



Australian Government
National Capital Authority

ANNUAL REPORT

2023–24



© Commonwealth of Australia as represented by the National Capital Authority 2024

This work is copyright. You may copy, print, download, display and reproduce the whole or part of this work in unaltered form for your own personal use or, if you are part of an organisation, for internal use within your organisation, but only if you or your organisation:

- (a) do not use the copy or reproduction for any commercial purpose; and
- (b) retain this copyright notice and all disclaimer notices as part of that copy or reproduction.

Apart from rights as permitted by the *Copyright Act 1968* (Cth) or allowed by this copyright notice, all other rights are reserved, including (but not limited to) all commercial rights.

Requests and inquiries concerning reproduction and other rights to use are to be sent to the Annual Report Officer, National Capital Authority, GPO Box 373 Canberra ACT 2601 or via email to info@nca.gov.au.

ISSN – 1441-4171 (Print)
ISSN – 2652-8711 (Online)
ISBN – 978-0-646-80939-7

Treasury Building, King Edward Terrace
Parkes ACT 2600
GPO Box 373, Canberra ACT 2601
(02) 6271 2888
info@nca.gov.au
www.nca.gov.au

Cover photo: National Carillon, photographed by Richard Bridge.



Lake Burley
Griffin foreshore,
photographed by
Dom Northcott.



Australian Government National Capital Authority

The Hon Kristy McBain MP
Minister for Regional Development,
Local Government and Territories
Parliament House
CANBERRA ACT 2600

Dear Minister

I am pleased to present the Annual Report for the National Capital Authority (NCA) for the year ended 30 June 2024.

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 statements in Chapter 2 of this report have been prepared in accordance with paragraph 39(1)(a) of the PGPA Act and accurately presents the NCA's performance for the 2023–24 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

30 September 2024

Building the National Capital in the hearts of all Australians
(02) 6271 2888 | info@nca.gov.au
Treasury Building, King Edward Terrace, Parkes ACT 2600
GPO Box 373, Canberra ACT 2601

nca.gov.au
[nca.gov](https://www.facebook.com/nca.gov)
[nca_gov_au](https://www.instagram.com/nca_gov_au)
[@nca_media](https://www.x.com/nca_media)

Contact Information

Further information about the National Capital Authority (NCA) may be obtained through the following channels:

T: 02 6271 2888
info@nca.gov.au
www.nca.gov.au

Mail: GPO Box 373, Canberra ACT 2601

Requests and enquiries concerning the contents of this report should be addressed to the Annual Report Officer on (02) 6271 2888.

This report is 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 be made on our website: nca.gov.au.

Commonwealth Place,
photographed by Ben Calvert.



Contents

Contact Information	ii	Ecologically Sustainable Development and Environmental Performance	30
Authority Chair's Foreword	iv	Mandatory Emissions Reporting	33
1. Overview and Structure of the National Capital Authority	1	4. Management of Human Resources	35
Roles and Functions	1	Australia Day Achievement Medallion	35
Mission	1	Learning and Development	35
Planned Outcomes	1	Staffing Summary and Profile	36
Principal Functions	2	Staff Retention and Turnover	41
The Structure of the NCA	3	Workplace Diversity	41
Management Committees and their Roles	4	Enterprise Agreements and Remuneration	42
The Authority	4	Executive Remuneration	44
Authority Membership	4	Performance Management	45
Committees	5	Personnel Services and Salary Processing	45
Senior Executive and their Responsibilities	7	Disability Reporting	46
Volunteer Contributions	8	Work Health and Safety	46
2. 2023-24 Annual Performance Statements	11	5. Report on Financial Performance	49
NCA Performance	12	Financial Overview	49
Factors Contributing to Performance	13	Departmental Performance	50
Planned Outcome 1	14	Administered Performance	50
Planned Outcome 2	16	Cost Recovery	50
Planned Outcome 3	18	Entity Resource Statement 2023-24	51
3. Management and Accountability	23	Outcome Expense Statement 2023-24	52
Corporate Governance	23	A1. Financial Statements 2023-24	55
Ministerial Directions	25	Independent Auditor's Report	56
Finance Law – Significant Issues	25	Statement by Accountable Authority and Chief Financial Officer	58
External Scrutiny	25	Financial Statements	59
Asset Management	26	Glossary of Abbreviations, Acronyms and Terms	99
Purchasing and Procurement	27	List of Requirements	103
Reportable Consultancy Contracts	28	Alphabetical Index	109
Reportable Non-consultancy Contracts	28		
Exempt Contracts	28		
Australian National Audit Office Access Clauses	29		
Small Business Support	29		
Advertising and Market Research	29		
Grants	29		
Freedom of Information	29		



Authority Chair's Foreword

It is my pleasure to present the National Capital Authority's (NCA's) Annual Report 2023-24, as required under section 46 of the *Public Governance, Performance and Accountability Act 2013*.

At the outset, I would like to acknowledge the Ngunnawal people as traditional custodians of Canberra and recognise any other people or families with connection to the lands of the ACT; pay my respects to their Elders, past and present; and recognise their long-standing connection to Canberra and the ACT.

In 2023-24, the NCA remained focused on our 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 2023-24 to 2026-27 set out the following outcomes:

1. The unique values and special characteristics of the National Capital are enhanced through considered planning and respectful engagement with stakeholders and the community
2. Major infrastructure, landscapes and natural assets managed by the National Capital Authority are maintained and renewed so they continue to perform their design intent and civic functions
3. Australians are connected with their National Capital.

The NCA achieved its outcomes against its performance measures for the year – a detailed assessment of the NCA's performance is set out in Chapter 2 of this report.

In 2023-24, the NCA fulfilled the Australian Government's continuing role in ensuring that Canberra is planned and developed in accordance with its special role as Australia's National Capital. A key focus is ensuring that Canberra's development is in line with principles and conditions of the National Capital Plan and supporting instruments and guidance.

The Plan, a legislative instrument, is the core document articulating the vision for Canberra and embodying the legacies of early visionaries – especially Walter Burley Griffin and Marion Mahony Griffin – as well as the specific planning requirements for Canberra's central national area and the principles underpinning the growing modern city of Canberra. The Plan itself was updated through the course of the year with several amendments being worked on, such as enabling development of the former Australian Forestry School in Yarralumla and providing for a Town Centre for Molonglo Valley.

The NCA provided input and efficient approval processing for a broad range of major developments, including ACT Government initiatives such as plans to redevelop Canberra's Cultural Precinct, and building and planning for their Light Rail system; landmark Australian Government developments such as the John Gorton Structured Carpark in Parkes, the Ngurra project and the planned National Security Office Precinct in Barton; and key commercial and residential developments in Civic, Parkes and Griffith.

The NCA worked closely with the ACT Government, development proponents and relevant stakeholders on planning and development initiatives, including through input and guidance in pre-application meetings and inclusive community engagement. The NCA worked to ensure that community input is taken into account and used to shape development outcomes, including with respect to achieving sustainable, high-quality outcomes and addressing concerns in relation to issues such as safety, accessibility, heritage and traffic.

The NCA also played its part in working on Australian Government priorities such as facilitating increased housing supply, promoting sustainable economic development, and working towards achieving net zero emissions in NCA operations.

Over the course of the year, the NCA continued to work to efficiently maintain and renew the natural and built assets under our care, valued at around \$1.5 billion.

A major focus in 2023-24 was advancing the Commonwealth Avenue Bridge Renewal and Scrivener Dam Dissipator Strengthening projects. Both projects are substantial Australian Government investments that will renew critical infrastructure assets to ensure that they continue to provide the required functionality and safety for Canberra for decades to come. Work through the year focused on progressing the necessary procurement processes and securing parliamentary approval.

