



Australian Government  
National Capital Authority

# ANNUAL REPORT

2020-21



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ISSN – 1441-4171 (Print)

ISSN – 2652-8711 (Online)

ISBN – 978-0-646-83348-4

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Cover photo: Scrivener Dam, Lake Burley Griffin.  
Photographed by Evolve Timelapse.



Australia Day 2021 event at Aspen Island, Parkes.  
Photographed by Overall Photography.



## Australian Government

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## National Capital Authority

The Hon Barnaby Joyce MP  
Deputy Prime Minister  
Minister for Infrastructure, Transport  
and Regional Development  
Parliament House  
CANBERRA ACT 2600

The Hon Nola Marino MP  
Assistant Minister for Regional  
Development and Territories  
Parliament House  
CANBERRA ACT 2600

Dear Ministers

I am pleased to present the Annual Report for the National Capital Authority (NCA) for the year ended 30 June 2021.

The report has been prepared in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

The report includes the NCA's audited financial statements prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.

The annual performance statement in Chapter 2 of this report has been prepared in accordance with paragraph 39(1)(a) of the PGPA Act and accurately presents the NCA's performance for the 2020–21 financial year in accordance with subsection 39(2) of the PGPA Act.

Section 46 of the PGPA Act requires the accountable authority to give the report to you for presentation to the Parliament.

Yours sincerely

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

Terry Weber  
Chair

12 October 2021

*Building the National Capital in the hearts of all Australians*  
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Requests and enquiries concerning the contents of this report should be addressed to the Annual Report Officer on 02 6271 2888.

This report is also accessible from the NCA's website (nca.gov.au) and at transparency.gov.au.

The NCA's Freedom of Information contact point is [foi@nca.gov.au](mailto:foi@nca.gov.au) or 02 6271 2888.

Further information about the National Capital is available from the National Capital Exhibition, Barrine Drive, Commonwealth Park, Canberra. Opening hours and other details for the Exhibition and other NCA attractions are available at [nca.gov.au](http://nca.gov.au).

Online event registration for the use of venues on National Land can also be found at our website: [nca.gov.au](http://nca.gov.au).

Commonwealth Place, Parkes.  
Photographed by Dom Northcott.



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# Authority Chair's Foreword

It is my pleasure to present the National Capital Authority's (NCA) Annual Report 2020-21, as required under section 46 of the *Public Governance, Performance and Accountability Act 2013*.

I begin by acknowledging the Ngunnawal People, the traditional owners and historic custodians of the land upon which the Authority's work is done. I pay my respects to their Elders, past, present, and emerging, recognising their on-going connection to country.

The NCA is an Australian Government agency that has continued to implement a wide range of programs and projects, to perform its purpose of making Canberra a National Capital that all Australians can be proud of – a place where we tell the stories of our nation – who we are and where we come from and feel confident to consider where we are going.

I am pleased to report the organisation met its targets and timeframes for considering works approval applications, providing meaningful and satisfying school excursions and visitor experiences, responding to maintenance and safety issues in a timely manner, and paying invoices to small and medium businesses on time. All this being achieved during the COVID-19 pandemic.

The Authority continued its strong strategic focus on efficient operations and financial sustainability and maximising the benefit of assets in our care. Recently we asked staff to place additional emphasis on national engagement activities and enhancing visitor experiences to build the National Capital in the heart of all Australians.

You will find many examples of these efforts in this report including:

- Exploring a new way of getting to Canberra through a seaplane demonstration flight from Rose Bay to Lake Burley Griffin and return
- Working with partners to celebrate a rescheduled NAIDOC Week that including projecting the works of Aboriginal and Torres Strait Islander people on the National Carillon on Aspen Island in the centre of Canberra
- A community celebration on Australia Day as one of the first post Covid events in the nation
- Commencing work on a new visitor wayfinding system including signage and website upgrades
- Improvements to pathways around the lake and a new entry to National Gallery of Australia's sculpture garden
- A further 44 carparks adjacent to the all-abilities Boundless Playground car park in Kings Park
- Work to design and construct on a new 140 capacity function centre, restaurant and café at Regatta Point and the appointment of one of Australia's leading operators to provide a new and exciting hospitality offering to the capital.

The NCA is the custodian of the Griffin plan and vision for the National Capital. This year we joined with a range of our partners to celebrate the life and times of Marion Mahony Griffin, whose 150<sup>th</sup> birthday was marked on 14 February 2021. Marion Mahony Griffin was one of the first female architects in the world, instrumental in envisioning design plans for Canberra as the capital of Australia. Her architectural drawings are highly valued pieces of the capital's history. Events included a series of talks, lectures and public art displays.

The organisation has maintained its focus on safety and asset management across an extensive and ageing asset base. I would like to thank the Australian Government for their commitment in assisting us address our priority ageing assets. The \$137 million funding package received this year will allow the NCA to strengthen and upgrade Commonwealth Avenue Bridge and extend the life of the Bridge, which was built in the early 1960s. Commonwealth Avenue Bridge has considerable cultural and heritage value, as well as being one of the busiest transport assets in Canberra. The project design includes upgrading vehicle and safety barriers and widening of the Bridge to accommodate active transport lanes for pedestrians and cyclists. Work is ongoing to assess the strength and stability of other critical assets such as Scrivener Dam and roads and visitor pathways.

It has been a pleasure working with Assistant Minister the Hon Nola Marino MP throughout the year. The Minister brings commitment, enthusiasm and excitement to our work of building the nation's capital into the hearts of all Australians. She takes great interest in the direction of our programs, with a special interest over the past 18 months in the long-term health and viability of the landscapes we manage, including launching our Tree Management Policy. The policy will see the NCA be amongst the leaders nationally in this important work as we increase canopy coverage to 40% over the next decade, while diversifying the age and profile of tree species in our special places.

On 10 March 2021, Assistant Minister Marino unveiled the sculpture of Sir John Grey Gorton at the John Gorton Building with many members of the Gorton family, commemorating Gorton's 50<sup>th</sup> Anniversary of concluding his Prime Ministerial service. She has encouraged us to consider commemorating a diverse range of trail blazers and contributors to our national story. In August 2021 the Minister announced funding for two new sculptures in the National Triangle – one to depict Dame Enid Lyons and Dame Dorothy Tangney, the first women to enter Federal Parliament in 1943 and one of Neville Bonner, the first Aboriginal person elected to Parliament in 1971.

Unfortunately, the COVID-19 pandemic prevented the NCA from hosting the planned 50<sup>th</sup> birthday party for the National Carillon in April 2020. We had planned many events to celebrate the installation of new bells which brings the Carillon up to international symphony standards. Thankfully, the NCA was able to perform works to improve the amenity of Aspen Island, upon which the Carillon stands, and the new paths and beach were well-utilised for the Australia Day 2021 community celebrations.

We welcomed Mr James Willson as a new part-time Member of the Authority in October 2020. James brings a depth of experience in communications, and an interest in exploring a destination marketing approach.

The Authority thanks the many volunteers who assist us in our work, from horticultural works to those involved in telling the stories of the Nation's Capital at the National Capital Exhibition and on guided tours. One example of the volunteers' work includes their assistance in caring for the roses of the Old Parliament House Rose Garden. This past year the NCA has been working on the replacement of rose name signage. The new low-set granite name signs will assist visitors, staff and volunteers to identify the roses. If you visit you will see the colour coded symbols on the signs which also guide the volunteers in the required pruning activities by season.

And finally, I would like to thank the NCA staff as well as my fellow Board members. Their passion for continuing to plan, maintain and improve the National Capital Estate for all Australians is something to be proud of, especially during the testing times experienced through the COVID-19 pandemic. Their commitment has been exceptional.



**Terry Weber**  
Chair  
National Capital Authority

National Library and flower planter boxes during Floriade 2020.  
Photographed by  
Dom Northcott.





1.

RAAF 100 event at Lake Burley Griffin, Parkes. Photographed by Dom Northcott.





# Overview and Structure of the National Capital Authority

## Roles and Functions

The National Capital Authority (NCA) is established under the *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act). The NCA is a non-corporate Australian Government agency within the Infrastructure, Transport, Regional Development and Communications portfolio. At 30 June 2021, the NCA was responsible to the Assistant Minister for Regional Development and Territories, with the Minister administering the PALM Act.

The NCA performs the role as trustee of the National Capital, and in this capacity, serves the interests of the Australian Government, the nation and its people. The NCA is responsible for: shaping the National Capital into the future; managing and enhancing the nationally significant parts of Canberra; and fostering awareness of Canberra as Australia's National Capital.

## Mission

The NCA's mission is to shape Canberra as a capital that all Australians can be proud of by ensuring it is well planned, managed and promoted, consistent with its enduring national significance.

## Key Strategic Objectives

For 2020-21, the key strategic objectives of the NCA were:

- **People** – encouraging Australians and visitors to celebrate and share the story of our nation through visiting Canberra, our National Capital
- **Place** – excellence in the care and stewardship of the National Capital's special and symbolic places
- **Plan** – strategic planning and oversight of the places and spaces of national importance in Canberra.

## Principal Functions

The functions of the NCA, as set out in Section 6 of the PALM Act, are to:

1. prepare and administer a National Capital Plan (the Plan)
2. keep the Plan under constant review and to propose amendments to it when necessary
3. on behalf of the Commonwealth, to commission works to be carried out in Designated Areas in accordance with the Plan where neither a Department of State of the Commonwealth nor any Commonwealth authority has the responsibility to commission those works
4. recommend to the Minister the carrying out of works that it considers desirable to maintain or enhance the character of the National Capital
5. foster an awareness of Canberra as the National Capital

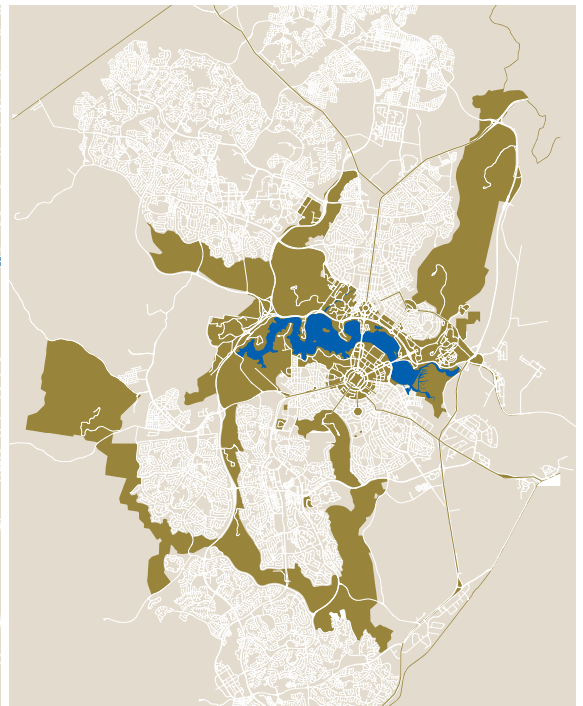
6. with the approval of the Minister, to perform planning services for any person or body, whether within Australia or overseas
7. with the approval of the Minister, and excluding the management and regulation of the taking of water, manage National Land designated in writing by the Minister as land required for the special purposes of Canberra as the National Capital.

In addition, the *National Land (Road Transport) Ordinance 2014* established the NCA as the administering authority for enforcement of parking regulations on National Land.

The accountable authority for the NCA (for the purposes of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act)) is the Authority.



Land Managed by the NCA



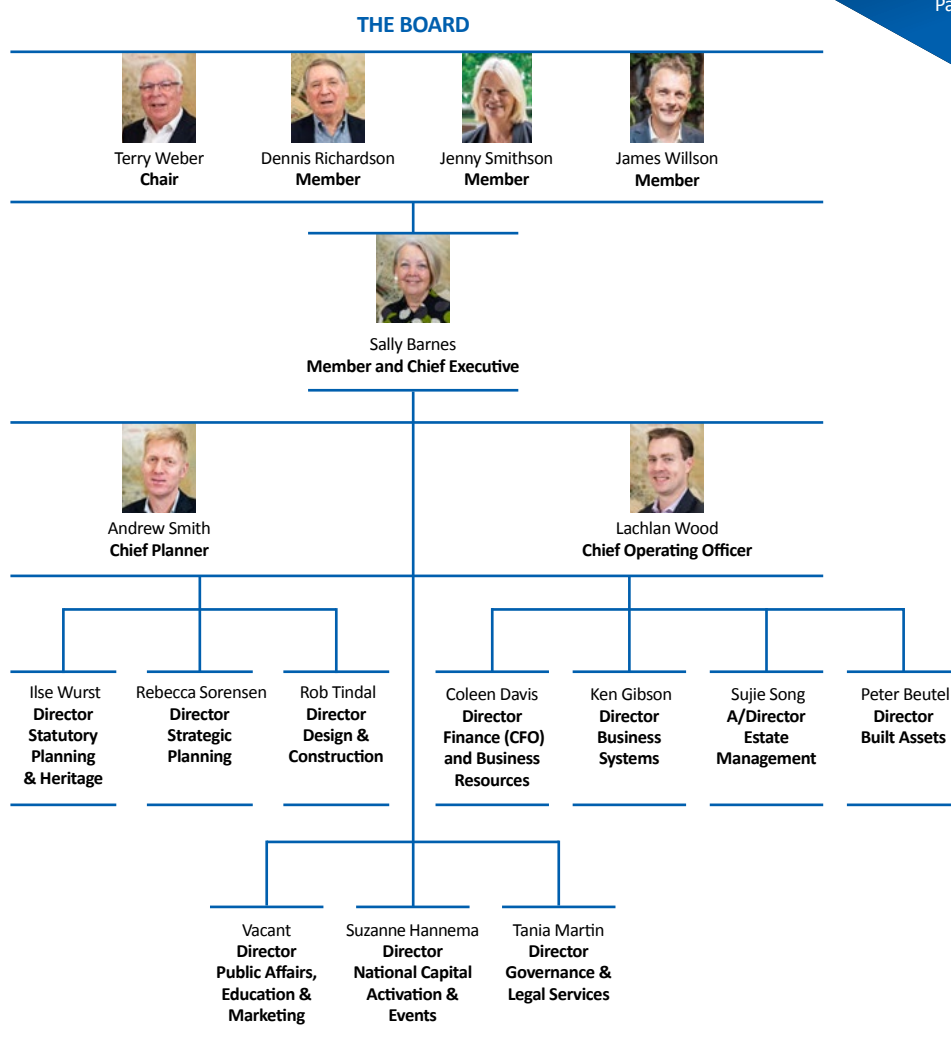
Designated Areas under NCA's detailed planning control



Paddle boats on Lake Burley Griffin, Parkes. Photographed by Martin Ollman.

# The Structure of the NCA

Figure 1: Organisational Structure at 30 June 2021



## Management Committees and their Roles

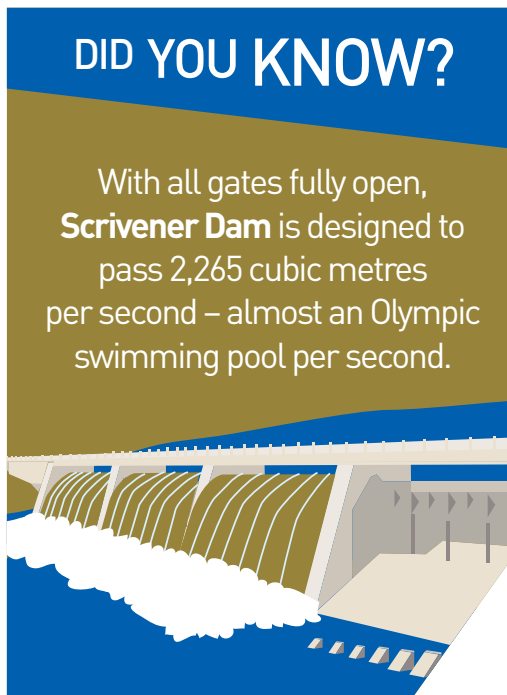
### The Authority

The *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act) provides that the Authority consist of a Chair, a Chief Executive and three other members, all of whom are appointed by the Governor-General. The Chief Executive is a full-time officer, while other members of the Authority serve on a part-time basis.

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

The Chief Executive has the responsibility of an Agency Head under the *Public Service Act 1999* and manages the day-to-day affairs of the NCA.

The Authority held six regular and one supplementary meetings over the course of 2020-21. The Authority maintains minutes of these meetings and also prepares public records of each meeting, which are available on the NCA's website.



## Authority Membership

### Chair

**Mr Terry Weber** was re-appointed on 21 March 2019 as (part-time) Chair of the Authority for three years from 12 June 2019. Mr Weber has been a Member of the Authority since 12 June 2014 and Chair since 1 January 2015.

Mr Weber is a Senior Partner and Federal Government Lead Partner in PricewaterhouseCoopers' Canberra consulting practice. He provides specialist guidance in the areas of property, infrastructure and facilities management; financial management; and service delivery models for Australian and international governments, and major corporate organisations.

From 2000 to 2008 Mr Weber was the Chief Executive Officer for UGL (United) Services, a leading global corporate real estate and outsourcing business services organisation. Mr Weber is a long-term Canberran and is currently serving on several boards, including the Canberra Symphony Orchestra, the Canberra Raiders and the Ricky Stuart Foundation.

### Members

**Mr Dennis Richardson AC** was appointed as a part-time Member of the Authority on 18 September 2017 for a period of five years.

Mr Richardson is a former Secretary of the Department of Defence, and Foreign Affairs and Trade; Australian Ambassador to the United States; and Director-General of the Australian Security Intelligence Organisation.

Mr Richardson is a long-time Canberran and is currently serving on the Board of the Canberra Raiders, Linfox Australia and several other Boards.

**Ms Jenny Smithson** was appointed as a part-time Member of the Authority on 11 June 2020 for a period of five years.

Ms Smithson is a qualified and experienced Town Planner, former Commissioner of the New South Wales Land and Environment Court and former Sessional Member of the Western Australian State Administrative Tribunal. Ms Smithson is based in Perth and previously lived in Sydney.

Previous board positions include the Western Australian Land Development Authority (LandCorp); former Senior Principal of international engineering consultancy, Cardno; the Planning Institute of Australia; and BSD Consultants.

**Mr James Willson** was appointed as a part-time Member of the Authority on 1 October 2020 for a period of five years.

Mr Willson is Managing Director and agency founder of CRE8IVE and a long-term Canberra entrepreneur, committed to the Canberra region. Mr Willson is currently on the boards of CIT Solutions, the Canberra Grammar School and RSPCA ACT. Previous board positions include Regional Development Australia ACT, the Australian Foundation for Mental Health Research, Canberra Business Chamber and the Canberra Hospital Foundation.

Mr Willson comes to the NCA with an interest in creating a distinctive sense of place within the heart of Canberra – The National Triangle. He has provided the impetus for the development of a destination marketing approach to maximising the use of assets managed by the NCA and enhancing the experience of visitors to the National Capital. Results of this work will be seen in the new wayfinding dual-language signage, together with interactive maps, across the estate. This work will carry on throughout 2021-22. Visitors to the NCA website will see the new National Triangle and be able to easily navigate the cultural attractions – either while in Canberra or on-line.

## Member and Chief Executive

**Ms Sally Barnes** commenced as the Chief Executive of the NCA on 11 February 2018, as part of a five-year appointment.

Previously, Ms Barnes was the Director, National Parks in the Commonwealth Department of Environment and Energy. Ms Barnes is an experienced executive, and was the Chief Executive of the Office of Environment and Heritage in the NSW Government from 2012 to 2014. Ms Barnes was awarded the ACT Excellence in Women's Leadership award for 2017.

## Committees

To support the Authority and Chief Executive in meeting their legislative functions and obligations, the NCA has the following committees in place. Details of the roles and responsibilities of the NCA's key committees are set out below.

### Audit Committee

The NCA Audit Committee provides independent advice and assurance to the Authority on the NCA's financial and performance reporting, risk oversight and management, and control and compliance framework.

The NCA Audit Committee's Charter can be found at: [www.nca.gov.au/files/nca-audit-committee-charter-june-2020.pdf](http://www.nca.gov.au/files/nca-audit-committee-charter-june-2020.pdf).

The NCA Audit Committee comprised three ongoing external members in 2020-21: Mr Geoff Knuckey (Chair), Mr Stephen Sheehan and Ms Anne O'Donnell. Further details of the NCA's Audit Committee members in 2020-21 are set out below:

- Mr Knuckey is an experienced chair and non-executive director with particular skills in financial reporting and analysis, risk management, corporate governance and internal audit. Mr Knuckey is a Fellow of the Institute of Chartered Accountants in Australia, a Graduate Member of the Australian Institute of Company Directors, and a member of the Institute of Internal Auditors. Mr Knuckey has a Bachelor of Economics degree and is a former Partner and Managing Partner in major accounting firm Ernst & Young. Mr Knuckey attended all four NCA Audit Committee meetings held in 2020-21. Mr Knuckey received total remuneration of \$8,250 for his work in 2020-21.
- Mr Sheehan is a Fellow of CPA Australia. Mr Sheehan has a Bachelor of Commerce degree, was previously an Australian Public Service senior executive and held the positions of Chief Financial Officer at the Commonwealth Departments of Immigration and Citizenship, and Health and Ageing. Mr Sheehan attended all four NCA Audit Committee meetings held in 2020-21. Mr Sheehan received total remuneration of \$7,750 for his work in 2020-21.



- Ms O'Donnell has more than 40 years' experience in the finance sector and is an experienced executive and non-executive director in the listed, not-for-profit, government and mutual sectors. Ms O'Donnell holds a Master of Business Administration, a Bachelor of Arts (Banking and Finance) and is a Senior Fellow of FINSIA and a Fellow of Australian Institute of Company Directors. Ms O'Donnell attended all four NCA Audit Committee meetings held in 2020-21. Ms O'Donnell received total remuneration of \$8,800 for her work in 2020-21.

The NCA's Chief Executive, Chief Financial Officer and representatives of the Australian National Audit Office regularly attend the Audit Committee's meetings as observers. The Authority Chair, Mr Terry Weber, has also attended most Audit Committee meetings as an observer in order to promote the flow of information between the Authority and the Audit Committee.

During 2020-21, the Audit Committee met on four occasions to fulfil its statutory purpose and Charter requirements.

### ICT Sub-Committee

An Information and Communication Technology (ICT) Sub-Committee was established in mid-2019. A particular focus for the Committee through 2020-21 was to provide oversight and advice to support the transition of the new Managed Service Provider and continued integration of the business systems operating model into the NCA environment to support new technologies and to ensure its benefits will be fully realised.

The Committee comprises the NCA's Chief Operating Officer as Chair, the Chief Operating Officer of Geoscience Australia, the Chief Information Officer of Department of Infrastructure, Transport, Regional Development and Communications, and two NCA Directors as Members.

### Senior Executive

The NCA Senior Executive comprises the Chief Executive, Chief Planner and Chief Operating Officer. The Senior Executive meets on a regular basis to assist in the strategic management of the NCA.

### Senior Leadership Team

The Senior Leadership Team comprises the Chief Executive, Chief Planner, Chief Operating Officer and all NCA Directors. The Senior Leadership Team meets weekly to discuss current and emerging issues being addressed by the NCA and individual teams.

### Work Health and Safety Committee

The Work Health and Safety Committee is constituted in accordance with the *Work Health and Safety Act 2011* (WHS Act). Membership includes management, health and safety representatives, and employee nominees from across the NCA. In 2020-21, the Committee was chaired by the NCA's Chief Operating Officer.

In accordance with the WHS Act, the Work Health and Safety Committee meets regularly to facilitate discussion and co-operation regarding health and safety issues in the workplace between management, employees and other relevant parties who work in NCA premises or other relevant work sites.

### Authority Consultative Committee

In accordance with the NCA Enterprise Agreement 2018-21, the NCA maintains an Authority Consultative Committee. This Committee provides a forum for management and employees to discuss relevant matters affecting the workplace.



Shores of Lake Burley Griffin, Parkes.  
Photographed by Dom Northcott.

## Senior Executive and their Responsibilities

### **Sally Barnes (Chief Executive)**

Ms Barnes is the NCA's Chief Executive and an ex-officio member of the Authority.

The Chief Executive has responsibility as agency head of the NCA under the *Public Service Act 1999* and manages the affairs of the NCA, under the direction of the Authority.

The NCA's Chief Executive may be given written directions by the Authority, which must be complied with unless they relate to the Chief Executive's duties under the *Public Service Act 1999*. In practice, the Chief Executive works closely with the Authority in implementing their strategic directions, work and resourcing priorities.

