



Australian Government
National Capital Authority

ANNUAL REPORT

2021-22



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Cover photo: Captian Cook Memorial Jet,
Lake Burley Griffin, Photographed by Dom Northcott



National Rose Garden,
Photographed by
Dom Northcott



Australian Government

National Capital Authority

The Hon Catherine King MP
Minister for Infrastructure, Transport
Regional Development and Local Government
Parliament House
CANBERRA ACT 2600

The Hon Kristy McBain MP
Minister for Regional Development,
Local Government 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 2022.

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 2021–22 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

13 October 2022

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 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.

Online event registration for the use of venues on National Land can also be found at our website: 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 2021-22, as required under section 46 of the *Public Governance, Performance and Accountability Act 2013*.

Firstly, I would like to acknowledge 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 substantive and on-going connection to country.

In 2021-22, the NCA focussed on its 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.

Our Corporate Plan for the period 2021-22 to 2024-25 had the following strategic objectives:

1. National Role, Engagement and Awareness
2. Enhancing the Citizen and Visitor Experience
3. Creating and Maintaining Place
4. Ensuring Financial Sustainability
5. Safe and Efficient Operations

The NCA achieved most of its intended results for the year in the context of a range of challenges. A detailed assessment of the NCA's performance is set out in Chapter 2 of this report.

Highlights in advancing Canberra's national role and place making include establishing new facilities for national events at Rond Terrace and playing a key role in celebrating the Platinum Jubilee of the reign of Queen Elizabeth II. The Jubilee celebration featured the highly successful 'The Queen and Me' exhibition at the National Capital Exhibition and a momentous national function renaming Aspen Island as Queen Elizabeth II Island.

The NCA played a key role in continuing to shape the future of Canberra including through our input to developments in Canberra's central area such as approving works that will provide easier access for people of all abilities to enter the Australian War Memorial building and to its archival material, and enabling works for the ACT Government's light rail public transport system.

The NCA commenced a process in 2021-22 to ascertain the Russian Federation's intentions with land in Yarralumla earmarked for a new Embassy to replace their existing facilities in Griffith. This process has continued in 2022-23, leading to the NCA terminating the lease for the Yarralumla site in August 2022 under conditions of the lease and the NCA's 'use it or lose it' policy for sites in the national capital. At the time of writing, this matter is before the court.

COVID-19 restrictions made plans to continue to activate and enliven NCA-managed areas more difficult in 2021-22. Nonetheless, the NCA worked to facilitate new events, such as 'Van Gogh Alive' and new hospitality venues at Regatta Point and Commonwealth Place alongside the very popular Lake Burley Griffin walk. Already, these facilities are proving to be successful and valuable additions to the visitor experience and hospitality offerings in the heart of Canberra, drawing in visitors and locals alike.

The NCA worked closely with the national cultural institutions, contributing to the Cultural Icons campaign as part of our work to attract people to Canberra, enhancing their understanding and experience, and continuing to tell Australia's past, present and future story.

New programs and activities focusing on Canberra's Indigenous history, heritage and meaning were established and enhanced during the year, including assisting the Aboriginal Tent Embassy celebrate its 50th anniversary in January 2022.

The NCA continued to work constructively and co-operatively with our stakeholders such as with the ACT Government on its continuing public transport and city activation projects. The number of works approval applications remained high in 2021-22 and included some large and complex development proposals such as the Raising London Circuit project and the nearby One City Hill commercial development. We focussed on our statutory role taking care to ensure we engaged people across Australia in shaping projects of national significance.

The NCA fell short of the targeted level of the timely processing of works approval applications but achieved a commendable result in the context of the profile of applications received and staff challenges arising brought about by the COVID-19 pandemic.

The National Capital became the venue for a range of protest activities in 2022. Working closely with the ACT Policing and the Australian Federal Police, we balanced the rights of citizens to demonstrate and have a public voice in the national capital while protecting public assets and places and amenity for visitors and residents.

The NCA managed financial sustainability across its operations and organisational priorities, with a number of new commercial partnerships and larger than expected fees from works approval applications, producing a small surplus in 2021-22.

The Australian National Audit Office (ANAO) conducted a performance audit on the NCA's procurement activity during the year. The audit highlighted gaps and deficiencies in the NCA's procurement processes and we are working to address these. We are committed to implementing the recommendations made by the ANAO and ensure the NCA continues to provide value for money in its purchasing decisions.

In 2021-22, the NCA's continued to address safety and amenity issues across a substantial and diverse asset and operational base, that is much valued by the Australian community. This included closing Wendouree Drive, adjacent to Lake Burley Griffin, to cars to provide separate path options for pedestrians and cyclists and finalising additional carparking for families using the Boundless Playground.

On behalf of the Authority, I thank the NCA's volunteers and community groups who contribute to the NCA's purpose and work, and help us connect meaningfully with the Canberra community.

Lastly, I would like to thank NCA staff and our service providers as well as my fellow Authority members for their contribution and commitment to the NCA's vision, and important and varied work on advancing Canberra as Australia's national capital.



Terry Weber
Chair
National Capital Authority



R G Menzies Walk, Parkes,
Photographed by Dom Northcott.

Commonwealth Park, Parkes,
Photographed by Dom Northcott.

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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, Communications and the Arts portfolio. At 30 June 2022, the NCA was responsible to the Minister for Regional Development, Local Government 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. In short, 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 2021-22, the key strategic objectives of the NCA were:

- National Role, Engagement and Awareness
- Enhancing the Citizen and Visitor Experience
- Creating and Maintaining Place
- Ensuring Financial Sustainability
- Safe and Efficient Operations

The assessment of the NCA's performance against these objectives is set out in the NCA's performance statement at Chapter Two.

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

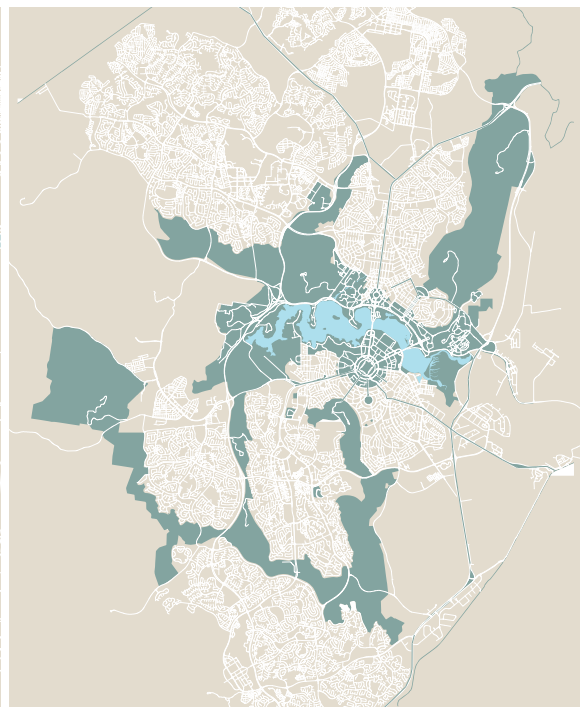
6. with the approval of the Minister, to perform planning services for any person or body, whether within Australia or overseas
7. with the approval of the Minister, and excluding the management and regulation of the taking of water, manage National Land designated in writing by the Minister as land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



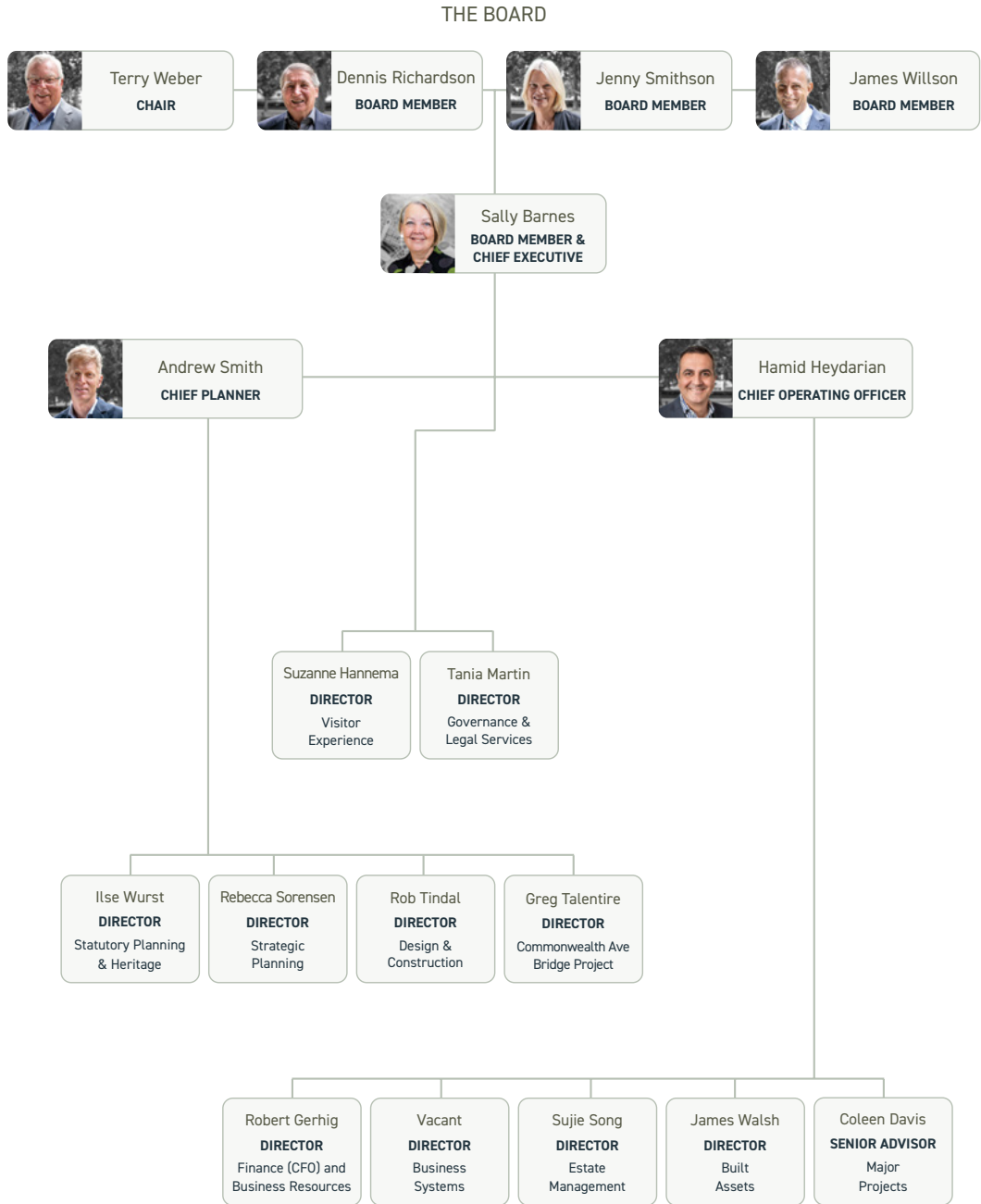
Land Managed by the NCA



Designated Areas under NCA's detailed planning control

The Structure of the NCA

Figure 1: NCA Organisational Structure at 30 June 2022



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 meetings and one additional meeting over the course of 2021-22. The Authority maintains minutes of these meetings and prepares public records of each meeting, which are available on the NCA's website.

Authority Membership

Chair

Mr Terry Weber was re-appointed on 31 March 2022 as (part-time) Chair of the Authority for three years from 13 June 2022. 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.

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.



International Flag Display, Parkes, Photographed by Dom Northcott.

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), the Planning Institute of Australia and BSD Consultants Pty Ltd. Ms Smithson was also a Senior Principal of international consulting firm, Cardno Ltd.

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.

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.

Ms Barnes has a background in environmental management having held senior executive positions in the NSW Environment Protection Authority and the NSW National Parks and Wildlife Service. Ms Barnes was the Chief Executive of the NSW Office of Environment and Heritage, and the Director of National Parks for the Australian Government. 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 and Risk Committee

The NCA Audit and Risk 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 and Risk Committee's Charter can be found at: www.nca.gov.au/sites/default/files/2022-06/NCA%20Audit%20and%20Risk%20Committee%20Charter_8June2022.pdf.

The NCA Audit and Risk Committee comprised three ongoing external members in 2021-22: Mr Geoff Knuckey (Chair), Mr Stephen Sheehan and Ms Anne O'Donnell. Further details of the NCA's Audit and Risk Committee members in 2021-22 are set out below:

- Mr Knuckey is an experienced chair and non-executive director with 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 and Risk Committee meetings held in 2021-22. Mr Knuckey received total remuneration of \$13,750 (inclusive of GST) for his work in 2021-22.
- 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 and Risk Committee meetings held in 2021-22. Mr Sheehan received total remuneration of \$10,412.50 (inclusive of GST) for his work in 2021-22.



Reconciliation Place, Parkes, Photographed by Dom Northcott.

- 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 and Risk Committee meetings held in 2021-22. Ms O'Donnell received total remuneration of \$11,000 (inclusive of GST) for her work in 2021-22.

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

During 2021-22, the Audit and Risk Committee met on four occasions to fulfil its statutory purpose and Charter requirements.

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 generally meets weekly to discuss priorities, issues and risks being managed 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 2021-22, 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.

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, and work and resourcing priorities.

Ms Barnes also directly supervises the NCA's Visitor Experience, Governance and Legal Services, and Media and Communications teams.

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, the NCA's heritage work and diplomatic land in the National Capital. In addition, the Branch is leading work on the renewal of Commonwealth Avenue Bridge.



Commonwealth Park, Parkes
Photographed by Dom Northcott.

Hamid Heydarian (Chief Operating Officer)

Mr Heydarian leads the Operations Branch, which is responsible for the effective management and enhancement of the National Estate, as well as the NCA's finances, human resources, business systems, work health and safety, 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 systems operation and improvement; and human resource and financial management.