The NCA continued a program of establishing and maintaining the National Capital's array of national memorials. A key achievement during the year was the completion and inauguration of a memorial to recognise thalidomide victims, survivors and their families while work continued on maintaining existing memorials and preparing for new memorials as part of the NCA's capital city functions.

The NCA also continued to implement and look at further ways to activate Lake Burley Griffin and surrounding areas to enable more people to come and enjoy all the Lake has to offer. A major project during the year was to renew Canberra's iconic and much-loved National Carillon. The NCA has also been advancing or exploring some more innovative proposals, such as having saunas on the Lake.

More broadly, the NCA continued to work with its contracted providers to ensure that the National Estate is accessible, safe, and fully functional, working on civil infrastructure, signage, parklands and public areas and facilities in and around the National Triangle.

The NCA has worked to encourage people to come to Canberra and to enable visitors and locals alike to take part in and celebrate national and important community and life events in Australia's National Capital. Active participation works to ensure Australians connect with their Capital. A highlight event in 2023-24 was the Flight: Drone SkyShow and Night Markets event as part of Canberra's Australia Day celebration. This event continues the NCA's innovative and award-winning work in celebrating Australia Day over the past several years. Satisfaction surveys continue to show that the NCA's tourist and educational programs and activities are both entertaining and educative on Canberra's history and ongoing role.

The NCA worked through the year to enhance cooperation and coordination with Canberra's National Cultural Institutions, in line with recommendations from the recent inquiry conducted by the Joint Standing Committee on the National Capital and External Territories into fostering and promoting the significance of Australia's National Capital.

The NCA worked on plans to revitalise and improve amenity in Commonwealth and Kings Parks and explored options for the Federation Centenary Fountains area during the year. This work will look to ensure that these iconic features of Canberra can continue to play an important role in Canberra's future.

The NCA continued to advance its substantive recognition of and productive engagement with Australia's First Nations people in 2023-24, including through the finalisation and launch of the NCA Reconciliation Action Plan in June 2024.

The recent publication of the NCA's Statement of Intent shows that the NCA will focus on efficient and effective performance, transparent and productive engagement with the ACT Government and the community, and sound governance and accountability.

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

Finally, 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 roles and mission, and to the significant and diverse work on advancing Canberra as Australia's National Capital.

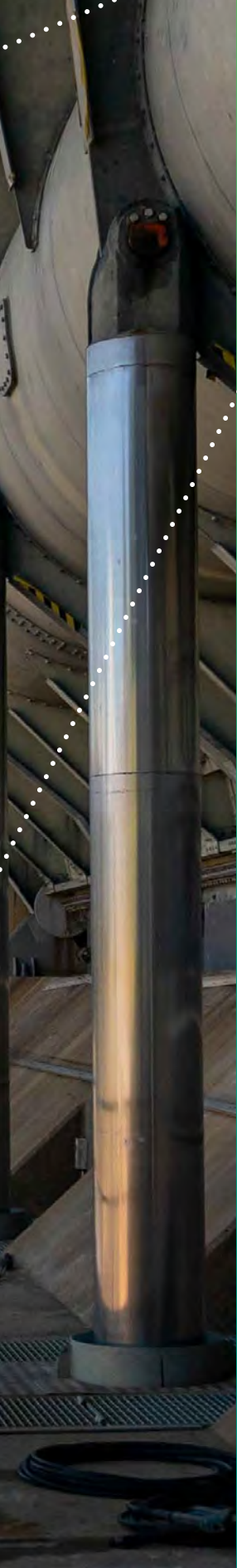


Terry Weber
Chair
National Capital Authority

Scrivener Dam, photographed
by Dom Northcott.

1





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 2024, the NCA was accountable to the Minister for Regional Development, Local Government and Territories, being the Minister responsible for administering 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, and 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.

Planned Outcomes

The planned outcomes of the NCA, as set out in the NCA Corporate Plan for 2023-24 to 2026-27 were:

- The unique values and special characteristics of the National Capital are enhanced through considered planning and respectful engagement with stakeholders and the community
- Major infrastructure, landscapes and natural assets managed by the National Capital Authority are maintained and renewed so they continue to perform their design intent and civic function
- Australians are connected with their National Capital.

The assessment of the NCA's performance against these objectives is set out in the NCA's annual performance statements in Chapter 2.

Principal Functions

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

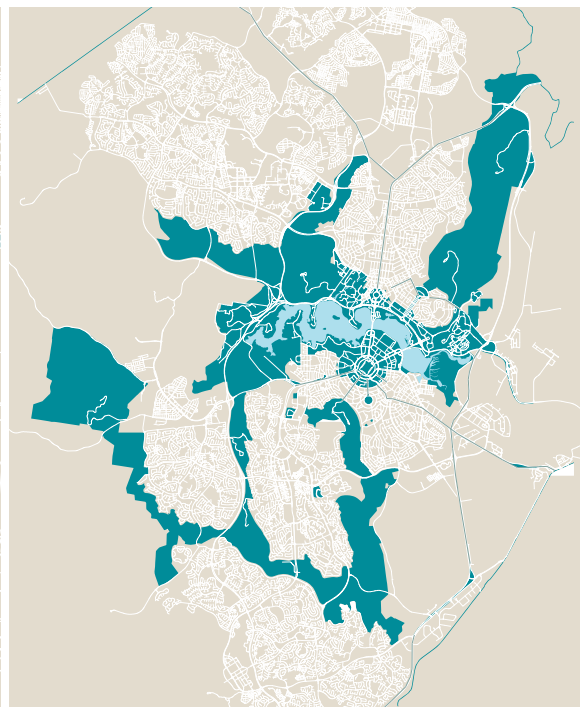
1. to prepare and administer a National Capital Plan (the Plan)
2. to keep the Plan under constant review and to propose amendments to it when necessary
3. on behalf of the Commonwealth, to commission works to be carried out in Designated Areas in accordance with the Plan where neither a Department of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