### **Andrew Smith (Chief Planner)**

Mr Smith is the Chief Planner and leads the Planning and Design Branch, which is responsible for keeping the National Capital Plan under constant review, proposing its amendment when necessary or indicated. This work involves preparing planning policy (which forms the basis of amendments to the Plan), Master Plans and Development Control Plans; assessing works approval applications; and monitoring the quality of buildings and other developments once completed. The Branch also manages a range of design and construction projects and manages diplomatic land in the National Capital.

### **Lachlan Wood (Chief Operating Officer)**

Mr Wood leads the Operations Branch, which is responsible for the effective management and enhancement of the National Estate, as well as the NCA's business systems and operations. This work involves providing safe, functional, accessible and attractive public spaces and infrastructure in the National Capital (including pay parking); developing and renewing assets that enhance the significance and amenity of the National Capital; facilitating appropriate recreational and commercial activities on National Land; protecting and advancing the Estate's natural, heritage and cultural features; business system improvement; and human resource and financial management.



# Volunteer Contributions

## NCA Volunteers

The NCA established its first volunteer program in 2001 to complement its role of fostering awareness about Canberra as the National Capital. Volunteers come from the local community and contribute their skills, experience and knowledge in a variety of ways. Volunteers are provided with a range of training opportunities to assist them to successfully undertake their role as ambassadors for Canberra. Volunteers also have the opportunity to participate in group activities, allowing them to expand their knowledge about the nation's capital in an informal and enjoyable manner. The NCA's volunteer program is divided into Horticulture Volunteers, Volunteer Guides and Greeters, and Research Volunteers.

The volunteer programs were again interrupted in 2020-21 because of COVID-19. Visitation was reduced due to travel restrictions and lockdowns in other States. As most volunteer guides are in a vulnerable age group, they chose to reduce their shifts at the National Capital Exhibition.

## Horticulture Volunteers

Since launching the program in 2004, the Horticulture Volunteers undertake defined gardening activities in the Old Parliament House Gardens. Five teams of volunteers help to look after the Broinowski and Rex Hazelwood Rose Gardens in the Senate Garden, and the Macarthur and Ladies Rose Gardens in the House of Representatives Garden.

It is difficult to accurately record the exact number of hours contributed by the Horticulture Volunteers in 2020-21 because this report is being written while working from home during a COVID-19 lockdown and the sign-in sheets are inaccessible. However, the records that are accessible show that that the 68 Horticulture Volunteers contributed 1,646 hours between mid-July 2020 and mid-February 2021.

This is an average of 235 hours per month and can be extrapolated to around 2,822 hours being contributed in 2020-21 by the Horticulture Volunteers across 1,411 shifts.

## Volunteer Guides and Greeters

Volunteer Guides share their time, skills and knowledge with visitors to the National Capital Exhibition and Blundells Cottage. They also conduct guided walking tours of Anzac Parade, Reconciliation Place, the Old Parliament House Gardens, the central basin of Lake Burley Griffin and the National Carillon on special occasions.

In 2020-21, 17 Volunteer Guides and Greeters contributed 875 hours at the National Capital Exhibition, Blundells Cottage, and on our walking tours.

## Research Volunteers

Research Volunteers work within projects on specific tasks. In 2020-21 this included editing research compiled about Blundells Cottage and verifying facts about the Cottage, researching and drafting material for a self-guided walk of Stirling Park, on the European history and the flora and gathering information on landmarks within the National Estate.

During 2020-21, one Research Volunteer contributed 233.5 hours on these and other, smaller tasks, across 58 shifts.

## Conservation Volunteers

To help manage the conservation areas of the NCA's Estate, the NCA partners with several volunteer groups to undertake on-ground works, obtaining separate grant funding for conservation works, and assistance with public advocacy on conservation management. The conservation areas of the NCA's Estate include Stirling Park, State Circle Woodland and Yarramundi Grasslands.

Through an Environmental Care Agreement with the Friends of Grasslands, some 100 volunteers have undertaken many hundreds of hours of works in partnership with the NCA in these conservation areas. Utilising expert volunteers and local residents, they undertake weed control, native planting, sensitive species and weed surveys, and provide a strong advocacy role within the community.

The NCA also has an Environmental Care Agreement with ACT Wildlife, the Territory's main native wildlife rescue and rehabilitation volunteer group. ACT Wildlife's specialist vaccinated team of carers for flying-foxes help rescue and care for the grey headed flying-fox population which visits to camp in Commonwealth Park from September to April each year.

The NCA utilises the specialist skills of the ACT Rural Fire Service (RFS) volunteers, to assist specific on-ground tasks set out in the Bushfire and Works Plan for NCA Conservation Areas.





## CASE STUDY

# The Magic of Marion

The year 2021 is both 150 years since the birth of Marion Mahony Griffin (14 February 1871) and 60 years since her death (10 August 1961). Against this backdrop, in late 2020, the NCA convened a group of cultural institutions and other interested bodies – notably the ACT Chapters of the Australian Institute of Architects and the Walter Burley Griffin Society.

A calendar of community events and activities was developed with the umbrella title of *The Magic of Marion*. A page was developed for the NCA website: Magic of Marion | National Capital Authority ([nca.gov.au](http://nca.gov.au)) where all activities could be viewed. The site was updated as the program evolved.

Events commenced on 12 February 2021, with the screening of archival film footage on the Griffin-inspired Sydney suburb of Castlecrag at the National Film and Sound Archive, titled *City of Dreams*. That evening, an event titled *Meeting Marion* was held at the National Capital Exhibition (NCE). Professor Clare Wright introduced the era that Marion lived and worked in, before Glenda Korporeal presented the main lecture. Ms. Korporeal, a journalist with *The Australian*, is the author of a biography of Marion titled *Making Magic: The Marion Mahony Griffin Story*.

The NCE had a reduced capacity of 100 persons, due to COVID-19 and was sold out some days beforehand with a complimentary message being sent to the NCA from the Walter Burley Griffin Society afterwards. Because of the attendance limits, the event was livestreamed on social media and through the NCA website, attracting several hundred views.

On Marion's birthday, The Australian Institute of Architects, ACT Chapter, held a lakeside walking tour and an outdoor gathering titled *Inspired by Marion: Canberra and Women in Design*. Both events were well attended and attracted positive comment in the media.

Other external events included the launch of a new book, *Architectural Drawings: Collecting in Australia*, at the National Archives and the annual Marion Mahony Griffin Lecture presented by the Walter Burley Griffin Society. This year the lecture was given by Dr Anne Watson from the Museum of Sydney and was titled *What Made Marion's Hair Stand on End*. The lecture took place at the National Museum of Australia. A dance performance, titled *The Point* and inspired by both Hindu mythology and the Griffins' designs, was presented at the Belconnen Arts Centre.

As part of the ACT and Region Heritage Festival, Peter Freeman launched his book *Thoroughly Modern* at the NCE and a virtual talk on *Marion: The Power Behind Two Thrones* was hosted on the NCA website. The February program of *Little Griffins* (at that time still being presented online) was *Happy Birthday Marion*. In June graphic stickers were placed along the central basin pathway depicting what the Griffins imagined would be built on each site, under the title *City of Dreams: Marion Markers*. The images were taken from Marion's illustrations of Canberra's design.

Activities will continue into 2021-22, including:

- *Imagine That*: a school holiday activity linked to the *Marion Markers*
- *Marion: A Woman of Genius*, a new exhibition within the NCE
- *Marion's Magical Lantern Walk*, a family activity
- *Making With Marion*, a dressmaking workshop.



# 2.

National Carillon and pink moon. Photographed by Boags Hoags

# 2020-21 Annual Performance Statements

I, Terry Weber, on behalf of the accountable authority of the National Capital Authority (NCA), present the 2020-21 annual performance statements of the NCA, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

In my opinion, these annual performance statements accurately reflect the performance of the NCA, and comply with subsection 39(2) of the PGPA Act.

A handwritten signature in black ink, appearing to read 'Terry Weber', with a large, sweeping flourish at the end.

**Terry Weber**  
Chair  
12 October 2021

## NCA Performance

The sources of the NCA's performance criteria for 2020-21 are the NCA's statutory functions set out in Section 6 of the *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act) (summarised in Chapter One of this Report), information set out in the NCA Portfolio Budget Statements (see below) and performance objectives included in the NCA Corporate Plan for 2020-21 to 2023-24.

The NCA's Corporate Plan for 2020-21 to 2023-24 states the NCA's mission as:

To shape Canberra as a capital that all Australians can be proud of by ensuring it is well planned, managed and promoted, consistent with its enduring national significance.

For the purposes of identifying and reporting against the NCA's responsibilities and strategic priorities, the NCA's Corporate Plan for 2020-21 to 2023-24 combined the NCA's functions under the PALM Act and concomitant activities into three strategic objectives: People, Place and Plan. These objectives, their performance criteria and the NCA's results against the criteria are set out below.

The NCA has a single Outcome in the 2020-21 Portfolio Budget Statements (PBS) covering all NCA activities:

### PBS Outcome 1

Manage the strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians through the development and administration of the National Capital Plan, operation of the National Capital Exhibition, and delivery of education and awareness programs and works to enhance the character of the National Capital.

The NCA has two programs set out in the 2020-21 Portfolio Budget Statement:

#### Program 1.1 – National Capital Functions – \$13.948 million

Planning and designing areas of special national importance in Canberra, and informing and educating the community about these areas, contributes to Outcome 1 ensuring that the National Capital is planned and promoted consistent with its enduring national significance.

##### Program 1.1 Deliverables

During 2020-21 and the forward years, the NCA will

- continue to develop and implement a comprehensive planning framework for the Australian Capital Territory
- keep the National Capital Plan (the Plan) under constant review and, when required, propose, draft and consult on amendments to the Plan
- assess and manage applications to undertake works in Designated Areas to ensure that they are in accordance with the Plan
- provide, with Ministerial approval, consultancy services either within Australia or overseas
- maintain, manage and promote the use of NCA land and property assets
- develop and manage the NCA's visitor services and attractions
- foster an awareness of Canberra's role as Australia's National Capital.

#### Program 1.2 – National Capital Estate – \$42.378 million

The management and enhancement of national land program contributes to Outcome 1 by ensuring that national assets are managed and renewed to enhance the character of the National Capital.

## DID YOU KNOW?

**Stirling Park** is currently home to many eucalypt trees hundreds of years old and it is habitat for several rare and endangered plant species, including the Button Wrinklewort (*Rutidosia leptorrhynchoides*).

### Program 1.2 Deliverables

During 2020-21 and the forward years, the NCA will

- develop and renew assets on National Land in accordance with their national significance
- hold appropriate levels of insurance cover for the main risks associated with assets on National Land
- implement and manage a robust asset maintenance plan that addresses the severity of asset conditions.

## Factors Contributing to Performance

The NCA ensures we take a national perspective and long-term view for all Australians when planning for the future of the National Capital. In our day-to-day operations we concentrate on areas of national significance and the development of strategies to maintain and enhance a substantial and rich heritage and asset base that is unique.

The COVID-19 Pandemic reduced the opportunity for people to travel and gather in public places and this affected our ability to achieve public facing and customer service objectives and goals. That said, the NCA pivoted to the extent possible to new ways to connect to the public through the use of digital platforms for awareness and education activities and enhanced on-line consultation methods.

The NCA is a relatively small organisation with around 60 staff. We outsource many on-ground activities and operate under a relatively flat structure reflecting the skill sets and responsibilities of our subject matter experts.

In our corporate support areas, individuals often assume responsibility for a range of tasks so as to ensure the organisation has strong governance foundations. We will continue to support our people to work flexibly and to be the best staff member, parent, carer and community member they wish to be.

In addition to the PALM Act, the NCA operates within the framework of a range of Australian government legislation. Key elements of our legislative framework include:

- the *Public Governance, Performance and Accountability Act 2013*
- the *Public Service Act 1999*
- the *Work Health and Safety Act 2011*.

The NCA has in place the required policies and procedural framework to provide the basis for legislative compliance and operational performance, including in the following areas:

- work health and safety
- financial management
- procurement and contract management
- human resource management
- risk management
- fraud control.

International Flag Display, Parkes.  
Photographed by Dom Northcott.



# Purpose 1 – People

## Encouraging Australians and visitors to celebrate and share the story of our nation through visiting Canberra, our National Capital

Performance Criteria	Criteria Elements	Results
1.1 Deliver programs, events and tours to encourage Australian and international visitors to experience the National Capital	There is a high level of access and enjoyment of visitors to NCA-managed attractions, including the National Capital Exhibition, Blundells Cottage, the National Carillon, Anzac Parade, Commonwealth Park and the National Triangle, including through online programs and services	<p>Partially achieved – COVID-19 restrictions meant that visitor numbers to Canberra in 2020-21 have been lower than previous years. A total of 74,136 people visited the National Capital Exhibition (NCE) in 2020-21, compared with 104,697 in 2019-20 (which was also impacted by three months' closure because of COVID-19 restrictions).</p> <p>The NCE introduced virtual programs for schools which were viewed 102 times. The NCE's pre-schooler program, Little Griffins, was also online for much of this period.</p>
	The visitor satisfaction surveys and exit surveys show a client satisfaction rating of at least 90% across NCA-managed attractions	Achieved – Visitor satisfaction remains high. Some 97% of visitors rated the NCE's displays and information as either good or excellent while 97% rated staff helpfulness and knowledge as good or excellent.
	There is an increased recognition of the perspective and contribution of Indigenous Australians in the National Capital including through programs at the National Capital Exhibition	<p>Achieved – The NCA has had a strong focus on Indigenous perspectives and contribution across our operations.</p> <p>NCA programs include significant Indigenous content in telling the story of Canberra. In particular, our Reconciliation Place programs have seen a significant increase in attendees, with 2020-21 seeing a 560% increase in non-school bookings, compared to 2019-20.</p> <p>Non-school groups now make up 56% of our total visitation at Reconciliation Place, noting that we saw a significant decrease in school groups in 2020-21 due to the COVID-19 restrictions on travel (13 groups in 2020-21 compared with 64 groups in 2019-20).</p> <p>Displays and exhibitions in the NCE recognise traditional owners in the history of the National Capital.</p> <p>The NCA has finalised a new signage manual and will begin the roll out of signage in 2021-22. Visitor wayfinding signs will include words in language and an acknowledgement of Ngannawal country.</p>

Performance Criteria	Criteria Elements	Results
<b>1.2 Maximise the access and use of National Land to promote a strong understanding of the significance of the National Capital and its role in the story of the Australian people, including programs and support for national events</b>	There is strong recognition of the National Capital, its attractions and nationally-significant events in the Australian community	Achieved – All surveyed visitors to the NCE answered yes to the question “my visit to the NCE has increased my awareness and has provided me with a greater appreciation of Canberra as Australia’s National Capital”, and “through my visit I have a greater knowledge of Australia’s National Capital”.
	National Land supports and promotes activity, good health and connectedness, including through community and cultural events, and recreation activities	<p>Partially Achieved, due to the impact of COVID-19 pandemic restrictions.</p> <p>While overall number of people able to attend events fell, the number of events organised and supported on public land actually increased.</p> <p>A total of 420 events and an estimated 355,000 visitors attended events held on NCA-managed land in 2020-21, compared with 407 events and an estimated 1.5 million visitors in 2019-20. Floriade, the largest annual event on national land, was cancelled in this period.</p> <p>The majority of events held in 2020-21 had restricted capacities. This included over 70 outdoor community events and Christmas party and holiday events for which the NCA waived fees as a goodwill gesture after an unsettling year.</p> <p>There was a period between December and April when mass gathering restrictions were slightly eased which allowed a handful of larger events to be held on National Land. The community event, Carols by Candlelight, at Stage 88, was the first outdoor concert in Canberra to be held during the pandemic. A series of outdoor concerts in March were presented before restrictions were re-instated due to the Delta variant.</p> <p>The NCA received a grant from the National Australia Day Council to organise a range of activities around Lake Burley Griffin to support the national theme of Reflect, Respect and Celebrate.</p>
	There are productive partnerships with key organisations and agencies including EventsACT, the Australia Day Council, the Reconciliation Council and Reconciliation Australia, and Canberra’s National cultural Institutions	Achieved – The NCA worked closely with key organisations to bring events to National Land in a COVID-Safe way. This included working with Events ACT for Enlighten Re-imagined; National Australia Day Council to deliver several Australia Day activities around Lake Burley Griffin; and NAIDOC and AIATSIS to present illuminations of Aboriginal and Torres Strait Islander artworks on the National Carillon. A consortium was created that consists of all the National Cultural Institutions working in unison on a marketing campaign to attract visitors to the region. The social media campaign was launched in June 2021.

Performance Criteria	Criteria Elements	Results
	The NCA's committed and enthusiastic volunteers are recognised and supported in their work	Achieved – the NCA was once again very fortunate to receive assistance from some 86 volunteers throughout the year, primarily helping with the management of the Old Parliament House Rose Gardens and providing tours and information to the public at key sites of national importance and interest. The NCA provides a range of training to our volunteers and generally holds a number of thank you events through the year. Some of the volunteer led programs and thank you events had to be suspended in line with COVID guidelines. One NCE volunteer celebrated 20 years of service with the NCA in December 2020.

## Analysis of Performance Against Purpose

All NCA attractions have abided by the ACT and Federal government COVIDsafe protocols and were awarded a certificate as a COVIDsafe business by the National Capital Attractions Association. Visitor satisfaction remained high with 97 per cent rating the NCE's displays and information as either good or excellent and 97 per cent rating staff helpfulness and knowledge as good or excellent. All surveyed visitors agreed that their visit to the NCE had increased their awareness and appreciation of Canberra as Australia's National Capital.

The COVID-19 Pandemic and restrictions on local, interstate and international travel prevented the NCA from meeting visitation targets at its attractions.

In total, 74,136 people visited the NCE this year, compared to 104,697 in 2019-20. This outcome is reflective of the continuing lockdowns in Victoria, lack of international visitors and lack of travel from other Australian States. Only 17 schools visited the NCA Attractions in Terms 3 and 4 of 2020 but most took part in at least two programs, often the NCE and Anzac Parade. Despite continuing travel restrictions, school visits grew steadily through the course of the first half of 2021, almost reaching pre-COVID levels by June.

The attractions team moved quickly into the online realm, recording 'virtual excursions' to Blundells Cottage, the National Capital Exhibition (NCE), Anzac Parade and Reconciliation Place. The last three of these have also been approved by the Department of Education to form part of a school's Parliamentary and Civics Education Rebate (PACER) program. This action was also in response to schools being able to fit less programs into their Canberra excursions due to increased safety measures, reduced numbers in groups and mandatory sanitisation protocols at each institution.

Blundells Cottage re-opened to the public at the end of August 2020 and was able to be re-opened to schools by June 2021. The virtual excursion and the educational activities designed to augment the small number of students able to attend the cottage in person have been very well received.

*Little Griffins*, the National Capital focussed early learning program presented at the NCE each month, also went virtual, with eight programs being viewed a total of 854 times.

Staff made presentations as part of two ACT Department of Education professional development seminars for teachers. These were both live streamed from the Department's theatre/studio. One of the presentations was on Reconciliation and Indigenous studies, the other on Civics and Citizenship. NCA staff also presented papers at the South Australian Humanities and Social Sciences teachers conference and the national conference of the Australian Museums and Galleries Association.



Three staff recorded online talks as part of the ACT and Region Heritage Festival. These continue to be available to the public and schools on the NCA website. There were 368 views of these talks to 30 June 2021. One of the talks, on Marion Mahony Griffin, has also been used as part of *The Magic of Marion*, an ongoing festival to celebrate 150 years since she was born and 60 years since she died. The NCA worked with national cultural institutions, the Walter Burley Griffin Society (Canberra Chapter) and the Australian Institute of Architects (ACT Chapter) to develop a program for this commemoration.

The NCA began with an introductory talk at the NCE by Glenda Korporaal, author of *Marion: Making Magic, the Marion Mahony Griffin Story*, which was booked out. Peter Freeman's book *Thoroughly Modern* was launched at the NCE as part of this festival and the ACT Heritage Festival. A series of graphic stickers were installed along the walk around Lake Burley Griffin's central basin, each depicting a building from Marion's image of the Griffins' imagined capital. These were called *A City of Ideas: Marion Markers* and were aimed at capturing the attention of the many people who walk this route. A school holiday program was developed to augment the markers for families.

Historically the local schools' market has not been strong in the visiting schools' program but there has been an increase in both virtual and physical visitation by ACT schools in 2020-21, with 23 ACT schools participating in NCA programs.

Non-school programs presented at Reconciliation Place increased by 560% in 2020-21. Non-school groups now make up 56% of the total visitation there, noting the share was skewed somewhat by the lack of school visitors.

The NCA worked with both horticultural volunteers and the volunteer guides to keep them connected through lockdown and safe when they returned to their volunteering roles. Training was provided to both groups and administrative support was extended to include checking on their welfare throughout the pandemic. One NCE volunteer guide celebrated 20 years of service with us in December 2020.

The redevelopment works at the National Carillon have been delayed by the ongoing COVID-19 situation both in Australia and England resulting in no public concerts in the 2020-21 year. Carillonists continued to practice on the old practice clavier, now at the ANU School of Music. They played the new instrument in the tower as part of a 'running in' process and assisted the project manager in a Listening Program and taking detailed measurements of the instruments, wires and other elements required by the World Carillon Association standards. These reports have been sent to John Taylor & Co in England, to assist with completing the project.

Commonwealth Park, Parkes.  
Photographed by Martin Ollman.



## Purpose 2 - Place

### Excellence in the care and stewardship of the National Capital's special and symbolic places

Performance Criteria	Criteria Elements	Results
<b>2.1 Manage the NCA's ageing assets and significant sites to ensure their national importance, useability, heritage values and significance to the National Capital are maintained</b>	At least 90% of capital improvements are actioned within target timeframes	Achieved – 96% of capital improvements were actioned within target timeframes and milestones in 2020-21. The continuous assessment, prioritisation and refurbishment of significant assets is undertaken to ensure the usability and enjoyment of the National Estate, while protecting special characters and values.
	The strategic Asset Management System (AMS) is fully integrated and used to inform strategic financial planning and programming of works	Achieved – The AMS is used to support delivery and planning of asset maintenance and is integrated with the financial system. More work is in train including further integration and enhancements which are expected to increase efficiency.
<b>2.2 Provide safe, functional, accessible and attractive public spaces and infrastructure in the National Capital for recreation and public use</b>	Safety hazards are assessed and actioned according to their risk profile	Achieved – Hazards are identified, assessed and actioned, based on risk, priority and resourcing, maintaining a safe National Estate. All action items arising from incidents or identified hazards were completed for the year. Status updates are provided at each Authority meeting.
	At least 90% of maintenance issues are addressed within target timeframes, according to safety, risk and priority	Achieved – 98% of maintenance issues were addressed within target timeframes, either through being incorporated into a capital renewal program or as part of reactive maintenance, as appropriate.
	Potential injuries to visitors, contractors and staff are minimised through timely risk identification and mitigation	Achieved – Through the evaluation of identified hazards, analysis of risk and the assessment of consequence, appropriate mitigation strategies have been implemented or works scheduled. An online safety system, accessible to the public for reporting purposes, has increased hazard reporting and improved risk mitigation. In addition, the NCA has instituted a more formal and programmed approach for collecting and assessing WHS documentation and carrying out spot checks and audits of NCA contracted providers.
	There is improved accessibility and efficiency of pay parking arrangements for users through technology enhancements, including web-based applications	Achieved – The EasyPark application was introduced in October 2020. EasyPark allows users to start a parking session remotely via a mobile phone and only be charged for actual time used. The NCA has experienced strong and growing take up of the application showing its accessibility and efficiency. EasyPark is also contactless, providing the community with a COVID-safe payment method.



Seaplane over Lake Burley Griffin.  
Photographed by Dom Northcott.