Volunteer Contributions

NCA Volunteers

The NCA established its first volunteer program in 2001 to complement the NCA's work in 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 training opportunities to assist them to successfully undertake their role as ambassadors for Canberra. Volunteers can also 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 affected again in 2021-22 by the ongoing impact of the COVID-19 pandemic. Visitation was reduced because of travel restrictions and lockdowns. In addition, some volunteer sessions were not able to be held and volunteers elected to reduce their activities due to the risks involved, especially for vulnerable age groups.

Horticulture Volunteers

Since launching the program in 2004, the Horticulture Volunteers undertake valuable gardening activities in the Old Parliament House Rose Gardens, supporting the work of NCA contracted service providers. 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.

Our records indicate that the NCA's 68 Horticulture Volunteers contributed around 2,800 hours across some 1411 shifts in 2021-22. Unfortunately, COVID-19 restrictions significantly interrupted the volunteers' work in 2021-22. The dedication of the NCA's Horticulture Volunteers is very much appreciated.

Volunteer Guides and Greeters

Volunteer Guides begin as Greeters at the National Capital Exhibition, welcoming visitors and schools to the National Capital Exhibition (NCE). Some are happy to remain in this capacity and others take on more training to become Guides. These Guides present tours and programs at the NCE and may then train further to work at Blundells Cottage or on guided walking tours and education programs.

In 2021-22, Volunteer Guides and Greeters contributed 120 hours at the National Capital Exhibition, Blundells Cottage, and on our walking tours.

Research Volunteers

Research Volunteers work within projects on specific tasks. Most research projects were on hold in 2021-22. The biggest research topic was on Royal Visits to Canberra for the exhibition 'The Queen and Me', with some limited work being done on the history of Commonwealth Park and Rond Pond.

During 2021-22, one Research Volunteer contributed 12 hours on these tasks.

Conservation and Wildlife Volunteers

To help manage the conservation areas of the NCA's Estate, the NCA partners with several volunteer groups to undertake on-ground works, obtain separate grant funding for conservation works, and assist 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 (FOG), some 100 volunteers have undertaken many hundreds of hours of works in partnership with the NCA in these conservation areas. Utilising expert volunteers and residents, they undertake weed control, native planting, sensitive species and weed surveys, and provide a strong advocacy role within the community. With the assistance of FOG, Greening Australia and other volunteers, the last stage of the Stirling Park re-vegetation was completed with 350 understorey tube stock and 50 trees being planted in March 2022.

The NCA is also proud to partner with ACT Wildlife through an Environmental Care Agreement. ACT Wildlife is the ACT's main native wildlife rescue and rehabilitation volunteer group. ACT Wildlife's specialist vaccinated team of carers help rescue and care for the grey headed flying-fox population which camps in Commonwealth Park from September to April each year. The camp did not experience any major environmental stressors such as extreme heat, hail, or food shortages in 2021-22.

The NCA utilises the specialist skills of the ACT Rural Fire Service (RFS) volunteers, to assist in specific on-ground tasks set out in the Bushfire and Works Plan for NCA Conservation Areas. The RFS undertook a burn on Springbank Island in March 2022, removing three piles of organic waste from shoreline clearing undertaken in recent years.

CASE STUDY

Queen Elizabeth II – Platinum Jubilee

In 2022, Her Majesty, Queen Elizabeth II, became the first Monarch to celebrate 70 years of dedicated service to Australia and the Commonwealth. Since 1952, Her Majesty visited Australia 16 times, displaying her close connection to the Australian people.

As part of the commemoration, Aspen Island in Lake Burley Griffin was renamed Queen Elizabeth II Island to honour the Platinum Jubilee of Her Majesty and her cherished relationship with the people of Australia.

The renaming ceremony was held on 4 June 2022 on the Island and included a Welcome to Country and Smoking Ceremony, speeches from the Prime Minister and Administrator of the Commonwealth of Australian and a Carillon recital. It also included an Honour Guard, Defence Band, saluting battery and a flypast conducted by the Royal Australian Air Force.

The island is a tribute to the Queen because of her association with the National Carillon. On 26 April 1970, as Queen of Australia, Her Majesty inaugurated the British Government's gift of the Carillon before a crowd of some 25,000 people.

A highlight of the Jubilee celebration was the 'The Queen and Me' exhibition held at the National Capital Exhibition.

Other institutions displayed their royal memorabilia to mark the Jubilee, but the point of difference for the NCA's Queen and Me exhibition is that it is recollections of the Queen from the perspective of her people. Her Majesty included Canberra in her itinerary on 14 occasions during her reign. Therefore, the callout was put to the Australian people asking them for their personal experiences of meeting The Queen.

The response was enthusiastic, with more than 120 submissions. Memories and memorabilia were collected from Australians, from Dame Quentin Bryce to official drivers and school children who came to see their Queen.



National Capital Exhibition, Parkes, Photographed by Dom Northcott.

The exhibition opened on 2 June 2022, with VIPs attending the lighting of the Jubilee Beacon at the 'Marion' function centre at Regatta Point. The next day, all those who contributed were invited to a launch where older people and teens swapped recollections of the moments they encountered The Queen.

Laid out as a timeline of visits, including official duties and personal recollections, the exhibition has had high visitation since opening. Visitors watch the newsreels supplied by the National Film and Sound Archive and enjoy the photos and recollections on the media screen. The display cases of memorabilia are talking points for all visitors.

Perhaps the most successful element may be the postcard wall where current day visitors to the exhibition document their encounters with Queen Elizabeth II – following memories sparked by the exhibition itself.

'The Queen and Me' page of the NCA website has received traffic from all over the world.

Commonwealth Place, Parkes,
Photographed by Dom Northcott.

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2021-22 Annual Performance Statements

I, Terry Weber, on behalf of the accountable authority of the National Capital Authority (NCA), present the 2021-22 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.



Terry Weber
Chair
13 October 2022

NCA Performance

The sources of the NCA's performance criteria for 2021-22 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 2021-22 to 2024-25.

The NCA's Corporate Plan for 2021-22 to 2024-25 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 2021-22 to 2024-25 combined the NCA's functions under the PALM Act and concomitant activities into five strategic objectives:

- National Role, Engagement and Awareness
- Enhancing the Citizen and Visitor Experience
- Creating and Maintaining Place
- Ensuring Financial Sustainability
- Safe and Efficient Operations

These objectives, their performance criteria and the NCA's results against the criteria are set out below.

The NCA had a single Outcome in the 2021-22 Portfolio Budget Statements (PBS) covering all NCA activities:

PBS Outcome 1

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 NCA had two programs set out in the 2021-22 Portfolio Budget Statement:

Program 1.1 – National Capital Functions – \$14.001 million

Planning and designing areas of special national importance in Canberra, and raising awareness by ensuring that the National Capital is planned and promoted consistent with its enduring national significance.

Purposes – to fulfil the NCA's statutory functions and purposes and raise awareness of the role of Canberra as the National Capital

Program 1.1 Delivery

During 2021-22 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 – \$43.084 million

To facilitate the proper management and enhancement of National Land.

Purposes – to facilitate the proper management and enhancement of National Land

Program 1.2 Deliverables

During 2021-22 and the forward years, the NCA will

- propose, 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 address 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.

The COVID-19 Pandemic continued to reduce the opportunity for people to travel and gather in public places affecting the NCA's ability to achieve public facing and customer service objectives and goals. That said, the NCA worked to use innovative methods to stay connected to the public using 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 use a contracted service model for 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 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.



Scrivener Dam, Lake Burley Griffin,
Photographed by Evolve Timelapse.

Strategic Objective 1

National Role, Engagement and Awareness

Performance Criteria	Criteria Elements	Results
1 (a) Work to ensure areas managed by the NCA continue to perform their national and international functions effectively and efficiently, with a priority focus on developing a new diplomatic estate	Complete the concept design for the new diplomatic estate in North Curtin	Not achieved – Final investigations and reports concerning ecological and contamination matters were completed in March and April 2022, respectively. A concept design will be finalised in 2022-23.
1 (b) Take as many opportunities as possible to contribute to telling Australia’s story, in particular the symbolic role of Canberra and its institutions in articulating the development and heritage of the nation	Visitor satisfaction and exit show a 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.
1 (c) Engage and consult the Australian community on plans for the future of the city that builds on the Griffin Plan and the unique bush and landscape character of the capital	National Capital 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	Achieved – Only one relevant instrument was prepared in 2021-22. A Development Control Plan (DCP 21/02) for Amtech Estate, Symonston, amended an existing DCP, with only minor changes not significantly adversely impacting stakeholders. Public consultation was not undertaken due to the nature of the changes. This approach is provided for in the NCA’s Commitment to Community Engagement policy.

Analysis of Performance Against Purpose

The NCA continued to ensure we provide the basis for Canberra to continue to successfully play its role as Australia’s National Capital.

The NCA completed much of the preparatory work for establishing a new diplomatic estate in North Curtin. The demand for diplomatic sites was less pressing in 2021-22 because of the impact of the COVID-19 pandemic. As noted above, environmental studies were completed, ready for the next stage of development planning.

The NCA’s work on promoting awareness of Canberra’s special role continued in 2021-22 despite COVID-19 restrictions affecting student excursions and overall visitor numbers to the National Capital Exhibition (NCE). A total of 73,035 people visited the NCE this year, compared with 74,136 in 2020-21. A range of online activities and virtual programs continued, including a new virtual tour of Reconciliation Place – see below.

A highlight at the NCE during the year was the ‘The Queen and Me’ exhibition which formed part of Queen Elizabeth II’s Platinum Jubilee Celebrations. The popular exhibition resulted in an increase of visitors to the NCE. As part of the Jubilee Celebrations. The Government renamed Aspen Island in Lake Burley Griffin to ‘Queen Elizabeth II Island’ with an official function attended by the Prime Minister and a range of dignitaries on 4 June 2022.

The NCA conducted ongoing consultation on relevant Works Approval applications in 2021-22, in accordance with the NCA’s Commitment to Community Engagement policy.

Major consultation processes were conducted for works at the Australian War Memorial, One City Hill and Raising London Circuit (as part of the ACT Government’s Light Rail Stage 2A project) as well as for a new Aged Care Facility in Weston Creek. Each process enabled substantive and constructive community engagement on development proposals. Where relevant, the NCA worked to ensure we received input from across Australia on nationally important development proposals.



Commonwealth Place, Parkes,
Photographed by Dom Northcott.

Strategic Objective 2

Enhancing the Citizen and Visitor Experience

Performance Criteria	Criteria Elements	Results
2(a) In partnership with the ACT Government and commercial providers, continue to deliver a calendar of events and a range of public programs to attract people to Canberra and to enhance the overall visitor experience	The National Capital hosts an increased number of nationally and internationally significant events	Achieved – the NCA partnered with the ACT Government to bring the inaugural New Year’s Eve event at Lake Burley Griffin. The Enlighten Festival returned to the National Triangle in March 2022 with NCA contributing to the event through the internationally recognised Van Gogh Alive exhibition which attracted around 74,000 patrons over its six-week season. The summer concert series returned to Stage 88 as well as the Canberra Times Marathon, Africa in the Park, Million Paws Walk, Mother’s Day Classic, Tuff Nutterz and the Capital Food & Wine Festival.
2(b) Work with partners in the national cultural institutions to make it easy for people to plan, explore and enjoy the array of experiences within the National Triangle	There are new facilities and hospitality offerings operating at Regatta Point and at Commonwealth Place	Achieved – a new hospitality venue, ‘The Jetty’ at Commonwealth Place, commenced operations in December 2021 and was a successful and popular venue over the 2021-22 Summer season. Following major construction and repair works, the ‘Walter’ and ‘Marion’ café/restaurant/function centre began trading from early May 2022. Both venues provided significant additional facilities and hospitality offerings in the National Triangle.
	There is improved wayfinding and signage in the National Triangle	Achieved – New tourist, directional and interpretive signs were installed on Commonwealth Avenue, Commonwealth Place, Blundells Cottage, Queen Elizabeth II Island and Sir Roland Wilson Place at the Treasury Building. New plaques to identify roses in both the House of Representatives and Senate Rose Gardens were manufactured and installed.
2(c) Increase visitors’ connection to Ngunnawal Country and Ngunnawal people and assist in promoting the place of First Nations’ people in our national story	There is an increase in the recognition and contribution of Indigenous peoples in the National Capital including through programs at the National Capital Exhibition.	<p>Achieved – a new education program – <i>The Griffin Mission</i> – commenced in 2021-22. The program begins the story of Canberra in the pre-European settlement period with the sustainable resources practice of the Ngunnawal and continues this into potential future for the National Capital.</p> <p>The NCA assisted the Aboriginal Tent Embassy with its 50th Anniversary celebrations as well as assisting the National Australia Day Council with incorporating Indigenous elements into their annual Australia Day in the Capital event.</p> <p>Reconciliation Place virtual tours, which allow visitors to the site to learn more about the sculptures through educational videos via a QR Code download, were launched during Reconciliation Week in May 2022. The videos were also made available to anyone via the NCA website. New interpretive signage recognised that visitors were on Ngunnawal country.</p>

Analysis of Performance Against Purpose

In 2021-22, the NCA focussed on events, facilities and activities aimed to enhance the experience of Australian citizens and visitors to the National Capital, including with respect to their awareness of Indigenous Australians.

Especially during the second half of 2021-22, the NCA facilitated returning events, such as the Enlighten Festival, which had not occurred over the past year or two because of the COVID-19 restrictions. New events included the Canberra Food and Wine Festival and the highly successful Van Gogh Alive exhibition – a multi-sensory art show displaying the works of artist Vincent Van Gogh.