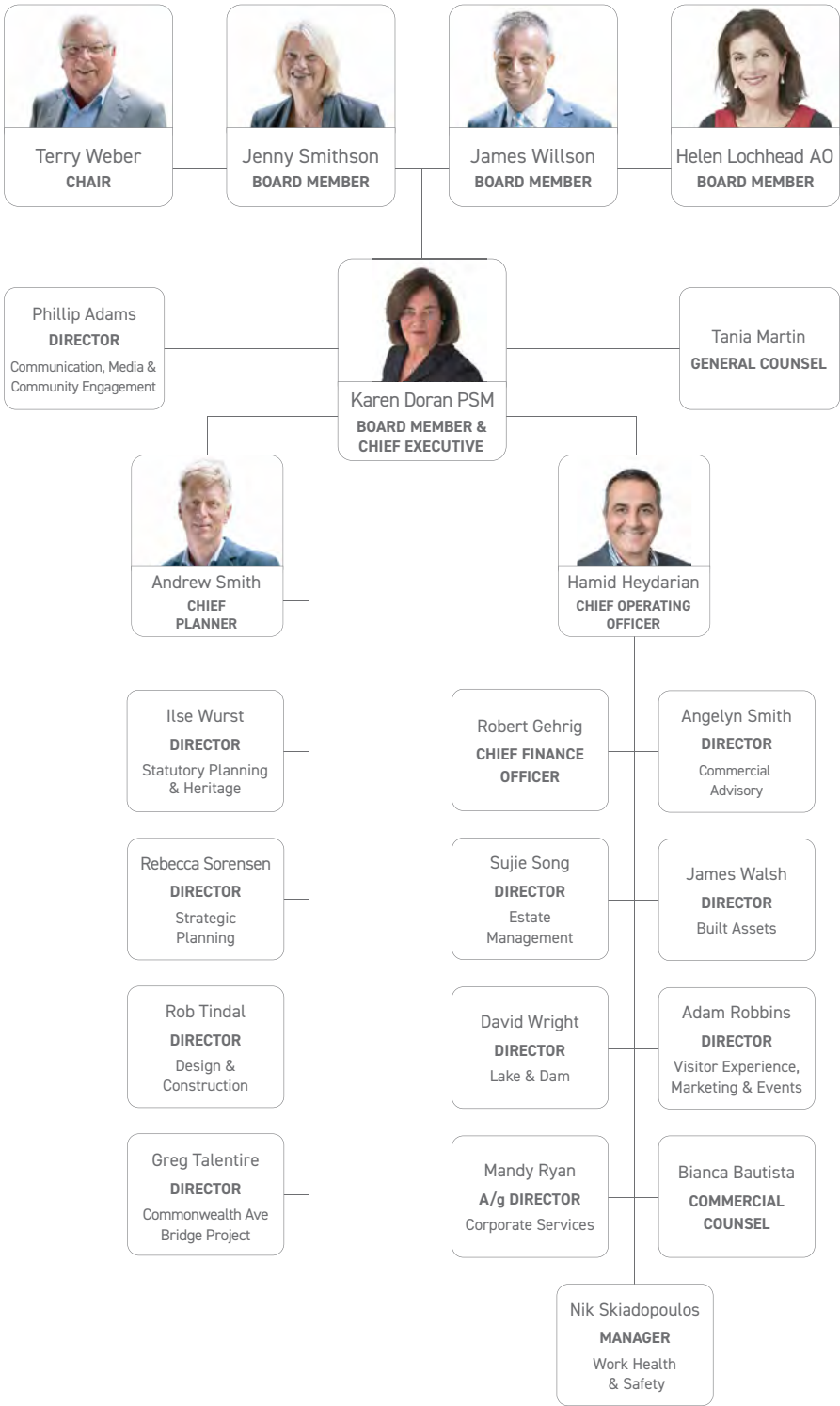
Land managed by the NCA



Designated Areas under NCA's detailed planning control

The Structure of the NCA

Figure 1: NCA Organisational Structure at 30 June 2024



Management Committees and their Roles

The Authority

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* (the PGPA Act) 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 meetings over the course of 2023-24. The Authority maintains minutes of its 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 retired on 31 December 2022 from his role as a senior partner in PricewaterhouseCoopers. He has a background 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.

Member and Chief Executive

Ms Karen Doran PSM commenced as the NCA's Chief Executive, and ex officio member of the Authority, on 2 April 2024 for a period of five years.

Ms Doran brings extensive experience in public sector leadership roles, having most recently served as the acting Director-General, Transport Canberra and City Services, and acting Chief Projects Officer at Major Projects Canberra.

After commencing her career in the private sector, Ms Doran worked across a variety of areas in Commonwealth and ACT Government. She brings strengths in financial management, governance, procurement, and project/program management.

Ms Sally Barnes served as Chief Executive of the NCA, and ex officio member of the Authority, from 11 February 2018 to 29 February 2024.

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.

Commonwealth Place,
photographed by Ben Calvert.

Members

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 former 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 (now part of Stantec).

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 the CRE8IVE group of companies, including C8.DIGITAL, Crewcible and BCAST. As a long-term Canberra entrepreneur, he is committed to the growth and diversification of the Canberra economy and that of the region. He is passionate about the Capital and what the National Capital of Australia means to every Australian.

Mr Willson comes to the NCA from the perspective of place and the NCA brand, as well as the experience of the National Triangle and all that the NCA oversees.

Mr Willson is currently on the boards of the City Renewal Authority, Canberra Grammar School, and RSPCA ACT and is the Chair of the Canberra Grammar School Foundation.

Professor Helen Lochhead AO was appointed as a part-time Member of the Authority on 27 April 2023 for a period of five years.

Professor Lochhead is a registered architect, landscape architect and planner, and Emeritus Professor of Architecture and Urbanism at UNSW Sydney. With a career combining practice, academic and expert advisory roles, Professor Lochhead has focused on the planning, design and development of large-scale urban projects, including several award winners, in Australia and internationally.

Professor Lochhead has had a long association with the planning and design of Canberra through the ACT Planning and Land Council, the Gungahlin Development Authority, and the National Capital Design Review Panel. Other appointments include the Australian Heritage Council, the Sydney Harbour Federation Trust, the Sydney Opera House Design Advisory Panel, the Council for Tall Buildings and Urban Habitat (Australia), the NSW Architects Registration Board and the NSW Independent Planning Commission.

Committees

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

NCA 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/about-us/corporate-documents/corporate-policies. During 2023-24, the NCA Audit and Risk Committee held four regular meetings to fulfil its statutory purpose and Charter requirements.

The NCA Audit and Risk Committee comprised three external members in 2023-24: Mr Geoff Knuckey (Chair), Mr Stephen Sheehan and Ms Anne O'Donnell. Further details of the NCA's Audit and Risk Committee members in 2023-24 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 2023-24. Mr Knuckey received total remuneration of \$10,230.00 (inclusive of GST) for his work in 2023-24.
- 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 2023-24. Mr Sheehan received total remuneration of \$12,760.00 (inclusive of GST) for his work in 2023-24.
- 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 the Financial Services Institute of Australasia and a Fellow of Australian Institute of Company Directors. Ms O'Donnell attended all four NCA Audit and Risk Committee meetings held in 2023-24. Ms O'Donnell received total remuneration of \$10,120.00 (inclusive of GST) for her work in 2023-24.

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. Authority Chair, Mr Terry Weber, also attended all Audit and Risk Committee meetings as an observer to promote the flow of information between the Authority and the Audit and Risk Committee.

Senior Executive

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

Senior Leadership Team

The Senior Leadership Team comprises the Chief Executive, the Chief Operating Officer, the Chief Planner, all NCA Directors and other key managers. 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* (the WHS Act). Membership includes management, health and safety representatives, and employee nominees from across the NCA. In 2023-24, the Committee was chaired by the NCA's Chief Operating Officer.

In accordance with the WHS Act, the Work Health and Safety Committee meets at least quarterly to facilitate discussion and resolve work health and safety matters for the workplace and other relevant work sites.

Authority Consultative Committee

In accordance with the NCA Enterprise Agreement 2024-2027, the NCA maintains an Authority Consultative Committee. The Committee provides a forum for management and employees to discuss relevant matters affecting the workplace.

Senior Executive and their Responsibilities

Karen Doran (Chief Executive)

Ms Doran 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 its strategic directions, and work and resourcing priorities.

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

Hamid Heydarian (Chief Operating Officer)

Mr Heydarian is the NCA's Chief Operating Officer and leads the Operations Branch, which is responsible for the management and enhancement of the National Estate, including NCA's natural and built infrastructure assets. The Branch also manages the parking arrangement on National Land and is responsible for the NCA's work on visitor events and facilitating recreational and commercial activities on National Land. The Branch also delivers all of the NCA's corporate functions, including financial management, business systems and human resources.

Andrew Smith (Chief Planner)

Mr Smith is the NCA's Chief Planner and leads the Planning and Design Branch, which is responsible for keeping the National Capital Plan under constant review and proposing its amendment when necessary or indicated. The Branch's work involves managing the diplomatic estate; preparing planning policy, Master Plans and Development Control Plans; assessing works approval applications; and monitoring the quality of buildings and other developments once completed. The Branch also prepares Heritage Management Plans and undertakes Heritage Impact assessments. The Branch undertakes a range of complex design and construction projects and is leading work on the renewal of Commonwealth Avenue Bridge.



