct through the implementation of a broad activation program, which will include major seasonal events linked to Enlighten (February/March 2021), Wintervention (July 2021), Floriade (September/October 2021) and Christmas (December 2021). In addition, the Authority will continue its intensive cleaning program of public spaces across the precinct, paired with enhancements such as seasonal plantings and street furniture.

Further opportunities

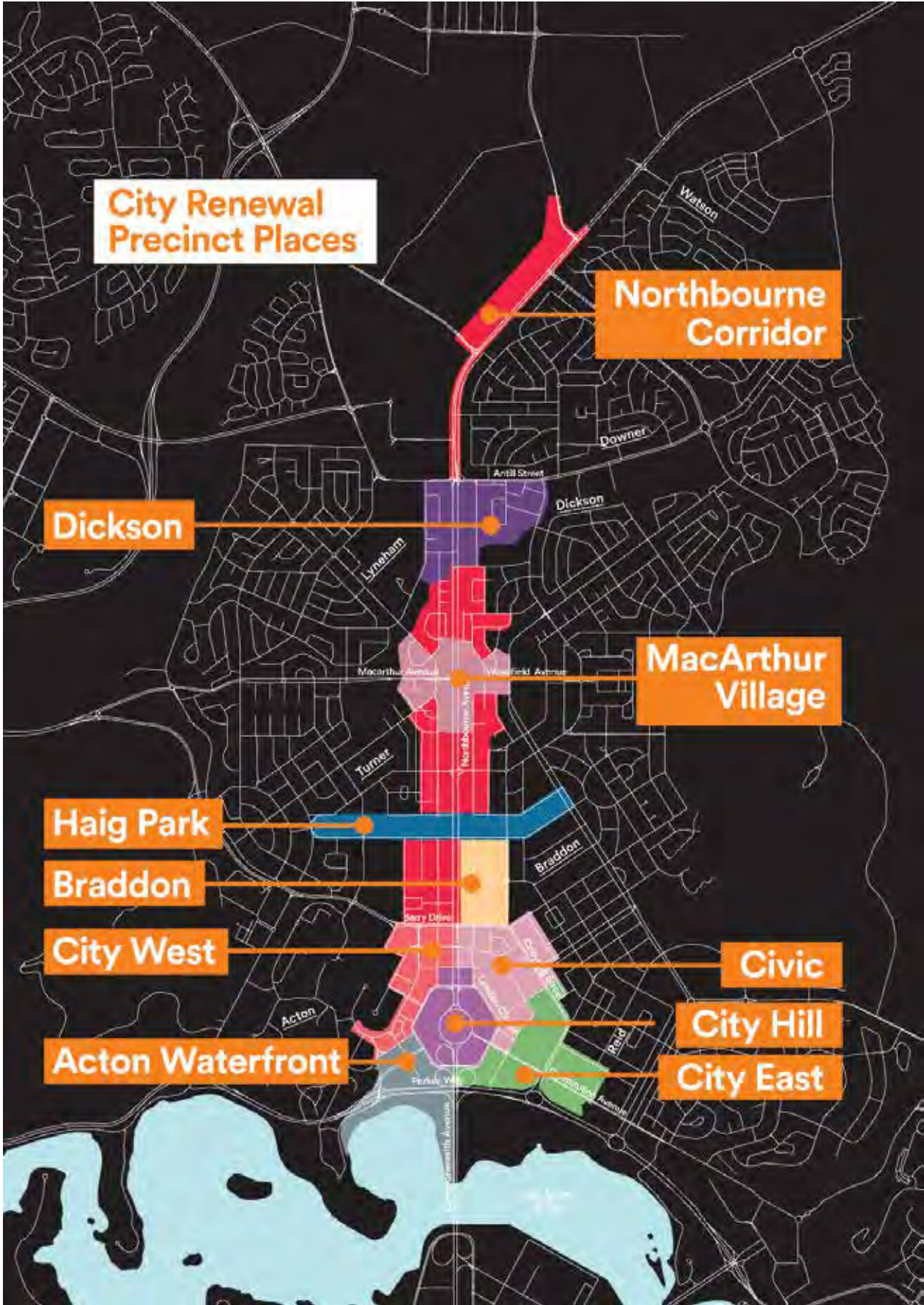
The Authority actively seeks-out further opportunities, guided by our statutory functions and the CPRP, beyond those described in its Statements of Expectations.

In 2021 those opportunities will 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
- collaboration with the Suburban Land Agency to ensure that future land releases along Northbourne Avenue ensure social, sustainable and high-quality design outcomes
- collaboration with the Environment, Planning and Sustainable Development Directorate to help prepare an Urban Design Framework to complement the City Plan
- collaboration with Economic Development, VisitCanberra, Brand CBR, Events ACT and Arts ACT to deliver place experience initiatives to meet the needs and wants of consumers, and promote the precinct as a place where all Canberrans and can live the life they want, with access to quality experiences, unexpected joys and optimism
- identifying potential new land releases, such as Block 40, Section 100 City, which was released onto the market in February 2021 to meet the Commonwealth Department of Education, Skills and Employment’s need for inner-city office space.



Appendix 3 – City precinct plan



Abbreviations and acronyms

Abbreviation / Acronym	Meaning
ACT	Australian Capital Territory
ANU	Australian National University
ATSIPP	Aboriginal and Torres Strait Islander procurement policy
CCMIL	City Centre Marketing and Improvements Levy
CMP	Conservation Management Plan
CMTEDD	Chief Minister, Treasury and Economic Development Directorate
CPRP	City Precinct Renewal Program
CRA&SLA Act	<i>City Renewal Authority and Suburban Land Agency Act 2017</i>
DA	Development application
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</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
ILRP	Indicative Land Release Program
NCA	National Capital Authority
NCDRP	National Capital Design Review Panel
MPC	Major Projects Canberra
RAP	Innovate Reconciliation Action Plan 2019–2021
SLA	Suburban Land Agency
TCCS	Transport Canberra and City Services Directorate
UNSW	University of New South Wales
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 a place meets the needs of all potential users, 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 WHS Act. Once accepted by the regulator, a WHS undertaking becomes enforceable.
governance	The rules, relationships, policies, systems and processes that exercise and maintain authority within an organisation.
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. Often attached to a larger event and momentarily transforms 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	<p>The quality of space and the built environment. The concept of liveability links 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.</p> <p>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.</p>
placemaking	<p>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.</p> <p>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.</p>
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	<p>Risk – the effect of uncertainty on objectives, a combination of the consequences of an event and the associated likelihood of occurrence.</p> <p>Risk management – the architecture (principles, framework and process) for managing risks effectively.</p>
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 with 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.
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 to meet the needs of future generations.

Term	Meaning
triple bottom line	Considering the social, environmental and economic factors to ensure that assessments of all potential impacts inform decisions. 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 principles of sustainability inform decisions.
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.

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*Aussie bush Christmas theme lights
up the City Centre.*

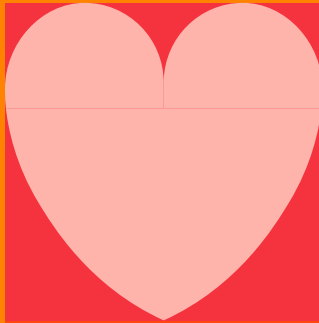


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