NCA worked closely with Canberra’s National Cultural Institutions to create a co-ordinated tourism marketing campaign, The Cultural Icons, to promote their exhibitions and offerings, and encourage visitors to come to Canberra. The specific campaign launched on 25 June 2021 and ran through until 31 August 2021, with elements continuing through 2021-22.

NCA worked alongside the Department of the Prime Minister and Cabinet as part of the Platinum Jubilee celebrations. Events co-ordinated by the NCA included lighting major institutions and buildings in Canberra purple and the renaming of Aspen Island to Queen Elizabeth II Island on the occasion of Queen Elizabeth II’s 70th anniversary of her reign.

In association with the National Australia Day Council and ACT Government, the NCA presented the annual Australia Day in the Capital event in 2022, incorporating significant Indigenous elements.

The NCA progressed a proposal to introduce the option of travel to and from Canberra by seaplane following a successful demonstration flight in December 2020. This work included investigations of license conditions, infrastructure requirements and initial work on a Lake Users Guide to facilitate safe use of Lake Burley Griffin for all.

The NCA worked closely with commercial operators to establish new or revived venues, especially the ‘Walter’ and the ‘Marion’ café/restaurant/ functions venue at Regatta Point, and ‘The Jetty’ at Commonwealth Place.

Following the required investigation and design work, new signs were installed at several locations in the National Triangle with a more extensive roll out planned for 2022-23. New signage has additional features to improve wayfinding such as walking distances and QR codes.

The NCA took a number of measures in 2021-22 to enhance visitors’ connections with the First Nations people of the Canberra region – the Ngunnawal people – across the NCA’s operations, including greater recognition at the National Capital Exhibition, increased support for the Aboriginal Tent Embassy and launching a new virtual tour of Reconciliation Place as part of Reconciliation Week activities.

The NCA worked with the National Museum of Australia, the ACT Government and Indigenous Australian playwright, Wesley Enoch, to present many new indigenous elements of National Australia Day Council’s Canberra celebrations.



Van Gogh Alive, Parkes, Photographed by Dom Northcott.

Strategic Objective 3

Creating and Maintaining Place

Performance Criteria	Criteria Elements	Results
3 (a) Maintaining our primary focus on the care and stewardship of the special and symbolic places within the National Capital and ensuring all works undertaken in designated areas are in accordance with the National Capital Plan	All approved applications are consistent with the principles and policies of the National Capital Plan	Achieved – All 415 approved applications during the 2021-22 financial year were assessed as consistent with the principles and policies of the National Capital Plan. A total of 22 applications were withdrawn or not supported.
	At least 80% of Works Approvals applications processed are assessed against the National Capital Plan within 15 working days.	Not achieved – For the financial year 2021-22, 59% of applications were processed within 15 business days. During this period, there were a number of large, complex and sensitive Works Approval applications such as the redevelopment of the Australian War Memorial, Raising London Circuit, commercial development at One City Hill and a new aged care facility at Weston Creek. Further, throughout 2021-22, there were staffing disruptions which arose during COVID-19 pandemic which impacted performance against this measure.
3 (b) Creating dynamic precincts and iconic spaces	Kings Park and Rond Terrace are renewed and revitalised, including with respect to visitor safety.	Achieved – New flagpoles were installed, and related works completed, at Rond Terrace providing a new national event facility which was used as the key venue for Australia Day 2022. Major works were completed at Kings Park in early 2022, including extended carparking and other amenities and safety features.
3 (c) Encouraging high quality design and landscaping, and leading practice environmental and heritage management in developments on national land and in designated areas	The heritage values of places managed by the NCA are integrated into relevant planning, projects and management activities.	Achieved – Work continued on completing reviews and updates for the following Heritage Management Plans (HMPs): York Park North Oak Plantation, National Rose Gardens and Parliament House Vista. The HMPs for the National Carillon and Aspen Island, Australian American Memorial and Sir Thomas Blamey Square, were endorsed by the Australian Heritage Council and will proceed to be registered as legislative instruments in 2022-23. The Anzac Parade HMP is expected to be endorsed in 2022-23. Further work is to be undertaken by the NCA on the Acton Complex HMP. NCA staff with heritage expertise have also provided heritage advice and guidance on a range of projects and developments in 2021-22.

Performance Criteria	Criteria Elements	Results
3 (d) Planning for a changing climate and its impact on landscapes and protecting and enhancing the ecological integrity and resilience of land and waterbodies managed by the NCA	The NCA Tree Management Policy is progressively implemented including with respect to increasing the tree canopy cover on NCA-managed lands to 40% by 2030.	<p>Achieved – In order to achieve the target of 40% canopy cover by 2030, the NCA is implementing a rolling tree management program which incorporates the following:</p> <ul style="list-style-type: none"> • collaboration with suppliers to strengthen stock numbers and acclimatised species supply • replacing each tree removal with three new plantings • increasing tree planting density • identifying new areas for planting in accordance with heritage guidelines. <p>Around 400 tree plantings have been identified for planting in Spring 2022.</p>

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 and supporting documents 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 continued to work collaboratively with ACT Government agencies in 2021-22 including enabling work for the ACT Government’s Light Rail project.

The number of works approval applications remained high in 2021-22 (415 in 2021-22 approved, compared with 408 in 2020-21), including some large and complex developments such as Raising London Circuit. Staffing challenges brought about by COVID-19 restrictions led to the NCA not achieving the targeted processing rate in 2021-22.

In addition to works at Kings Park and Rond Terrace noted above, the NCA undertook substantial redevelopment works at Regatta Point which significantly enhanced the amenity of the area.

The NCA continued to manage a range of heritage work and obligations in 2021-22. The listing of Lake Burley Griffin and Adjacent Lands on the Commonwealth Heritage List in May 2022 was a welcome development and will provide greater clarity for the NCA’s work in and around our iconic Lake.

NCA-managed areas experienced significant protest activity in Canberra in 2021-22. The NCA worked closely with the Australian Federal Police and ACT Policing to respect the rights of Australians to protest but also to protect valuable community assets from damage and minimise disruption to the operation of Canberra and its effective functioning as Australia’s National Capital.



Statue of Sir John McEwen, Parkes, Photographed by Dom Northcott.

CASE STUDY

Sunsetting Legislation

Large parts of the legislation the NCA operates with was renewed and updated in 2021-22. Some of the legislation replaced dates back to the introduction of self-government in the ACT in 1988 with referred elements going even further back, in some cases, to before Federation!

The process is based on the sunseting legislation provisions of the *Legislation Act 2003* which includes that sub-ordinate legislation such as regulations or ordinances lapse or sunset every ten years. This process is to ensure these instruments remain relevant and fit for purpose.

The NCA worked closely with our portfolio Department, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, on the renewal process which also involved other stakeholders, including other Australian Government agencies, the ACT Government and a range of affected parties.

The new Ordinances, set out below, came into effect on 1 April 2022

- Australian Capital Territory National Land (Leased) Ordinance 2022
- Australian Capital Territory National Land (Unleased) Ordinance 2022
- Australian Capital Territory National Land (Lakes) Ordinance 2022
- Australian Capital Territory National Land (National Memorials, Territory Divisions and Public Places) Ordinance 2022

These instruments replaced the National Land Ordinance 1989, the Lakes Ordinance 1976 and the National Memorials Ordinance 1928.

The new Ordinances modernise much of the NCA's legislative framework and ensure it remains appropriate and effective into the future.

The NCA has commenced work on reviewing another legislative instrument, covering the NCA's parking and related arrangements, the *National Land (Road Transport) Ordinance 2014*, which is scheduled to sunset in April 2024.



Blundells Cottage,
Parkes, Photographed
by Dom Northcott.

Strategic Objective 4

Ensuring Financial Sustainability

Performance Criteria	Criteria Elements	Results
4 (a) Maintain a sound financial basis for the NCA's role and operations, including targeted and leveraged investments to activate assets and facilities across the National Estate	Appropriate commercial activities occur across the estate, which allow ongoing support for community and charitable uses.	Achieved – Commercial activities were minimal in the first half of 2021-22 because of the impact of the pandemic. The second half of the year saw the inaugural season of Van Gogh Alive, the return of the Enlighten Festival, Canberra Times Marathon and numerous music concerts along with many larger scaled charity and community events.
4 (b) Increase community and commercial partnerships and continue to diversify our revenue streams	There is an increase in revenue earned through events and commercial operations on NCA-managed land.	Achieved – There was an increase of around \$200,000 in events revenue in 2021-22, compared with 2020-21, with an additional \$430,000 received as a contribution towards capital works.

Analysis of Performance Against Purpose

The NCA provided sound financial management to our operations in 2021-22, achieving a small surplus for the year. Further details are set out in Chapter 5 and in the NCA's Financial Statements (at Appendix 1).

The NCA established important new commercial partnerships and events which will assist in funding the NCA's work across our responsibilities.

Targeted investment in Regatta Point has now established an important ongoing revenue stream for the NCA through the operation of The Marion and The Walter café/restaurant/functions venue. As well as attracting visitors and enlivening the National Triangle, new and enhanced events such as Van Gogh Alive also provided valuable income to the NCA.



Reconciliation Place, Parkes, Photographed by Dom Northcott.

Strategic Objective 5

Safe and Efficient Operations

Performance Criteria	Criteria Elements	Results
5(a) Manage the NCA's substantial and ageing assets and significant sites to ensure their safety, useability, heritage values and significance to the National Capital is maintained	At least 90% of maintenance issues are addressed within target timeframes, according to safety, risk and priority	Achieved – A total of 97% of maintenance requests were addressed within target timeframes, according to safety, risk and priority.
	At least 90% of capital improvements are actioned within target timeframes	Achieved – 97% of capital improvements were actioned within target timeframes in 2021-22.
5(b) Deliver fit for purpose and efficient transaction processes and positive customer experience through effective business processes	There is a new Works Approval e-Lodgement, and document and permit lodgement system in place.	Not achieved – There was substantial preparatory work undertaken in 2021-22 for a new Works Approval e-Lodgement system but work was deferred until 2022-23.

Analysis of Performance Against Purpose

The NCA continued to manage a large and diverse asset base, which is currently valued at around \$1.2 billion. Work continues to be prioritised and scheduled according to asset management plans and on the basis of safety, amenity and importance.

Scrivener Dam is 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 DSMP continues to be of a consistently high quality. The 2022-23 Budget provided \$38.5 million over four years for work on the Dam to ensure its ongoing safety and stability.

Major planning and procurement work was undertaken in 2021-22 on the Commonwealth Avenue Bridge Renewal project as part of a \$137 million project to strengthen and widen the bridge to ensure it continues as a major Canberra transport asset for another 50 years. The NCA has measures in place to ensure the Bridge's safety and efficacy in the meantime.

CASE STUDY

Improvements at Kings Park and Rond Terrace in 2021-22

Kings Park, together with Commonwealth Park and Rond Terrace, is part of the Canberra Central Parklands precinct on the northern shores of Lake Burley Griffin. Kings Avenue, Parkes Way, Lake Burley Griffin and Rond Terraces bound Kings Park.

Over the past decade, use of the Park has significantly increased. Increased use reflects new attractions within the park such as national memorials, the Boundless all abilities playground and RG Menzies Walk. New residential and office developments in the adjacent suburbs of Russell, Parkes and Campbell have increased the nearby population, which has in turn, increased park users.

Increased usage of Kings Park has led to negative interactions between some park users, revolving around shared use of transport infrastructure and different expectations regarding the speed environment for different transport modes. The aspiration for the Park in the long term is that it evolves into a more pedestrian- and cyclist-oriented precinct.

In mid-2020, following public consultation on the NCA's preferred renewal option, the Authority agreed to a staged renewal of Kings Park to address the bicycle, vehicular and pedestrian conflicts; and parking shortage and rationalisation issues evident in the Park. By December 2020, the first stage of the works involving a new expanded carparking area near the Boundless playground was completed.

The second stage of the works included constructing a new carpark west of Blundells Cottage and the closure and repurposing of the central section of Wendouree Drive to accommodate a new dedicated two-way cycle lane.

On 13 October 2021, Wendouree Drive was closed to traffic, and the first phase of converting the section of road through the middle of the Park to a dedicated cycle path was achieved. Connecting path works in Commonwealth Park were also introduced to help divert cyclists off RG Menzies Walk onto the new cycle path arrangement in Kings Park. Construction of an accessible path up to Blundells Cottage from Wendouree Drive and a coach drop-off near the National Police Memorial followed.

The Blundells carpark works were substantively completed in January 2022 prior to Australia Day. The installation of six flagpoles for ceremonial use at Rond Terrace flagpoles was completed in mid-December 2021.



Kings Park, Parkes,
Photographed by
Dom Northcott.

National Carillon, Lake Burley Griffin,
Photographed by Dom Northcott.

3





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 Portfolio Budget Statement 2021-22 and NCA Corporate Plan 2021-22 to 2024-25 set out our key objectives for 2021-22 – the Performance Statement (Chapter 2) reconciles our planned work against outcomes achieved. Team business plans and individual performance agreements 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 for further details. These bodies 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 and Risk 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 and Risk 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 and Risk Committee met four times in 2021-22, 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 and Risk 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 and Risk 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 2021-22 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 2021-22, 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 2021-22 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 2022

Ministerial Directions

The NCA did not receive any Ministerial Directions in 2021-22.

Finance Law – Significant Issues

During the period 2021-22, 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 2021-22, the NCA appeared at public hearings before the JSCNCET on one occasion, on 7 December 2021. Discussion topics covered a range of the NCA's activities including major planning developments and initiatives and related community consultation work, memorials and the Canberra National Memorial Committee, the new diplomatic estate and sporting facilities in Canberra.