'Two Figures', Barbara Hepworth,
National Capital Exhibition,
photographed by Gabrielle Affleck.

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 NCA also works with Conservation and Wildlife Volunteers.

Horticulture Volunteers

Since the program was launched in 2004, the Horticulture Volunteers have undertaken 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 90 Horticulture Volunteers contributed over 5,000 hours across some 3,000 shifts in 2023-24.

Volunteer Guides and Greeters

Volunteer Guides begin as Greeters at the National Capital Exhibition (NCE), welcoming visitors and schools to the NCE. Some are happy to remain in this capacity, while others take on more training to become Guides. 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 2023-24, the NCA did not have any new attractions volunteers, with a total of 17 active volunteers assisting with guide and greeter duties. Volunteer Guides and Greeters contributed 2,419.5 hours of service at the NCE, 336 hours at Blundells Cottage, and 155 hours on our walking tours.

Research Volunteers

Research Volunteers work within projects on specific tasks. In 2023-24, this included work on the NCE archive and library (18 hours), rationalisation, curating, record management and background research in relation to the Blundells Cottage collection (303 hours) and the revision of program notes (23 hours).

In 2023-24, one Research Volunteer contributed 344 hours on these tasks.

Conservation and Wildlife Volunteers

The NCA has plans in place for the appropriate management of conservation areas.

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

Through an Environmental Care Agreement with 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, FoG undertakes weed control, native planting, and sensitive species and weed surveys, and provides a strong advocacy role within the community.

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 reached a peak number of around 6,500 grey headed flying-foxes in 2023-24, an increase of around 30% from the previous year, showing that they are thriving under current conditions.

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 ground environment was not conducive to undertaking any hazard reduction burns in 2023-24; however, the RFS continued to support the NCA to review and update burn plans.

CASE STUDY

Australia Day Drone SkyShow and Night Markets

As part of the Australia Day 2024 celebrations in Canberra, the NCA, with support from the National Australia Day Council, produced Flight: Drone SkyShow and Night Markets. The free festival was held over three nights – 25 to 27 January 2024 – and attracted over 100,000 people to the shores of Lake Burley Griffin.

Reflecting Australia's rich heritage and forward-looking spirit, 'Flight' sought to connect people with the heart of Australia, using the canvas of the night sky to tell a story that is both uniquely Australian and universally significant.

The show itself, presented in three chapters each night, featured a stunning visual display laid out against the canvas of the night sky using some 600 drones, accompanied by a synchronised soundtrack – the first show of its kind in Canberra.

Working with Ngunnawal Elders to tell the story of an influential totem – the wedge-tailed eagle, 'Maliyan' – Flight began with a Welcome to Country that was followed by an appreciation of native flora and fauna unique to Australia, then looked at key moments in Australia's democratic history.

In addition to the show, the event included night markets offering a variety of multicultural cuisines and locally made arts and crafts and an array of roving musicians and entertainers.




The Flight Drone SkyShow over Lake Burley Griffin, photographed by Ben Calvert.

Commonwealth Park, photographed
by Dom Northcott.

2



An aerial photograph of a city, likely Canberra, showing a mix of urban buildings, green spaces, and a river. The image is partially obscured by a green gradient overlay on the right side.

2023-24 Annual Performance Statements

Statement of Preparation

I, Terry Weber, on behalf of the accountable authority of the National Capital Authority (NCA), present the 2023-24 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 present the performance of the NCA and comply with subsection 39(2) of the PGPA Act (Section 16F of the *Public Governance Performance and Accountability Rule 2014*).

A handwritten signature in white ink, appearing to read 'Terry Weber', set against the green background.

Terry Weber
Chair
30 September 2024

NCA Performance

The sources of the NCA's performance criteria for 2023-24 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 1 of this Report, information set out in the NCA Portfolio Budget Statements 2023-24, and performance objectives included in the NCA Corporate Plan for 2023-24 to 2026-27.

The NCA Corporate Plan 2023-24 to 2026-27 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 2023-24 to 2026-27 combined the NCA's functions under the PALM Act and associated activities into three planned outcomes:

1. The unique values and special characteristics of the National Capital are enhanced through considered planning and respectful engagement with stakeholders and the community.
2. Major infrastructure, landscapes and natural assets managed by the National Capital Authority are maintained and renewed so they continue to perform their design intent and civic functions.
3. Australians are connected with their National Capital.

The planned outcomes, their performance criteria and the NCA's results against the criteria are set out below.

The NCA had a single Outcome set out in the 2023-24 Portfolio Budget Statements covering all NCA activities:

PBS Outcome 1

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 NCA had two programs set out in the 2023-24 Portfolio Budget Statements:

Program 1.1 – National Capital Functions

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

Key Activities

During 2023-24 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 other 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

To facilitate the proper management and enhancement of National Land.

Key Activities

During 2023-24 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 detailed asset maintenance plans that address the severity of asset conditions.

Factors Contributing to Performance

The NCA takes 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 NCA is a relatively small organisation with around 60 staff. We use a contracted service model for most on-ground activities and operate under a relatively flat structure reflecting the skill sets and responsibilities of our subject matter experts.

The NCA works closely with a range of stakeholders in achieving our objectives, including other Australian Government agencies and the ACT Government.

In our corporate support areas, individuals often assume responsibility for a range of tasks to ensure that 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*
- *Public Service Act 1999*
- *Work Health and Safety Act 2011*
- *Environment Protection and Biodiversity Conservation Act 1999.*

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.

Chapter 3 outlines further details of these arrangements.



Lake Burley Griffin Foreshore, photographed by Dom Northcott.

Planned Outcome 1

The unique values and special characteristics of the National Capital are enhanced through planning and respectful engagement with stakeholders and the community.

Intended Result	Performance Measure	Outcome
1.1 Planning policies and legislative instruments promote high quality developments on National Land and in Designated Areas that respond to changing societal needs and reflect the intent of the Griffin Plan for Canberra consistent with the National Capital Plan	<p>1.1.1 The percentage of approved works applications that are not inconsistent with the principles and policies of the National Capital Plan and the relevant heritage management plans</p> <p>Target: 100%</p>	<p>Achieved – All 387 work applications approved in 2023-24 were not inconsistent with the principles and policies of the National Capital Plan and relevant Heritage Management Plans.</p> <p>A total of 32 work applications were either withdrawn or not supported.</p>
1.2 The NCA undertakes its statutory approval role efficiently, consistently, fairly, and transparently, including with respect to stakeholder and community engagement	<p>1.2.1 Percentage of surveyed stakeholders reporting consistency of application of the regulatory framework, communication, and engagement</p> <p>Target: 90%</p> <p>1.2.2* At least 80% of Works Approvals applications processed are assessed against the National Capital Plan within 15 working days</p> <p>Target: 80%</p>	<p>Not Measured – Further work will be undertaken in 2024-25 to evaluate the effectiveness of this performance measure in assessing the Works Approval regulatory function.</p> <p>Achieved – For the 2023-24 financial year there were 387 works applications approved. Of these, 81% (315) were processed within 15 business days.</p> <p>Note: This measure was included in the NCA's Portfolio Budget Statement 2023-24.</p>
1.3 The ecological integrity of 'green and blue' conservation corridors and the bush setting of Canberra are protected as we plan for a growing population in the National Capital	<p>1.3.1 National Estate tree canopy (%)</p> <p>Target: 33%</p>	<p>Achieved – There were 791 trees planted in 2023-24, equating to an estimated additional 1.3% tree canopy cover. This increase brings the total canopy cover of the NCA Estate to an estimated 34.3%.</p>

*Performance criterion in Program 1.1 – National Capital Authority – Portfolio Budget Statements – 2023-24.