Performance Criteria	Criteria Elements	Results
<b>2.3 Protect and enhance the ecological integrity and resilience of land and waterbodies on the National Capital Estate</b>	There is good accessibility and active use of National Land which allows the community to enjoy the natural environment	Achieved – National Land is managed and available for use. During the COVID 19 pandemic, NCA open space areas were used and valued as important assets for exercise and recreation.
	Indigenous cultural heritage on National Land is identified, respected and valued	Achieved – the NCA has a comprehensive suite of Heritage Management Plans which, inter alia, identify Indigenous cultural heritage and provide the basis for their ongoing management.
	Biosecurity and ecological risks are actively and effectively managed	Achieved – The NCA continues to financially support the great work of the local environmental volunteer groups Friends of Grasslands and ACT Wildlife through Environmental Care Agreements. In partnership with Greening Australia and Friends of Grasslands, the NCA completed the first stage of understory planting at Stirling Park, at the old pine plantation site in Yarralumla. The NCA continues to monitor water quality of the lake, in addition to treatment of invasive weed as part of an annual program of weed monitoring and removal. The NCA is committed to research and engages with researchers at the University of Canberra, to understand the factors behind growth of blue green algae in the lake. The NCA regularly contributes to the ACT and Region Catchment Coordination Group and works collaboratively with other Government agencies to manage areas of the Lake Burley Griffin catchment.

## Analysis of Performance Against Purpose

### **COVID-19 Pandemic Response**

The NCA together with our maintenance and capital works contractors adopted COVID-Safe work practices to continue to maintain and renew the National Capital Estate safely throughout the COVID-19 pandemic. The open space and lake assets maintained by the NCA, including Commonwealth and Kings Parks, Lake Burley Griffin and surrounds, and the conservation areas of Stirling Park and Yarramundi Grasslands, provide vital amenity and recreational opportunities for the community during COVID-19 restrictions.

### **Renewal of Ageing Infrastructure**

Several lighting projects were completed or commenced to improve reliability, energy efficiency, increase asset life and improve compliance of lighting infrastructure:

- All streetlight controllers at the eastern end of Constitution Ave were replaced in 2020-21.
- All lighting along RG Menzies Walk was upgraded to make more reliable by replacement of control infrastructure and lifting, lowering, waterproofing and repairing of inground lights to address numerous issues resulting from adjacent lake wall movements.
- Carpark lighting on Acton Peninsular had all luminaires replaced with LED fittings
- Commencement of a two-year program of Capital Circle Tunnel lighting infrastructure and luminaires replacements to LED technology. Half the lights were replaced in 2020-21.

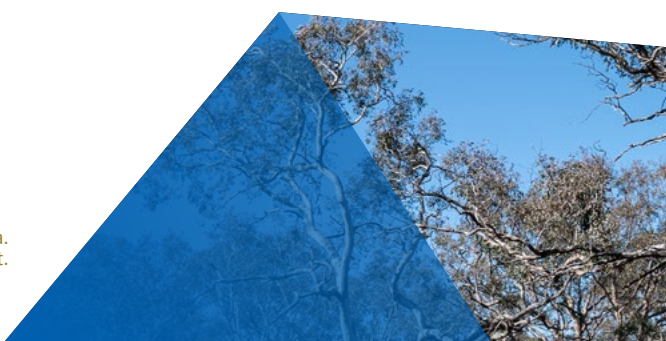
A program of motor and pump refurbishments was commenced this year at the Captain Cook Memorial Jet, with motor and one pump being removed to enable motor rewinding, bearing replacement, impeller replacement and repainting. The motor was shipped to Sydney and the pump was shipped to Maitland for this full refurbishment.

A program of footpath refurbishments was undertaken in 2020-21 with several paths within the National Triangle and along Commonwealth Avenue replaced to improve compliance and public safety.

Scrivener Dam continues to be operated and managed in an efficient, effective and safe manner. The NCA is compliant with standards and guidelines developed by the Australian National Committee on Large Dams and the ACT Dam Safety Code. The definition and accountability of tasks in the Dam Safety Management Plan (DSMP) are clear and the work undertaken by the NCA in ensuring successful delivery of the Dam Safety Management Plan continues to be of a consistently high quality. The changeover to a new Operations and Maintenance contractor (O&M Contractor) has been well managed with all processes under the DSMP continuing without interruption. This reflects well on the handover process, the commitment of the new O&M Contractor and, in particular, the robustness of the dam safety management structures that have been established under the DSMP.

The standard dam operations and maintenance, and dam safety activities, including surveillance and emergency preparedness, meets current Australian National Committee on Large Dams and the ACT Dam Safety Code guidelines and standards. The Dam Safety Team meets monthly to review and assess all programmed capital upgrades and projects, as well as the monthly safety and surveillance reports.

On 27 January 2021, the Australian Government announced it would provide \$137 million to upgrade the Commonwealth Avenue Bridge. The upgrade will be delivered by the National Capital Authority and will strengthen the bridge to prevent structural damage, widen pedestrian and cycle pathways, and replace vehicle safety barriers to improve road safety. The Bridge is one of two major bridges crossing Lake Burley Griffin and is a critical component of the transport network of Canberra and the ACT. The Bridge also has considerable cultural and heritage value. The Bridge was built in the mid-1960s. Since opening, patronage on the Bridge has grown substantially and current traffic on the Bridge makes it one of the busiest transport assets in Canberra. The project will increase the load bearing capacity of the current Bridge to reflect current and forecast traffic load demands.



## ***Maintenance and Operation of the National Capital Estate***

The NCA has undertaken several projects as part of a program of renewal of assets around the lake. This includes projects to refurbish Springbank Island Jetty, strengthen Yarralumla West Jetty, install erosion protection around lake assets, plan for future upgrades to boat launching facilities at Lotus Bay as well as ad hoc repair of other lake infrastructure. A key focus of the renewal of lake assets is to improve amenity of the assets and reduce public safety hazards.

The NCA adopted new technologies to improve accessibility and efficiency for pay parking users on National Land. These innovations include new Pay by Plate ticket machines, Licence Plate Recognition camera mounted vehicles and the EasyPark pay by phone app. These smart technologies resulted in improved efficiencies and improved NCA's environmental sustainability by reducing the reliance on plastic coated ticket stock.

The Open Space Team delivered projects to enhance the visitor experience in both the Old Parliament House Gardens (the Gardens) and Anzac Parade.

To increase the user amenity of the Gardens, six new seats were installed on the House of Representatives Side. These seats are located close to the Clubhouse and are positioned to look over the Bowling Green, or placed under trees, providing more amenity to enjoy the Gardens.

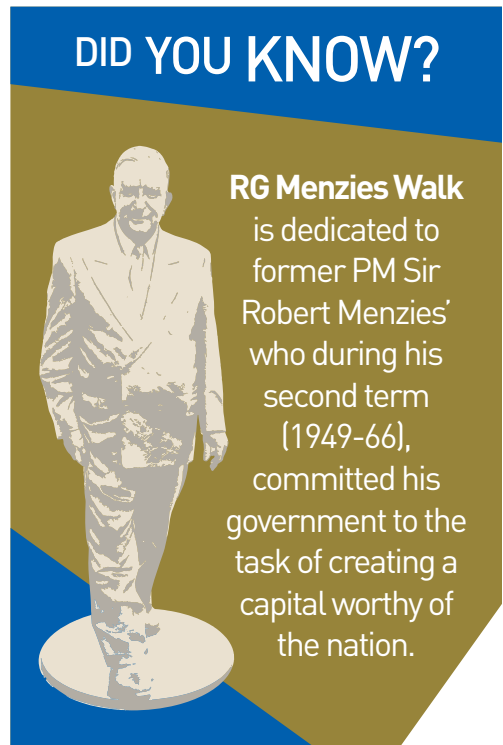
The presentation levels of 11 memorial 'rooms' on ANZAC Parade were uplifted with garden refurbishments and minor memorial enhancements.

In May 2021, five water misters were installed in the Rhododendron Gardens of Commonwealth Park. These misters are positioned five meters into the tree canopy as a trial to cool the local atmosphere providing relief to the flying-fox camp during days when there is a risk of heat stress. Flying-foxes are vulnerable to the effects of high temperatures and low humidity, with mass death events recorded in other flying-fox populations.

## ***Asset Management System***

The NCA has continued to develop its Asset Management System (AMS) based on the review and recommendations outlined in the Asset Management Strategy. In 2020-21 the NCA:

- undertook further enhancements to fully utilise the functionality of the AMS
- integrated the AMS with the Geographic Information System database
- undertook a data clean-up and updated "condition" data
- worked with our contracted provider, BGIS, on capturing all asset data at the commencement of capital projects
- took steps toward a Cloud-based platform.



**DID YOU KNOW?**

**RG Menzies Walk** is dedicated to former PM Sir Robert Menzies' who during his second term (1949-66), committed his government to the task of creating a capital worthy of the nation.



## ***Community Collaboration for Ecological Outcomes***

The NCA actively monitors Lake Burley Griffin for invasive aquatic weed species including Alligator Weed and Ribbon Weed. Invasive weeds are treated as part of an annual program of weed monitoring and removal. The NCA works collaboratively with the ACT Government to track growth and removal of invasive weed species through the ACT Government weed tracking platform.

The NCA monitors water quality of the lake in accordance with the Lake Burley Griffin Water Quality Management Plan. In addition to monitoring and reporting on water quality, the NCA is engaged with researchers at the University of Canberra, to understand the driving factors behind growth of blue green algae in the lake. The NCA contributes to the ACT and Region Catchment Coordination Group and works collaboratively with other Government agencies to manage areas of the Lake Burley Griffin catchment. The NCA is committed to on-going research to assist the group in effectively managing the Lake Burley Griffin catchment and in identifying ways of improving management practices in the lake.

In February 2021, the NCA stocked over 22,000 Golden Perch fingerlings into the lake as part of an annual program of fish stocking. The annual program aims to increase populations of native fish species in the lake and to displace introduced species such as Carp.

The NCA continues to collaborate with community groups to achieve greater ecological outcomes. The NCA thanks the Friends of Grasslands (FOG) for their significant work on national land. In 2020-21 FOG conducted weed management and conservation activities in Stirling Ridge and Yarramundi Grasslands. FOG also lead community walks through these areas, explaining histories, values, flora and fauna.

Today, the NCA is the custodian of around 19,000 trees across the National Capital Estate, which provide a stunning setting for national institutions and memorials. Trees are also essential to the creation of the attractive parklands, streetscapes, and other spaces and the important provision of shade. To protect these valued assets into the future, the NCA has undertaken extensive community consultation across a range of stakeholders to develop the Tree Management Policy. The policy provides a robust and consistent approach for the management of urban trees by the NCA in readiness for current and future challenges from the ageing tree population, climate changes, tree removal and replacement, water management, heritage preservation, and the development and utilisation of open space.

In accordance with the then draft Tree Management Policy, the NCA removed 600 pine trees at Stirling Park between March and May 2019. Many of the trees were in decline, some had died and many were unsafe. In March 2021 in partnership with Friends of Grasslands, Greening Australia and community volunteers the NCA planted 700 tubestock of shrubs and groundcover providing soil stability and habitat for small birds. Stage 2 of the understory planting of more shrubs and grasses will be planted in autumn 2022 to complement and enhance the native vegetation on Stirling Ridge.

The NCA continues to work with and support ACT Wildlife. As the single wildlife response team for injured or sick grey headed flying-foxes in the ACT, ACT Wildlife assisted in monitoring the grey headed flying-fox camp in Commonwealth Park during events. The summer of 2020-21 was milder and wetter, and as a result the camp was not under any increased stresses as it had been in the summer of 2019-20.

The camp continues to be monitored by the Australasian Bat Society as part of the National Flying Fox Census. In March 2021 there were 9,159 grey headed flying-foxes in the camp, the largest number recorded at Commonwealth Park. There has been an increase in occasional sightings of another species of flying-fox in Commonwealth Park, so the survey counts are now also recording the numbers of little red flying-foxes.

## Purpose 3 – Plan

### Strategic planning and oversight of the places and spaces of national importance in Canberra

Performance Criteria	Criteria Elements	Results
<b>3.1 Ensure the National Capital can continue to perform its national and international functions effectively and efficiently</b>	Detailed policy and guidelines within the Plan and other policy documents support the Australian Government’s interest in the purpose and functioning of Canberra as the National Capital	Achieved – Amendments to the National Capital Plan and Development Control Plans have been prepared to reflect the Commonwealth’s interest in the planning and development of Canberra as the National Capital. This includes ensuring that suitable land is identified for national purposes such as a diplomatic estate, and encouraging development flanking Main Avenues and Approach Routes to be of a quality befitting of the National Capital.
<b>3.2 Engage and consult the Australian Community on plans for the future growth of the National Capital</b>	All required Plan Amendments, Development Control Plans, master plans and/or urban design guidelines have been prepared with input from the community in line with the NCA’s Commitment to Community Engagement policy	<p>Achieved – The following Plan Amendments, Development Control Plans, master plans and/or urban design guidelines came into effect during 2020-21:</p> <ul style="list-style-type: none"> <li>• Amendment 95 – North Curtin Diplomatic Estate and Urban Areas.</li> <li>• Consultation completed on Draft Development Control Plan 21/01 – Part Block 11 Section 38 Fyshwick (Dairy Road Precinct).</li> </ul> <p>All consultation was undertaken in accordance with the NCA’s ‘Commitment to Community Engagement (August 2015)’. The NCA considers and where possible implements suggestions made through community consultation processes to improve the quality of designs.</p>
	Public engagement activities include a cross-section of the Australian community, including in terms of physical location and representativeness of the community’s diversity	Partially achieved – The NCA is working to achieve improved community engagement at a national level about future plans for the National Capital. New and more inclusive activities are being explored using a range of media tools.

Performance Criteria	Criteria Elements	Results
<b>3.3 Plan for a changing climate and its impact on National Capital landscapes, infrastructure and waterways</b>	The National Capital Plan provides a leading practice statutory framework to guide urban development that respects environmental values and ensures resilience in the context of a changing climate	<p>Achieved and ongoing – The Statement of Planning Principles in the National Capital Plan includes a principle requiring development to respect environmental values, including water catchments and water quality and ensure resilience to the impacts of climate change.</p> <p>This overarching principle is subsequently reflected in more detailed provisions of the Plan, such as requirements for the design and siting of development to be responsive to microclimate issues, and include design measures to provide protection from sun, wind, heat, etc.</p> <p>In 2020-21, Amendment 95 to the National Capital Plan came into effect. This amendment introduced policy requiring climate responsive landscape and environmentally sustainable building design for future diplomatic development.</p>
	Planning and design proposals are informed by policies on a changing climate and its impact on the natural and built environment	Achieved – The implementation of the NCA’s Tree Management Policy contributed to design proposals such as the proposal for replacement of the failing Lombardy Poplars in the forecourt of the National Library of Australia. The Poplar is a declared pest plant in the ACT and is illegal to replant. A more environmentally friendly and resilient species is proposed that also responds to the heritage values associated with the Lombardy Poplars.
	Changing climate and water quality predictions inform master plans for the National Triangle, including Barton, Lake Burley Griffin Foreshores and Aspen Island	Achieved and ongoing – Relevant environmental information is considered in developing master plans, development control plans, planning and design guidelines, and amendments to the National Capital Plan.

Commonwealth Avenue Bridge, Parkes. Photographed by Vishal Pandey





Performance Criteria	Criteria Elements	Results
<b>3.4 Continue to encourage high quality design and landscaping and leading practice environmental and heritage management</b>	Works are recognised by industry and the community as being of high quality	Achieved and ongoing – The NCA receives positive feedback regarding design input and the outcomes of works approvals. The NCA considers and where possible implements suggestions made through community consultation processes to improve the quality of designs.
	Works incorporate leading practice initiatives concerning environment management and sustainability	Achieved – The NCA Chief Planner, alongside the ACT Government Architect, co-chairs the National Capital Design Review Panel. The Panel works to improve the quality of design of the urban environment through inclusion of sustainability initiatives such as sun shading, cross ventilation, material selection and soft landscaping.
	The heritage values of places managed by the NCA are integrated in relevant planning and management activities	Achieved – The NCA has heritage management plans (HMPs) to guide proposals and activities to manage the heritage values for 19 of the 20 listed heritage places the NCA is responsible for. A rolling program of review and update is in place to ensure HMPs are current. A HMP is currently being prepared for the Australian American Memorial and Sir Thomas Blamey Square, Russell, the only remaining place without a formal management plan.
<b>3.5 Assess and manage applications to undertake works in Designated Areas to ensure they are in accordance with the National Capital Plan</b>	All approved applications are consistent with the principles and policies of the National Capital Plan	Achieved – In 2020-21, 408 applications were assessed as being in accordance with the National Capital Plan and approved.  A total of 41 applications were withdrawn or not supported.
	At least 75% of Works Approvals applications processed are assessed against the National Capital Plan within 15 working days	Achieved – In 2020-21, 379 (93%) applications were assessed within 15 business days.
	Where possible, all applications are lodged, processed and managed using the NCA's Works Approval eLodgement system	Achieved – 100% of applications were lodged electronically via the NCA's Works Approval e-Lodgement system (WAeL). (Note: excludes event applications for temporary structures for periods under 14 days.)

## Analysis of Performance Against Purpose

The National Capital Plan (the Plan) is the overarching legal instrument giving effect to the Commonwealth's interests and intentions for the planning, design and development of Canberra as the National Capital. The NCA has continued to review the Plan to ensure that it reflects contemporary planning practice and themes, and meets the evolving needs of a growing, modern city.

The NCA shares planning responsibility for Canberra and the Territory with the ACT Government. The NCA worked collaboratively with the ACT Government to ensure that the NCA can continue to uphold its role in ensuring that suitable land is available for diplomatic purposes. Under the Vienna Convention on Diplomatic Relations, Australia has an obligation to facilitate the acquisition of, or assist in obtaining, accommodation for diplomatic missions. In 2020-21, Amendment 95 to the National Capital Plan completed the process to secure approximately 31 hectares of land in Curtin for the purposes of establishing a new diplomatic estate. The establishment and growth of the diplomatic community in Canberra reflects one of the unique roles of the National Capital.

The NCA's commitment to design excellence is evident in both planning policy prepared to guide development in areas of national significance, and the continuation of the National Capital Design Review Panel (NCDRP) in conjunction with the ACT Government's planning authority. The NCA and ACT Government planning authority established the NCDRP with the aim of enhancing the quality of buildings, landscapes and public spaces across the National Capital. The NCA continues to support and actively participate in this process to encourage high quality proposals in Designated Areas.

In 2020-21, there was an increase in volume of works approval applications, with 408 applications assessed and approved in accordance with the National Capital Plan, compared with 376 in 2019-20. Significant approvals related to the Australian War Memorial redevelopment, West Basin land reclamation and multi-unit residential development at the former CSIRO Headquarters in Campbell.

The NCA Tree Management Policy was formally released in May 2021 and work to implement this has already commenced to inform tree replacement and planting programs as well as the broader management of the treed landscape.



Old Parliament House Gardens, Parkes.  
Photographed by Martin Ollman.



## CASE STUDY

# National Party Centenary Commemoration

On 11 December 2020, the National Party of Australia (The Nationals) celebrated its 100th anniversary. On behalf of The Nationals, to help mark their historic milestone, the NCA managed the design and construction of a commemorative work, close to Old Parliament House in Canberra's Parliamentary Zone.

From project inception, the NCA liaised closely with the Nationals Centenary Commemoration Committee, formed specially to oversight the Commemoration's development. The Committee comprised: the Hon Larry Anthony, Federal President, National Party of Australia; Mrs Kay E Hull AM Centenary Committee Chair; and the Hon John Sharp AM.

A statue of Australia's 18th Prime Minister, the Right Honourable Sir John McEwen GCMG, CH (1900-1980), by sculptor Lis Johnson forms the centrepiece of the Commemoration. McEwen is portrayed looking across Queen Victoria Terrace to the former East Block Commonwealth Offices which housed departmental staff that he was minister responsible for, predominantly in the 1940s.

Sir John McEwen was elected to Parliament in 1934. He remained a Member of Parliament for 36 years, including being a Leader of the then Country Party for 13 years, Deputy Prime Minister for three years and Prime Minister between 19 December 1967 and 10 January 1968. McEwen served in the War Cabinet under Robert Menzies and from 1949 was Minister for key departments responsible for trade and agriculture, negotiating many international agreements. McEwen's tariff policies developed Australian manufacturing industries, employing many post-war migrants, while minimum pricing for agricultural products supported Australia's farmers.

A six-metre diameter terrazzo pavement fabricated by Terrazzo Australian Marble helps to focus the commemorative setting. The pavement, designed by Rob Tindal, Shane Cargill and Adriana Simonin, reflects The Nationals' centenary of service to the nation, in particular acknowledging key industries and services support to rural and regional Australian communities. The Commemoration also features: a new hedge border; an accessible stabilised gravel forecourt; seating; lighting; and interpretive signage. Glascott Landscape and Civil undertook site works construction.

As the Commemoration is located between two majestic eucalypts, both over 100 years old, the NCA took particular care to minimise potential damage to tree roots. This included incorporating a custom-designed, flexible system of steel screw piles in conjunction with targeted pre-pile hydro-excavation measures.

Those in attendance at the 100-year anniversary unveiling included: His Excellency, General the Honourable David Hurley AC DSC (Retd), Governor-General of Australia; the Hon Michael McCormack MP, Deputy Prime Minister of Australia and Federal Leader of The Nationals; the Hon Ben Morton MP, Assistant Minister to the Prime Minister (representing the Prime Minister of Australia); The Nationals Centenary Commemoration Committee; and members and former members of the Australian Parliament.

Sir John McEwen commemorative statue unveiling, Queen Victoria Terrace, Parkes. Those pictured from left to right: Larry Anthony, Fiona Nixon, Kay Hull, Michael McCormack, Governor-General David Hurley, Katrina Hodgkinson. Image courtesy National Party of Australia.



# 3.

Volunteers planting at Stirling Park, Yarralumla.



# Management and Accountability

## Corporate Governance

The NCA has structured business planning arrangements in place to ensure we focus on our statutory responsibilities and strategic objectives. The NCA Corporate Plan 2020-21 to 2023-24 sets out our key objectives for 2020-21 – the Performance Statement (Chapter 2) reconciles our planned work against outcomes achieved. The Corporate Plan is supplemented and detailed in Branch and Team Business Plans and in individual performance agreements. These arrangements set out team and individual responsibilities and provide a line of sight for each staff member from their work to the NCA's organisational goals and objectives.

The NCA has committees in place to monitor and manage the NCA's work and oversight particular responsibilities and objectives – see Chapter 1. These structures provide cross-agency input and particular focus on key areas such as work health and safety.

The NCA has a defined corporate control framework in place to ensure the proper management of the agency. Key documents and instruments include Accountable Authority Instructions, Authority and Audit Committee Charters, a Risk Management Policy and Framework and delegation arrangements for relevant functions and operations.

The NCA manages audit and assurance arrangements through the NCA Audit Committee. The Committee provides independent assurance and advice in relation to the NCA's risk, control and compliance frameworks and its external accountability responsibilities.

The Audit Committee met four times in 2020-21, and considered and monitored the NCA's:

- financial reporting
- planning and performance matters
- risk management arrangements
- control framework
- governance and compliance matters, including fraud control arrangements
- audit and assurance plans and reports.

Further details on the NCA Audit Committee are included in Chapter 1.

The NCA ensured sound risk management arrangements were maintained during the year. The NCA's Risk Management Policy and Framework provided the basis for comprehensive risk management. The Authority, Audit Committee and the NCA's Senior Leadership Team actively identified and monitored the NCA's strategic and other significant risks, as well as actions and controls in response.

The NCA maintained appropriate information and records management arrangements in 2020-21 in accordance with the requirements of the *Archives Act 1983* and associated Australian Government information management policy.

The NCA has a strong ethical framework, based on the APS Values, Employment Principles, and Code of Conduct. The framework is upheld through a range of human resource policies and employment arrangements (such as the NCA Enterprise Agreement and the NCA's Performance Management and Appraisal Scheme), as well as awareness training at induction and through periodic updates and reminders.

The NCA conducted a detailed Fraud Risk Assessment and reviewed and updated the Fraud Control Plan in the first half of 2021. The NCA maintains sound fraud control arrangements, including through a range of preventative controls, procedural arrangements and periodic awareness training.

The NCA maintained appropriate protective security arrangements in 2020-21, in line with requirements set out in the Australian Government's Protective Security Policy Framework.

The NCA also maintained appropriate business continuity arrangements to ensure core functions and operations can be maintained in the context of a disruptive event, to the extent possible.

## Certification of Agency Fraud Control Arrangements

I certify, in accordance with Section 10 of the *Public Governance, Performance and Accountability Rule 2014*, that for the financial year 2020-21 the National Capital Authority:

- a. had in place fraud risk assessments and fraud control plans
- b. had in place appropriate fraud prevention, detection, investigation and reporting mechanisms that met the specific needs of the agency
- c. undertook all reasonable measures to appropriately deal with fraud relating to the agency.