Judicial, Administrative Tribunal or Information Commissioner Decisions

During 2021-22 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

The Auditor-General issued Report No. 30 2021-22 – Procurement by the National Capital Authority on 2 June 2022.

The performance audit highlighted gaps and deficiencies in the NCA's procurement processes. Further, the audit was critical of the NCA's interpretation of the Commonwealth Procurement Rules for construction work and identified instances of poor recordkeeping.

The NCA and the Department of Finance accepted all the audit's recommendations. The NCA has taken steps to address the findings and implement the report's recommendations.

During 2021-22 there were no reports on the operations of the NCA by a Parliamentary Committee or the Commonwealth Ombudsman.

Capability Reviews

During 2021-22, 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 assets within its area of responsibility. NCA-managed National Land is land designated by the NCA's Minister as land required for the purposes of the National Capital. 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 Queen Elizabeth II Island and the National Carillon
- Dunrossil Drive, Yarralumla
- Acton Peninsula
- Yarramundi Grasslands
- Stirling Ridge, Yarralumla
- Lindsay Pryor National Arboretum
- 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, trees, 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 can effectively manage its assets. Asset Management Plans for each asset class are updated regularly 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 is 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 a Heritage Management Plan (HMP) for each place it manages that has Commonwealth Heritage values. The NCA has a rolling program to prepare heritage assessments and HMPs to protect and manage the Commonwealth Heritage values of the places it controls.

The NCA is responsible for 21 listed heritage places – 19 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 in the EPBC Act. The NCA's Heritage Strategy is a strategic planning tool, setting out the approach to managing the heritage values of NCA-managed property. The NCA has a rolling program of review and update of HMPs, in accordance with EPBC Act obligations and best practice management. HMPs are currently being prepared for the Australian American Memorial and Sir Thomas Blamey Square, Russell, and Lake Burley Griffin and Adjacent Lands, the remaining heritage-listed places without a HMP.

Purchasing

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 2021-22, five new consultancy contracts were entered into involving total actual expenditure of \$0.134 million. There were 16 ongoing consultancy contracts carried over from prior financial years involving expenditure of \$0.553 million.

The following organisations received the five largest shares of NCA's total expenditure or 5% or more of total expenditure on consultancy contracts in 2021-22:

- C & B Pty Ltd T/a Cobul Constructions
\$8.103 million
- Citywide Service Solutions Pty Ltd
\$4.640 million
- Complex Co. PTY LTD
\$2.697 million
- Ecowise Services (Australia) Pty Ltd
\$2.591 million
- Simeonov Civil Engineering
\$2.080 million

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.

Reportable Non-Consultancy Contracts

During 2021-22, 177 new non-consultancy contracts were entered into involving total actual expenditure of \$13.627 million. There were 129 ongoing non-consultancy contracts carried over from the prior financial years involving expenditure of \$30.520 million.

The following organisations received the five largest shares of NCA's total expenditure or 5% or more of total expenditure on non-consultancy contracts in 2021-22:

- C & B Pty Ltd t/a Cobul Constructions
\$8.103 million
- BGIS Pty Ltd
\$7.357 million
- Citywide Service Solutions Pty Ltd
\$4.640 million
- Complex Co. PTY LTD
\$2.697 million
- Simeonov Civil Engineering
\$2.080 million

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.

Exempt Contracts

No contracts were exempted on public interest grounds from publication with AusTender during 2021-22.



Growth, Tree of Life, Campbell Park Offices, Campbell, Photographed by Dom Northcott.

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 2021-22.

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 AAIs 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 2021-22, the NCA paid 84% of invoices within 20 days.

During 2021-22 the NCA made total payments of \$13.128 million to 159 small and medium-sized enterprises.

Advertising and Market Research

During 2021-22, the NCA did not conduct any advertising campaigns.

During 2021-22, the NCA did not make payments in relation to advertising or market research above the relevant disclosure threshold (\$14,500).

Grants

During 2021-22, 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.



National Capital Exhibition, 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* (the 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 environmental measures such as protection including from sun, wind and heat.

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 our functions and operations, the NCA:

- develops and implements cost efficient measures and adopts effective technologies to minimise waste, and energy and natural resource use, and to prevent or 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 staff are committed to strong environmental performance, through embedding environmentally friendly practices into everyday activities.

NCA Outcomes Contributing to ESD

The NCA's sole Outcome set out in Portfolio Budget Statement 2021-22 and 2022-23 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'.

Effect of NCA Activities on the Environment

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

- a targeted replacement program of public lighting with LED luminaires providing reduced energy usage and longer life
- 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 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 2022. This is the 14th 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 2021-22, 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 previous years. Most irrigation occurs at night, with only some exceptions such as 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.

Working with conservation dogs capable of early detection of alligator weed, an invasive weed species, and subsequent eradication.

Ongoing partnership using an Environmental Care Agreement with the Friends of Grasslands to undertake weed management and re-planting on conservation grasslands in the National Capital Estate.



Central Basin, Lake Burley Griffin, Photographed by Dom Northcott.

Ongoing collaboration with ACT Wildlife. ACT Wildlife can 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 several principles to promote native grasses and lower the fuel load by managing the fire risks. In 2021-22, activities included fire trail maintenance, slashing of firebreaks and 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 relevant areas. Goat grazing on weed species creates less soil disturbance than manual removal methods and reduces the quantity 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 a Flying Fox Management Plan, including an Extreme Weather Event Response 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.

Having recycling bins across the National Estate.

Maintaining a pay-by-phone parking 'app' which minimises the use of plastic-coated paper tickets by around 67 per cent or 70km of plastic-coated paper.

Ongoing upgrades of lighting infrastructure across the estate to improve reliability, energy efficiency and increase asset life through the replacement of old luminaires with LED devices.

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

CASE STUDY

LED Upgrades to improve lighting (and reduce environmental impact)

In 2021-22, the NCA engaged an electrical engineering consultant to undertake a review of the lighting installations throughout the National Estate. The intent of the review was to investigate the feasibility of upgrading the entire installation to LED technology.

The review confirmed that an upgrade to LED technology will provide three key benefits:

- reduction to the amount of lighting outages experienced across the Estate
- reduction in electricity usage and costs
- reduction in the ongoing maintenance costs.

The report also outlined a proposed approach for the upgrade, including confirmation of the lighting requirements in relation to the Australian Standards, recommended equipment selections, an indication of the likely costs of the upgrade, and the associated energy savings and payback periods.

The Estate contains several different types of lighting systems and luminaires across arterial roads, pathways, car parks, bridges, and open space areas. The lighting installations vary in age with the majority undertaken prior to the prevalence of LED technology and therefore incorporate different light sources that are less efficient and have a shorter lamp life compared to the current LED technology.

Upgrading to LED will reduce energy consumption and ongoing maintenance costs. The LED luminaire is expected to reduce the power consumption by between one third and one half depending on the lighting and final equipment systems selections.

- In terms of energy usage, the upgrade to LED luminaires is expected to reduce usage by up to 410kWh across the arterial road lighting systems, and between 6kWh and 140kWh across the various car park, pathway, landscape, decorative and artwork lighting systems.

- Currently lighting systems across the Estate operate for approximately 4,200 hours per annum. Based on the average life of the existing lamp technology and the calculated run time the current luminaires require lamp replacements approximately every three years. With LED technology, the frequency of lamp replacement is expected to increase to around 15 years.

In 2022-23, the NCA will progress a detailed design for the upgrade of the Estate lighting systems to LED. The intent is to break the design into packages of work that can be delivered over the next five years.

This initiative will improve the lighting of the Estate and save operating costs. Importantly it will also contribute to reducing environmental impact through lower energy consumption, and less frequent lamp replacements.



Commonwealth Place,
Parkes, Photographed
by Dom Northcott.

National Rose Garden,
Photographed by Dom Northcott

4





Management of Human Resources

Australia Day Achievement Medallion

In early 2022, Sujie Song was presented with the Australia Day Achievement Medallion for her instrumental work in forming and maintaining positive relationships between the National Capital Authority, the Australian Federal Police (AFP) and ACT Policing over several months, as well as supporting and managing the National Capital Authority's Lake and Dam team through a very challenging time and ensuring the national estate is in pristine condition for important National occasions.

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.

COVID-19 restrictions made learning and development activities difficult in 2021-22. Nonetheless, the NCA provided a range of on-line and some face-to-face training on key areas including the following:

- APS Online induction training for new staff, consisting of 13 e-modules covering a range of workplace-related topics
- Specific fraud awareness training was undertaken by NCA staff in early 2022
- A number of online modules on health and safety topics through the Safetyhub system
- Training sessions on the use of the NCA's cloud-based Workplace Health and Safety System
- Work Health and Safety due diligence training for the NCA Chief Executive and Branch Managers.

Staffing Summary and Profile

The NCA had an average staffing level (ASL) of 57.5 for 2021-22. The NCA's headcount at 30 June 2022 was 58 employees; 57 employees engaged under the *Public Service Act 1999* and the NCA Chief Executive. The NCA Chief Executive is appointed under the *Australian Capital Territory (Planning and Land Management) Act 1988*. All NCA employees are 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 2022 and 30 June 2021, respectively, by employment status, location and gender.

Table 1: All Ongoing Employees Current Report Period (at 30 June 2022)

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
ACT	17	2	19	23	7	30	0	0	0	49

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 2: All Non-Ongoing Employees Current Report Period (at 30 June 2022)

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	8	0	8	0	0	0	9

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, or Authority Members.

Table 3: All Ongoing Employees Previous 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	47

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 4: All Non-Ongoing Employees Previous 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	6

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, or Authority Members.

Tables 5 to 8 provide the number of employees in the NCA as at 30 June 2022 and 30 June 2021, respectively, by classification and gender.

Table 5: Australian Public Service Act Ongoing Employees Current Report Period (at 30 June 2022)

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	7	0	7	5	1	6	0	0	0	13
APS 6	4	0	4	6	3	9	0	0	0	13
APS 5	0	1	1	2	0	2	0	0	0	3
APS 4	0	0	0	2	0	2	0	0	0	2
APS 3	0	1	1	2	1	3	0	0	0	4
APS 2	1	0	1	1	1	2	0	0	0	3
Total	17	2	19	23	7	30	0	0	0	49

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 2022)

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	1	0	1	1	0	1	0	0	0	2
EL 1	0	0	0	3	0	3	0	0	0	3
APS 6	0	0	0	1	0	1	0	0	0	1
APS 5	0	0	0	1	0	1	0	0	0	1
APS 4	0	0	0	1	0	1	0	0	0	1
APS 3	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0
Total	1	0	1	7	0	7	0	0	0	8

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 2021)

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	6	0	6	0	0	0	9
EL 1	5	1	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
Total	15	1	16	27	4	31	0	0	0	47

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 2021)

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	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
Total	1	0	1	3	1	4	0	0	0	5

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 2022 and 30 June 2021, 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 2022)

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	2	0	2	11
EL 1	12	1	13	3	0	3	16
APS 6	10	3	13	1	0	1	14
APS 5	2	1	3	1	0	1	4
APS 4	2	0	2	1	0	1	3
APS 3	2	2	4	0	0	0	4
APS 2	2	1	3	0	0	0	3
Total	40	9	49	8	0	8	57

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 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
Total	42	5	47	4	1	5	52

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 in the ACT.

Table 11: Australian Public Service Act Employment Type by Location (at 30 June 2022)

	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	49	8	57
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
Total	49	8	57

Table 12: 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
Total	47	6	53

Staff Retention and Turnover

During 2021-22, 21 employees (14 ongoing and 7 non-ongoing) commenced employment with the NCA, and 19 employees (16 ongoing and 3 non-ongoing) separated from employment with the NCA.

Table 13: Employee commencement and separation in the 2021-22 financial year

Classification	Male	Female	Indeterminate	Total
SES				
Commencements	1	0	0	1
Separations	1	0	0	1
EL 1 - 2				
Commencements	8	6	0	4
Separations	5	5	0	10
APS 1 - 6				
Commencements	12	4	0	6
Separations	2	6	0	8

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.

Note: Three employees separated from the NCA after long-term leave where the period is greater than 1 month and were not captured in the head count for 2020-21 report.

Workplace Diversity

The NCA continues to have a diverse workforce. Table 14 sets out NCA staff from diverse backgrounds as at 30 June 2022.

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

	Total
Women	37
People with a disability	4
Culturally and linguistically diverse background	10

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.



Commonwealth Park, Parkes,
Photographed by Dom Northcott

Tables 15 and 16 provide a report on Indigenous employees in the NCA as at 30 June 2022 and 30 June 2021, respectively, by employment status.

Table 15: Australian Public Service Act Indigenous Employment Current Reporting Period (at 30 June 2022)

	Total
Ongoing	3
Non-Ongoing	0
Total	3

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 2021)

	Total
Ongoing	3
Non-Ongoing	0
Total	3

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 several 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 entered into a Section 24 (1) determination for salary increases from 2021 – 2023. The NCA also 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.



Commonwealth Park, Parkes, Photographed by Dom Northcott

Table 17 provides a summary of NCA employees covered by the Enterprise Agreement, Section 24 Determinations and Individual Flexibility Agreements. As at 30 June 2022, the Chief Executive’s remuneration was determined in accordance with the *Remuneration Tribunal (Remuneration and Allowances for Holders of Full-Time Public Office) Determination 2021*.

Table 17: Employment Arrangements of SES and Non-SES employees at 30 June 2022

	SES	Non-SES	Total
Enterprise Agreement	0	47	47
Section 24(1) Determination	2	2	4
Enterprise Agreement plus supplementary agreement	0	6	6
Total	2	55	57

Key: SES – Senior Executive 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, Section 24 Determinations, and Individual Flexibility Agreements (IFA’s) 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 2022)

Classification	Minimum Salary	Maximum Salary
SES 1	\$228,023	\$250,000
EL 2	\$120,433	\$192,436
EL 1	\$102,031	\$130,000
APS 6	\$80,589	\$103,389
APS 5	\$73,079	\$78,577
APS 4	\$65,552	\$71,906
APS 3	\$58,482	\$64,050
APS 2	\$51,419	\$57,163
APS 1	\$44,220	\$48,874

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

Note1: The table does not include the Chief Executive’s remuneration.