Analysis of Performance Against Purpose

The NCA shares planning responsibility for Canberra and the Territory with the ACT Government. The NCA continued to work collaboratively with ACT Government agencies throughout 2023-24, including for work on the ACT Government's Light Rail and the Canberra Theatre Redevelopment project.

The NCA collaborated closely with stakeholders on major development proposals, providing input and guidance in pre-application meetings and active community engagement. The NCA's input has worked to ensure high quality and sustainable outcomes for proposed developments.

The number of works approval applications was slightly higher in 2023-24, with 387 applications approved, compared with 373 in 2022-23. Highlights included work on major commercial and residential buildings in Canberra City, Parkes and Barton, and work on a diverse range of sites in and around Canberra, including to maintain and enhance Canberra's 'green' and 'blue' corridors.



Commonwealth Place, photographed by Ben Calvert.

Planned Outcome 2

Major infrastructure, landscapes and natural assets managed by the National Capital Authority are maintained and renewed so they continue to perform their design intent and civic functions.

Intended Result	Performance Measure	Outcome
2.1 Maintaining and enhancing symbolic works and spaces, in accordance with relevant heritage management plans and appropriate standards	2.1.1* At least 90% of maintenance issues are addressed within target timeframes, in accordance with safety, risk and priority Target: 90%	Achieved – A total of 94% of maintenance issues were addressed within target timeframes, in accordance with safety, risk and priority. Note: This measure was included in the NCA's Portfolio Budget Statement 2023-24.
	2.1.2 Percentage of key documents underpinning the maintenance and management of the National Estate systematically reviewed Target: 25%	Achieved – The NCA has reviewed 30% of the key documents that underpin maintenance and management of the National Estate.
2.2 Renewing and enhancing infrastructure, landscapes and ecosystems managed by the NCA	2.2.1* At least 90% of capital improvements are actioned within target timeframes Target: 90%	Achieved – The NCA actioned 100% of capital improvements within target timeframes throughout the 2023-24 financial year. Note: This measure was included in the NCA's Portfolio Budget Statement 2023-24.
2.3 Improving the ecological values of conservation areas and reducing the environmental impact of the NCA's activities and programs as we track towards net zero emissions by 2030	2.3.1 Milestones achieved in NCA initiatives towards NetZero 2030 delivered in accordance with planned objectives Target: Collection of NCA emissions data for 2022-23, focusing on direct emissions; Reporting in the NCA's 2022-23 Annual Report; Initial emissions reduction measures, including through property management, government vehicles and procurement measures	Partially Achieved – The NCA collected and reported emissions data for the 2022-23 financial year to the Department of Finance in accordance with the Net Zero in Government Operations Strategy. The Emissions Inventory tables were included in the NCA's Annual Report 2022-23.

*Performance criterion in Program 1.2 – National Capital Authority – Portfolio Budget Statements – 2023-24.



Commonwealth Park, photographed by Dom Northcott.

Analysis of Performance Against Purpose

In 2023-24, the NCA remained focused on civil infrastructure, especially major works planned for the Commonwealth Avenue Bridge Renewal and the Scrivener Dam Dissipator Strengthening Project.

Various other major works continued throughout 2023-24, with the NCA engaged in projects such as Kings Park Improvements (stage three), Commonwealth Park Concept Plan Project, and the National Carillon's 50th Anniversary works. Each of these was undertaken as part of a wider agenda to ensure that assets under the NCA's control are advancing a national purpose.

In undertaking our work, the NCA is acutely aware of its heritage responsibilities and objectives. Where possible, the NCA advanced the adaptive re-use of heritage buildings to ensure these assets live on as functional and valued facilities.

In 2023-24, the NCA developed its Emissions Reduction Plan for 2024-25, as required by the Net Zero in Government Operations Strategy. This plan includes a series of actions to be taken by the NCA to reduce emissions, in the areas of energy and buildings, fleet, travel, procurement, and information and communications technology. The plan also sets out how the NCA will uplift people, culture and capability through enhancing knowledge and skills regarding climate risks and opportunities across the agency and embedding this in day-to-day decision-making.

Planned Outcome 3

Australians are connected with their National Capital.

Intended Result	Performance Measure	Outcome
3.1 Creating, activating, and maintaining interesting, safe, and dynamic precincts that welcome both visitors and locals, and provide opportunities for people to enjoy their public spaces	3.1.1* Visitor satisfaction rating of at least 90% across NCA managed attractions Target: 90%	Achieved – A total of 94% of surveyed visitors to NCA managed attractions reported a satisfaction rating of 'excellent'. Note: This measure was included in the NCA's Portfolio Budget Statement 2023-24.
	3.1.2 Increase in annual visitation to NCA managed sites Target: Baseline to be developed	Achieved – A total of 1,264,535 people visited NCA managed sites throughout 2023-24. This figure establishes a baseline for future performance for this indicator.
	3.1.3 Percentage of surveyed stakeholders giving a satisfactory rating on the NCA's communication and engagement efforts. Target: 75%	Not Measured – A range of activities were completed in 2023-24 to identify and explore data collection methods that will assist in the calculation of this performance measure. A baseline survey to capture reporting data is targeted for implementation in the second quarter of 2024-25.
3.2 Working with a range of partners, creating and promoting experiences and activities that enhance awareness of the National Capital and its national significance	3.2.1 Increased numbers accessing education programs and content, considering: <ul style="list-style-type: none"> • Number of participants in education programs • Web analytics / access to web content Target: Baseline to be developed	Achieved – A total of 609,637 people accessed the NCA's education programs and content throughout 2023-24. This figure establishes a baseline for future performance for this indicator.
	3.2.2 Percentage of participants reporting a high level of satisfaction with education programs. Target: 90%	Achieved – A total of 93% of participants (535 out of 574) reported a high level of satisfaction with NCA-provided education programs.

*Performance criterion in Program 1.1 – National Capital Authority – Portfolio Budget Statements – 2023-24.

3.3 Increasing engagement with First Nations' history, people and culture

3.3.1 Progress towards implementing the Reconciliation Action Plan

Target: Finalise and publish an approved NCA Reconciliation Action Plan (RAP) for 2023-24 and 2024-25, and implement the elements set out in the RAP schedule for 2023-24

Achieved – The NCA's Reconciliation Action Plan was launched in 2023-24 with a number of initiatives also implemented, including:

- Building relationships and working closely with Reconciliation ACT and National Sorry Day to deliver their events successfully
 - Enhancing visitor programs and experiences and increasing accessibility to Reconciliation Place tours during Reconciliation Week and NAIDOC Week
 - Raising the recognition and profile of First Nations language, culture, and history and First Nations content considered in all new visitor experiences.
-

Analysis of Performance Against Purpose

In 2023-24, the NCA focused on events, education and activities aimed to enhance the experience of Australian citizens and visitors to the National Capital, including with respect to their awareness of Indigenous Australian people and their culture.

The NCA facilitated returning events throughout 2023-24, such as Skyfire, which after a 5-year hiatus drew crowds of approximately 100,000 people. Other significant events that took place across 2023-24 were Floriade, Enlighten, Flight: Drone Sky Show and Night Markets, and the Canberra Balloon Spectacular.

The NCA also worked closely with several commercial operators to establish new venues around the Estate such as Curio Press Espresso Bar at Blundells Cottage, Rosa's café and KOTO Japanese restaurant, both at The Lawns on the former Lobby restaurant site.

CASE STUDY

National Site of Recognition for Thalidomide Survivors and their Families

The National Site of Recognition for Thalidomide Survivors and their Families was established by the Australian Government to acknowledge the thalidomide tragedy in Australia. It honours the pain and suffering experienced by survivors the memory of those who died prematurely, as well as the impact on their loved ones.