**Terry Weber**  
Chair  
October 2021

## Ministerial Directions

The NCA did not receive any Ministerial Directions in 2020-21.

## Finance Law – Significant Issues

During the period 2020-21, the NCA did not have any significant issues requiring reporting to the Minister under section 19(1) (e) of the PGPA Act relating to non-compliance with Finance law.

## External Scrutiny

The NCA is subject to ongoing external scrutiny notably through regular appearances at the Australian Parliament’s Joint Standing Committee on the National Capital and External Territories (JSCNCET), and appearances at Senate Estimates hearings.

In 2020-21, the NCA appeared at public hearings before the JSCNCET on two occasions – 8 October 2020 and 17 June 2021. Discussion topics covered a range of the NCA’s activities including major planning developments and initiatives.

### **Judicial, Administrative Tribunal or Information Commissioner Decisions**

During 2020-21 there were no judicial, administrative tribunal or Information Commissioner decisions significantly affecting the operations of the NCA.

### **Reports on Operations of the NCA by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman**

During 2020-21 there were no reports on operations of the NCA by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman.

### **Capability Reviews**

During 2020-21 there were no capability reviews of the NCA.

## Asset Management

One of the NCA’s functions under the PALM Act is to manage National Land and built assets within its area of responsibility. Asset management is a key aspect in meeting the NCA’s commitment to maintaining high-quality public facilities across the National Estate.

The Australian Government has a direct interest in developing and maintaining the National Capital as an asset in which all Australians have a major investment.

These assets include:

- the Parliamentary Zone and the National Triangle (excluding the Parliamentary Precinct and immediate curtilages around national institutions)
- Anzac Parade, including its memorials
- Commonwealth, Kings and Constitution Avenues
- Lake Burley Griffin, including Scrivener Dam
- Commonwealth and Kings Parks, including Aspen Island and the National Carillon
- Dunrossil Drive, Yarralumla
- Acton Peninsula
- Yarramundi Grasslands
- Stirling Ridge, Yarralumla
- Diplomatic Estates in Yarralumla, Deakin, O’Malley and Curtin.

Associated assets include the Captain Cook Memorial Jet, fountains, national monuments, public artworks, large areas of landscape and infrastructure including paths, lighting, signage, open space areas, and carparks, and civil infrastructure such as roads, bridges and street lighting.

The NCA’s Asset Management Policy, underpinned by the Strategic Asset Management Plan, guides the approach to asset management, to ensure the NCA is able to effectively manage its assets. Asset Management Plans for each asset class are updated annually and provide more detailed tasks and activities that are undertaken by the NCA.

The maintenance and upgrade of NCA assets is also guided by our statutory obligations under the *Environment Protection and Biodiversity Conservation Act 1999* (the EPBC Act), the PALM Act and the *National Land Ordinance 1989*. The management of conservation areas and heritage-listed assets are guided by conservation management plans and heritage management plans. The NCA’s Asset Management System supports the maintenance and works undertaken across the National Estate.

The NCA has a statutory obligation set out in the EPBC Act, to prepare Heritage Management Plans for places it owns or manages that have Commonwealth Heritage values. The NCA has a rolling program to prepare heritage assessments and Heritage Management Plans to protect and manage the Commonwealth Heritage places it owns or controls.

The NCA is responsible for 20 listed heritage places – 18 on the Commonwealth Heritage List and two on the National Heritage List. There are also four places that the NCA is responsible for that have been assessed to have heritage values but are not listed. These places are managed in accordance with heritage management principles set out under the EPBC Act. The NCA's Heritage Strategy provides a strategic planning tool, setting out its approach to managing the heritage values of its property. The NCA has Heritage Management Plans (HMPs) for 19 of the listed places. A rolling program of review and update of HMPs continues, in accordance with EPBC Act obligations and best practice management. A HMP is currently being prepared for the Australian American Memorial and Sir Thomas Blamey Square, Russell, the only remaining place without a formal management plan.

The NCA purchases goods and services in accordance with the Commonwealth Procurement Rules. These rules are applied through the Accountable Authority Instructions. The NCA's procurement policies and processes have been developed to ensure that the NCA:

- undertakes competitive, non-discriminatory procurements
- uses resources efficiently, effectively, economically and ethically
- makes all procurement decisions in an accountable and transparent manner.

## Reportable Consultancy Contracts

The NCA engages consultants when it lacks specialist expertise, or when independent research, review or assessment is required. Consultants are typically engaged to:

- carry out defined reviews or evaluations
- provide advice, information or creative solutions to assist in the NCA's decision-making.

The decision to engage external consultants is made in accordance with the Commonwealth Procurement Rules and relevant internal policies.

During 2020-21, 29 new consultancy contracts were entered into involving total actual expenditure of \$795,840. There were no ongoing consultancy contracts carried over from the 2019-20 financial year.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available from the AusTender website: [www.tenders.gov.au](http://www.tenders.gov.au).

## Reportable Non-Consultancy Contracts

During 2020-21, 115 new non-consultancy contracts were entered into involving total actual expenditure of \$7,322,372. There were 12 ongoing consultancy contracts carried over from the 2019-20 financial year involving expenditure of \$3,365,395.

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website: [www.tenders.gov.au](http://www.tenders.gov.au).





## Exempt Contracts

No contracts were exempted on public interest grounds from publication with AusTender during 2020-21.

## Australian National Audit Office Access Clauses

There were no contracts that did not provide for the Auditor-General to have access to the contractors' premises during 2020-21.

## Small Business Support

The NCA supports small business participation in the Commonwealth Government procurement market. Small and medium-sized enterprise (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.

The NCA seeks to support SMEs, consistent with paragraph 5.4 of the Commonwealth Procurement Rules. It ensures that its communications are expressed in clear and simple language.

The NCA provides guidance and instruction to its employees regarding procurement policy, procedure and best practice through its Accountable Authority Instructions (AAIs).

The NCA also provides procurement Standard Operating Procedures (SOPs) and general guidance information through its information management system and its intranet. NCA employees are encouraged to consider the inclusion of SMEs in all their procurement and purchasing undertakings.

In the NCA AAls and SOPs the NCA has mandated the use of the Commonwealth Contracting Suite for appropriate procurement processes and contracts up to \$200,000. This is in accordance with the Resource Management Guide 420 – Mandatory Use of the Commonwealth Contracting Suite for procurement under \$200,000.

The NCA recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Department of the Treasury's website.

The NCA complies with all payment requirements, aiming to ensure that invoices that are correctly rendered are paid within 20 days of the date of receipt of the invoice. For 2020-21, the NCA paid 94% of invoices within 20 days.

During 2020-21 the NCA made total payments of \$15,187,031 to 181 small- and medium-sized enterprises.

## Advertising and Market Research

During 2020-21 the NCA did not conduct any advertising campaigns.

During 2020-21 the NCA has not made payments in relation to advertising or market research above the relevant disclosure threshold (\$14,000).

## Grants

During 2020-21 the NCA did not award any grants.

## Freedom of Information

The NCA is subject to the *Freedom of Information Act 1982* (FOI Act) and is required to publish information for public access as part of the Information Publication Scheme (IPS). The NCA's Agency Plan in relation to the IPS is located [www.nca.gov.au/about-the-NCA/corporate-documents/freedom-information/information-publication-scheme](http://www.nca.gov.au/about-the-NCA/corporate-documents/freedom-information/information-publication-scheme).



Ornamental Pear trees on the shores of Lake Burley Griffin, Parkes. Photographed by Dom Northcott.

# Ecologically Sustainable Development and Environmental Performance

The National Strategy for Ecologically Sustainable Development defines the goal of ecologically sustainable development (ESD) as ‘development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends’.

The NCA reports on its ESD commitments through Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

## NCA Activities in line with the Principles of ESD

The NCA undertakes activities including managing National Land and carrying out works to maintain or enhance the character of the National Capital and administering the National Capital Plan in accordance with the principles of ESD outlined in the EPBC Act. ESD considerations are incorporated into the NCA’s policy framework, such as the National Capital Plan.

The Statement of Planning Principles in the National Capital Plan includes a principle requiring development to respect environmental values, including water catchments and water quality and ensure resilience to the impacts of climate change. This overarching principle is subsequently reflected in more detailed provisions of the Plan, such as requirements for the design and siting of development to be responsive to microclimate issues, and include design measures to provide protection from sun, wind, heat, etc. In 2020-21, Amendment 95 to the National Capital Plan came into effect. This amendment introduced policy requiring climate responsive landscape and environmentally-sustainable building design for developments in the new diplomatic estate in Curtin.

The NCA has in place other formal guidelines to facilitate staff consideration of ESD and the principles of ESD when undertaking business activities. These guidelines include the NCA Risk Management Policy and Framework, and the Guidelines for Events on National Land.

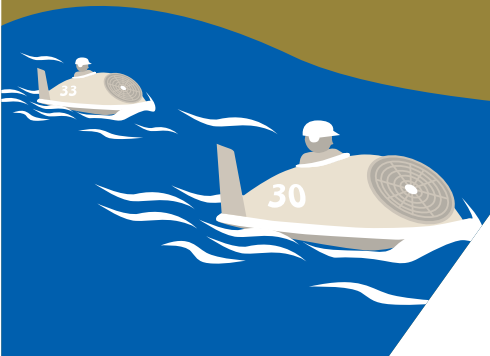
In all of our functions and operations, the NCA:

- Develops and implements cost efficient measures and adopts effective technologies to minimise waste, energy and natural resource use, and to prevent and minimise pollution.
- Complies with environmental laws, regulations, agreements and other requirements either directly or through compliance by our contractors and suppliers.
- Systematically manages activities to achieve and promote continual improvement by setting environmental objectives and targets and assessing our achievements.

The NCA and its employees are committed to strong environmental performance, through embedding environmentally friendly practices into everyday activities.

## DID YOU KNOW?

**The world’s first hovercraft race** was held on the western side of Springbank Island, facing Black Mountain Peninsula in 1964.



## NCA Outcomes Contributing to ESD

The NCA's outcomes provide the framework for the NCA to 'manage the strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians through the development and administration of the National Capital Plan, operation of the National Capital Exhibition, and delivery of education and awareness programs and works to enhance the character of the National Capital'.

## Effect of NCA Activities on the Environment

The NCA has established a number of corporate initiatives to minimise the impact of its activities on the environment, including:

- a targeted replacement program of streetlights with LED luminaires providing longer life and reduced energy usage
- active recycling of paper, cardboard, toner cartridges and co-mingled recyclables
- collection and recycling of compostable waste (eliminating it from the waste stream)
- collection and recycling of soft plastics, batteries and light globes
- promoting efficient use of water in kitchens and washrooms
- using recycled paper and office appliances
- conservative management of office lighting and air conditioning
- a commitment to electronic record-keeping, where possible.

The NCA uses 10 per cent green energy on all of its contestable sites managed under the Whole of Government Energy Contract.

To raise awareness of the impact of energy consumption on the environment, the NCA participated in the World Wide Fund for Nature's 'Earth Hour' awareness event in March 2021. This is the 13<sup>th</sup> year the NCA has been involved in Earth Hour.

## Measures taken to minimise the NCA's Impact on the Environment

Minimising the NCA's impact on the environment is a key objective of NCA's strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians. In 2020-21, these measures included the following.

- Grinding and screening felled trees and leaves on National Land for re-use as compost and mulch to improve soil condition in garden beds and around young trees.
- Ongoing use of an upgraded irrigation control system with Cloud-based technology and installation of data loggers on water meters allowing easy identification of water leaks in the system. These measures continued to achieve a reduction in water usage from the previous years. The majority of irrigation occurs at night, with only some exceptions such lawn remediation, during irrigation audit and repairs, or when additional water is applied to trees during extended dry periods.
- The water within the Lake is observed, sampled and analysed to monitor the Lake's water quality in accordance with the Lake Burley Griffin Water Quality Management Plan and the *ACT Guidelines for Recreational Water Quality* (the Guidelines) (ACT Health, 2014). This provides information about the environmental health of the Lake as well as providing information to Lake users on the suitability of water-based recreation during the recreational season (mid-October to mid-April). All responses and advisories issued due to adverse water quality are in line with protocols, legislation and the Guidelines.
- Lake water is used for all irrigation in Commonwealth Park instead of treated, potable water. This means water used on these gardens and lawns are not over-treated for this purpose.
- Ongoing partnership using an Environmental Care Agreement with the Friends of the Grasslands to undertake weed management and re-planting on conservation grasslands in the NCA National Capital Estate.
- Ongoing collaboration with ACT Wildlife. ACT Wildlife is able to provide specialist care and rehabilitation of sick and injured native fauna and release recovered animals back to habitat. This includes care for the grey headed flying-fox colony which camps in Commonwealth Park from spring to autumn each year.

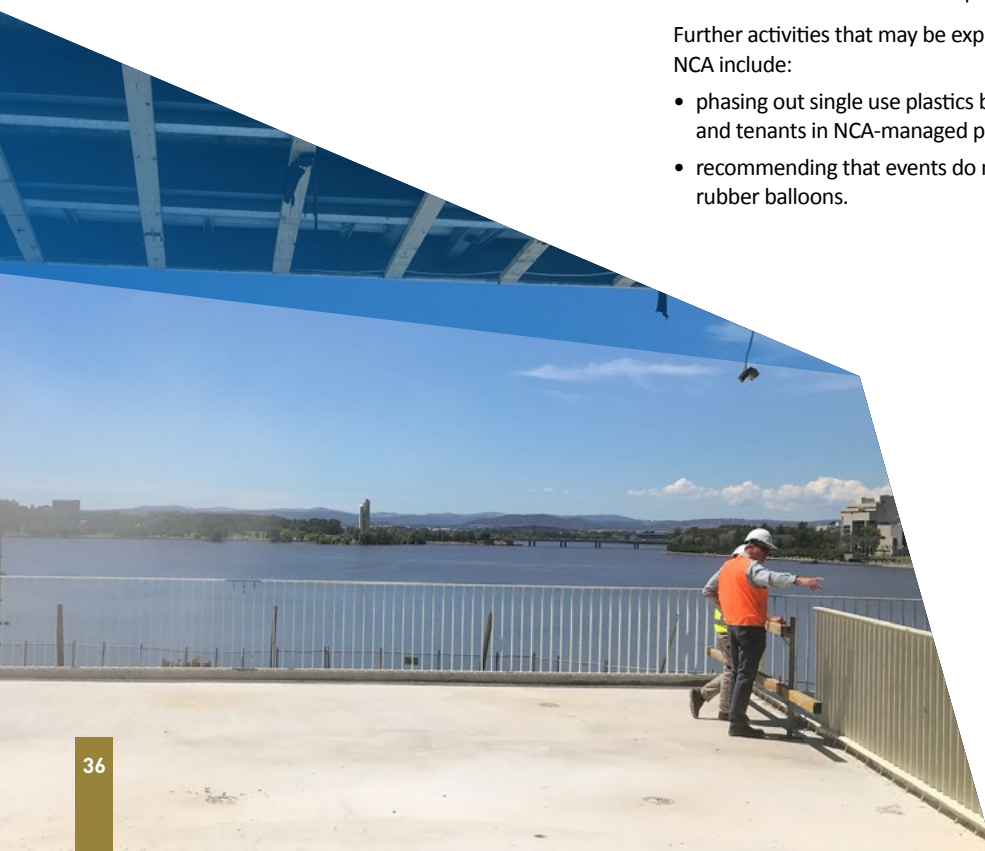
- Fuel management which is consistent with the Bushfire and Works Plan for fire-prone areas of National Land, including the conservation grasslands. The Ecological Management Plan for these areas prescribes a number of principles to promote native grasses and lower the fuel load by managing the fire risks. In 2020-21, activities included fire trail maintenance, slashing of firebreaks and three hazard reduction and ecological burns with the assistance of the ACT Rural Fire Service volunteers at Yarramundi Grasslands, Scrivener's Hut Conservation Woodland and Stirling Park. The NCA continues to implement policies to achieve a sensible balance between the use of the land and the Lake and protection of their environmental and heritage values as set out in the applicable Heritage Management Plans.
- Use of goats for weed management in external areas. Goat grazing on weed species creates less soil disturbance than manual removal methods and reduces the amount of herbicides used.
- Minimising the NCA's impact on the environment is a key objective of NCA's strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians.

- Under the National Capital Plan, matters of national significance include 'development of a city which both respects environmental values and reflects national concerns with the sustainability of Australia's urban areas'. One of the key objectives of the National Capital Plan is to 'support and promote environmentally responsible urban development practices'.
- Active management of the colony of flying foxes in Commonwealth Park through preparing a Flying Fox Management Plan, with input from a range of community members and experts. Following events in 2019-20 (starvation, extreme heat and a severe hail storm), an Extreme Weather Event Response Plan has been developed as an attachment to the Flying-Fox Management Plan.
- Finalising a Tree Management Implementation Plan to ensure a robust and consistent approach for the management of urban trees in readiness for current and future challenges.
- Installation of recycling bins across the National Estate.
- Introduction of a pay-by-phone 'app' which has reduced use of plastic-coated paper tickets by around 67 per cent.
- Several lighting projects were commenced to improve reliability, energy efficiency and increase asset life of lighting infrastructure including the replacement of old luminaires with LED devices in the Commonwealth Avenue tunnel and Acton carpark.

Further activities that may be explored by the NCA include:

- phasing out single use plastics by event operators and tenants in NCA-managed premises
- recommending that events do not use latex or rubber balloons.

Redevelopment of Regatta Point, Parkes.





## CASE STUDY

# Capital Circle Tunnel Lighting

Capital Circle Tunnel is a 155m tunnel passing under Federation Mall. The tunnel was built in the late 1980s, during construction of the new Parliament House.

The tunnel's lighting infrastructure has not substantively changed since the tunnel's construction. The tunnel contains 540 bespoke light fittings, the majority of which had failed. The fittings are no longer available as they were custom made for the installation. A staged lighting upgrade project replaced the existing fittings and globes with the latest LED technology to provide a more controlled and even light, representative of outside conditions.

A Canberra-based lighting company was engaged to develop a LED solution including a 10 year, fit-for-purpose warranty. In May 2021, around 50 per cent of the fittings were replaced with LED replacements, with upgraded control and safety systems. The project will be completed in 2021-22 with the remaining lighting upgraded to LED fixtures and a replacement switchboard. This project is expected to provide operational power cost reductions of around 50 per cent.



4.

Anzac Parade, Campbell. Photographed by Martin Ollman.

# Management of Human Resources

## Australia Day Achievement Medallion

In early 2021, Rebecca Sorensen was presented with the Australia Day Achievement Medallion for working with the ACT Government and other stakeholders to meet Australia's long-term obligation to honour the Vienna Convention by securing additional land for diplomatic and embassy purposes.

## Learning and Development

There are a range of benefits of our employees taking up learning and development opportunities including increasing staff retention, improving productivity and efficiency, increasing safety awareness, and developing staff confidence. Learning and development also helps the NCA deliver its organisational goals.

The NCA is attentive to employees' career development and recognises the importance of encouraging and promoting an individual's learning and development needs. These opportunities align with the NCA's priorities and the professional needs of each employee.

The NCA assists employees who wish to undertake studies with tertiary institutions to obtain a degree, diploma, associate diploma or any other recognised qualification relevant to our employee's current position responsibilities or future career advancements.

As part of our performance management framework, the NCA requires all employees to attend priority in-house training activities, using various delivery methods suited to the situation. In addition, where possible, the NCA uses our employees' knowledge base and expertise to meet specific training needs.

During 2020-21, NCA employees undertook 959 hours of training, consisting of 433 hours of individual training and 526 hours of corporate training.

The NCA's annual Learning and Development Plan identifies individual training requirements, and integral and priority corporate activities for the relevant financial year. Reflecting COVID-19 restrictions, the NCA was limited in delivering some of the corporate training identified by the plan in 2020-21; however, by being flexible and adaptable, the NCA provided training requirements through online methods (such as for Work Health and Safety training).

Key corporate learning and development activities conducted during 2020–21 included:

- COVID-19 Awareness
- Working from Home Fundamentals
- First Aid Training
- Safe Manual Handling Training
- Cyber Security Awareness Training
- Risk Assessment Training
- Bullying and Harassment Training
- Resilience in Self Training
- Introduction to Content Manager CM9 Training
- APS Online induction, consisting of 13 e-modules

## Staffing Summary and Profile

The NCA had an average staffing level (ASL) of 51.6 for 2020-21. The NCA's headcount at 30 June 2021 was 53 employees; 52 employees engaged under the *Public Service Act 1999* and the Chief Executive. The Chief Executive is appointed under the *Australian Capital Territory (Planning and Land Management) Act 1988*. All employees are located in Canberra. All staffing and profile tables within this report are based on headcount.

Tables 1 to 4 provide the number of employees in the NCA as at 30 June 2021 and 30 June 2020, respectively, by employment status, location and gender.

**Table 1: All Ongoing Employees Current Report Period (at 30 June 2021)**

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
ACT	15	1	16	27	4	31	0	0	0	<b>47</b>

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month.

**Table 2: All Non-Ongoing Employees Current Report Period (at 30 June 2021)**

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
ACT	1	0	1	4	1	5	0	0	0	<b>6</b>

**Note:** These figures include the Chief Executive as a non-ongoing employee. These figures do not include employees on long-term leave where the period is greater than 1 month.

**Table 3: All Ongoing Employees Previous Report Period (at 30 June 2020)**

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
ACT	20	2	22	25	8	33	0	0	0	<b>55</b>

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month.

**Table 4: All Non-Ongoing Employees Previous Report Period (at 30 June 2020)**

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
ACT	2	1	3	1	4	5	0	0	0	<b>8</b>

**Note:** These figures include the Chief Executive as a non-ongoing employee. These figures do not include employees on long-term leave where the period is greater than 1 month.



Tables 5 to 8 provide the number of employees in the NCA as at 30 June 2021 and 30 June 2020, respectively, by classification and gender.

**Table 5: Australian Public Service Act Ongoing Employees Current Report Period (at 30 June 2021)**

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
			Male			Female			Indeterminate	
SES 1	2	0	2	0	0	0	0	0	0	2
EL 2	3	0	3	6	0	6	0	0	0	9
EL 1	5	0	5	8	1	9	0	0	0	14
APS 6	2	0	2	4	0	4	0	0	0	6
APS 5	2	0	2	5	1	6	0	0	0	8
APS 4	0	0	0	2	0	2	0	0	0	2
APS 3	0	1	1	1	1	2	0	0	0	3
APS 2	1	0	1	1	1	2	0	0	0	3
<b>Total</b>	<b>15</b>	<b>1</b>	<b>16</b>	<b>27</b>	<b>4</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47</b>

**Key:** SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

**Table 6: Australian Public Service Act Non-Ongoing Employees Current Report Period (at 30 June 2021)**

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
			Male			Female			Indeterminate	
SES 1	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	1	0	1	2	0	2	0	0	0	3
APS 5	0	0	0	0	0	0	0	0	0	0
APS 4	0	0	0	0	1	1	0	0	0	1
APS 3	0	0	0	1	0	1	0	0	0	1
APS 2	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

**Key:** SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

**Table 7: Australian Public Service Act Ongoing Employees Previous Report Period (at 30 June 2020)**

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 1	2	0	2	0	0	0	0	0	0	2
EL 2	3	0	3	5	1	6	0	0	0	9
EL 1	9	1	10	6	2	8	0	0	0	18
APS 6	2	0	2	5	1	6	0	0	0	8
APS 5	3	0	3	5	1	6	0	0	0	9
APS 4	0	0	0	4	0	4	0	0	0	4
APS 3	0	1	1	0	1	1	0	0	0	2
APS 2	1	0	1	0	2	2	0	0	0	3
<b>Total</b>	<b>20</b>	<b>2</b>	<b>22</b>	<b>25</b>	<b>8</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55</b>

**Key:** SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

**Table 8: Australian Public Service Act Non-Ongoing Employees Previous Report Period (at 30 June 2020)**

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 1	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0
APS 5	1	0	1	0	0	0	0	0	0	1
APS 4	0	0	0	0	0	0	0	0	0	0
APS 3	1	1	2	0	1	1	0	0	0	3
APS 2	0	0	0	0	3	3	0	0	0	3
<b>Total</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>

**Key:** SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

Tables 9 and 10 provide the number of employees in the NCA as at 30 June 2021 and 30 June 2020, respectively, by full-time and part-time status.