Note 2: Salaries ranges may be higher than prescribed in the Enterprise Agreement.

Executive Remuneration

During the reporting period ended 30 June 2022, the National Capital Authority had nine 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	Full year
Sally Barnes	Chief Executive	Full year
Andrew Smith	Chief Planner	Full year
Lachlan Wood	Chief Operating Officer	Part year
Coleen Davis	Chief Operating Officer	Part year
Hamid Heydarian	Chief Operating Officer	Part 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	-	-	-	70,466
Dennis Richardson	Member	24,416	-	-	3,772	-	-	-	28,187
Jenny Smithson	Member	24,416	-	-	2,449	-	-	-	26,865
James Willson	Member	24,416	-	-	3,772	-	-	-	28,187
Sally Barnes	Chief Executive	342,412	-	1,252	50,191	5,872	-	-	399,727
Andrew Smith	Chief Planner	252,861	-	22,187	42,602	25,145	-	-	342,796
Lachlan Wood	Chief Operating Officer	60,740	-	7,849	6,898	2,448	-	-	77,935
Coleen Davis	Chief Operating Officer	71,170	-	81	7,338	\$2,740	-	-	81,329
Hamid Heydarian	Chief Operating Officer	127,459	-	9,283	21,270	\$2,245	-	-	160,257
TOTAL		988,907	-	40,652	147,719	38,451	-	-	1,215,730

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 current \$235,000 annual remuneration threshold.

Policies and Practices

The total remuneration of the Key Management Personnel for 2021-22 was 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 2021* 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 was 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 2021* 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 2021* 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 align with 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.

National Library of Australia, Parkes,
Photographed by Dom Northcott



Disability Reporting

Australia's Disability Strategy 2021-2031 calls on all Australians to ensure people with disability can participate as equal members of society.

The Strategy acknowledges and respects the diversity of people with disability. It recognises the importance of tailoring actions to take into account this diversity. 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 governments are committed to deliver comprehensive and visible reporting to improve accountability under the Strategy. Reporting under the Strategy will complement the reporting under State and Territory Governments and local government disability plans. Progress reports can be found at 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.

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 its employees.

During 2021-22, the NCA strengthened its Work Health and Safety Management System (WHSMS). This incorporated various revisions to policies and procedures, additional training for staff and improvements to the NCA's cloud-based Workplace Health and Safety System.

The improvements to the cloud-based Workplace Health and Safety System resulted in more effective and detailed reporting. In turn this has enabled hazards and issues to be addressed in a timely manner. During 2021-22, the highest reported incident mechanism was other/unspecified.

During 2021-22, the NCA provided free influenza vaccinations for NCA staff and volunteers. Additionally, 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 three notifiable incidents reported to Comcare during 2021-22. The NCA engaged with Comcare for each matter and put measures in place where possible to reduce the likelihood of similar incidents occurring in the future.

COVID-19

Throughout 2021-22, 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 arrangements. This included other risk-based measures such as physical distancing, hygiene procedures and additional cleaning as required.

The NCA monitored the effectiveness of its COVID-19 arrangements through external channels and internal measures, such as pulse surveys, health and safety initiatives and methods of work.



Commonwealth Place, Parkes,
Photographed by Dom Northcott.

CASE STUDY

Van Gogh Alive Exhibition

In March/April 2022, the NCA presented its first 'blockbuster' event in many years, Van Gogh Alive— The Experience.

Created by Grande Experiences, Van Gogh Alive gave visitors the unique opportunity to immerse themselves into Van Gogh's artistry and truly venture into his world. The event offered an alternative experience option for visual art enthusiasts.

Instead of tiptoeing through silent galleries and viewing paintings from afar in quiet contemplation, visitors found themselves interacting with art in ways they never imagined. From start to finish, visitors were surrounded by a vibrant symphony of light, colour, sound and fragrance that has been called an 'unforgettable' multi-sensory experience. Van Gogh's masterpieces came to life, giving visitors the sensation of walking right into his paintings, a feeling that was simultaneously enchanting, entertaining and educational. Adults and children delighted in the super-scale show, viewing artworks from new angles and discovering unique perspectives

Preparations for the event began 18 months prior to its opening through consultation with the producer, Events ACT and Visit Canberra.

During its six-week season, over 74,000 people visited the exhibition, with 20% of patrons from interstate, making it a highly successful tourism event and contributing to the region's visitor economy. The NCA worked with the National Capital Education Tourism Project and Canberra Excursions to open the exhibition to the many school groups that visited Canberra at that time.

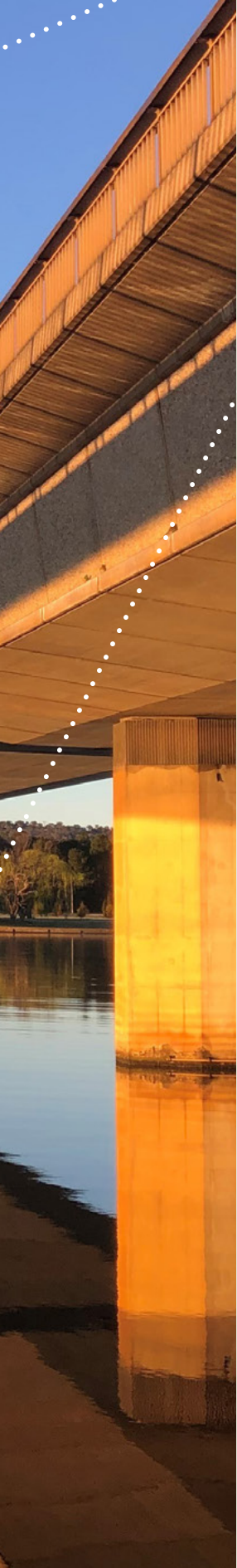
Van Gogh Alive,
Parkes, Photographed
by Dom Northcott.



Commonwealth Avenue Bridge, Parkes,
Photographed by Ken Gibson

5





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 2021-22, the NCA reported a departmental operating loss of \$0.509 million, compared to an operating loss of \$2.278 million in 2019-20. After adding back unfunded depreciation and amortisation expenses of \$1.645 million, less principal repayments on leased assets of \$0.349 million, the NCA had an operating surplus of \$0.787 million. The surplus is mainly attributable to higher works approval revenue, with several significant projects assessed during the year, and lower employee costs due to vacant positions.

At 30 June 2022, the NCA's departmental net assets increased by \$3.651 million.

Financial assets increased by \$4.651 million mainly due to an increase of appropriation receivables, reflecting higher appropriation receivable resulting from the receipt of sponsored construction funds.

Non-financial assets increased by \$4.808 million mainly due to the increase in buildings, through construction works and the inclusion of the right-of-use asset for the NCA's office lease.

Payables were \$4.153 million higher due to prepaid revenues for sponsored construction works.

Administered Performance

In 2021-22, administered expenses increased by \$2.858 million.

Supplier costs were \$1.050 million higher, with a return to pre-pandemic levels of activity in property repairs and maintenance and operational costs.

Depreciation and asset write-down and impairment increased by \$1.808 million, mainly due to asset revaluations, noting that these do not have an associated cash flow impact.

In 2021-22, total administered revenue decreased by \$3.698 million, mainly relating to paid parking ticket revenue due to the impact of the COVID-19 pandemic.

The net asset position increased by \$221.224 million mainly attributable to the revaluation of assets. 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 2021-22, the NCA recovered revenue through works approval cost recovery fees and charges. Cost recovery revenue was \$1.973 million, compared to \$0.812 million in 2020-21, with several significant projects assessed during the year.



Reconciliation Place,
Parkes, Photographed
by Dom Northcott.

Entity Resource Statement 2021–22

	Actual available appropriation for 2021–22 \$'000	Payments made 2021–22 \$'000	Balance remaining 2021–22 \$'000
	(a)	(b)	(a) - (b)
ORDINARY ANNUAL SERVICES¹			
Departmental appropriations			
Departmental appropriation ²	32,802	18,545	14,257
Total	32,802	18,545	14,257
Administered expenses			
Outcome 1 ³	39,996	33,609	
Total	39,995	33,609	
Total ordinary annual services	A	72,797	52,154
OTHER SERVICES			
Administered non-operating			
Administered assets and liabilities	30,842	130	
Total	30,842	130	
Total other services	B	30,842	–
Total available annual appropriations and payments A + B	103,639	52,154	
SPECIAL APPROPRIATIONS			
Repayments by the Commonwealth			
<i>Public Governance, Performance and Accountability Act 2013 - s77</i>	25	0	
Total special appropriations	C	25	0
Total resourcing and payments A + B + C	103,664	52,154	

1 *Appropriation Act (No.1) 2021-22*. This also includes prior year departmental appropriation and s74 retained revenue receipts.

2 Includes an amount of \$4.161m for the Departmental Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.

3 Includes an amount of \$13.606m for the Administered Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.

Outcome Expense Statement 2020–21

EXPENSES FOR OUTCOME 1	Budget*	Actual Expenses	Variation
	2021–22 \$'000	2021–22 \$'000	2021–22 \$'000
	(a)	(b)	(a) - (b)
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, delivery of educational and awareness programs and works to enhance the character of the National Capital.			
Program 1.1: NATIONAL CAPITAL FUNCTIONS			
Departmental expenses			
Departmental appropriation ¹	12,851	12,586	265
Expenses not requiring appropriation in the budget year ²	1,150	1,331	(181)
Total for Program 1.1	14,001	13,917	84
Program 1.2: NATIONAL CAPITAL ESTATE			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	18,090	17,094	996
Special Appropriations <i>Public Governance, Performance and Accountability Act 2013</i>	25	0	25
Expenses not requiring appropriation in the budget year ³	-	-	-
Total for Program 1.2	18,115	17,094	1,021
Outcome 1 TOTALS BY APPROPRIATION TYPE			
Departmental expenses			
Departmental appropriation ¹	12,851	12,586	265
Expenses not requiring appropriation in the budget year ²	1,150	1,331	(181)
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	18,090	17,094	996
Special Appropriations <i>Public Governance, Performance and Accountability Act 2013</i>	25	0	25
Expenses not requiring appropriation in the budget year ³	0	0	-
Total expenses for Outcome 1	32,116	31,011	1,105
	2021–22	2021–22	
Average Staffing Level (number)	62	59	

* Full year budget, including any subsequent adjustment made to the 2021-22 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.

CASE STUDY

Regatta Point – Redeveloped Function Venue and Café

New hospitality options – the Marion function centre and the Walter café – opened this financial year at Regatta Point. The new visitor facilities have extensive views over the Central Basin of Lake Burley Griffin to the National Carillon and the national cultural institutions in the Parliamentary Zone. Visitor reviews to date have been very positive.

Building on the success of the refurbishment of the Canberra Region Visitors Centre and the National Capital Exhibition, the new venue designed by Townsend and Associate Architects provides a quality restaurant, entertainment and event destination in arguably the best location in Canberra.

Construction works were substantively concluded in early 2022 with landscape and interior works to follow. The ‘Walter’ and the ‘Marion’ café/restaurant and function centre began trading from early May 2022 with our commercial partner, the Grand Pacific Group, bringing their years of experience in operating successful hospitality operations in stunning, heritage sites to Canberra.

The new café/restaurant hospitality offering features:

- a café with capacity up to 134 seats (including terraces)
- a restaurant dining area (including terrace) with capacity up to:
- 180 seats (corporate functions)
- 160 seats (wedding functions)
- 250 people standing (cocktail functions).
- an executive dining/bridal suite
- a full, purpose-built commercial kitchen, including associated service areas, loading dock and lift
- generous bathroom facilities
- a new service access road
- administrative accommodation
- new plant, equipment, fittings and fixtures
- a terrace for weddings and other outdoor events
- integrated landscaping which helps tie the facility back into Commonwealth Park.

In conjunction with the redevelopment works, the NCA has also been undertaking a full roof replacement of the original facility as a result of the early 2020 major hail storm in the area. Replacement roof and other concluding works are scheduled for completion in late 2022.

Regatta Point, Parkes,
Photographed by
Dom Northcott.



International Flag Display, Parkes,
Photographed by Dom Northcott.

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APPENDIX ONE

Financial Statements
30 June 2022

Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT

To the Minister for Regional Development, Local Government and Territories

Opinion

In my opinion, the financial statements of the National Capital Authority (the Entity) for the year ended 30 June 2022:

- (a) comply with Australian Accounting Standards – Simplified Disclosures 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 2022 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 2022 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 – Simplified Disclosures 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.