The Site of Recognition is located in Kings Park on the north-eastern foreshore of Lake Burley Griffin's Central Basin. It was dedicated by the Hon Mark Butler MP, Minister for Health and Aged Care, along with thalidomide survivors and their families, on 30 November 2023.

Located centrally in the Site of Recognition is a three-metre-high glass brick structure with a central walkway. The gateway is flanked by a glass brick façade that creates a 'ripple' effect symbolising the pervasive and enduring impact of thalidomide. Selected words identified by survivors as conveying their experience are etched into the glass bricks facing the walkway.

The lakeside location of the Site of Recognition features a contemplative space for reflection set in a circular landscaped setting. The purpose-designed surrounding concrete pavement incorporates an etched timeline which highlights key historical milestones.

The Site of Recognition was designed by landscape architects Anna Chauvel and Gian Tonossi of PLACE Laboratory and was constructed in 2023 by Pyramid Corporation Pty Ltd. A number of features of the design and its construction are internationally unique.

The design and construction of the Site of Recognition involved a collaboration between the NCA and the Department of Health and Aged Care. The project's development included consultation with the National Site of Recognition Steering Committee, and thalidomide survivors registered with the Australian Thalidomide Survivors Support Program and their families, friends and carers.

On 23 May 2024, the Site of Recognition won the Award of Excellence in the Small Projects Category at the Australian Institute of Landscape Architects 2024 ACT Awards. On 22 June 2024, the Site of Recognition received a Commendation for Small Project Architecture at the Australian Institute of Architects ACT Chapter Awards.

The Site of Recognition is managed by the NCA.



Site of Recognition,
Lake Burley Griffin
Foreshore, photographed
by Richard Bridge.

CASE STUDY

Management of Blue Green Algae in Lake Burley Griffin

Blue green algae (BGA) is a naturally occurring cyanobacteria that is present in most freshwater systems. BGA is particularly prevalent in modified aquatic environments where conditions support growth of the algae, and where there is an abundance of nutrients such as phosphorus. Seasonally, Lake Burley Griffin (the Lake) can experience elevated levels of BGA that result in the closure of recreation sites.

The NCA is committed to improving the quality of the water in the Lake to reduce the risk to the community and the need for closures during the recreation season (October to April). The NCA works proactively with other land managers in the Lake's catchment area, and supports work to improve the quality of the water flowing into the Lake. In addition, the NCA is investigating possible 'in-lake' management options to improve the quality of the water within the Lake.

Over the past two recreation seasons, the NCA has trialled the use of ultrasonic pontoons to control the growth of BGA in the Lake. The ultrasonic pontoons work by creating vibrations in the water column which destroy the algae cells, thus decreasing the levels of BGA in a waterway.

Two pontoons were installed in Lotus Bay and West Basin in December 2022 and were in operation until June 2024. Over the course of the trial, the NCA continued to collect water quality samples at all recreational sites between October and April each year.

Overall, there was a decrease of around 40% in the levels of BGA at both test sites compared with the previous recreation seasons.

However, all other recreation sites around the lake showed a similar reduction in BGA levels over the same period. These results suggest that reduction in total BGA is likely due to environmental factors, than directly attributable to the introduction of ultrasonic pontoons.

The introduction of pontoons at the test sites does not seem to have impacted the frequency of closures, with both test sites recording closures at similar times to other recreation areas around the Lake.

Given the results, it is difficult to definitively state that introduction of the ultrasonic pontoons at the test sites had a positive impact on water quality at those locations. The NCA will continue to monitor water quality at both sites to determine whether water quality worsens following the removal of the pontoons.

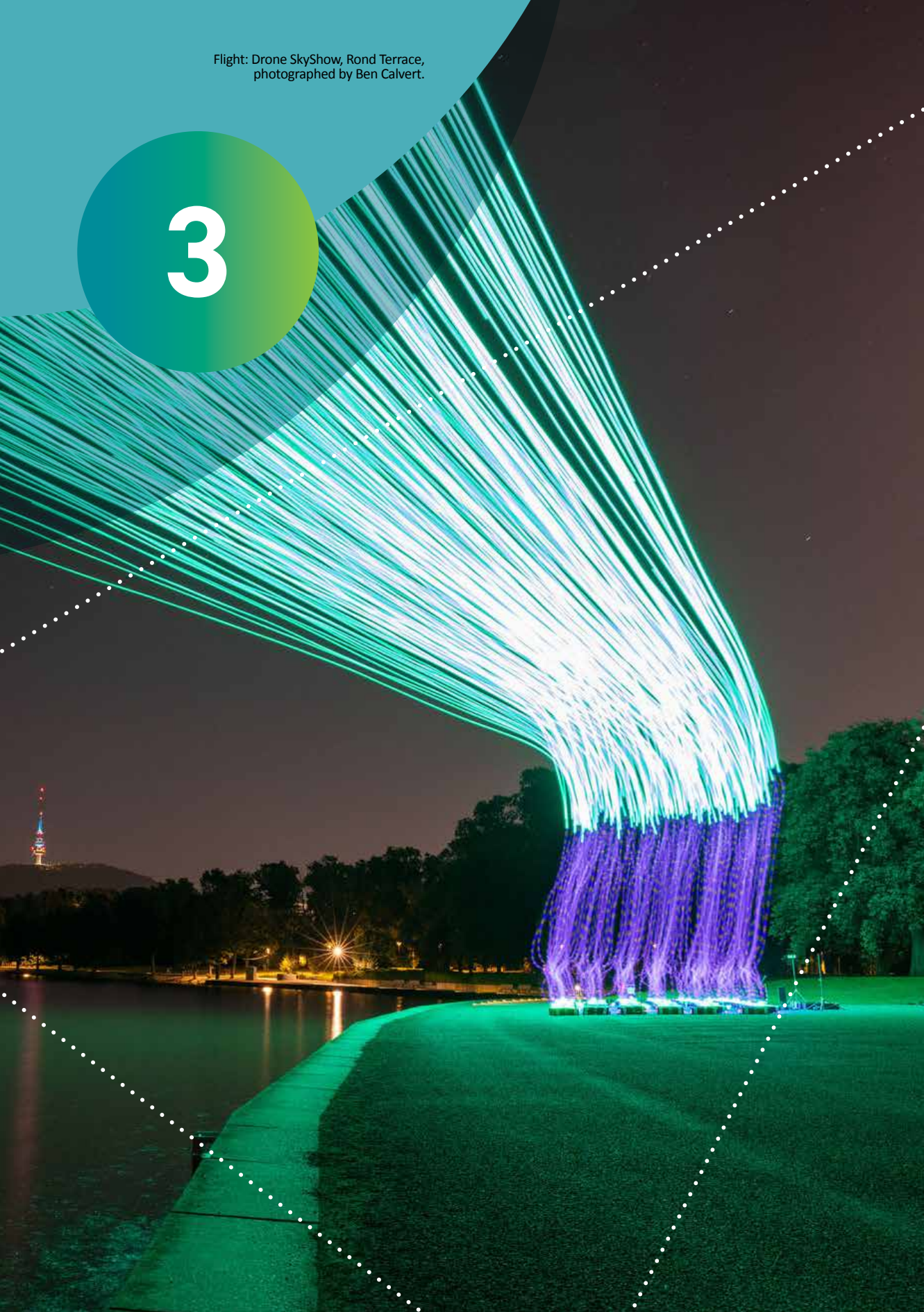
Although this trial has not identified a potential localised management option, the NCA will continue to investigate opportunities for 'in-lake' management options which complement the work being undertaken by Lake catchment land managers.

Lake Burley Griffin,
photographed by
Dom Northcott.