**Table 9: Australian Public Service Act Employees by Full-time and Part-time Status Current Reporting Period (at 30 June 2021)**

Classification	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-Ongoing	
SES 1	2	0	2	0	0	0	2
EL 2	9	0	9	0	0	0	9
EL 1	13	1	14	0	0	0	14
APS 6	6	0	6	3	0	3	9
APS 5	7	1	8	0	0	0	8
APS 4	2	0	2	0	1	1	3
APS 3	1	2	3	1	0	1	4
APS 2	2	1	3	0	0	0	3
<b>Total</b>	<b>42</b>	<b>5</b>	<b>47</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>52</b>

**Key:** SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

**Table 10: Australian Public Service Act Employees by Full-time and Part-time Status Previous Reporting Period (at 30 June 2020)**

Classification	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-Ongoing	
SES 1	2	0	2	0	0	0	2
EL 2	8	1	9	0	0	0	9
EL 1	14	3	17	0	0	0	17
APS 6	7	1	8	0	0	0	8
APS 5	9	1	10	1	0	1	11
APS 4	4	0	4	0	0	0	4
APS 3	0	2	2	1	2	3	5
APS 2	1	2	3	0	3	3	6
<b>Total</b>	<b>45</b>	<b>10</b>	<b>55</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>62</b>

**Key:** SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

Tables 11 and 12 set out the location of NCA staff. All NCA staff are located in the ACT.

**Table 11: Australian Public Service Act Employment Type by Location (at 30 June 2021)**

	Ongoing	Non-ongoing	Total
NSW	0	0	0
Qld	0	0	0
SA	0	0	0
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	47	6	53
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
<b>Total</b>	<b>47</b>	<b>6</b>	<b>53</b>

**Table 12: Australian Public Service Act Employment Type by Location (at 30 June 2020)**

	Ongoing	Non-ongoing	Total
NSW	0	0	0
Qld	0	0	0
SA	0	0	0
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	55	8	63
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
<b>Total</b>	<b>55</b>	<b>8</b>	<b>63</b>

Eucalyptus trees on Queen Victoria Terrace, Parkes.  
Photographed by Graham Gall.



## Staff Retention and Turnover

During 2020-21, 12 employees (all ongoing) commenced employment with the NCA, and 17 employees (6 ongoing and 11 non-ongoing) separated from employment with the NCA.

**Table 13: Employee commencement and separation in the 2020-21 financial year**

Classification	Male	Female	Indeterminate	Total
<b>SES</b>				
Commencements	0	0	0	0
Separations	0	0	0	0
<b>EL 1 - 2</b>				
Commencements	2	4	0	6
Separations	3	1	0	4
<b>APS 1 - 6</b>				
Commencements	1	5	0	6
Separations	7	6	0	13

**Key:** SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

### DID YOU KNOW?

#### Fire and Water by Judy Watson

includes the Hearthstone, symbolic of the Yuriarra Moth Stone located at nearby Uriarra Station, which was a base camp for the ceremonial trek to catch Bogong (Gori) moths.



## Workplace Diversity

The NCA continues to have a diverse workforce. Table 14 sets out NCA staff from diverse backgrounds as at 30 June 2021.

**Table 14: Australian Public Service Act Staff Diversity (at 30 June 2020)**

	Total
Women	36
People with a disability	4
Culturally and linguistically diverse background	9

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

Tables 15 and 16 provide a report on Indigenous employees in the NCA as at 30 June 2021 and 30 June 2020, respectively, by employment status.

**Table 15: Australian Public Service Act Indigenous Employment Current Reporting Period (at 30 June 2021)**

	Total
Ongoing	3
Non-Ongoing	0
<b>Total</b>	<b>3</b>

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

**Table 16: Australian Public Service Act Indigenous Employment Previous Reporting Period (at 30 June 2020)**

	Total
Ongoing	4
Non-Ongoing	0
<b>Total</b>	<b>4</b>

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

The NCA's Workplace Diversity Plan provides a framework to support the goals and principles of equity and diversity in the workplace. Its key objectives are to:

- promote awareness of workplace diversity within the NCA
- develop and maintain a highly skilled, diverse and effective workforce, where all employees are valued, encouraged and provided with opportunities to develop their potential
- develop a supportive workplace culture that allows staff members to balance their work and personal life
- provide a discrimination and harassment-free workplace
- embrace workplace diversity principles in recruitment and selection processes.

## Enterprise Agreements and Remuneration

The *NCA Enterprise Agreement 2018-2021* (the Enterprise Agreement), provides a number of leave provisions aimed at providing a flexible and family-friendly environment for employees. These include:

- entitlement to 24 months part-time work on return to work from maternity leave, adoption leave or foster carer's leave
- provisions for returning to former duties or other duties the employee is qualified to undertake on return to work from maternity leave, adoption leave or foster carer's leave
- access to 16 weeks paid leave for maternity leave, adoption leave or foster carer's leave
- access to paid parental leave at half pay
- specification of the types of leave that fall within the broad category of discretionary leave rather than deductions from personal leave
- simplification of accrual rates for personal leave for ongoing and non-ongoing employees
- three days paid compassionate leave on each occasion.

In addition to the Enterprise Agreement, the NCA uses other employment arrangements, such as Section 24 Determinations and Individual Flexibility Agreements to provide for more flexible remuneration and employment conditions that meet the NCA's operational needs and suit individual employees.

Table 17 provides a summary of NCA employees covered by the Enterprise Agreement, Section 24 Determinations and Individual Flexibility Agreements. As at 30 June 2021, the Chief Executive's remuneration was determined in accordance with the *Remuneration Tribunal (Remuneration and Allowances for Holders of Full-Time Public Office) Determination 2020*.



**Table 17: Employment Arrangements of SES and Non-SES employees at 30 June 2021**

	SES	Non-SES	Total
Enterprise Agreement	0	52	52
Section 24(1) Determination	2	0	2
Enterprise Agreement plus supplementary agreement	0	5	5
<b>Total</b>	<b>2</b>	<b>57</b>	<b>59</b>

**Key:** SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.

**Note:** These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

The salary ranges for the NCA's classification levels covering the Enterprise Agreement and Individual Flexibility Agreements (IFAs) are set out in Table 18.

**Table 18: Australian Public Service Act Employment Salary Ranges by Classification Level (Minimum/Maximum) Current Report Period (as at 30 June 2021)**

Classification	Minimum Salary	Maximum Salary
SES 1	\$212,000	\$224,211
EL 2	\$116,211	\$149,265
EL 1	\$98,455	\$118,450
APS 6	\$77,764	\$101,604
APS 5	\$70,517	\$78,052
APS 4	\$63,255	\$69,385
APS 3	\$56,433	\$61,805
APS 2	\$49,617	\$55,159
APS 1	\$42,670	\$47,161

**Key:** SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.

**Note 1:** The table does not include the Chief Executive's remuneration.

**Note 2:** Salaries ranges maybe higher than prescribed in the Enterprise Agreement.



## Executive Remuneration

During the reporting period ended 30 June 2021, the National Capital Authority had seven executives who meet the definition of key management personnel. Their names and the length of term as Key Management Personnel (KMP) are summarised below:

**Table 19: NCA Key Management Personnel**

Name	Position title	Term as KMP
Terry Weber	Authority Chair	Full year
Dennis Richardson	Member	Full year
Jenny Smithson	Member	Full year
James Willson	Member	Part year
Sally Barnes	Chief Executive	Full year
Andrew Smith	Chief Planner	Full year
Lachlan Wood	Chief Operating Officer	Full year

**Table 20: NCA Key Management Personnel – Remuneration (\$)**

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total Remuneration
		Base salary	Bonuses	Other benefits and allowances	Super-annuation contributions	Long service leave	Other long term benefits		
Terry Weber	Authority Chair	61,019	-	-	9,427	-	-	-	70,446
Dennis Richardson	Member	24,416	-	-	3,772	-	-	-	28,187
Jenny Smithson	Member	24,416	-	-	2,416	-	-	-	26,831
James Willson	Member	18,241	-	-	2,818	-	-	-	21,059
Sally Barnes	Chief Executive	334,348	-	3,404	51,967	5,975	-	-	395,694
Andrew Smith	Chief Planner	235,495	-	23,416	42,296	6,179	-	-	307,386
Lachlan Wood	Chief Operating Officer	213,729	-	23,416	32,773	5,399	-	-	275,317
<b>TOTAL</b>		<b>911,663</b>	<b>-</b>	<b>50,236</b>	<b>145,469</b>	<b>17,554</b>	<b>-</b>	<b>-</b>	<b>1,124,922</b>



There were no other senior executives in NCA except those included in the above table.

There were no other highly paid staff with total remuneration exceeding the \$225,000 annual remuneration threshold.

## Policies and Practices

The total remuneration of the Key Management Personnel were determined as follows:

**Chief Executive** - the total remuneration is in accordance with the *Remuneration Tribunal (Remuneration and Allowances for Holders of Full-Time Public Office) Determination 2020* which specifies an annual salary of \$332,550 with an additional fixed loading of \$55,380. No portion of the remuneration is 'at risk'.

**Chief Planner and Chief Operating Officer** - their total remuneration were determined in accordance with Section 24(1) of the *Public Service Act 1999* which provides that 'An Agency Head may from time to time determine in writing the terms and conditions of employment applying to an APS employee or APS employees in the Agency'.

**Chair of the Authority** - the total remuneration is in accordance with the *Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2020* which specifies a fixed annual salary of \$60,980. No portion of the remuneration is 'at risk'.

**Members of the Authority** - the total remuneration for Members is in accordance with the *Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2020* which specifies a fixed annual salary of \$24,400. No portion of the remuneration is 'at risk'.

## Performance Management

The NCA's Performance Management and Appraisal Scheme (PMAS) links individual performance agreements to specific activities in Branch Business Plans. Branch Business Plans underpin the NCA's Corporate Plan, which sets out business outcomes and performance expectations.

Access to pay point advancement under the Enterprise Agreement is conditional upon the employee performing to a fully effective standard (or higher) or where the Chief Executive considers the employee's performance has been of a standard that justifies the Pay Point Advancement or accelerated advancement.

## Personnel Services and Salary Processing

An authorised payroll provider, Aurion Pty Ltd., provides payroll processing and related services to the NCA.

Inside the slab shed at Blundells Cottage during National Volunteers Week. Photographed by Dom Northcott.



## COVID-19 Management Plan

Throughout 2020-21, the NCA continued to implement, monitor and adjust its COVID-19 Pandemic Management Plan. This enabled the NCA to remain proactive in its approach to meeting the Australian and the ACT Governments' directions and expectations regarding the protection of workers and the public while continuing to perform its functions.

The NCA adopted a risk-based approach with its flexible working from home arrangements. This included other risk-based measures such as physical distancing, hygiene procedures and additional cleaning as required.

The NCA monitored COVID-19 arrangements and progress through various external channels and internal arrangements, such as pulse surveys, health and safety awareness initiatives and the introduction of new working methods.

## Work Health and Safety

The NCA is committed to providing a safe working environment, minimising any potential workplace health and safety (WHS) risks, and facilitating work-life balance for employees.

During 2020-21, the NCA strengthened its Work Health and Safety Management System (WHSMS). This incorporated revisions of policies and procedures, additional training for staff and improvements to the NCA's cloud-based Workplace Health and Safety System.

The Workplace Health and Safety System has resulted in more detailed reporting including of hazards and 'near-misses', which enable issues to be addressed in a timely way. Most issues reported involved first-aid or medical treatment injuries by members of the public on the National Estate.

The NCA continued to develop a strong WHS awareness culture in light of the COVID-19 pandemic. Compliance activities to support Commonwealth and ACT requirements and restrictions remained in place and were actively monitored.

In 2021, the NCA provided free influenza vaccinations for NCA staff and volunteers. NCA employees and their family members continue to be provided with access to an Employee Assistance Program, a service that provides free, confidential counselling and guidance.

To ensure assistance is available when needed, the NCA has appropriately trained staff undertaking additional duties including:

- First Aid Officers
- Harassment Contact Officers
- Health and Safety Representatives
- Fire Wardens.

There were no notifications to Comcare of an injury or dangerous incident during 2020-21 involving NCA staff.

## Disability Reporting

The *National Disability Strategy 2010–2020* is Australia's overarching framework for disability reform. It acts to ensure the principles underpinning the United Nations *Convention on the Rights of Persons with Disabilities* are incorporated into Australia's policies and programs that affect people with disability, their families and carers.

All levels of government will continue to be held accountable for the implementation of the strategy through biennial progress reporting to the Council of Australian Governments. Progress reports can be found at [dss.gov.au](http://dss.gov.au).

Disability reporting is included the Australian Public Service Commission's State of the Service reports and the *APS Statistical Bulletin*. These reports are available at [www.apsc.gov.au](http://www.apsc.gov.au).

### DID YOU KNOW?

Canberra's diplomatic corps began in 1936 with the appointment of the first British High Commissioner.





## CASE STUDY

# Kings Park Works – Stage 1 – Boundless Carpark Extension

Boundless new car park,  
Kings Park, Parkes.

With increasing amenity and attractions, Kings Park is becoming a growing destination for visitors to the National Triangle. This outcome has put pressure on available parking spaces leading to some motorists parking on the soft landscape causing tree root compaction and other damage.

On 18 December 2020, in time for end of year school holidays, an extension to the public carpark near the Boundless Playground in Kings Park was opened.

The new carpark extension serves various attractions and memorials at the southern end of Kings Park including the National Police Memorial, the Boundless Playground, the National Workers' Memorial, Aspen Island and the RG Menzies Walk. An additional 44 car parking spaces, including four additional spaces for people of all abilities, have been provided to accommodate the increasing visitation and opportunity for recreation in the Kings Park precinct.

By being nestled amongst a large group of mature eucalyptus trees the new carpark immediately provides an attractive and pleasant visitor experience. Further, the carpark's layout has been designed to incorporate supplementary plantings. As the 56 new eucalyptus trees grow, they will extend and link the eastern Kings Park tree canopy down the ridge toward Lake Burley Griffin.

The increase in canopy will in time help provide a visual backdrop to this end of Kings Park as well as providing improved shade, wind shelter and habitat opportunities. Understorey plantings around the new carpark and in adjacent areas further enhance the area and minimise visual impacts on the existing landscape.

Low, wide boulders and low plantings provide vehicle control barriers along roadsides and at edges of car parking and deter vehicles parking on the grass or planted areas. The boulders also provide casual seating opportunities.

The new carpark has taken advantage of existing adjacent lighting to minimise new lighting required. There is direct connection to the adjacent all weather, all abilities path network. The NCA worked with its arborist to save a eucalypt tree found to have a hollow housing a family of possums next to the new carpark. Two timber boxes were placed in other trees nearby to house native wildlife. In accordance with water sensitive urban design principles, rainwater landing on the carpark is directed onto the adjacent soft landscaping.

The carpark has been designed to complement and enhance the character of its surrounding location. The additional car parking has been well received by the public.

The budget for the work was \$650,000.



# 5.

Blundells Cottage, Parkes. Photographed by Eric Sierins.



# Report on Financial Performance

## Financial Overview

As a not-for-profit statutory authority, the NCA's primary source of operating revenue is departmental appropriation from the Australian Government. In addition, the NCA generates regular revenue through property rentals, from processing works approval applications and from events held on National Land.

The NCA uses this funding to deliver one of its programs, National Capital Functions, including administration and overhead costs required to run the agency's operations.

The NCA also receives funding from non-government entities or State and Territory government agencies to facilitate construction activities on their behalf. Usually these projects relate to the construction of memorials and upgrades to assets in the National Capital. The funding received is accounted for in the NCA's departmental operations.

The NCA receives administered appropriations to carry out activities on behalf of the Australian Government and to deliver its second program, National Capital Estate. These activities primarily involve the maintenance and operation of the National Capital Estate and construction, preservation and upgrade of assets in the National Capital. The NCA manages land for diplomatic use and collects rental income from embassies on the Australian Government's behalf. The NCA also manages parking services within the National Capital Estate on the Australian Government's behalf.

## Departmental Performance

In 2020-21, the NCA reported a departmental operating loss of \$2.278 million, compared to an operating loss of \$1.879 million in 2019-20. After adding back unfunded depreciation and amortisation expenses of \$1.647 million, less principal repayments on leased assets of \$0.352 million, the NCA had an actual operating loss of \$0.983 million. The loss is mainly attributable to increased costs in the transition to a new ICT provider and the write-down of assets by \$0.359 million.

At 30 June 2021, the NCA's departmental net assets decreased by \$1.770 million. Financial assets decreased by \$1.310 million mainly due to the reduction of appropriation receivables.

Non-financial assets increased by \$0.385 million compared to the previous year mainly due to the increase in the value of buildings. This impact is reflected in the closing equity position as at 30 June 2021.

## Administered Performance

In 2020-21, administered expenses decreased by \$0.672 million. This was due to reduced levels of activity in property repairs and maintenance and managing contractors during the COVID-19 pandemic. Dam flood management expenses were greater than the previous year due to increased flood events during 2020-21.

Depreciation and asset write-down and impairment do not have an associated cash flow impact.

In 2020-21, total administered revenue increased by \$0.032 million. Rental income for commercial buildings and diplomatic sites remained largely unchanged. This revenue is paid directly to consolidated revenue.

The net asset position increased by \$34.630 million mainly attributable to the revaluation of assets.

The NCA's administered assets were revalued (primarily offsite desktop review), resulting in a revaluation adjustment of \$39.558 million.

The NCA's non-financial assets include land, buildings, infrastructure, plant, equipment and heritage assets on the National Capital Estate, all of which are subject to revaluation annually by an external valuer.

## Cost Recovery

During 2020-21, the NCA recovered revenue through works approval cost recovery fees and charges. Cost recovery revenue was \$0.812 million, compared to \$0.791 million in 2019-20.



# Entity Resource Statement 2020–21

	Actual available appropriation for 2020–21 \$'000	Payments made 2020–21 \$'000	Balance remaining 2020–21 \$'000
	(a)	(b)	(a) - (b)
<b>ORDINARY ANNUAL SERVICES<sup>1</sup></b>			
<b>Departmental appropriations</b>			
Departmental appropriation <sup>2</sup>	23,523	17,762	5,761
<b>Total</b>	<b>23,523</b>	<b>17,762</b>	<b>5,761</b>
<b>Administered expenses</b>			
Outcome 1 <sup>3</sup>	42,775	34,702	
<b>Total</b>	<b>42,804</b>	<b>34,702</b>	
<b>Total ordinary annual services</b>	<b>A 66,298</b>	<b>52,464</b>	
<b>OTHER SERVICES</b>			
<b>Administered non-operating</b>			
Administered assets and liabilities	1,935	–	
<b>Total</b>	<b>1,935</b>	<b>–</b>	
<b>Total other services</b>	<b>B 1,935</b>	<b>–</b>	
<b>Total available annual appropriations and payments A + B</b>	<b>68,233</b>	<b>52,446</b>	
<b>SPECIAL APPROPRIATIONS</b>			
<b>Repayments by the Commonwealth</b>			
<i>Public Governance, Performance and Accountability Act 2013 - s77</i>	25	2	
<b>Total special appropriations</b>	<b>C 25</b>	<b>2</b>	
<b>Total resourcing and payments A + B + C</b>	<b>68,258</b>	<b>52,466</b>	

1 *Appropriation Act (No.1) 2020-21*. This also includes prior year departmental appropriation and s74 retained revenue receipts.

2 Includes an amount of \$0.661m for the Departmental Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.

3 Includes an amount of \$17.184m for the Administered Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.



## Outcome Expense Statement 2020–21

<b>EXPENSES FOR OUTCOME 1</b>	Budget*	Actual Expenses	Variation
	2020–21 \$'000	2020–21 \$'000	2020–21 \$'000
	(a)	(b)	(a) - (b)
<b>Outcome 1:</b> Manage the strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians through the development and administration of the National Capital Plan, operation of the National Capital Exhibition, delivery of educational and awareness programs and works to enhance the character of the National Capital.			
<b>Program 1.1: NATIONAL CAPITAL FUNCTIONS</b>			
<b>Departmental expenses</b>			
Departmental appropriation <sup>1</sup>	13,443	14,451	(1,008)
Expenses not requiring appropriation in the budget year <sup>2</sup>	1,131	1,343	(212)
<b>Total for Program 1.1</b>	<b>14,574</b>	<b>15,794</b>	<b>(1,220)</b>
<b>Program 1.2: NATIONAL CAPITAL ESTATE</b>			
<b>Administered expenses</b>			
Ordinary annual services (Appropriation Act No. 1)	17,384	16,042	1,342
Special Appropriations <i>Public Governance, Performance and Accountability Act 2013</i>	25	2	23
Expenses not requiring appropriation in the budget year <sup>3</sup>	26,678	25,657	1,021
<b>Total for Program 1.2</b>	<b>44,087</b>	<b>41,701</b>	<b>2,386</b>
<b>Outcome 1 TOTALS BY APPROPRIATION TYPE</b>			
<b>Departmental expenses</b>			
Departmental appropriation <sup>1</sup>	13,443	14,451	(1,008)
Expenses not requiring appropriation in the budget year <sup>2</sup>	1,131	1,343	(212)
<b>Administered expenses</b>			
Ordinary annual services (Appropriation Act No. 1)	17,384	16,042	1,342
Special Appropriations <i>Public Governance, Performance and Accountability Act 2013</i>	25	2	23
Expenses not requiring appropriation in the budget year <sup>3</sup>	26,678	25,657	1,021
<b>Total expenses for Outcome 1</b>	<b>58,661</b>	<b>57,495</b>	<b>1,166</b>
	<b>2020–21</b>	<b>2019–20</b>	
Average Staffing Level (number)	52	59	

\* Full year budget, including any subsequent adjustment made to the 2020-21 budget at Additional Estimates.

- 1 Departmental appropriation combines ordinary annual services (Appropriation Act No. 1) and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*.
- 2 Departmental expenses not requiring appropriation in the budget year is made up of depreciation and amortisation expenses, expenses related to write-down of assets and resources received free of charge.
- 3 Administered expenses not requiring appropriation in the budget year is made up of depreciation and amortisation expenses and expenses related to write-down of assets.







# A1.

Aerial shot of the Senate Gardens at the Old Parliament House Gardens, Parkes.  
Photographed by Martin Ollman.



# APPENDIX ONE

Financial Statements  
30 June 2021

# Independent Auditor's Report



## INDEPENDENT AUDITOR'S REPORT

To the Assistant Minister for Regional Development and Territories

### Opinion

In my opinion, the financial statements of the National Capital Authority (the Entity) for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2021 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2021 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising a summary of significant accounting policies and other explanatory information.

### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Board is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

GPO Box 707 CANBERRA ACT 2601  
38 Sydney Avenue FORREST ACT 2603  
Phone (02) 6203 7300 Fax (02) 6203 7777

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

**Auditor's responsibilities for the audit of the financial statements**

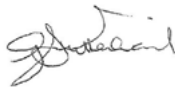
My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office 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 the 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 the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism 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 control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity 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 the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority 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.

Australian National Audit Office




Garry Sutherland  
 Audit Principal  
 Delegate of the Auditor-General  
 Canberra  
 31 August 2021

## STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2021 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Capital Authority will be able to pay its debts as and when they fall due.



**Terry Weber**  
Chair  
30 August 2021



**Coleen Davis**  
Chief Financial Officer  
30 August 2021

## STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee benefits	1.1A	6,395	6,916	6,767
Suppliers	1.1B	7,744	5,832	5,754
Depreciation and amortisation	3.2A	1,647	1,358	1,424
Finance costs	1.1C	4	9	3
Impairment loss on financial instruments	1.1D	-	23	-
Write-down and impairment of other assets	1.1E	4	16	-
<b>Total expenses</b>		<b>15,794</b>	<b>14,154</b>	<b>13,948</b>
<b>Own-Source Income</b>				
<b>Own-source revenue</b>				
Revenue from contracts with customers	1.2A	1,722	811	2,155
Fees and fines	1.2B	923	896	-
Rental income	1.2C	83	178	339
Other revenue	1.2D	198	56	50
<b>Total own-source revenue</b>		<b>2,926</b>	<b>1,941</b>	<b>2,544</b>
<b>Net costs of services</b>		<b>(12,868)</b>	<b>(12,213)</b>	<b>(11,404)</b>
Revenue from Government	1.2E	10,949	10,419	10,323
<b>Total Revenue from Government</b>		<b>10,949</b>	<b>10,419</b>	<b>10,323</b>
<b>Surplus/(Deficit) on continuing operations</b>		<b>(1,919)</b>	<b>(1,794)</b>	<b>(1,081)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve		(359)	(85)	-
<b>Total other comprehensive income</b>		<b>(359)</b>	<b>(85)</b>	<b>-</b>
<b>Total comprehensive income/(loss)</b>	5.3	<b>(2,278)</b>	<b>(1,879)</b>	<b>(1,081)</b>

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the Original Budget.