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

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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



Amy Wicks
Audit Principal
Delegate of the Auditor-General

Canberra
30 August 2022

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2022 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, FCA
Chair
29 August 2022



Robert Gehrig, FCPA
Chief Financial Officer
29 August 2022

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	6,951	6,395	7,402
Suppliers	1.1B	5,635	7,744	5,164
Depreciation and amortisation	3.2A	1,645	1,647	1,427
Finance costs	1.1C	6	4	8
Write-down and impairment of other assets	1.1D	20	4	-
Total expenses		14,257	15,794	14,001
Own-Source Income				
Own-source revenue				
Revenue from contracts with customers	1.2A	919	1,722	919
Fees and fines	1.2B	2,084	923	1,236
Rental income	1.2C	136	83	339
Other revenue	1.2D	154	198	50
Total own-source revenue		3,293	2,926	2,544
Net (costs of)/contribution by services		(10,964)	(12,868)	(11,457)
Revenue from Government	1.2E	10,357	10,949	10,357
Total Revenue from Government		10,357	10,949	10,357
Surplus/(Deficit) on continuing operations		(607)	(1,919)	(1,100)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		98	(359)	-
Total other comprehensive income		98	(359)	-
Total comprehensive income/(loss)	5.3	(509)	(2,278)	(1,100)

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 2022

	Notes	2022 \$'000	2021 \$'000	Original Budget \$'000
ASSETS				
Financial Assets				
Cash and cash equivalents	3.1A	510	159	191
Trade and other receivables	3.1B	10,062	5,762	7,040
Total financial assets		10,572	5,921	7,231
Non-Financial Assets¹				
Buildings	3.2A	16,975	11,551	10,458
Plant and equipment	3.2A	1,797	1,945	2,391
Heritage and cultural	3.2A	210	201	198
Intangibles	3.2A	2,764	3,295	3,800
Other non-financial assets	3.2B	178	124	55
Total non-financial assets		21,924	17,116	16,902
Total assets		32,496	23,037	24,133
LIABILITIES				
Payables				
Suppliers	3.3A	649	973	1,520
Other payables	3.3B	8,861	4,384	3,157
Total payables		9,510	5,357	4,677
Interest bearing liabilities				
Leases	3.4A	1,431	33	1,369
Total interest bearing liabilities		1,431	33	1,369
Provisions				
Employee provisions	6.1A	2,290	2,033	2,012
Total provisions		2,290	2,033	2,012
Total liabilities		13,231	7,423	8,058
Net assets		19,265	15,614	16,075
EQUITY				
Contributed equity		20,239	16,078	16,895
Reserves		9,284	9,186	9,544
Retained earnings/(accumulated deficit)		(10,258)	(9,650)	(10,364)
Total equity		19,265	15,614	16,075

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 2022

	Retained Earnings		Asset revaluation reserve		Contributed equity		Total equity	
	2022 \$'000	2021 Budget \$'000	2022 \$'000	2021 Budget \$'000	2022 \$'000	2021 Budget \$'000	2022 \$'000	2021 Budget \$'000
CONTRIBUTED EQUITY								
Opening balance								
Balance carried forward from previous period	(9,650)	(7,733)	9,186	9,544	16,078	15,573	15,614	16,514
Adjustment to opening balance	-	2	-	1	-	-	-	3
Adjusted opening balance	(9,650)	(7,731)	9,186	9,545	16,078	15,573	15,614	17,387
Comprehensive income								
Surplus/(Deficit) for the period	(607)	(1,919)	-	-	-	-	(607)	(1,919)
Asset revaluation movements	-	-	98	(359)	-	-	98	(359)
Total comprehensive income	(607)	(1,919)	98	(359)	-	-	(509)	(2,278)
Transactions with owners								
Return of capital - distribution to owners	(1)	-	-	-	-	(156)	(1)	(156)
Contributions by owners								
Departmental capital budget	-	-	-	-	4,161	661	4,161	661
Total transactions with owners	(1)	-	-	-	4,161	505	4,160	505
Closing balance as at 30 June	(10,258)	(9,650)	9,284	9,186	20,239	16,078	19,265	16,075

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 PolicyEquity 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 2022

	Notes	2022 \$'000	2021 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		9,193	15,370	10,357
Sale of goods and rendering of services		7,274	3,788	2,494
GST received		576	62	-
Other		153	198	-
Total cash received		17,196	19,418	12,851
Cash used				
Employees		6,649	6,368	7,402
Suppliers		4,681	7,813	5,117
Interest payments on lease liabilities		6	4	5
Section 74 receipts transferred to OPA		3,220	4,947	-
GST paid		12	-	-
Total cash used		14,568	19,132	12,524
Net cash from/(used by) operating activities		2,628	286	327
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		6,319	2,203	661
Purchase of computer software		-	123	-
Total cash used		6,319	2,326	661
Net cash from/(used by) investing activities		(6,319)	(2,326)	(661)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		4,391	2,360	661
Total cash received		4,391	2,360	661
Cash used				
Principal payments of lease liabilities		349	352	327
Total cash used		349	352	327
Net cash from/(used by) financing activities		4,042	2,008	334
Net increase/(decrease) in cash held		351	(32)	-
Cash and cash equivalents at the beginning of the reporting period		159	191	191
Cash and cash equivalents at the end of the reporting period		510	159	191

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 2022

	Notes	2022 \$'000	2021 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Suppliers	2.1A	17,094	16,044	16,406
Depreciation and amortisation	4.2A	24,855	22,764	24,678
Impairment loss on financial instruments	2.1B	266	131	-
Write-down and impairment of other assets	2.1C	2,344	2,762	2,000
Total expenses		44,559	41,701	43,084
Income				
Revenue				
Non-taxation revenue				
Revenue from contracts with customers	2.2A	15,178	18,727	23,482
Fees and fines	2.2B	1,413	1,169	2,050
Rental income	2.2C	2,030	1,933	2,000
Other revenue	2.2D	501	991	10
Total non-taxation revenue		19,122	22,820	27,542
Total income		19,122	22,820	27,542
Net (cost of)/contribution by services		(25,437)	(18,881)	(15,542)
Surplus/(Deficit) on continuing operations		(25,437)	(18,881)	(15,542)
OTHER COMPREHENSIVE INCOME				
Changes in asset revaluation reserve		231,476	39,558	-
Total comprehensive income/(loss)		206,039	20,677	(15,542)

The above schedule 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 2022

	Notes	2022 \$'000	2021 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	4.1A	91	559	75
Trade and other receivables	4.1B	1,718	1,997	1,841
Total financial assets		1,809	2,556	1,916
Non-financial assets				
Land	4.2A	528,394	503,214	468,447
Buildings	4.2A	18,636	19,513	19,645
Property, plant and equipment	4.2A	611,016	418,411	432,657
Heritage assets	4.2A	55,560	54,211	53,840
Intangibles	4.2A	3,385	3,381	3,538
Total non-financial assets		1,216,991	998,730	978,127
Total assets administered on behalf of Government		1,218,800	1,001,286	980,043
LIABILITIES				
Payables				
Suppliers	4.3A	2,755	5,775	8,992
Other payables	4.3B	20,697	21,407	21,051
Total payables		23,452	27,182	30,043
Total liabilities administered on behalf of government		23,452	27,182	30,043
Net assets		1,195,348	974,104	950,000

The above schedule 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 2022

	2022 \$'000	2021 \$'000
Opening assets less liabilities as at 1 July	974,104	939,474
Net cost of services		
Income	19,122	22,820
Expenses	(44,559)	(41,701)
Other comprehensive income		
Revaluations transferred to reserves	231,476	39,558
Transfers (to)/from the Australian Government		
Appropriation transfers from Official Public Account		
Annual appropriations		
Payments to entities other than corporate Commonwealth entities	36,510	38,537
Special appropriations (limited)		
Payments to entities other than corporate Commonwealth entities	2	2
Appropriation transfers to Official Public Account		
Transfers to OPA	(21,307)	(24,586)
Restructuring	-	-
Closing assets less liabilities as at 30 June	1,195,348	974,104

The above schedule 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 2022

Notes	2022 \$'000	2021 \$'000
OPERATING ACTIVITIES		
Cash received		
Sale of goods and rendering of services	18,705	24,118
GST received	(26)	1,447
Other cash received	167	22
Total cash received	18,846	25,587
Cash used		
Suppliers	20,555	22,151
GST paid	12	-
Total cash used	20,567	22,151
Net cash from operating activities	(1,721)	3,436
INVESTING ACTIVITIES		
Cash used		
Purchase of property, plant and equipment	13,952	15,903
Purchase of intangibles	-	181
Total cash used	13,952	16,084
Net cash used by investing activities	(13,952)	(16,084)
Net increase in cash held	(15,673)	(12,648)
Cash and cash equivalents at the beginning of the reporting period	559	75
Cash from Official Public Account		
Annual appropriations		
Administered expenses	16,668	15,582
Administered capital budget	16,603	19,605
Section 74A for recoverable GST	3,339	3,297
GST paid to the ATO	(100)	53
Section 77 repayments by the Commonwealth	2	2
Total cash from official public account	36,512	38,539
Cash to Official Public Account		
Appropriation returns	-	821
Other transfers	21,307	24,586
Total cash to official public account	21,307	25,407
Cash and cash equivalents at the end of the reporting period	91	559

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 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 – including simplified disclosures under AASB 1060 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.

AASB 1060 General Purpose Financial Statements – Simplified Disclosures. AASB 1060 applies to annual reporting periods beginning on or after 1 July 2021 and replaces the reduced disclosure requirements (RDR) framework. The application of AASB 1060 involves some reduction in disclosure compared to the RDR with no impact on the reported financial position, financial performance and cash flows of the NCA.

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

Events After the Reporting Period

Departmental

No events have occurred after the reporting date that should be brought to account or noted in the 2021-22 financial statements.

Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2021-22 financial statements.

Notes to and forming part of the Financial Statements

1. Departmental Financial Performance

1.1 Expenses

	2022	2021
	\$'000	\$'000
Note 1.1A: Employee Benefits		
Wages and salaries	5,188	4,720
Superannuation		
Defined contribution plans	667	635
Defined benefit plans	323	439
Leave and other entitlements	773	601
Total employee benefits	6,951	6,395

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	1,935	2,908
Property operating costs	386	104
Utilities	12	21
ICT services	2,035	2,757
Consultants	130	189
Associated employee costs	230	170
Legal services	348	96
Communications	338	1,253
Travel	16	23
Other	107	107
Total goods and services supplied or rendered	5,537	7,628

Goods supplied	75	66
Services rendered	5,462	7,562
Total goods and services supplied or rendered	5,537	7,628

Other suppliers

Workers compensation expenses	91	105
Operating lease rentals ¹	7	11
Total other suppliers expenses	98	116
Total suppliers	5,635	7,744

The NCA has short-term lease commitments relating to motor vehicles as at 30 June 2022.

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

1.1 Expenses (Cont.)

	2022	2021
	\$'000	\$'000
Note 1.1C: Finance Costs		
Interest on lease liabilities	6	4
Total finance costs	<u>6</u>	<u>4</u>

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: Write-Down and Impairment of Other Assets

Write-down of property, plant and equipment	-	1
Write-down of intangibles	-	3
Write-down of buildings	20	-
Total write-down and impairment of other assets	<u>20</u>	<u>4</u>

1.2 Own-Source Revenue

	2022	2021
	\$'000	\$'000
Own-Source Revenue		
Note 1.2A: Revenue from Contracts with Customers		
Construction works ¹	348	341
Rendering of services	569	1,379
Sale of goods	2	2
Total revenue from contracts with customers	<u>919</u>	<u>1,722</u>

Disaggregation of revenue from contracts with customers

Major product / service line:

Construction works	348	341
Events revenue	480	1,333
Cost Recovery - Event related costs	89	46
National Capital Exhibition merchandise sales	2	2
	<u>919</u>	<u>1,722</u>

Type of customer:

Australian Government entities (related parties)	374	1,411
State and Territory Governments	65	50
Non-government entities	480	261
	<u>919</u>	<u>1,722</u>

Timing of transfer of goods and services:

Over time	89	1,120
Point in time	830	602
	<u>919</u>	<u>1,722</u>

1. Revenues and expenses relating to assets under construction for third parties.

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 the following 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 these 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.

	2022	2021
	\$'000	\$'000
Note 1.2B: Fees and Fines		
Works approval	1,973	812
Licences	111	111
Total fees	2,084	923

Notes to and forming part of the Financial Statements

1.2 Own-Source Revenue (Cont.)

	2022	2021
	\$'000	\$'000
Note 1.2C: Rental Income		
Operating lease		
Lease income	136	83
Total rental income	136	83

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 both 2022 and 2021 rental lease income has reduced significantly comparing with previous years.

Maturity Analysis of Operating Lease Income Receivables

	2022	2021
	\$'000	\$'000
Within 1 year	361	37
One to two years	339	59
Two to three years	384	-
Three to four years	240	-
Four to five years	204	-
Total undiscounted lease payments receivable	1,528	96

Note 1.2D: Other Revenue

Audit services received free of charge	48	48
Insurance recovery	100	139
Other revenue	6	11
Total other revenue	154	198

Accounting PolicyServices 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.

Revenue from Government**Note 1.2E: Revenue from Government**

Departmental appropriations	10,357	10,949
Total revenue from government	10,357	10,949

Accounting PolicyRevenue 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 for 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

2.1 Administered – Expenses		
	2022	2021
	\$'000	\$'000
<u>Note 2.1A: Suppliers</u>		
Services rendered		
Contractors	7,748	7,780
Consultants	1,307	606
Suppliers	6,296	5,313
Insurance	625	861
Parking management	982	1,243
Fees and charges	101	207
Total services rendered	17,059	16,010
Other suppliers		
Operating lease rentals	35	34
Total other suppliers	35	34
Total suppliers	17,094	16,044
<u>Note 2.1B: Impairment Loss on Financial Instruments</u>		
Impairment on financial instruments	266	131
Total impairment loss on financial instruments	266	131
<u>Note 2.1C: Write-Down and Impairment of Other Assets</u>		
Impairment of property, plant and equipment	2,317	2,571
Impairment of buildings	27	191
Total write-down and impairment of other assets	2,344	2,762

Notes to and forming part of the Financial Statements

2.2 Administered – Income		
	2022	2021
	\$'000	\$'000
Revenue		
Non-Taxation Revenue		
<u>Note 2.2A: Revenue from Contracts with Customers</u>		
Parking services ¹	14,998	18,548
Hire of assets	5	5
Cost recovery	175	174
Total revenue from contracts with customers	15,178	18,727

1. Parking services revenue continued to be impacted by the pandemic in 2021-22 with net ticket sales of \$14.998 million compared to the original budget of \$23 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	103	78
Fines	1,310	1,091
Total fees and fines	1,413	1,169

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. Parking fine revenue is recognised when infringement notices are issued. Rents are charged monthly, quarterly or yearly in advance.