Flight: Drone SkyShow, Rond Terrace,
photographed by Ben Calvert.

3





Management and Accountability

Corporate Governance

The NCA has structured business planning arrangements in place to ensure that we focus on our statutory responsibilities and strategic objectives. The NCA's 2023-24 Portfolio Budget Statements and the NCA Corporate Plan 2023-24 to 2026-27 set out our key objectives for 2023-24 – the annual Performance Statements in 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 between their work and the NCA's organisational goals and objectives.

The NCA has committees in place to monitor and manage its work and oversight particular responsibilities and objectives (see Chapter 1 for further details). These bodies provide cross-agency input and a focus on key areas such as work health and safety.

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

The NCA maintained appropriate information and records management arrangements in 2023-24 in accordance with the requirements of the *Archives Act 1983* and associated Australian Government information management policies.

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 NCA Audit and Risk Committee held four regular meetings in 2023-24, 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 that sound risk management arrangements were maintained during 2023-24. The NCA's Risk Management Policy and Framework provided the basis for appropriate risk management. The Authority, the NCA Audit and Risk Committee, and the NCA's Senior Leadership Team actively identified and monitored the agency's strategic risks and other significant risks, as well as actions and controls in response.

The NCA has a strong ethical framework, based on the Australian Public Service Values, Employment Principles and Code of Conduct. The framework is upheld through a range of human resources policies and employment arrangements (such as the NCA's Performance Management and Appraisal Scheme), as well as awareness training at induction and periodic updates and reminders. The NCA also maintains appropriate arrangements to manage actual, potential or perceived conflicts of interest, and the offer and acceptance of gifts and benefits.

The NCA conducted a detailed Fraud Risk Assessment and reviewed and updated the NCA Fraud Control Plan in the first half of 2023 to cover the period 2023-24 to 2024-25, inclusive. 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 2023-24, 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 that 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 that, in accordance with section 10 of the *Public Governance, Performance and Accountability Rule 2014*, for the financial year 2023-24 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
30 September 2024

Ministerial Directions

Under Section 7 of the *Australian Capital Territory (Planning and Land Management) Act 1988*, the NCA may receive directions from the NCA's responsible Minister. Details of any directions must be included in the NCA's annual report for that year. The NCA did not receive any Ministerial directions in 2023-24.

Finance Law – Significant Issues

During 2023-24, the NCA had no significant issues under paragraph 19(1)(e) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) relating to non-compliance with the finance law.

External Scrutiny

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

In 2023-24, the NCA appeared twice before the JSCNCET, on 9 February and 18 June 2024. Both appearances covered a broad range of activities involving the NCA, including major planning and development matters, the NCA's infrastructure and memorial work, and operational issues.

Major works conducted by the NCA are also subject to consideration by the Parliamentary Standing Committee on Public Works. The NCA appeared before the Committee as part of a hearing on the NCA's Commonwealth Avenue Bridge Renewal project on 21 August 2023 – following consideration, the Committee recommended that the House of Representatives resolve that it is expedient to carry out the proposed work. The NCA also appeared before the Committee as part of a hearing on the Scrivener Dam Dissipator Strengthening project on 15 September 2023 – similarly, the Committee recommended that the House of Representatives resolve that it is expedient to carry out the proposed work.

Judicial, Administrative Tribunal or Information Commissioner Decisions

During 2023-24, there were no judicial decisions or decisions of an administrative tribunal or the Australian Information Commissioner significantly affecting the operations of the NCA.

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

During 2023-24, there were no reports on the operations of the NCA by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman.

Capability Reviews

During 2023-24, there were no capability reviews of the NCA.



The Lawns, Parkes, photographed by Richard Bridge.

Asset Management

One of the NCA's functions under the *Australian Capital Territory (Planning and Land Management) Act 1988* (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.

The national assets include:

- the Parliamentary Zone and the National Triangle (excluding the Parliamentary Precinct and immediate curtilages around national cultural institutions)
- Anzac Parade, including its memorials
- Commonwealth Avenue, Kings Avenue and Constitution Avenue
- Lake Burley Griffin, including Scrivener Dam
- Commonwealth Park and Kings Park, including Queen Elizabeth II Island and the National Carillon
- Dunrossil Drive, Yarralumla
- Acton Peninsula
- Yarramundi Grasslands
- Stirling Park (Gurubang Dhawura), 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, stormwater structures, and street and path lighting.

The NCA's Asset Management Policy, underpinned by the Strategic Asset Management Plan, guides the approach to asset management, to ensure that 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 *Australian Capital Territory National Land (Unleased) Ordinance 2022*. The management of conservation areas and heritage-listed assets is guided by Conservation Management Plans and Heritage Management Plans (HMPs). The NCA's Asset Management System supports the maintenance and works undertaken across the National Estate.

The NCA has an established governance system in place to monitor asset management practices. The Asset Management Steering Committee meets quarterly and is responsible for tracking activities related to the updating and management of all the key documents and processes related to asset management, including the Strategic Asset Management Plan, Asset Management Plans, Conservation Management Plans and HMPs.

The NCA is a registered member of the Institute of Public Works Engineering Australasia (IPWEA), the peak association for infrastructure asset management professionals.

Membership of and participation in IPWEA-led events, professional development activities and online forums allows the NCA to remain up to date with industry trends and best practice in the fields of asset management and public works delivery.

In 2023-24, members of the NCA attended the IPWEA International Public Works Conference where they engaged with key stakeholders in the public works industry from across Australasia and beyond. A key feature of the conference was a full day program on the advancements in LED technology and the role that Smart Controls can play in the efficient adoption of LED technology for street lighting. These new technology options are currently being investigated by the NCA in the context of our future capital works programs.

The NCA has a statutory obligation, set out in the EPBC Act, to prepare HMPs for each place it manages that has Commonwealth Heritage values. The NCA has a program to prepare HMPs to protect and manage the National Heritage and Commonwealth Heritage values of the places it controls in accordance with EPBC Act obligations and best practice management.

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 for which the NCA is responsible that have been assessed as having heritage values but which are not listed. These places are managed in accordance with heritage management principles set out in the EPBC Act. HMPs under review in accordance with the EPBC Act in 2023-24 include those for the Parliament House Vista, York Park North Tree Plantation and National Rose Gardens.

In addition, the NCA's 2016 Ecological Management Plan for National Capital Authority Conservation Areas (EMP) identifies sites of ecological significance such as Stirling Park (Gurubang Dhawura). Five areas that include matters of ecological significance are listed within the EMP and are managed in accordance with best practice management plans as set out in the EPBC Act. The NCA is committed to reviewing and renewing the EMP every 5 to 10 years.

Purchasing and Procurement

The NCA's approach to procuring goods and services is consistent with, and reflects the principles of, the Commonwealth Procurement Rules – in particular, the core rule of competition contributing to achieving value for money. These rules are applied to activities through the Accountable Authority Instructions and supporting financial management procedures and guidelines.

The NCA's procurement plan is published annually and is available on the AusTender website: www.tenders.gov.au. The plan is updated when circumstances change.



National Capital Exhibition, Regatta Point, photographed by Dom Northcott.

Reportable Consultancy Contracts

The NCA engages consultants as required to undertake a variety of tasks. 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 a consultant is made in accordance with the PGPA Act and related rules, including the Commonwealth Procurement Rules, and relevant internal policies.

During 2023-24, no new consultancy contracts were entered into. There were four ongoing consultancy contracts carried over from prior financial years involving expenditure of \$0.107 million.