## STATEMENT OF FINANCIAL POSITION

as at 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
<b>ASSETS</b>				
<b>Financial Assets</b>				
Cash and cash equivalents	3.1A	159	191	191
Trade and other receivables	3.1B	5,762	7,040	7,040
<b>Total financial assets</b>		<b>5,921</b>	<b>7,231</b>	<b>7,231</b>
<b>Non-Financial Assets<sup>1</sup></b>				
Buildings	3.2A	11,551	10,516	9,636
Plant and equipment	3.2A	1,945	2,430	2,413
Heritage and cultural	3.2A	201	202	200
Intangibles	3.2A	3,295	3,528	3,664
Prepayments	3.2B	124	55	55
<b>Total non-financial assets</b>		<b>17,116</b>	<b>16,731</b>	<b>15,968</b>
<b>Total assets</b>		<b>23,037</b>	<b>23,962</b>	<b>23,199</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	3.3A	973	1,070	1,070
Other payables	3.3B	4,384	3,157	3,157
<b>Total payables</b>		<b>5,357</b>	<b>4,227</b>	<b>4,227</b>
<b>Interest bearing liabilities</b>				
Leases	3.4A	33	339	(4)
<b>Total interest bearing liabilities</b>		<b>33</b>	<b>339</b>	<b>(4)</b>
<b>Provisions</b>				
Employee provisions	6.1A	2,033	2,012	2,012
<b>Total provisions</b>		<b>2,033</b>	<b>2,012</b>	<b>2,012</b>
<b>Total liabilities</b>		<b>7,423</b>	<b>6,578</b>	<b>6,235</b>
<b>Net assets</b>		<b>15,614</b>	<b>17,384</b>	<b>16,964</b>
<b>EQUITY</b>				
Contributed equity		16,078	15,573	16,234
Reserves		9,186	9,544	9,544
Retained earnings/(accumulated deficit)		(9,650)	(7,733)	(8,814)
<b>Total equity</b>		<b>15,614</b>	<b>17,384</b>	<b>16,964</b>

1. Right-of-use assets are included in the Buildings line item (Office Space) and Plant and Equipment (Motor Vehicles).

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the Original Budget.



## STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2021

	Retained Earnings		Asset revaluation reserve		Contributed equity		Total equity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>CONTRIBUTED EQUITY</b>								
<b>Opening balance</b>								
Balance carried forward from previous period	(7,733)	(6,031)	9,544	9,629	15,573	13,412	17,384	17,010
Adjustment to opening balance	2	-	1	-	-	-	3	-
Adjustment on initial application of AASB 16	-	92	-	-	-	-	-	92
<b>Adjusted opening balance</b>	<b>(7,731)</b>	<b>(5,939)</b>	<b>9,545</b>	<b>9,629</b>	<b>15,573</b>	<b>13,412</b>	<b>17,387</b>	<b>17,102</b>
<b>Comprehensive income</b>								
Surplus/(Deficit) for the period	(1,919)	(1,794)	-	-	-	-	(1,919)	(1,794)
Asset revaluation movements	-	-	(359)	(85)	-	-	(359)	(85)
<b>Total comprehensive income</b>	<b>(1,919)</b>	<b>(1,794)</b>	<b>(359)</b>	<b>(85)</b>	<b>-</b>	<b>-</b>	<b>(2,278)</b>	<b>(1,879)</b>
<b>Transactions with owners</b>								
Return of capital - distribution to owners	-	-	-	-	(156)	-	(156)	-
<b>Contributions by owners</b>								
Departmental capital budget	-	-	-	-	661	2,161	661	2,161
<b>Total transactions with owners</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>505</b>	<b>2,161</b>	<b>505</b>	<b>2,161</b>
<b>Closing balance as at 30 June</b>	<b>(9,650)</b>	<b>(7,733)</b>	<b>(8,814)</b>	<b>9,544</b>	<b>16,078</b>	<b>15,573</b>	<b>15,614</b>	<b>16,964</b>

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the Original Budget.

**Accounting Policy***Equity Injections*

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

## CASH FLOW STATEMENT

for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Appropriations		15,370	13,416	10,323
Sale of goods and rendering of services		3,788	2,248	2,494
Net GST received		62	888	-
Other		198	123	-
<b>Total cash received</b>		<b>19,418</b>	<b>16,675</b>	<b>12,817</b>
<b>Cash used</b>				
Employees		6,368	6,308	6,767
Suppliers		7,813	7,091	5,707
Interest payments on lease liabilities		4	9	-
Section 74 receipts transferred to OPA		4,947	3,310	-
<b>Total cash used</b>		<b>19,132</b>	<b>16,718</b>	<b>12,474</b>
<b>Net cash from/(used by) operating activities</b>		<b>286</b>	<b>(43)</b>	<b>343</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash received</b>				
Contributions revenue		-	300	-
<b>Total cash received</b>		<b>-</b>	<b>300</b>	<b>-</b>
<b>Cash used</b>				
Purchase of property, plant and equipment		2,203	1,120	661
Purchase of computer software		123	1,799	-
<b>Total cash used</b>		<b>2,326</b>	<b>2,919</b>	<b>661</b>
<b>Net cash from/(used by) investing activities</b>		<b>(2,326)</b>	<b>(2,619)</b>	<b>(661)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash received</b>				
Contributed equity		2,360	3,064	661
<b>Total cash received</b>		<b>2,360</b>	<b>3,064</b>	<b>661</b>
<b>Cash used</b>				
Principal payments of lease liabilities		352	323	343
<b>Total cash used</b>		<b>352</b>	<b>323</b>	<b>343</b>
<b>Net cash from/(used by) financing activities</b>		<b>2,008</b>	<b>2,741</b>	<b>318</b>
<b>Net increase/(decrease) in cash held</b>		<b>(32)</b>	<b>79</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period		191	112	191
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>159</b>	<b>191</b>	<b>191</b>

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the Original Budget.

## ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME

for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Suppliers	2.1A	16,044	18,540	15,700
Depreciation and amortisation	4.2A	22,764	23,398	24,678
Impairment loss on financial instruments	2.1B	131	224	-
Write-down and impairment of other assets	2.1C	2,762	211	2,000
<b>Total expenses</b>		<b>41,701</b>	<b>42,373</b>	<b>42,378</b>
<b>Income</b>				
<b>Revenue</b>				
<b>Non-taxation revenue</b>				
Revenue from contracts with customers	2.2A	18,727	18,530	22,604
Fees and fines	2.2B	1,169	1,812	2,000
Rental income	2.2C	1,933	2,074	2,000
Other revenue	2.2D	991	372	60
<b>Total non-taxation revenue</b>		<b>22,820</b>	<b>22,788</b>	<b>26,664</b>
<b>Total income</b>		<b>22,820</b>	<b>22,788</b>	<b>26,664</b>
<b>Net (cost of)/contribution by services</b>		<b>(18,881)</b>	<b>(19,585)</b>	<b>(15,714)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
Changes in asset revaluation reserve		39,558	129,172	-
<b>Total comprehensive income/(loss)</b>		<b>20,677</b>	<b>109,587</b>	<b>(15,714)</b>

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the Original Budget.

## ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash and cash equivalents	4.1A	559	75	75
Trade and other receivables	4.1B	1,997	1,841	1,841
<b>Total financial assets</b>		<b>2,556</b>	<b>1,916</b>	<b>1,916</b>
<b>Non-financial assets</b>				
Land	4.2A	503,214	468,447	468,447
Buildings	4.2A	19,513	20,069	19,864
Property, plant and equipment	4.2A	418,411	421,149	412,139
Heritage assets	4.2A	54,211	54,370	54,105
Intangibles	4.2A	3,381	3,566	3,552
<b>Total non-financial assets</b>		<b>998,730</b>	<b>967,601</b>	<b>958,107</b>
<b>Total assets administered on behalf of Government</b>		<b>1,001,286</b>	<b>969,517</b>	<b>960,023</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	4.3A	5,775	8,992	8,992
Other payables	4.3B	21,407	21,051	21,051
<b>Total payables</b>		<b>27,182</b>	<b>30,043</b>	<b>30,043</b>
<b>Total liabilities administered on behalf of government</b>		<b>27,182</b>	<b>30,043</b>	<b>30,043</b>
<b>Net assets</b>		<b>974,104</b>	<b>939,474</b>	<b>929,980</b>

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the Original Budget.

## ADMINISTERED RECONCILIATION SCHEDULE

for the year ended 30 June 2021

	2021 \$'000	2020 \$'000
<b>Opening assets less liabilities as at 1 July</b>	<b>939,474</b>	819,329
<b>Net cost of services</b>		
Income	<b>22,820</b>	22,788
Expenses	<b>(41,701)</b>	(42,373)
<b>Other comprehensive income</b>		
Revaluations transferred to reserves	<b>39,558</b>	129,172
<b>Transfers (to)/from the Australian Government</b>		
Appropriation transfers from Official Public Account		
Payments to entities other than corporate Commonwealth entities	<b>38,537</b>	36,926
Special appropriations (limited)		
Payments to entities other than corporate Commonwealth entities	<b>2</b>	7
Appropriation transfers to Official Public Account		
Transfers to OPA	<b>(24,586)</b>	(26,375)
<b>Closing assets less liabilities as at 30 June</b>	<b>974,104</b>	939,474

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the Original Budget.

### Accounting Policy

#### *Administered Cash Transfers to and from the Official Public Account*

Revenue collected by the NCA for use by the Government rather than the NCA is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the NCA on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

## ADMINISTERED CASH FLOW STATEMENT

for the year ended 30 June 2021

Notes	2021 \$'000	2020 \$'000
<b>OPERATING ACTIVITIES</b>		
<b>Cash received</b>		
Sale of goods and rendering of services	24,118	24,612
GST received	1,447	1,097
Other cash received	22	188
<b>Total cash received</b>	<b>25,587</b>	<b>25,897</b>
<b>Cash used</b>		
Suppliers	22,151	18,855
<b>Total cash used</b>	<b>22,151</b>	<b>18,855</b>
<b>Net cash from operating activities</b>	<b>3,436</b>	<b>7,042</b>
<b>INVESTING ACTIVITIES</b>		
<b>Cash used</b>		
Purchase of property, plant and equipment	15,903	17,142
Purchase of intangibles	181	796
<b>Total cash used</b>	<b>16,084</b>	<b>17,938</b>
<b>Net cash used by investing activities</b>	<b>(16,084)</b>	<b>(17,938)</b>
<b>Net increase in cash held</b>	<b>(12,648)</b>	<b>(10,896)</b>
Cash and cash equivalents at the beginning of the reporting period	75	413
<b>Cash from Official Public Account</b>		
Annual appropriations		
Administered expenses	15,582	16,329
Administered capital budget	19,605	16,607
Section 74A for recoverable GST	3,297	3,444
GST paid to the ATO	53	546
Section 77 repayments by the Commonwealth	2	7
<b>Total cash from official public account</b>	<b>38,539</b>	<b>36,933</b>
<b>Cash to Official Public Account</b>		
Appropriation returns	821	1,106
Other transfers	24,586	25,269
<b>Total cash to official public account</b>	<b>25,407</b>	<b>26,375</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>559</b>	<b>75</b>

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the Original Budget.

## Notes to and forming part of the Financial Statements

### Overview

#### Objectives

The National Capital Authority (NCA) is an Australian Government controlled not-for-profit entity. The NCA is established under the *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act). The Assistant Minister for Regional Development and Territories has administrative responsibility for the PALM Act.

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

- shaping the National Capital into the future;
- managing and enhancing the nationally significant parts of Canberra; and
- fostering awareness of Canberra as Australia's National Capital.

The NCA's mission: *To shape Canberra as a capital that all Australians can be proud of by ensuring it is well planned, managed and promoted, consistent with its enduring national significance.*

#### The Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars, unless otherwise specified.

#### New Australian Accounting Standards

All new/revised / amending standards and / or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the NCA's financial statements.

#### Taxation

The NCA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST). Revenues, expenses, assets and liabilities are recognised net of GST except:

- a) Where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- b) For receivables and payables.

#### Reporting of Administered Activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and use the same policies as for departmental items, including the application of Australian Accounting Standards.

## Notes to and forming part of the Financial Statements

### Compliance with Statutory Conditions

The NCA's testing of payments made under the Remuneration Tribunal Act, in 2020-21, identified that there were 26 overpayments totalling \$2,306 to personnel that were calculated using the incorrect basis for salary and superannuation salary. Further NCA testing relating to prior years also identified 26 overpayments in 2019-20 totalling \$3,220, and 26 overpayments in 2018-19 totalling \$2,021. This is offset by a shortfall in 2017-18 of 10 payments totalling \$63. The above disclosure is made under section 16C of the Remuneration Tribunal Act 1973. The total overpayment of \$7,484 is a recoverable payment under section 16A(1) of the Remunerational Tribunal Act 1973 and therefore a debt owed to the Commonwealth. The Key Management Personnel affected has entered into a payment plan to repay the debt within 30 days.

### Events After the Reporting Period

#### Departmental

No events have occurred after the reporting date that should be brought to account or noted in the 2020-21 financial statements.

The COVID-19 pandemic continued to impact the NCA's own source revenue, with reductions in revenue from events due to cancelled events and reductions in rent revenue due to the continuation of rent relief during 2020-21. It is difficult to estimate the total future financial impact due to the uncertainty of when COVID-19 restrictions will be fully lifted.

#### Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2020-21 financial statements.

The COVID-19 pandemic continued to impact the NCA's revenue from parking services during 2020-21. Rent revenue was also impacted due to the continuation of rent relief until the end of December 2020. It is difficult to estimate the total future financial impact due to the uncertainty of when COVID-19 restrictions will be fully lifted.



## Notes to and forming part of the Financial Statements

### 1. Departmental Financial Performance

#### 1.1 Expenses

	2021 \$'000	2020 \$'000
<b>Note 1.1A: Employee Benefits</b>		
Wages and salaries	4,720	5,087
Superannuation		
Defined contribution plans	635	648
Defined benefit plans	439	327
Leave and other entitlements	601	854
<b>Total employee benefits</b>	<b>6,395</b>	<b>6,916</b>

#### Accounting Policy

Accounting policies for employee related expenses is contained in the People and Relationships section.

#### Note 1.1B: Suppliers

##### Goods and services supplied or rendered

Contractors	2,908	2,295
Property operating costs	104	121
Utilities	21	13
ICT services	2,757	1,777
Consultants	189	377
Associated employee costs	170	267
Legal services	96	221
Communications and event logistics	1,253	425
Travel	23	74
Other	107	155
<b>Total goods and services supplied or rendered</b>	<b>7,628</b>	<b>5,725</b>

Goods supplied	66	106
Services rendered	7,562	5,619
<b>Total goods and services supplied or rendered</b>	<b>7,628</b>	<b>5,725</b>

##### Other suppliers

Workers compensation expenses	105	91
Operating lease rentals	11	16
<b>Total other suppliers expenses</b>	<b>116</b>	<b>107</b>
<b>Total suppliers</b>	<b>7,744</b>	<b>5,832</b>

The NCA has short-term lease commitments relating to motor vehicles as at 30 June 2021.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1C, 3.2 and 3.4.

#### Accounting Policy

##### *Short-term leases and leases of low-value assets*

The NCA has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The NCA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

## Notes to and forming part of the Financial Statements

<b>1.1 Expenses (Cont.)</b>		
	2021	2020
	\$'000	\$'000
<b>Note 1.1C: Finance Costs</b>		
Interest on lease liabilities	4	9
<b>Total finance costs</b>	<b>4</b>	<b>9</b>

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 3.2 and 3.4.

**Accounting Policy**

All borrowing costs are expensed as incurred.

**Note 1.1D: Impairment Loss on Financial Instruments**

Impairment on financial instruments	-	23
<b>Total impairment on financial instruments</b>	<b>-</b>	<b>23</b>

**Note 1.1E: Write-Down and Impairment of Other Assets**

Write-down of property, plant and equipment	1	16
Write-down of intangibles	3	-
<b>Total write-down and impairment of other assets</b>	<b>4</b>	<b>16</b>

**1.2 Own-Source Revenue****Own-Source Revenue****Note 1.2A: Revenue from Contracts with Customers**

Construction works <sup>1</sup>	341	396
Rendering of services	1,379	412
Sale of goods	2	3
<b>Total revenue from contracts with customers</b>	<b>1,722</b>	<b>811</b>

1. Revenues and expenses relating to Assets Under Construction for third parties.

**Disaggregation of revenue from contracts with customers**

## Major product / service line:

Construction works	341	396
Events revenue	1,333	403
Cost recovery	46	9
National Capital Exhibition merchandise sales	2	3
	<b>1,722</b>	<b>811</b>

## Type of customer:

Australian Government entities (related parties)	1,411	141
State and Territory Governments	50	200
Non-government entities	261	470
	<b>1,722</b>	<b>811</b>

## Timing of transfer of goods and services:

Over time	1,120	-
Point in time	602	811
	<b>1,722</b>	<b>811</b>

## Notes to and forming part of the Financial Statements

### 1.2 Own-Source Revenue (Cont.)

#### Reciprocal Funding

Where funding for construction of an asset is provided by a related Commonwealth entity or an external third party who takes control of the finished asset, the transaction is reciprocal in nature. The NCA recognises departmental revenue and expense in accordance with AASB 111 *Construction Contracts* using the percentage of completion method. Contract revenue is matched to contract expense incurred in reaching the stage of completion. Unexpended funding remains as a payable (refer Note 3.3B) on the departmental statement of financial position at the end of the reporting period in accordance with AASB 1004 *Contributions*.

#### Non-Reciprocal Funding

Where the NCA retains control of the asset at completion and funding is received from a party other than a Commonwealth entity, the transaction is non-reciprocal. The NCA recognises the full contribution as departmental revenue in the year of receipt in accordance with AASB 1004 *Contributions* and recognises departmental expenses as the asset is constructed in accordance with AASB 111 *Construction Contracts*.

#### **Accounting Policy**

Revenue from the sale of goods is recognised when control has been transferred to the buyer.

Revenue is recognised when all these five steps have occurred:

1. Identify the contract;
2. Identify the performance obligations;
3. Determine and measure the consideration;
4. Allocate the consideration to the performance obligations; and
5. Satisfy the performance obligations.

Customer contract requirements include:

- Goods or services must be provided to a customer – where they are actually delivered to a third party the customer is still the “contracting” party, and this qualifies;
- There must be an enforceable agreement – enforceable by legal or equivalent means; and
- The agreement must have sufficiently specific performance obligations – ideally clearly defined activities to be performed or goods to be delivered. Performance obligations may be implied. Acquittal processes or single-purpose charters are unlikely, by themselves, to be sufficiently specific.

The stage of completion of contracts at the reporting date is determined by reference to the proportion of costs incurred to date compared to the estimated total costs of the transaction.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

	2021 \$'000	2020 \$'000
<b>Note 1.2B: Fees and Fines</b>		
Works approval	812	791
Licences	<u>111</u>	<u>105</u>
<b>Total fees</b>	<u>923</u>	<u>896</u>

## Notes to and forming part of the Financial Statements

**1.2 Own-Source Revenue (Cont.)**

	2021	2020
	\$'000	\$'000
<b>Note 1.2C: Rental Income</b>		
Operating lease		
Lease income	83	178
<b>Total rental income</b>	<b>83</b>	<b>178</b>

The NCA, in its capacity as lessor, receives rental payments for a number of properties under its control. Rent relief arrangements due to the COVID-19 pandemic have meant 2021 rental lease income has reduced significantly.

**Maturity Analysis of Operating Lease Income Receivables**

Within 1 year	37	4
One to five years	59	-
<b>Total undiscounted lease payments receivable</b>	<b>96</b>	<b>4</b>

**Note 1.2D: Other Revenue**

Audit services received free of charge	48	48
Insurance recovery	139	-
Other revenue	11	8
<b>Total other revenue</b>	<b>198</b>	<b>56</b>

**Accounting Policy**Services Received Free of Charge

Services received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those services is recognised as an expense. Services received free of charge are recorded as either revenue or gains depending on their nature.

**Note 1.2E: Revenue from Government**

Departmental appropriations	10,949	10,419
<b>Total revenue from Government</b>	<b>10,949</b>	<b>10,419</b>

**Accounting Policy**Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the NCA gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

## Notes to and forming part of the Financial Statements

2. Income and Expenses Administered on  
Behalf of Government

<b>2.1 Administered – Expenses</b>		
	<b>2021</b>	2020
	<b>\$'000</b>	\$'000
<b><u>Note 2.1A: Suppliers</u></b>		
<b>Services rendered</b>		
Contractors	<b>7,780</b>	9,367
Consultants	<b>606</b>	1,363
Suppliers	<b>5,313</b>	5,891
Insurance	<b>861</b>	471
Parking management	<b>1,243</b>	980
Fees and charges	<b>207</b>	429
<b>Total services rendered</b>	<b>16,010</b>	18,501
<b>Other suppliers</b>		
Operating lease rentals	<b>34</b>	39
<b>Total other suppliers</b>	<b>34</b>	39
<b>Total suppliers</b>	<b>16,044</b>	18,540
<b><u>Note 2.1B: Impairment Loss on Financial Instruments</u></b>		
Impairment on financial instruments	<b>131</b>	224
<b>Total impairment loss on financial instruments</b>	<b>131</b>	224
<b><u>Note 2.1C: Write-Down and Impairment of Other Assets</u></b>		
Impairment of property, plant and equipment	<b>2,571</b>	124
Impairment of buildings	<b>191</b>	87
<b>Total write-down and impairment of other assets</b>	<b>2,762</b>	211

## Notes to and forming part of the Financial Statements

<b>2.2 Administered – Income</b>		
	2021	2020
	\$'000	\$'000
<b>Revenue</b>		
<b>Non-Taxation Revenue</b>		
<b>Note 2.2A: Revenue from Contracts with Customers</b>		
Parking services <sup>1</sup>	18,548	18,255
Hire of assets	5	7
Cost recovery	174	268
<b>Total revenue from contracts with customers</b>	<b>18,727</b>	<b>18,530</b>

1. In 2019-20, there was a significant reduction in parking services revenue due to the COVID-19 pandemic and the introduction of “working from home” arrangements from March 2020. Parking services revenue continued to be impacted by the pandemic in 2020-21 with net ticket sales of \$18.5 million compared to the original budget of \$22.7 million.

**Accounting Policy**

All administered revenues are revenues relating to ordinary activities performed by the NCA on behalf of the Australian Government. As such, administered appropriations are not revenues of the NCA who oversee the distribution or expenditure of the funds as directed.

**Note 2.2B: Fees and Fines**

Licence Fees	78	67
Fines	1,091	1,745
<b>Total fees and fines</b>	<b>1,169</b>	<b>1,812</b>

**Accounting Policy**

Fees are charged for issuing licences to use or occupy property administered by the NCA on behalf of the Government. Fines are issued as part of the pay parking scheme operated in the central national area of Canberra. Administered revenue for parking fees is recognised daily when fees are credited in the bank. Infringement notices are recognised when issued (parking fines). Rents are charged monthly, quarterly or yearly in advance.

**Note 2.2C: Rental Income**

<b>Operating lease</b>		
Building rents	101	121
Diplomatic land rents	1,832	1,953
<b>Total rental income</b>	<b>1,933</b>	<b>2,074</b>

The NCA, in its capacity as lessor, administers a number of leases for land and buildings in the central national area of Canberra including cafes, restaurants, tennis courts and maintenance facilities. The NCA also administers a number of diplomatic land leases with contract periods of up to 99 years.