Note 2.2C: Rental Income**Operating lease**

Building rents	137	101
Diplomatic land rents	1,893	1,832
Total rental income	2,030	1,933

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	2022	2021
	\$'000	\$'000
Within 1 year	1,908	1,736
One to two years	1,889	1,721
Two to three years	1,722	1,702
Three to four years	1,703	1,662
Four to five years	1,703	1,654
More than 5 years	70,377	72,027
Total undiscounted lease payments receivable	79,302	80,502

	2022	2021
	\$'000	\$'000
Note 2.2D: Other Revenue		
Contributions for external sponsored works	334	969
Other	167	22
Total other revenue	501	991

Notes to and forming part of the Financial Statements

3. Departmental Financial Position

3.1 Financial Assets

	2022	2021
	\$'000	\$'000
Note 3.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	510	159
Total cash and cash equivalents	510	159

Accounting Policy

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

- 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	202	45
Total goods and services receivables	202	45

Appropriations receivables

Appropriations receivable	9,755	5,602
Total appropriation receivables	9,755	5,602

Other receivables

Statutory receivables - GST	100	-
Accrued revenue	5	115

Total other receivables

Total trade and other receivables (gross)	10,062	5,762
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Less impairment loss allowance	-	-
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Total trade and other receivables (net)	10,062	5,762
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Credit terms for goods and services were within 20 days (2021: 20 days).

Accounting Policy**Financial assets**

Trade receivables, loans and other receivables 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 2022**

	Buildings \$'000	Plant and equipment \$'000	Heritage and cultural ¹ \$'000	Intangibles ² \$'000	Total \$'000
As at 1 July 2021					
Gross book value	12,249	1,975	203	5,377	19,804
Accumulated depreciation, amortisation and impairment	(698)	(30)	(2)	(2,082)	(2,812)
Total as at 1 July 2021	11,551	1,945	201	3,295	16,992
Additions by purchase	4,465	-	-	107	4,572
Right-of-use assets	1,746	1	-	-	1,747
Revaluations recognised in other comprehensive income	22	67	9	-	98
Depreciation and amortisation	(438)	(202)	(3)	(638)	(1,281)
Depreciation on right-of-use assets	(351)	(13)	-	-	(364)
Accumulated depreciation - write back on revaluation	(20)	-	-	-	(20)
Other movements - reclassifications	-	(1)	3	-	2
Total as at 30 June 2022	16,975	1,797	210	2,764	21,746
Total as at 30 June 2022 represented by					
Gross book value	17,765	1,853	211	5,484	25,313
Accumulated depreciation and amortisation	(790)	(56)	(1)	(2,720)	(3,567)
Total as at 30 June 2022	16,975	1,797	210	2,764	21,746
Carrying amount of right-of-use assets	1,395	21	-	-	1,416

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 related to purchased software.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 June 2022. 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 2022, Preston Rowe Paterson Sydney Pty Limited, an independent valuation company, conducted the revaluations.

	2022 \$'000	2021 \$'000
Contractual commitments for the acquisition of property, plant and equipment and intangible assets		
Plant & Equipment	3	-
Computer software	41	51
Total Commitments	44	51

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 (2021: \$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:

Asset Class	2022 (years)	2021 (years)
Buildings	25 - 60	25 - 60
Plant and equipment	3 - 100	3 - 100
Heritage and cultural assets	60 - 150	60 - 150
Intangible assets	3 - 10	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 which 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 2022. 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.

Intangibles

The NCA's intangible assets 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 2022.

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.

	2022 \$'000	2021 \$'000
Note 3.2B: Other Non-Financial Assets		
Prepayments	178	124
Total other non-financial assets	178	124

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

3.3 Payables

	2022	2021
	\$'000	\$'000
Note 3.3A: Suppliers		
Trade creditors and accruals	649	973
Total suppliers	649	973

Settlement is usually made within 20 days.

Note 3.3B: Other Payables

Salaries and wages	200	155
Unearned income	2,155	1,876
Funds received in advance for construction works	5,904	1,812
Funds received in advance for public artworks	300	300
Bonds and retentions	216	206
Statutory payable - GST	-	12
Other	86	23
Total other payables	8,861	4,384

3.4 Interest Bearing Liabilities

Note 3.4A: Leases

Lease liabilities	1,431	33
Total leases	1,431	33

Note 3.4A: Maturity analysis - contractual undiscounted cash flows

Within 1 year	354	14
Between 1 to 5 years	1,077	19
Total leases	1,431	33

The NCA recognises right-of-use assets and lease liabilities in relation to office space and motor vehicles. 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). At 30 June 2022 there are two right-of-use assets in relation to motor vehicles.

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

4.1 Administered – Financial Assets		
	2022	2021
	\$'000	\$'000
Note 4.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	91	559
Total cash and cash equivalents	91	559

Accounting Policy

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

- 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 4.1B: Trade and Other Receivables

Goods and services receivables	326	804
Fees	891	626
Fines	379	509
Statutory receivables - GST	242	204
Total trade and other receivables (gross)	1,838	2,143
Less impairment loss allowance	(120)	(146)
Total trade and other receivables (net)	1,718	1,997

Credit terms for goods and services were within 30 days (2021: 30 days).

Accounting PolicyLoans and Receivables

Where loans and receivables are not subject to concessional treatment, these 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 2022**

Reconciliation of the opening and closing balances of property, plant, equipment and intangibles for 2022

	Land	Buildings	Property, Plant and Equipment	Heritage Assets ¹	Intangible Assets ²	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2021						
Gross book value	503,230	19,580	420,090	54,303	4,008	1,001,211
Accumulated depreciation and impairment	(16)	(67)	(1,679)	(92)	(627)	(2,481)
Total as at 1 July 2021	503,214	19,513	418,411	54,211	3,381	998,730
Additions:						
WIP Movements	161	(968)	3,885	184	232	3,494
Transfer from WIP	225	589	8,981	622	70	10,487
Revaluations recognised in other comprehensive income	25,120	270	205,140	2,054	-	232,584
Impairments recognised in net contribution by service	(134)	(27)	(3,469)	(144)	-	(3,774)
Depreciation and amortisation	(192)	(818)	(22,162)	(1,385)	(298)	(24,855)
Other movements	-	-	313	1	-	314
Reclassifications	-	77	(83)	17	-	11
Total as at 30 June 2022	528,394	18,636	611,016	55,560	3,385	1,216,991
Total as at 30 June 2022 represented by:						
Gross book value	528,427	18,776	615,896	55,750	4,310	1,223,159
Accumulated depreciation and amortisation	(33)	(140)	(4,880)	(190)	(925)	(6,168)
Total as at 30 June 2022	528,394	18,636	611,016	55,560	3,385	1,216,991

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 2022.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 June 2022. 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

	2022	2021
	\$'000	\$'000
Land and Buildings	862	320
Infrastructure, plant and equipment	7,546	1,268
Heritage assets	683	624
Intangibles	-	40
Total Commitments	9,091	2,252

In 2021-22, significant commitments relate to Regatta Point landscaping, Scrivener Dam and various other capital projects.

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

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

	2022	2021
	\$'000	\$'000
Note 4.3A: Suppliers		
Trade creditors and accruals	2,755	5,775
Total suppliers	2,755	5,775

Settlement is usually made within 30 days.

Note 4.3B: Other Payables

Prepayments received for operating leases	20,584	20,817
Retentions	42	78
Other	71	512
Total other payables	20,697	21,407

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 2022**

	Appropriation Act	Adjustments to appropriations ²	Total appropriation	Appropriation applied in 2022 (current and prior years)	Variance ³
	Annual appropriation ¹	Section 74			
	\$'000	\$'000	\$'000	\$'000	\$'000
Departmental					
Ordinary annual services	10,357	8,529	18,886	14,153	4,733
Capital Budget ⁴	4,161	-	4,161	4,392	(231)
Total departmental	14,518	8,529	23,047	18,545	4,502
Administered					
Ordinary annual services					
Administered items	16,381	-	16,381	17,136	(755)
Capital Budget	13,606	-	13,606	16,473	(2,867)
Other Services					
Administered assets and liabilities ⁵	28,907	-	28,907	130	28,777
Total administered	58,894	-	58,894	33,739	25,155

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 the drawing down of prior year appropriations.
Administered capital budget: The variance results from the drawing down of prior year appropriations.
Administered assets and liabilities: The variance results from undrawn current year and prior year appropriations due to the delay in projects.
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 2021-22, the NCA also received \$1.25 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 2021

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

Notes:

- No amounts of appropriation were withheld under Section 51 of the PGPA Act.
- Adjustments to appropriations includes PGPA Act Section 74 receipts.
- Departmental ordinary annual services:** The variance results from undrawn current year appropriations due to 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 timing of payments to suppliers.
Administered capital budget: The variance results from the drawing down of prior year appropriations.
- 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.
- 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.)**Note 5.1B: Unspent Annual Appropriations ('Recoverable GST exclusive')**

	2022	2021
	\$'000	\$'000
Departmental		
Appropriation Act (No. 1) 2019-20 - Capital Budget (DCB) - Non-Operating ²	-	166
Appropriation Act (No. 1) 2020-21 - Cash at Bank ¹	-	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 ²	-	65
Appropriation Act (No. 1) 2021-22 - Cash at Bank ¹	510	-
Appropriation Act (No. 1) 2021-22	9,755	-
Appropriation Act (No. 3) 2021-22	-	-
Appropriation Act (No. 3) 2021-22 - Capital Budget (DCB) - Non-Operating ²	-	-
Total departmental	10,265	5,761
Administered		
Appropriation Act (No. 1) 2020-21 - Cash at Bank ³	-	559
Appropriation Act (No. 1) 2020-21	-	2,873
Appropriation Act (No. 3) 2020-21	1,210	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	1,805	1,935
Appropriation Act (No. 1) 2021-22 - Cash at Bank ³	91	-
Appropriation Act (No. 1) 2021-22	3,085	-
Appropriation Act (No. 3) 2021-22	-	-
Appropriation Act (No. 1) 2021-22 - Capital Budget (DCB) - Non-Operating	65	-
Appropriation Act (No. 4) 2021-22 - Administered assets and liabilities	28,907	-
Total administered	35,163	10,008

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

Authority	Type	Purpose	Appropriation applied	
			2022	2021
			\$'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
Total special appropriations applied			-	2

Notes:

1. Departmental cash at bank relates to deposits received during June that are subject to Section 74 of the PGPA Act.
2. 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 departmental Appropriation Act (No. 1).
3. 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

	2022 \$'000	2021 \$'000
Expenses		
Departmental	1,779	1,167
Total expenses	<u>1,779</u>	<u>1,167</u>
External revenue		
Departmental	1,973	812
Total external revenue	<u>1,973</u>	<u>812</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 Implementation Statement) for the above activity is available at:

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

5.3 Net Cash Appropriation Arrangements

	2022 \$'000	2021 \$'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	(509)	(2,278)
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	1,281	1,316
Plus: depreciation right-of-use assets	364	331
Less: principal repayments - leased assets	<u>(349)</u>	<u>(352)</u>
Total comprehensive income/(loss) less depreciation/amortisation expenses previously funded through revenue appropriations	<u>787</u>	<u>(983)</u>

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		
	2022	2021
	\$'000	\$'000
Note 6.1A: Employee Provisions		
Leave and other entitlements	<u>2,290</u>	<u>2,033</u>
Total employee provisions	<u>2,290</u>	<u>2,033</u>

Accounting Policy

Employee benefits

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:

	2022 \$'000	2021 \$'000
Short-term employee benefits	1,030	962
Post-employment benefits	148	145
Other long-term employee benefits	38	18
Total key management personnel remuneration expenses¹	1,216	1,125

The total number of key management personnel that are included in the above table are 9 (2021: 7).

1. 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.
2. During 2021-22, the Chief Operating Officer position had three occupants due to the departure of the previous occupant and acting arrangements whilst the current occupant was recruited.

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 2022, the NCA received declarations from all key management personnel in relation to related parties for the 2021-22 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:

	2022 \$'000	2021 \$'000
Parking services	3,436	4,546
Contributions to events	44	1,090
Sponsored construction works	348	290
	3,828	5,926

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 2022 (2021: Nil).

Note 7.1B: Administered - Contingent Assets and Liabilities

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2022 (2021: 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

	2022	2021
	\$'000	\$'000
Note 7.2A: Categories of Financial Instruments		
Financial Assets		
Financial assets at amortised cost		
Cash and cash equivalents	510	159
Trade receivables	203	45
Total financial assets at amortised cost	713	204
Total financial assets	713	204
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	-	(973)
Bonds and retentions	(216)	(206)
Lease Liabilities	(1,431)	(33)
Total financial liabilities measured at amortised cost	(1,647)	(1,212)
Total financial liabilities	(1,647)	(1,212)

The net interest income/expense from financial assets and liabilities not at fair value through profit or loss is Nil (2021: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2022 and 30 June 2021 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

7.3 Administered – Financial Instruments		
	2022	2021
	\$'000	\$'000
<u>Note 7.3A: Categories of Financial Instruments</u>		
Financial Assets		
Financial assets at amortised cost		
Cash on hand or on deposit	91	559
Goods and services receivable	585	1,167
Total financial assets at amortised cost	676	1,726
Total financial assets	676	1,726
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	-	(1,278)
Retentions	(42)	(78)
Total financial liabilities measured at amortised cost	(42)	(1,356)
Total financial liabilities	(42)	(1,356)

The net interest income/expense from financial assets not at fair value through profit or loss is Nil (2021: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2022 and 30 June 2021 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	
	2022	2021
	\$'000	\$'000
Non-financial assets		
Buildings	16,975	11,551
Plant and equipment	1,797	1,945
Heritage and cultural assets	210	201

Accounting PolicyValuation 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 2022.