## Notes to and forming part of the Financial Statements

**Maturity Analysis of Operating Lease Income Receivables**

	<b>2021</b>	2020 <sup>1</sup>
	<b>\$'000</b>	\$'000
Within 1 year	<b>1,736</b>	1,752
One to two years	<b>1,721</b>	1,673
Two to three years	<b>1,702</b>	1,675
Three to four years	<b>1,662</b>	1,661
Four to five years	<b>1,654</b>	1,655
More than 5 years	<b>72,027</b>	73,681
<b>Total undiscounted lease payments receivable</b>	<b>80,502</b>	82,097

1. The comparative amounts have been amended following a review of all lease commitments. Five leases for Diplomatic properties were reported in 2019-20 based on a 20 year lease term which should have been 99 years. The total amount of undiscounted lease payments receivable was revised from \$65.4 million to \$82.1 million.

**Note 2.2D: Other Revenue**

Contributions for external sponsored works	<b>969</b>	184
Other	<b>22</b>	188
<b>Total other revenue</b>	<b>991</b>	372

## Notes to and forming part of the Financial Statements

## 3. Departmental Financial Position

**3.1 Financial Assets**

	2021	2020
	\$'000	\$'000
<b>Note 3.1A: Cash and Cash Equivalents</b>		
Cash on hand or on deposit	159	191
<b>Total cash and cash equivalents</b>	<b>159</b>	<b>191</b>

**Accounting Policy**

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- a) cash on hand; and
- b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

**Note 3.1B: Trade and Other Receivables****Goods and services receivables**

Goods and services	45	61
<b>Total goods and services receivables</b>	<b>45</b>	<b>61</b>

**Appropriations receivables**

Appropriations receivable	5,602	6,931
<b>Total appropriation receivables</b>	<b>5,602</b>	<b>6,931</b>

**Other receivables**

Statutory receivables - GST	-	48
Accrued revenue	115	-
<b>Total other receivables</b>	<b>115</b>	<b>48</b>
<b>Total trade and other receivables (gross)</b>	<b>5,762</b>	<b>7,040</b>
<b>Less impairment loss allowance</b>	<b>-</b>	<b>-</b>
<b>Total trade and other receivables (net)</b>	<b>5,762</b>	<b>7,040</b>

Credit terms for goods and services were within 20 days (2020: 20 days).

**Accounting Policy****Financial assets**

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.



## Notes to and forming part of the Financial Statements

### 3.2 Non-Financial Assets

#### Note 3.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles for 2021

	Buildings <sup>1</sup> \$'000	Plant and equipment <sup>1</sup> \$'000	Heritage and cultural <sup>1</sup>	Intangibles <sup>2</sup> \$'000	Total \$'000
<b>As at 1 July 2020</b>					
Gross book value	10,847	2,430	202	4,987	18,466
Accumulated depreciation, amortisation and impairment	(331)	-	-	(1,459)	(1,790)
<b>Total as at 1 July 2020</b>	<b>10,516</b>	<b>2,430</b>	<b>202</b>	<b>3,528</b>	<b>16,676</b>
Additions by purchase	2,178	25	-	123	2,326
Revaluations recognised in other comprehensive income	(359)	(2)	2	-	(359)
Impairments recognised in net cost of services	-	(1)	-	(3)	(4)
Depreciation and amortisation	(453)	(224)	(3)	(623)	(1,303)
Depreciation on right-of-use assets	(331)	(13)	-	-	(344)
Reclassifications - Gross Value	-	(270)	-	270	-
<b>Total as at 30 June 2021</b>	<b>11,551</b>	<b>1,945</b>	<b>201</b>	<b>3,295</b>	<b>16,992</b>
<b>Total as at 30 June 2021 represented by</b>					
Gross book value	12,249	1,975	203	5,377	19,804
Accumulated depreciation and amortisation	(698)	(30)	(2)	(2,082)	(2,812)
<b>Total as at 30 June 2021</b>	<b>11,551</b>	<b>1,945</b>	<b>201</b>	<b>3,295</b>	<b>16,992</b>
Carrying amount of right-of-use assets	-	33	-	-	33

1. Land, buildings and other property, plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.
2. The carrying amount of intangibles is all related to purchased software.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 June 2021. Assets found to be impaired were written down in accordance with the stated policy.

No property, plant and equipment, heritage and cultural, or intangible assets are expected to be sold or disposed of within the next 12 months.

#### Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 7.4. On 30 June 2021, Preston Rowe Paterson Sydney Pty Limited, an independent valuation company, conducted the revaluations.

	2021 \$'000	2020 \$'000
<b>Contractual commitments for the acquisition of property, plant and equipment and intangible assets</b>		
Building upgrades <sup>1</sup>	-	1,336
Computer software	51	102
<b>Total Commitments</b>	<b>51</b>	<b>1,438</b>

- i. Comparative amounts for building upgrades have been amended by \$1.3m to include commitments as at 30 June 2020 for work on the Regatta Point Restaurant.

## Notes to and forming part of the Financial Statements

### 3.2 Non-Financial Assets (Cont.)

#### Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which these items were recognised in the transferor's accounts immediately prior to the restructuring.

#### Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases less than \$2,000 (2020: \$2,000), which are expensed in the year of acquisition (other than where these items form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. For the NCA, this is only relevant to 'make good' provisions in property leases taken up by the NCA where there exists an obligation to restore the property to its original condition. These costs are included in the value of the NCA's leasehold improvements with a corresponding provision for the 'make good' recognised.

#### Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

#### Revaluations

Following initial recognition at cost property, plant and equipment (excluding ROU assets) are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not materially differ from the assets' fair values as at the reporting date. The NCA undertakes a comprehensive independent valuation every three years, and an independent desktop valuation in the intervening years.

Revaluation adjustments are made on a class by class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve, except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through the operating surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the operating surplus/deficit except to the extent that these amounts reverse a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

#### Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the NCA using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each sub-class of depreciable asset are based on the following useful lives:

<b>Asset Class</b>	<b>2021 (years)</b>	<b>2020 (years)</b>
Buildings	<b>25 - 60</b>	10 - 100
Plant and equipment	<b>3 - 100</b>	3 - 60
Heritage and cultural assets	<b>60 - 150</b>	10 - 100
Intangible assets	<b>3 - 10</b>	3 - 10

## Notes to and forming part of the Financial Statements

### 3.2 Non-Financial Assets (Cont.)

#### Accounting Policy (Cont.)

##### Depreciation (cont.)

The NCA has items of property, plant and equipment that are heritage and cultural assets that have limited useful lives and are depreciated.

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

##### Impairment

All assets were assessed for impairment at 30 June 2021. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the NCA were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

##### Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

##### Heritage and Cultural Assets

The NCA's departmental cultural assets comprise a number of individually valued artworks. Administered heritage assets comprise one heritage listed building and a number of memorials across the national estate.

Heritage management plans relating to these assets are available on the NCA's website [www.nca.gov.au](http://www.nca.gov.au).

##### Intangibles

The NCA's intangibles comprise purchased and internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. All software assets were assessed for indications of impairment as at 30 June 2021.

##### Assets Held for Sale

Assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than continuing use and a sale is highly probable. These assets are measured at the lower of their carrying amount and fair value less costs to sell. Assets classified as held for sale are not depreciated or amortised.

#### Accounting Judgements and Estimates

In the process of applying the accounting policies listed in this note, the NCA has made the following judgement that has the most significant impact on the amounts recorded in the financial statements:

- The fair value of land and building assets has been taken to be the market value of similar properties as determined by a qualified independent valuer. In some instances, the NCA buildings are purpose built and may realise more or less in the market.

	2021 \$'000	2020 \$'000
<b>Note 3.2B: Other Non-Financial Assets</b>		
Prepayments	124	55
<b>Total other non-financial assets</b>	<b>124</b>	<b>55</b>

Other non-financial assets are expected to be recovered in no more than 12 months.

No indicators of impairment were found for other non-financial assets.

## Notes to and forming part of the Financial Statements

<b>3.3 Payables</b>		
	2021	2020
	\$'000	\$'000
<b>Note 3.3A: Suppliers</b>		
Trade creditors and accruals	973	1,070
<b>Total suppliers</b>	<b>973</b>	<b>1,070</b>

Settlement is usually made within 20 days.

<b>Note 3.3B: Other Payables</b>		
Salaries and wages	155	149
Unearned income	1,876	1,910
Funds received in advance for construction works	1,812	644
Funds received in advance for public artworks	300	300
Bonds and retentions	206	154
Statutory payables - GST	12	-
Other	23	-
<b>Total other payables</b>	<b>4,384</b>	<b>3,157</b>

<b>3.4 Interest Bearing Liabilities</b>		
<b>Note 3.4A: Leases</b>		
Lease liabilities	33	339
<b>Total leases</b>	<b>33</b>	<b>339</b>

<b>Note 3.4A: Maturity analysis - contractual undiscounted cash flows</b>		
Within 1 year	14	306
Between 1 to 5 years	19	14
More than 5 years	-	19
<b>Total leases</b>	<b>33</b>	<b>339</b>

The NCA recognises right-of-use assets and lease liabilities in relation to office space and motor vehicles. At 30 June 2021 there are only right-of-use assets in relation to motor vehicles as the lease for office space expired on 30 June 2021. The NCA has renewed the existing office rental agreement for a further five years commencing on 1 July 2021, with annual payments of \$341,827 (adjusted annually for CPI increases).

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1C, and 3.2.

### Accounting Policy

For all new contracts entered into, the NCA considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the agency's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

## Notes to and forming part of the Financial Statements

### 4. Assets and Liabilities Administered on Behalf of Government

<b>4.1 Administered – Financial Assets</b>		
	<b>2021</b>	2020
	<b>\$'000</b>	\$'000
<b>Note 4.1A: Cash and Cash Equivalents</b>		
Cash on hand or on deposit	559	75
<b>Total cash and cash equivalents</b>	<b>559</b>	<b>75</b>
<b>Note 4.1B: Trade and Other Receivables</b>		
Goods and services receivables	804	982
Fees	626	48
Fines	509	728
Statutory receivables - GST	204	297
<b>Total trade and other receivables (gross)</b>	<b>2,143</b>	<b>2,055</b>
<b>Less impairment loss allowance</b>	<b>(146)</b>	<b>(214)</b>
<b>Total trade and other receivables (net)</b>	<b>1,997</b>	<b>1,841</b>
Refer to Note 4.3A for information relating to contract liabilities.		
Credit terms for goods and services were within 30 days (2020: 30 days).		

#### **Accounting Policy**

##### Loans and Receivables

Where loans and receivables are not subject to concessional treatment, they are carried at amortised cost using the effective interest method. Gains and losses due to impairment, derecognition and amortisation are recognised in the Administered Schedule of Comprehensive Income.

##### Pay Parking Impairment Allowance

Pay parking revenue includes ticketing fees and parking infringements. Infringements become a debt upon issuing the Parking Infringement Notice (PIN) and are accounted for as an administered receivable. The risk of non-payment of infringement debt is provided for by way of an impairment allowance accounted for under AASB 137 Provisions, Contingent Liabilities and Contingent Assets.

AASB 137 requires that the amount recognised as a provision is a best estimate of the amount required to settle the obligation at the end of the reporting period. Where the provision being measured involves a large population of items, the obligation is estimated by weighting all possible outcomes by their associated probabilities. The NCA has developed a methodology that considers the amount of debt owing within a number of categories and applies a weighted probability of collection for each category.

## Notes to and forming part of the Financial Statements

**4.2 Administered – Non-Financial Assets****Note 4.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment for 2021**

Reconciliation of the opening and closing balances of property, plant, equipment and intangibles for 2021

	Land	Buildings	Equipment	Property, Plant and Equipment	Heritage Intangible Assets <sup>1</sup>	Assets <sup>2</sup>	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2020</b>							
Gross book value	468,447	20,069	421,149	54,370	3,899		967,934
Accumulated depreciation and impairment	-	-	-	-	(333)		(333)
<b>Total as at 1 July 2020</b>	<b>468,447</b>	<b>20,069</b>	<b>421,149</b>	<b>54,370</b>	<b>3,566</b>		<b>967,601</b>
Additions:							
WIP Movements	(47)	(1,608)	1,795	(125)	(193)		(178)
Transfer from WIP	480	2,482	13,817	122	374		17,275
Revaluations recognised in other comprehensive income <sup>3</sup>	34,893	(406)	4,119	952	-		39,558
Depreciation and amortisation	(192)	(833)	(20,352)	(1,093)	(294)		(22,764)
Impairments	(367)	(191)	(2,132)	-	(72)		(2,762)
Reclassifications - Gross Value	-	-	15	(15)	-		-
<b>Total as at 30 June 2021</b>	<b>503,214</b>	<b>19,513</b>	<b>418,411</b>	<b>54,211</b>	<b>3,381</b>		<b>998,730</b>
<b>Total as at 30 June 2021 represented by:</b>							
Gross book value	503,230	19,580	420,090	54,303	4,008		1,001,211
Accumulated depreciation and amortisation	(16)	(67)	(1,679)	(92)	(627)		(2,481)
<b>Total as at 30 June 2021</b>	<b>503,214</b>	<b>19,513</b>	<b>418,411</b>	<b>54,211</b>	<b>3,381</b>		<b>998,730</b>

1. Land, buildings and other property, plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.
2. The carrying amount of intangibles is all purchased and internally developed software.
3. A desktop revaluation of assets was completed by Preston Rowe Paterson Sydney Pty Limited, an independent valuation company, as at 30 June 2021. Land acquired in Curtin ACT in 2019-20 was rezoned from broadacre to 'Diplomatic Mission' in October 2020. This contributed to the large revaluation increase of Land assets.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 June 2021. Assets found to be impaired were written down in accordance with the policy stated at Note 3.2.

No property, plant and equipment, heritage and cultural, or intangible assets are expected to be sold or disposed of within the next 12 months.

## Notes to and forming part of the Financial Statements

### Revaluations of non-financial assets

All revaluations were conducted by an independent valuer in accordance with the revaluation policy stated at Note 7.4.

### Contractual commitments for the acquisition of property, plant and equipment and intangible assets

	2021 \$'000	2020 <sup>1</sup> \$'000
Land and Buildings	320	61
Infrastructure, plant and equipment	1,268	4,907
Heritage assets	624	423
Intangibles	40	16
<b>Total Commitments</b>	<b>2,252</b>	<b>5,407</b>

1. The comparative figures for 2020 have been amended to reflect actual commitments as at 30 June 2020 (previous total of \$17.328 million reflected the total proposed budget for 2020-21).

In 2020-21, significant commitments relate to Regatta Point Landscaping, Captain Cook Memorial Jet and various other capital projects.

In 2019-20, significant commitments related to Lake Burley Griffin walls restoration and maintenance of built assets.

### Accounting Policy

The accounting policy for non-financial assets disclosed in Note 3.2 applies equally to administered non-financial assets.

### 4.3 Administered – Payables

	2021 \$'000	2020 \$'000
<b>Note 4.3A: Suppliers</b>		
Trade creditors and accruals	5,775	8,992
<b>Total suppliers</b>	<b>5,775</b>	<b>8,992</b>

Settlement is usually made within 30 days.

### **Note 4.3B: Other Payables**

Prepayments received for operating leases	20,817	20,966
Retentions	78	34
Other	512	51
<b>Total other payables</b>	<b>21,407</b>	<b>21,051</b>

## Notes to and forming part of the Financial Statements

## 5. Funding

## 5.1 Appropriations

**Note 5.1A: Annual Appropriations ('Recoverable GST exclusive')****Annual appropriations for 2021**

	Appropriation Act	Adjustments to appropriations <sup>2</sup>	Total appropriation \$'000	Appropriation applied in 2021 (current and prior years) \$'000	Variance <sup>3</sup> \$'000
	Annual appropriation <sup>1</sup> \$'000	Section 74 \$'000			
<b>Departmental</b>					
Ordinary annual services	10,949	4,947	15,896	15,246	650
Capital Budget <sup>4</sup>	661	-	661	2,516	(1,855)
<b>Total departmental</b>	<b>11,610</b>	<b>4,947</b>	<b>16,557</b>	<b>17,762</b>	<b>(1,205)</b>
<b>Administered</b>					
Ordinary annual services					
Administered items	17,384	-	17,384	15,097	2,287
Capital Budget <sup>4</sup>	17,184	-	17,184	19,605	(2,421)
Other Services					
Administered assets and liabilities <sup>5</sup>	1,935	-	1,935	-	1,935
<b>Total administered</b>	<b>36,503</b>	<b>-</b>	<b>36,503</b>	<b>34,702</b>	<b>1,801</b>

1. No amounts of appropriation were withheld under Section 51 of the PGPA Act.
2. Adjustments to appropriations includes PGPA Act Section 74 receipts.
3. **Departmental ordinary annual services:** The variance results from undrawn current year appropriations due to the timing of payments to suppliers.  
**Departmental capital budget:** The variance results from the drawing down of prior year appropriations.  
**Administered items:** The variance results from undrawn current year appropriations due to the timing of payments to suppliers.  
**Administered capital budget:** The variance results from the drawing down of prior year appropriations.
4. Departmental and Administered Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). These amounts form part of ordinary annual services and are not separately identified in the Appropriation Acts.
5. **Administered assets and liabilities:** In 2020-21, the NCA also received \$1.935 million through Appropriation Act 4, relating to the Commonwealth Avenue Bridge upgrade. The variance results from undrawn current year appropriations due to the delay in projects.



## Notes to and forming part of the Financial Statements

**5.1 Appropriations (Cont.)**

Annual appropriations for 2020

	Appropriation Act	Adjustments to appropriations <sup>2</sup>	Total appropriation \$'000	Appropriation applied in 2020 (current and prior years) \$'000	Variance <sup>3</sup> \$'000
	Annual appropriation <sup>1</sup> \$'000	Section 74 \$'000			
<b>Departmental</b>					
Ordinary annual services	10,419	3,310	13,729	13,441	288
Capital Budget	2,161	-	2,161	3,059	(898)
<b>Total departmental</b>	<b>12,580</b>	<b>3,310</b>	<b>15,890</b>	<b>16,500</b>	<b>(610)</b>
<b>Administered</b>					
Ordinary annual services					
Administered items	18,064	-	18,064	16,606	1,458
Capital Budget	18,368	-	18,368	16,607	1,761
<b>Total administered</b>	<b>36,432</b>	<b>-</b>	<b>36,432</b>	<b>33,213</b>	<b>3,219</b>

**Notes:**

1. No amounts of appropriation were withheld under Section 51 of the PGPA Act.
2. Adjustments to appropriations includes PGPA Act Section 74 receipts.
3. **Departmental ordinary annual services:** The variance results from undrawn current year appropriations due to timing of payments to suppliers.
4. **Departmental capital budget:** The variance results from the drawing down of prior year appropriations.
5. **Administered items:** The variance results from undrawn current year appropriations due to timing of payments to suppliers.
6. **Administered capital budget:** The variance results from undrawn current year appropriations due to timing of payments to suppliers.
7. Departmental and Administered Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services and are not separately identified in the Appropriation Acts.

## Notes to and forming part of the Financial Statements

**5.1 Appropriations (Cont.)****Note 5.1B: Unspent Annual Appropriations ('Recoverable GST exclusive')**

	2021 \$'000	2020 \$'000
<b>Departmental</b>		
Appropriation Act (No. 2) 2017-18 - Equity Injections <sup>1</sup>	-	156
Appropriation Act (No. 3) 2018-19 - Capital Budget (DCB) – Non-Operating	-	813
Appropriation Act (No. 1) 2019-20 - Cash at Bank <sup>2</sup>	-	191
Appropriation Act (No. 1) 2019-20	-	4,690
Supply Act (No. 1) 2019-20 - Capital Budget (DCB) - Non-Operating <sup>3</sup>	-	466
Appropriation Act (No. 1) 2019-20 - Capital Budget (DCB) – Non-Operating <sup>3</sup>	166	807
Appropriation Act (No. 1) 2020-21 - Cash at Bank <sup>1</sup>	159	-
Appropriation Act (No. 1) 2020-21	4,745	-
Appropriation Act (No. 3) 2020-21	626	-
Appropriation Act (No. 1) 2020-21 - Capital Budget (DCB) – Non-Operating <sup>3</sup>	65	-
<b>Total departmental</b>	<b>5,761</b>	<b>7,123</b>
<b>Administered</b>		
Appropriation Act (No. 1) 2019-20 - Cash at Bank <sup>4</sup>	-	75
Appropriation Act (No. 1) 2019-20	-	2,779
Appropriation Act (No. 1) 2019-20 - Capital Budget (DCB) – Non-Operating	-	4,854
Appropriation Act (No. 3) 2019-20 - Capital Budget (DCB) – Non-Operating	-	500
Appropriation Act (No. 1) 2020-21 - Cash at Bank <sup>4</sup>	559	-
Appropriation Act (No. 1) 2020-21	2,873	-
Appropriation Act (No. 3) 2020-21	1,709	-
Appropriation Act (No. 1) 2020-21 - Capital Budget (DCB) – Non-Operating	2,932	-
Appropriation Act (No. 4) 2020-21 – Administered assets and liabilities	1,935	-
<b>Total administered</b>	<b>10,008</b>	<b>8,208</b>

**Note 5.1C: Special Appropriations ('Recoverable GST exclusive')**

Authority	Type	Purpose	Appropriation applied	
			2021	2020
			\$'000	\$'000
Section 77, Public Governance, Performance and Accountability Act 2013 (refund provisions). Administered	Refund	To provide an appropriation where an Act or other law requires or permits the repayment of an amount received by the Commonwealth and apart from this section there is no specific appropriation for the repayment.	2	4
<b>Total special appropriations applied</b>			<b>2</b>	<b>4</b>

**Notes:**

1. The 2017-18 Equity Injection of \$156,000 was returned to the Department of Finance.
2. Departmental cash at bank relates to deposits received during June that are subject to Section 74 of the PGPA Act.
3. The NCA undertakes construction work on behalf of other entities. When works are incomplete at the end of a reporting period, unexpended cash is retained in its departmental Appropriation Act (No. 1).
4. Administered cash at bank relates to deposits received on 30 June that will be returned to the Official Public Account on 1 July.

## Notes to and forming part of the Financial Statements

### 5.2 Regulatory Charging Summary

	2021 \$'000	2020 \$'000
<b>Expenses</b>		
Departmental	1,167	1,128
<b>Total expenses</b>	<u>1,167</u>	<u>1,128</u>
<b>External revenue</b>		
Departmental	812	791
<b>Total external revenue</b>	<u>812</u>	<u>791</u>

**Note:**

The amounts disclosed exclude transactions with inter or intra-government agencies.

**Regulatory charging activities:**

The NCA undertakes cost recovered activities to provide works approval in the Designated Areas of the ACT, as set out in the *Australian Capital Territory (Planning and Land Management) Regulations (Regulation 5)* under the *Australian Capital Territory (Land Management) Act 1988 (PALM Act)*.

Works approval fees are payable by entities wishing to undertake works in the Designated Areas. These include but are not limited to:

- Developers wishing to undertake major developments;
- Telecommunications providers wishing to undertake excavations and installation of new infrastructure to improve communication networks; and
- Entities wishing to erect temporary event related structures.

Documentation (Cost Recovery Impact Statement) for the above activity is available at:

<https://www.nca.gov.au/planning-heritage/works-approval/works-approval-fees>

### 5.3 Net Cash Appropriation Arrangements

	2021 \$'000	2020 \$'000
<b>Total comprehensive income/(loss) - as per the Statement of Comprehensive Income</b>	<b>(2,278)</b>	<b>(1,879)</b>
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	1,316	1,027
Plus: depreciation right-of-use assets	331	331
Less: principal repayments - leased assets	<u>(352)</u>	<u>(323)</u>
<b>Total comprehensive income/(loss) less depreciation/amortisation expenses previously funded through revenue appropriations</b>	<b><u>(983)</u></b>	<b><u>(844)</u></b>

From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

The inclusion of depreciation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the cash impact of AASB 16 *Leases*, it does not directly reflect a change in appropriation arrangements.

## Notes to and forming part of the Financial Statements

## 6. People and Relationships

**6.1 Employee Provisions**

	2021	2020
	\$'000	\$'000
<b>Note 6.1A: Employee Provisions</b>		
Leave and other entitlements	2,033	2,012
<b>Total employee provisions</b>	<u>2,033</u>	<u>2,012</u>

**Accounting Policy**

Liabilities for 'short-term employee benefits' (as defined in AASB 119 Employee Benefits) and termination benefits due within twelve months of the end of the reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the NCA's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave is based on the NCA's estimated liability at balance date of the long service leave entitlements of its employees, which have been determined by reference to the shorthand method set out in the Resource Management Guide No. 125 *Commonwealth Entities Financial Statements Guide*. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

The NCA's staff are members of the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or other Superannuation funds held outside of the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The NCA makes employer contributions to the employee superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government, and accounts for the contributions as if these amounts were contributions to defined contribution plans.

## Notes to and forming part of the Financial Statements

### 6.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the NCA, directly or indirectly, including any director (whether executive or otherwise) of the NCA. The NCA has determined the key management personnel to be the Authority Chair, independent Authority members, Chief Executive, Chief Planner, and Chief Operating Officer. Key management personnel remuneration is reported in the table below:

	2021 \$'000	2020 <sup>1</sup> \$'000
Short-term employee benefits	962	981
Post-employment benefits	145	135
Other long-term employee benefits	18	39
<b>Total key management personnel remuneration expenses<sup>1</sup></b>	<b>1,125</b>	<b>1,155</b>

The total number of key management personnel that are included in the above table are 7 (2020: 8).

1. The 2020 comparative amount for key management personnel remuneration has been restated (from \$1.184 million to \$1.155 million) to reflect adjustments to short term benefits (\$10,000), superannuation (\$18,000) and long service leave amounts (\$1,000).
2. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the NCA.

### 6.3 Related Party Disclosures

The NCA is an Australian Government controlled entity. Related parties to the NCA are key management personnel, including the Portfolio Minister, Authority and Executive and other Australian Government entities.

#### Transactions with related parties:

##### Key management personnel

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- the payments of grants or loans;
- purchases of goods and services;
- asset purchases, sales transfers or leases;
- debts forgiven; and
- guarantees.

At 30 June 2021, the NCA received declarations from its key management personnel in relation to related parties for the 2020-21 financial year. No transactions were identified that are required to be reported in this note.

##### Other Australian Government entities

The following significant transactions with other Government entities occurred during the financial year:

	2021 \$'000	2020 <sup>1</sup> \$'000
Parking services	4,546	4,824
Contributions to events	1,090	-
Sponsored construction works	290	141

1. The comparative figure for sponsored construction works has been amended from \$413,000 to \$141,000 to remove transactions with State and Territory Governments.

## Notes to and forming part of the Financial Statements

### 7. Managing Uncertainties

#### 7.1 Contingent Assets and Liabilities

##### **Note 7.1A: Contingent Assets and Liabilities**

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2021 (2020: Nil).

##### **Note 7.1B: Administered - Contingent Assets and Liabilities**

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2021 (2020: Nil).

##### **Accounting Policy**

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the relevant schedules and notes. These items may arise from uncertainty as to the existence of a liability or asset, or represent a liability or asset in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is assessed as greater than remote.

#### 7.2 Financial Instruments

	2021	2020
	\$'000	\$'000
<b>Note 7.2A: Categories of Financial Instruments</b>		
<b>Financial Assets</b>		
<b>Financial assets at amortised cost</b>		
Cash and cash equivalents	159	191
Trade receivables	45	61
<b>Total financial assets at amortised cost</b>	<b>204</b>	<b>252</b>
<b>Total financial assets</b>	<b>204</b>	<b>252</b>
<b>Financial Liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors	(973)	(151)
Bonds and retentions	(206)	(154)
Lease Liabilities	(33)	(339)
<b>Total financial liabilities measured at amortised cost</b>	<b>(1,212)</b>	<b>(644)</b>
<b>Total financial liabilities</b>	<b>(1,212)</b>	<b>(644)</b>

The net interest income/expense from financial assets and liabilities not at fair value through profit or loss is Nil (2020: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2021 and 30 June 2020 approximate the fair value.

## Notes to and forming part of the Financial Statements

### Accounting Policy

#### Financial assets

With the implementation of AASB 9 *financial instruments* for the first time in 2019, the NCA classifies its financial assets in the following categories:

- a) financial assets at fair value through profit or loss;
- b) financial assets at fair value through other comprehensive income;
- c) financial assets measured at amortised cost.

The classification depends on both the NCA's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the NCA becomes a party to the contract and, as a consequence, has legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon a trade date.

#### Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

#### Effective Interest Method

Income is recognised on an effective interest basis for financial assets that are recognised at amortised cost.

#### Financial liabilities

Financial liabilities are classified as 'other financial liabilities'.

Financial liabilities are recognised and derecognised upon 'trade date'.

#### Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

All payables are expected to be settled within 12 months except where indicated.

## Notes to and forming part of the Financial Statements

<b>7.3 Administered – Financial Instruments</b>		
	<b>2021</b>	2020
	<b>\$'000</b>	\$'000
<b><u>Note 7.3A: Categories of Financial Instruments</u></b>		
<b>Financial Assets</b>		
<b>Financial assets at amortised cost</b>		
Cash on hand or on deposit	<b>559</b>	75
Goods and services receivable	<b>1,167</b>	1,130
<b>Total financial assets at amortised cost</b>	<b>1,726</b>	1,205
<b>Total financial assets</b>	<b>1,726</b>	1,205
<b>Financial Liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors	<b>(1,278)</b>	(844)
Retentions	<b>(78)</b>	(34)
<b>Total financial liabilities measured at amortised cost</b>	<b>(1,356)</b>	(878)
<b>Total financial liabilities</b>	<b>(1,356)</b>	(878)

The net interest income/expense from financial assets not at fair value through profit or loss is Nil (2020: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2021 and 30 June 2020 approximates the fair value.

**Accounting Policy**

The accounting policy for financial instruments disclosed at Note 7.2 applies equally to administered financial instruments.



## Notes to and forming part of the Financial Statements

### 7.4 Fair Value Measurement

#### Note 7.4A: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2021	2020
	\$'000	\$'000
<b>Non-financial assets</b>		
Buildings	11,551	10,185
Plant and equipment	1,945	2,430
Heritage and cultural assets	201	202

#### Accounting Policy

##### Valuation of land assets

Independent valuations are obtained annually as at 30 June for land assets. These valuations include calculations of estimated market cash flows that are adjusted to take into account physical, economic and external factors relevant to the asset under consideration.

##### Valuation of buildings, infrastructure, plant and equipment and heritage and cultural assets

The estimated cost to replace the asset has been calculated and then adjusted to take into account obsolescence and physical deterioration (accumulated depreciation). The obsolescence has been determined based on professional judgement regarding physical, economic and external factors relevant to the asset under consideration.

An independent valuation was undertaken for all assets except intangible assets as at 30 June 2021.

A reconciliation of movements of assets measured at fair value is included in Note 3.2A.

### 7.5 Administered – Fair Value Measurement

#### Note 7.5A: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2021	2020
	\$'000	\$'000
<b>Non-financial assets</b>		
Land	503,214	468,447
Buildings	19,513	20,069
Property, plant and equipment	418,411	421,149
Heritage assets	54,211	54,370

#### Accounting Policy

The accounting policy for fair value disclosed at Note 7.4 applies equally to administered fair value.

## Notes to and forming part of the Financial Statements

## 8. Other information

**8.1 Aggregate Assets and Liabilities**

	2021	2020
	\$'000	\$'000
<b>Note 8.1A: Current/non-current distinction for assets and liabilities</b>		
<b>Assets expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Cash and cash equivalents	159	191
Trade and other receivables	5,762	7,040
Prepayments	124	55
<b>Total no more than 12 months</b>	<b>6,045</b>	<b>7,286</b>
<b>More than 12 months</b>		
Land and buildings	11,551	10,516
Plant and equipment	1,945	2,430
Heritage and cultural	201	202
Other intangibles	3,295	3,528
<b>Total more than 12 months</b>	<b>16,992</b>	<b>16,676</b>
<b>Total assets</b>	<b>23,037</b>	<b>23,962</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Suppliers	973	1,070
Other payables	2,701	1,370
Leases	33	339
Employee provisions	1,908	1,773
<b>Total no more than 12 months</b>	<b>5,615</b>	<b>4,552</b>
<b>More than 12 months</b>		
Other payables	1,683	1,787
Employee provisions	125	239
<b>Total more than 12 months</b>	<b>1,808</b>	<b>2,026</b>
<b>Total liabilities</b>	<b>7,423</b>	<b>6,578</b>

## Notes to and forming part of the Financial Statements

	2021	2020
	\$'000	\$'000
<b><u>Note 8.1B: Administered - Aggregate Assets and Liabilities</u></b>		
<b>Assets expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Cash and cash equivalents	559	75
Trade and other receivables	1,997	1,841
<b>Total no more than 12 months</b>	<b>2,556</b>	<b>1,916</b>
<b>More than 12 months</b>		
Land and buildings	522,727	488,516
Plant and equipment	418,411	421,149
Heritage and cultural	54,211	54,370
Computer software	3,381	3,566
<b>Total more than 12 months</b>	<b>998,730</b>	<b>967,601</b>
<b>Total assets</b>	<b>1,001,286</b>	<b>969,517</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Suppliers	5,775	8,992
Other payables	1,404	809
<b>Total no more than 12 months</b>	<b>7,179</b>	<b>9,801</b>
<b>More than 12 months</b>		
Other payables	20,003	20,242
<b>Total more than 12 months</b>	<b>20,003</b>	<b>20,242</b>
<b>Total liabilities</b>	<b>27,182</b>	<b>30,043</b>

## Notes to and forming part of the Financial Statements

### 8.2 Explanations of Major Budget Variances

The following provides explanations of major variances between the original budget for the NCA as presented in the 2020-21 Infrastructure, Regional Development and Cities Portfolio Budget Statements (PBS) and the NCA's 2020-21 final outcome, as presented in accordance with Australian Accounting Standards. The budget is not audited. Major variances are those deemed relevant to an analysis of the NCA's performance and are not focused on merely numerical differences between budget and actual amounts.

#### Departmental Major Budget Variances

for the period ending 30 June 2021

Note	Explanation of major variances	Affected line item and statement
1.1A	Employee expenses of \$6.4m were \$372k under budget due to vacant positions during the year. These positions were filled by temporary contractors (Suppliers).	Employee benefits Statement of Comprehensive Income
1.1B	Supplier expenses were \$1.0m over budget due to an increase in event logistics expenses (Australia Day) funded by a separate contribution (also refer to Note 1.2A below). Expenses were a further \$1m over budget mainly as a result of increased costs related to the transition to a new ICT managed services provider.	Suppliers Statement of Comprehensive Income
1.2A	While general revenue was lower than budget due to the COVID-19 pandemic, and the resulting cancellation of planned events, there was an unbudgeted one-off contribution to Australia Day events of \$1.1m and contributions to NAIDOC celebrations (lighting of Carillon) of \$90k which offset the lower events revenue.	Revenue from contracts with customers Statement of Comprehensive Income
3.1B	Trade and Other Receivables is lower than budget by \$1.3m. This is mainly due to a carry-over of Modernisation Funds (Departmental Capital Budget) of \$1.8m that was expended in 2020-21, reducing the unspent DCB funding as at 30 June 2021.	Trade and other receivables Statement of Financial Position
3.2A	Buildings are \$1.9m greater than budget due to the Regatta Point restaurant upgrade (asset-under-construction).	Non-Financial Assets, Buildings Statement of Financial Position
3.3B	Other payables are \$1.2m greater than budget due to an increase in funds held in advance for unexpected construction projects (sponsored works).	Other Payables Statement of Financial Position

## Notes to and forming part of the Financial Statements

### 8.2 Explanations of Major Budget Variances (Cont.)

#### Administered Major Budget Variances

for the period ended 30 June 2021

Note	Explanation of major variances	Affected line item and statement
2.1A	Suppliers' costs are \$344k higher than budgeted. This relates mainly to increased insurance costs for administered assets.	Suppliers Administered Statement of Comprehensive Income
2.1C	The variance of \$2,762k is due to higher than expected write-downs of Property, Plant and Equipment Assets. Impairment includes the write-off of doubtful debts relating to paid parking.	Write-down and impairment of other assets Administered Statement of Comprehensive Income
2.2A	Pay parking ticket revenue was \$3.9m lower than the original budget. This variance was due to the continuing impact of the COVID-19 pandemic.	Revenue from contracts with customers Administered Statement of Comprehensive Income
2.2B	Fees and fines were less than budget by \$831k due to fewer parking fines issued during the period of the COVID-19 pandemic.	Fees and Fines Administered Statement of Comprehensive Income
2.2D	Other revenue is \$931k higher than budget. This includes unplanned insurance recoveries and contributions revenue that were not included in the original budget.	Other revenue Administered Statement of Comprehensive Income.
4.1A	Cash balances were higher than budget due to a large deposit on 30 June 2021 that was transferred to the Official Public Account on 1 July 2021.	Cash and cash equivalents Administered Statement of Financial Position.
4.2A	Lower than budgeted depreciation and amortisation costs of \$1.9m relate to the impact of the revaluation of assets at 30 June 2020 (particularly property, plant and equipment).  Land assets are \$34.8m higher than budget. This is attributable to land acquired in Curtin ACT in 2019-20 being rezoned from broadacre to 'Diplomatic Mission' in October 2020 that increased its value.  Property, plant and equipment assets are \$6.3m higher than budget following further capital additions in 2020-21.	Depreciation and amortisation Administered Statement of Comprehensive Income  Non-financial assets, Land Administered Statement of Financial Position  Non-financial Assets, Property, Plant and equipment Administered Statement of Financial Position
4.3A	Supplier payables were \$3.2m lower than budget due to a decrease in the number of supplier invoices outstanding at 30 June 2021.	Suppliers Administered Statement of Financial Position.



'Inspired by Marion: Canberra and Women in Design' talk at Bowen Park, Kingston.  
Organised by the Australian Institute of Architects.

# Glossary of Abbreviations, Acronyms and Terms

<b>ACT Government</b>	The body politic established under the <i>Australian Capital Territory (Self-Government) Act 1988</i> . Includes the Executive of that body, and agencies established by it, whether by enactment or otherwise.
<b>Amendment of the National Capital Plan</b>	A function of the NCA is to keep the National Capital Plan under constant review and to propose amendments to it as necessary. The statutory provisions for amending the Plan are set out in sections 14 to 22 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . The amendment process includes public consultation. After approval by the Minister, amendments are subject to disallowance by either House of the Australian Parliament.
<b>APS</b>	Australian Public Service
<b><i>Australian Capital Territory (Planning and Land Management) Act 1988</i></b>	Australian Government legislation that provides the overarching legal framework for planning and land management in the Australian Capital Territory, including the establishment and operation of the National Capital Authority.
<b>Australian Capital Territory</b>	The Australian Capital Territory was created to provide a site for the nation's capital, Canberra.
<b>Central National Area</b>	Includes the Parliamentary Zone and its setting, Lake Burley Griffin and its foreshores, Government House, the Australian National University, the Australian Defence Force Academy, Duntroon, Campbell Park, Canberra International Airport and the Royal Australian Air Force Base at Fairbairn. Also included are the diplomatic areas of Yarralumla, O'Malley and West Deakin, and individual diplomatic sites in the suburbs of Red Hill, Forrest and Deakin.
<b>Designated Area</b>	An area of land specified as having the special characteristics of the National Capital as provided for by section 10(1) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . All 'works' in Designated Areas are subject to approval by the NCA (see also Works).
<b>Detailed conditions of planning design and development</b>	Section 10(2)(c) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> states that the National Capital Plan may specify areas of land that have the special characteristics of the National Capital to be Designated Areas. The Act provides for the Plan to set out detailed conditions of planning, design and development in Designated Areas and to specify the priorities in carrying out planning, design, and development in Designated Areas.
<b>Development Approval</b>	An approval for works as defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .

<b>Development Control Plan (DCP)</b>	<p>A plan prepared to guide and control development including design, siting, scale, purpose, timing and phasing, construction, landscaping and other relevant matters. Section 10(2)(d) of the Act details that Development Control Plans may be required in areas where ‘Special Requirements’ apply and may include maps, drawings, photographs, specifications and written statements.</p> <p>A Development Control Plan may apply to National Land or Territory Land sites (or areas) provided they are not included in Designated Areas.</p>
<b>Diplomatic precincts</b>	Those areas of Yarralumla, West Deakin and O’Malley that have diplomatic uses permissible under the National Capital Plan. A new diplomatic estate is being established in North Curtin.
<b>Environment Protection and Biodiversity Conservation Act 1999</b>	Australian Government legislation that provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places.
<b>ESD</b>	Ecologically sustainable development
<b>FOI</b>	Freedom of information
<b>General Policy Plan – Australian Capital Territory</b>	Describes the National Capital Open Space System beyond the metropolitan areas. It is supported by principles and policies in the National Capital Plan.
<b>General Policy Plan – Metropolitan Canberra</b>	Describes areas planned for urban development, non-urban, rural, the open space system and the primary road and public transport system indicative routes.
<b>Griffin Plan/Legacy</b>	The framework to realise the grand civic design envisaged by Walter Burley Griffin and Marion Mahony Griffin.
<b>GST</b>	Goods and services tax
<b>KPI</b>	Key performance indicator
<b>Lease and development conditions</b>	Prepared for vacant land sites by the relevant planning authority before the sites are leased and developed. These conditions form the basis for considering development applications for approval.
<b>Master Plans</b>	Comprise area-specific policies intended to guide the planning, design and development of large site areas. Some Master Plans, once approved by the NCA, are given statutory effect by inclusion in the National Capital Plan.
<b>National and Arterial Road Systems</b>	Two separate road networks as defined in the National Capital Plan.
<b>National Capital Authority</b>	The Authority, also known as the board
<b>National Capital Estate</b>	National land designated as land required for the special purposes of Canberra as the National Capital, according to the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . This land includes the Parliamentary Zone, Lake Burley Griffin and parts of the foreshore, Anzac Parade and Diplomatic Estates in Yarralumla, Deakin, O’Malley and Curtin.
<b>National Capital Exhibition</b>	The National Capital Exhibition tells the story of Canberra, Australia’s National Capital. Through interactive displays, the Exhibition illustrates Canberra’s vital role as a symbol of Federation.
<b>National Capital Open Space System</b>	The system of open space in the Territory comprising the hills, ridges and buffer spaces that surround and frame the Urban Areas, Lake Burley Griffin, the river corridors, and the mountains and bushlands to the west of the Murrumbidgee River.



<b>National Capital Plan</b>	The Australian Government's plan for the nation's capital prepared and administered by the NCA in accordance with Part III of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .
<b>National Land</b>	Used by, or on behalf of, the Australian Government. Some of that land is designated in writing by the Minister (under section 6(g) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> ) as land required for the special purposes of Canberra as the National Capital. This land is managed by the NCA.
<b>National road system</b>	Provides the principal means of access between the National Capital and the state capitals, and between Canberra and the major national highways; or is designed for symbolic, formal, or National Capital purposes; or provides access to National Capital facilities and vantage points within the Territory; or is located on National Land declared under the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . National roads include the Federal, Barton and Monaro highways; Canberra, Commonwealth and Northbourne Avenues; and State and Capital Circles.
<b>National significance</b>	Section 9 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> sets out the object of the National Capital Plan, which is to ensure that Canberra and the Territory are planned and developed in accordance with their national significance. The National Capital Plan sets out matters of national significance in the planning and development of Canberra and the Territory.
<b>NCA</b>	National Capital Authority
<b>PALM Act</b>	<i>Australian Capital Territory (Planning and Land Management) Act 1988</i>
<b>Parliamentary Approval</b>	Parliamentary Approval is required for works proposed within the Parliamentary Zone under the provisions of the <i>Parliament Act 1974</i> or the <i>Parliamentary Precincts Act 1988</i> .
<b>Parliamentary Precincts</b>	An area of land specified by the <i>Parliamentary Precincts Act 1988</i> . Parliamentary Precincts are part of the Parliamentary Zone and consist of all land contained within (the inner side of) Capital Circle surrounding Parliament House.
<b>Parliamentary Zone</b>	An area of land specified as the Parliamentary Zone by the <i>Parliament Act 1974</i> . It consists of the area bounded by the southern edge of Lake Burley Griffin, Kings Avenue, State Circle and Commonwealth Avenue.
<b>PBS</b>	Portfolio budget statement
<b>PGPA Act</b>	<i>Public Governance, Performance and Accountability Act 2013</i>
<b>PMAS</b>	Performance Management and Appraisal Scheme
<b>Special requirements</b>	Those planning requirements as set out by section 10(2)(d) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . Developments in areas where special requirements apply must conform to a Development Control Plan unless otherwise specified in the National Capital Plan.
<b>Temporary work</b>	Work that is erected for a specific event and will be removed after the event has been held, under Regulation 2 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .
<b>Territory</b>	Australian Capital Territory

# List of Requirements

Part	Description	Page no.
<b>Letter of transmittal</b>		
	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the PGPA Act and any enabling legislation that specifies additional requirements in relation to the annual report.	i
<b>Aids to access</b>		
	Table of contents.	iii
	Alphabetical index.	111
	Glossary of abbreviations and acronyms.	103
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	Details of contact officer.	ii
	Entity's website address.	ii
	Electronic address of report.	ii
<b>Review by accountable authority</b>		
	A review by the accountable authority of the entity.	iv
<b>Overview of the entity</b>		
	A description of the role and functions of the entity.	1
	A description of the organisational structure of the entity.	3
	A description of the outcomes and programs administered by the entity.	12
	A description of the purposes of the entity as included in corporate plan.	12
	Name of the accountable authority or each member of the accountable authority.	4-5
	Position title of the accountable authority or each member of the accountable authority.	4-5
	Period as the accountable authority or member of the accountable authority within the reporting period.	4-5
	An outline of the structure of the portfolio of the entity.	n/a
	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	n/a
<b>Report on the Performance of the entity</b>		
<b>Annual performance Statements</b>		
	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the PGPA Rule.	11-26
<b>Report on Financial Performance</b>		
	A discussion and analysis of the entity's financial performance.	53-54
	A table summarising the total resources and total payments of the entity.	55-56

If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	n/a
<b>Management and Accountability</b>	
<b>Corporate Governance</b>	
Information on compliance with section 10 (fraud systems).	30
A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	30
A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	30
A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	30
An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	29-30
A statement of significant issues reported to Minister under section 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	31
<b>Audit Committee</b>	
A direct electronic address of the charter determining the functions of the entity's audit committee.	5
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Information about the attendance of each member of the entity's audit committee at committee meetings.	5-6
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<b>External Scrutiny</b>	
Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	31
Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	31
Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the Act), a Parliamentary Committee or the Commonwealth Ombudsman.	31
Information on any capability reviews on the entity that were released during the period.	31
<b>Management of Human Resources</b>	
An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	39

Statistics on the entity's employees on an ongoing and nonongoing basis, including the following: (a) statistics on fulltime employees; (b) statistics on parttime employees; (c) statistics on gender (d) statistics on staff location.	40
Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including: • Statistics on staffing classification level • Statistics on full-time employees • Statistics on part-time employees • Statistics on gender • Statistics on staff location • Statistics on employees who identify as Indigenous.	41-46
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Information on the number of SES and non SES employees covered by agreements etc identified in 17AG(4)(c).	47
The salary ranges available for APS employees by classification level.	47
A description of non-salary benefits provided to employees.	46
Information on the number of employees at each classification level who received performance pay.	n/a
Information on aggregate amounts of performance pay at each classification level.	n/a
Information on the average amount of performance payment, and range of such payments, at each classification level.	n/a
Information on aggregate amount of performance payments.	n/a
<b>Assets Management</b>	
An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	31-32
<b>Purchasing</b>	
An assessment of entity performance against the Commonwealth Procurement Rules.	32
<b>Reportable consultancy contracts</b>	
A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	32
A statement that <i>"During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]"</i> .	32
A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	32
A statement that <i>"Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of contracts and consultancies is available on the AusTender website."</i>	32

<b>Reportable non-consultancy contracts</b>	
A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	32
A statement that <i>“Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.”</i>	32
<b>Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts</b>	
Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	32
<b>Australian National Audit Office Access Clauses</b>	
If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor General with access to the contractor’s premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	33
<b>Exempt contracts</b>	
If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	33
<b>Small Business</b>	
A statement that <i>“The National Capital Authority supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website.”</i>	33
An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	33
If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that <i>“[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website.”</i>	33
<b>Financial Statements</b>	
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<b>Executive Remuneration</b>	
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<b>Other Mandatory Information</b>	
If the entity conducted advertising campaigns, a statement that <i>“During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”</i>	n/a

If the entity did not conduct advertising campaigns, a statement to that effect.	33
A statement that “ <i>Information on grants awarded to [name of entity] during [reporting period] is available at [address of entity’s website].</i> ”	n/a
Outline of mechanisms of disability reporting, including reference to website for further information.	50
Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI can be found.	33
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