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	
	2022	2021
	\$'000	\$'000
Non-financial assets		
Land	528,394	503,214
Buildings	18,636	19,513
Property, plant and equipment	611,016	418,411
Heritage assets	55,560	54,211

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

	2022	2021
	\$'000	\$'000
Note 8.1A: Aggregate Assets and Liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	510	159
Trade and other receivables	10,062	5,762
Prepayments	178	124
Total no more than 12 months	10,750	6,045
More than 12 months		
Land and buildings	16,975	11,551
Plant and equipment	1,797	1,945
Heritage and cultural	210	201
Other intangibles	2,764	3,295
Total more than 12 months	21,746	16,992
Total assets	32,496	23,037
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	649	973
Other payables	7,283	2,701
Leases	354	33
Employee provisions	2,143	1,908
Total no more than 12 months	10,429	5,615
More than 12 months		
Other payables	1,578	1,683
Leases	1,077	-
Employee provisions	147	125
Total more than 12 months	2,802	1,808
Total liabilities	13,231	7,423

Notes to and forming part of the Financial Statements

	2022	2021
	\$'000	\$'000
<u>Note 8.1B: Administered - Aggregate Assets and Liabilities</u>		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	91	559
Trade and other receivables	1,718	1,997
Total no more than 12 months	1,809	2,556
More than 12 months		
Land and buildings	547,030	522,727
Plant and equipment	611,016	418,411
Heritage and cultural	55,560	54,211
Computer software	3,385	3,381
Total more than 12 months	1,216,991	998,730
Total assets	1,218,800	1,001,286
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	2,755	5,775
Other payables	933	1,404
Total no more than 12 months	3,688	7,179
More than 12 months		
Other payables	19,764	20,003
Total more than 12 months	19,764	20,003
Total liabilities	23,452	27,182

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 2021-22 Infrastructure, Regional Development and Cities Portfolio Budget Statements (PBS) and the NCA's 2021-22 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 2022

Note	Explanation of major variances	Affected line item and statement
1.1A	Employee expenses of \$6.9 million were \$0.4 million lower than 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 of \$5.6 million were \$0.5 million higher than budget, largely due to higher expenditure on temporary contractors.	Suppliers Statement of Comprehensive Income
1.2B	Fees and fines revenue of \$2.1 million was \$0.8 million higher than budget, driven by higher Works Approval fees. Revenue estimates fluctuate based on the number and value of works applications received, with several significant projects assessed during the year.	Fees and fines Statement of Comprehensive Income
3.1B	Trade and other receivables of \$10.1 million was \$3.0 million higher than budget, due to higher appropriation receivable resulting from the receipt of sponsored construction funds at year-end.	Trade and other receivables Statement of Financial Position
3.2A	Buildings total \$17.0 million, or \$6.5 million higher than budget, due largely to the Regatta Point redevelopment (\$4.5 million) and the inclusion of the right-of-use asset for the NCA's office rental (\$1.7 million).	Non-Financial Assets, Buildings Statement of Financial Position
3.3B	Other payables total \$8.9 million, or \$5.7 million higher 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 2022

Note	Explanation of major variances	Affected line item and statement
2.1A	Suppliers' costs of \$17.1 million were \$0.7 million higher than budget, due to the movement of funds for the Commonwealth Ave Bridge project and subsequent expenditure.	Suppliers Administered Statement of Comprehensive Income
2.1C	Write-down and impairment of other assets of \$2.3 million were \$0.3 million higher than budget, due to higher-than-expected write-downs of property, plant, and equipment assets.	Write-down and impairment of other assets Administered Statement of Comprehensive Income
2.2A	Revenue from contracts with customers of \$15.2 million, mainly relating to paid parking ticket revenue, was \$8.3 million lower than budget. This variance was due to the impact of the COVID-19 pandemic.	Revenue from contracts with customers Administered Statement of Comprehensive Income
2.2B	Fees and fines of \$1.4 million were \$0.6 million lower than budget 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 was \$0.5 million higher than budget and is due to unplanned insurance recoveries and contributions revenue that were not included in the original budget.	Other revenue Administered Statement of Comprehensive Income.
4.2A	Land assets total \$528.4 million, or \$59.9 million higher than budget, mainly due to the independent desktop revaluation of assets.	Non-financial assets, Land Administered Statement of Financial Position
4.2A	Property, plant and equipment assets total \$611.0 million, or \$178.4 million higher than budget, mainly due to the independent desktop revaluation of assets, especially bridges.	Non-financial assets, Property, Plant and equipment Administered Statement of Financial Position
4.3A	Supplier payables total \$2.8 million, or \$6.2 million lower than budget, due to earlier settlement of supplier invoices along with lower accrued expenses.	Suppliers Administered Statement of Financial Position.

Rowers on Lake Burley Griffin,
Photographed by Dom Northcott.

A2



Glossary of Abbreviations, Acronyms and Terms

ACT Government	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.
Amendment of the National Capital Plan	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.
APS	Australian Public Service
<i>Australian Capital Territory (Planning and Land Management) Act 1988</i>	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.
Australian Capital Territory	The Australian Capital Territory was created to provide a site for the nation's capital, Canberra.
Central National Area	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.
CLC	Common Law Contract
Designated Area	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).
Detailed conditions of planning design and development	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.
Development Approval	An approval for works as defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .

Development Control Plan (DCP)	<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>
Diplomatic precincts	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.
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	Australian Government legislation that provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities, and heritage places.
ESD	Ecologically sustainable development
FOI	Freedom of information
General Policy Plan – Australian Capital Territory	Describes the National Capital Open Space System beyond the metropolitan areas. It is supported by principles and policies in the National Capital Plan.
General Policy Plan – Metropolitan Canberra	Describes areas planned for urban development, non-urban, rural, the open space system and the primary road and public transport system indicative routes.
Griffin Plan/Legacy	The framework to realise the grand civic design envisaged by Walter Burley Griffin and Marion Mahony Griffin.
GST	Goods and services tax
Lease and development conditions	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.
Master Plans	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.
National and Arterial Road Systems	Two separate road networks as defined in the National Capital Plan.
National Capital Authority	The Authority, also known as the board
National Capital Estate	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, and O’Malley.
National Capital Exhibition (NCE)	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.
National Capital Open Space System	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.

National Capital Plan	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> .
National Land	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.
National road system	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.
National significance	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.
NCA	National Capital Authority
PALM Act	Australian Capital Territory (Planning and Land Management) Act 1988
Parliamentary Approval	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> .
Parliamentary Precincts	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.
Parliamentary Zone	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.
PBS	Portfolio Budget Statement
PGPA Act	Public Governance, Performance and Accountability Act 2013
PMAS	Performance Management and Appraisal Scheme
Special requirements	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.
Temporary work	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> .
Territory	Australian Capital Territory

List of Requirements

Part	Description	Page no.
Letter of transmittal		
	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
Aids to access		
	Table of contents (print only).	iii
	Alphabetical index (print only).	107
	Glossary of abbreviations and acronyms.	99
	List of requirements.	102
	Details of contact officer.	ii
	Entity's website address.	ii
	Electronic address of report.	ii
Review by accountable authority		
	A review by the accountable authority of the entity.	iv
Overview of the entity		
	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
Report on the Performance of the entity		
Annual performance Statements		
	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the PGPA Rule.	10-23
Report on Financial Performance		
	A discussion and analysis of the entity's financial performance.	49-50

Part	Description	Page no.
	A table summarising the total resources and total payments of the entity.	51-52
	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
Management and Accountability		
Corporate Governance		
	Information on compliance with section 10 (fraud systems).	26
	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	26
	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.	26
	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	26
	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	25-26
	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.	27
Audit Committee		
	A direct electronic address of the charter determining the functions of the entity's audit committee.	5
	The name of each member of the entity's audit committee.	5-6
	The qualifications, knowledge, skills, or experience of each member of the entity's audit committee.	5-6
	Information about the attendance of each member of the entity's audit committee at committee meetings.	5-6
	The remuneration of each member of the entity's audit committee.	5-6
External Scrutiny		
	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	27
	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.	27
	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.	27
	Information on any capability reviews on the entity that were released during the period.	27
Management of Human Resources		
	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	35

Part	Description	Page no.
	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.	36
	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including: <ul style="list-style-type: none"> • 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. 	37-41
	Information on any enterprise agreements, individuals' flexibility agreements, common law contracts and determinations under subsection 24(1) of the Public Service Act 1999.	42-43
	Information on the number of SES and non-SES employees covered by agreements etc identified in 17AG(4)(c).	43
	The salary ranges available for APS employees by classification level.	43
	A description of non-salary benefits provided to employees.	42
	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
Assets Management		
	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	27-28
Purchasing		
	An assessment of entity performance against the Commonwealth Procurement Rules.	28
Reportable consultancy contracts		
	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).	28
	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> ".	28
	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.	28

Part	Description	Page no.
	A statement that “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.”	28
Reportable non-consultancy contracts		
	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).	29
	A statement that “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.”	29
Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	29
Australian National Audit Office Access Clauses		
	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.	29
Exempt contracts		
	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.	29
Small Business		
	A statement that “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.”	29
	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	29
	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that “The National Capital Authority 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.”	29
Financial Statements		
	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	59-97
Executive Remuneration		
	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	44

Part	Description	Page no.
Other Mandatory Information		
	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.	30
	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.	46
	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI can be found.	30
	Correction of material errors in previous annual report.	n/a
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	Payments made to advertising agencies and similar organisations (Section 311A of the <i>Commonwealth Electoral Act 1918</i>)	30
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	Compliance with the agency’s obligations under the <i>Carer Recognition Act 2010</i>	n/a
	Spatial reporting – expenditure by program between regional and non-regional Australia.	n/a
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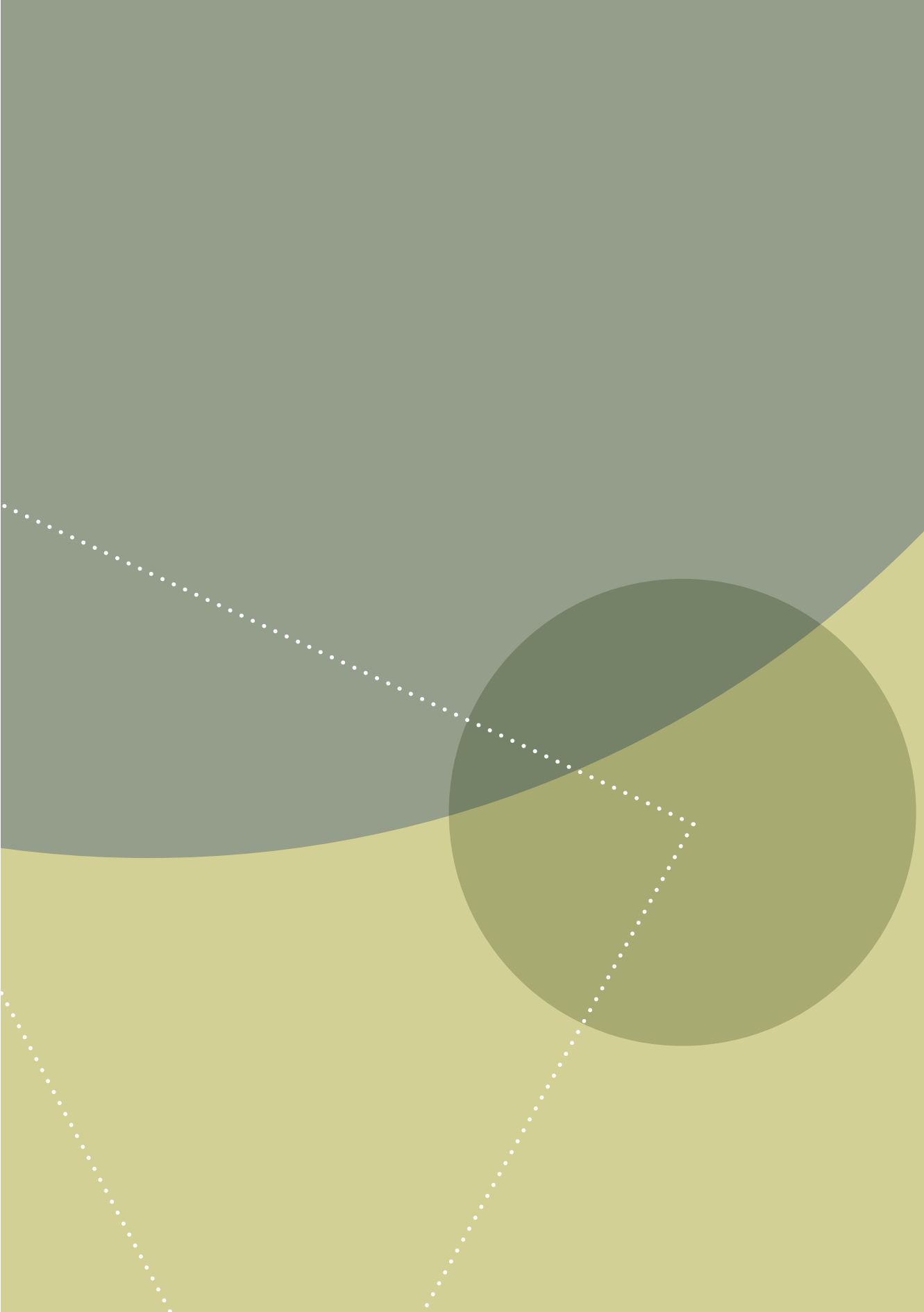
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