The following organisations received the largest shares of NCA's total expenditure or 5% or more of total expenditure on consultancy contracts in 2023-24:

- Umwelt (Australia) Pty Limited – \$0.048 million
- GHD Pty Ltd – \$0.030 million
- Encore Construction Services Pty Ltd – \$0.025 million
- Duncan Marshall – \$0.004 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 2023-24, 91 new non-consultancy contracts were entered into involving total actual expenditure of \$20.924 million. There were 116 ongoing non-consultancy contracts carried over from the prior financial years involving expenditure of \$23.824 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 2023-24:

- BGIS Pty Ltd – \$8.040 million
- Southern Asphalt Services Pty Ltd – \$4.443 million
- Citywide Service Solutions Pty Ltd – \$4.948 million
- Duratec Limited – \$4.008 million
- Complex Co. Pty Ltd – \$2.178 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 on the AusTender website during 2023-24.



Kings Avenue Bridge, photographed by Richard Bridge.



Patrick White Lawns,
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 2023-24.

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 Department of Finance's 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 2023-24, the NCA paid 86% of invoices within 20 days.

During 2023-24 the NCA made total payments of \$21.638 million to 179 SMEs.

In 2023-24, the NCA awarded 28.4% of all procurements by value to SMEs (compared with a target of 20%), and 39.2% of procurements with a value of \$20 million or less to SMEs (compared with a target of 35%).

Advertising and Market Research

During 2023-24, the NCA did not conduct any advertising campaigns and did not make payments in relation to advertising or market research above the relevant threshold.

Grants

During 2023-24, 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. The NCA's Agency Plan in relation to the scheme can be found at: www.nca.gov.au/about-us/corporate-documents/corporate-policies.

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 in accordance with 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 Plan).

The Statement of Planning Principles in the Plan includes objectives and principles requiring development to respect environmental values, including water catchments and water quality, and promote resilience to the impacts of climate change. Consistent with leading practice in urban planning, the Plan seeks to limit urban expansion to minimise impacts on valuable natural and rural areas, make efficient use of infrastructure, and protect and improve the natural environment.

These overarching objectives and principles are 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 from sun, wind and heat. The principles and policies of the Plan guide the NCA in developing new policy or considering proposals to vary existing policy.

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, optimise energy and natural resource use, and 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.

Commonwealth Park,
photographed by
Richard Bridge.



NCA Outcomes Contributing to ESD

The NCA's sole Outcome set out in the 2023-24 Portfolio Budget Statements 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 program to replace 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 batteries, personal electronics and light globes
- promotion of efficient use of water in kitchens and washrooms
- use of 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% 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 2024. This is the 16th 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 the NCA's strategic planning, promotion, and enhancement of Canberra as the National Capital for all Australians. In 2023-24, these measures included:

- Grinding and screening felled trees and leaves on National Land for re-use as mulch to improve soil condition in garden beds and around young trees.
- Collecting green waste and organic matter removed when cleaning gardens and ponds to be re-used as fertile compost in horticultural and tree renewal projects on the Estate, diverting hundreds of tonnes of waste from landfill.
- Using an upgraded irrigation control system with cloud-based technology and 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 arrangements. 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.
- Using abstracted lake water for all irrigation in Commonwealth Park instead of treated, potable water. This means water used on these gardens and lawns is not over-treated for its purpose.
- Working with conservation dogs capable of early detection of alligator weed, an invasive weed species, and subsequently eradicating outbreaks of the weed.
- Partnering with Friends of the Grasslands through an Environmental Care Agreement to undertake weed management and re-planting on conservation grasslands in the National Capital Estate.
- Collaborating with ACT Wildlife who can provide specialist care and rehabilitation of sick and injured native fauna and release recovered animals back to habitat. This work includes care for the grey headed flying-fox colony which camps in Commonwealth Park from spring to autumn each year.
- Actively managing the colony of flying foxes in Commonwealth Park through a Flying Fox Management Plan, including an Extreme Weather Event Response Plan.

- Following 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.
- Providing recycling bins across the National Estate.
- Maintaining a pay-by-phone parking ‘app’ which minimises the use of plastic-coated paper tickets by around 50 per cent or 50 kilometres of plastic-coated paper per year.
- Using solar energy to power parking ticket machines across the National Estate.
- Upgrading lighting infrastructure across the National Estate to improve reliability and energy efficiency and increase asset life, through the replacement of old luminaires with LED devices.

The water within Lake Burley Griffin 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 (October to April). All responses and advisories issued due to adverse water quality are in line with protocols, legislation, and the Guidelines.

Fuel management 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 2023-24, activities included fire trail maintenance, slashing of firebreaks, and planning for hazard reduction and ecological burns with the assistance of the ACT Rural Fire Service.

The NCA continues to implement policies to achieve a sound 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.

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’.

Further activities being explored by the NCA include:

- phasing out single-use plastics by event operators and tenants in NCA-managed premises
- reducing waste-to-landfill arising from events on National Land
- exploring options for phasing out natural gas use on the National Estate.

Sustainability and Environmental Management Plan

In February 2024, the NCA adopted its Sustainability and Environmental Management Plan (SEMP). The SEMP sets out the NCA’s commitments to managing the impacts of climate change and sustainability challenges, and the resulting environmental risks. The SEMP complements the Australian Government’s Net Zero in Government Operations Strategy.

The SEMP identifies six pillars aligned with the NCA’s key functions and broader Australian Government obligations – Net Zero, Water Management, Built Environment, Energy Management, Biodiversity and Conservation, and Circular Economy. Each pillar has an associated goal and a list of targets that, if delivered, will achieve that goal. The SEMP generally, and the goals and targets specifically, were prepared following a case study analysis, a comprehensive engagement process including with internal stakeholders, and external peer review.

The NCA is committed to the implementation of the SEMP. The SEMP forms one component of a suite of corporate plans and policy that drives decision-making and budget allocation, and is critical in ensuring that the NCA is at the forefront of functioning in a sustainable, forward-thinking way.

Reporting against SEMP targets will be undertaken at the end of the 2024-25 financial year, following the first full year since the plan’s adoption.

Mandatory Emissions Reporting

In accordance with the reporting requirements of the Australian Public Service Net Zero 2030 policy, the carbon emissions for selected emissions sources were calculated for 2023-24 – see tables below.

Report Summary – Domestic

Reporting Year	2023-2024
Portfolio	Infrastructure, Transport, Regional Development, Communications and the Arts
Entity Name	National Capital Authority

Table 1: 2023-24 Greenhouse Gas Emissions Inventory – Location-based Method

Emission Source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (Location-Based Approach)	N/A	3,466.320	276.568	3,742.888
Natural Gas	22.628	N/A	5.753	28.381
Solid Waste	N/A	N/A	0.000	0.000
Refrigerants*+	0.000	N/A	N/A	0.000
Fleet Vehicles and Other Vehicles	2.734	N/A	0.678	3.412
Domestic Commercial Flights	N/A	N/A	13.032	13.032
Domestic Car Hire*	N/A	N/A	0.031	0.031
Domestic Travel Accommodation*	N/A	N/A	4.101	4.101
Other Energy	0.000	N/A	0.000	0.000
Total t CO₂-e	25.363	3,466.320	300.162	3,791.844

Key: t CO₂-e – tonnes carbon dioxide equivalent.

Note: The table above presents emissions related to electricity usage using the location-based accounting method.

* Indicates emission sources collected for the first time in 2023-24. The quality of data is expected to improve over time as emissions reporting matures.

+ Indicates optional emission source for 2023-24 emissions reporting.

Table 2: 2023-24 Electricity Greenhouse Gas Emissions

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Percentage of Electricity Use
Electricity (Location-Based Approach)	3,466.320	276.568	3,742.888	100.00%
Market-based Electricity Emissions	296.619	36.620	333.239	7.15%
Total Renewable Electricity	-	-	-	92.85%
Mandatory Renewables ¹	-	-	-	18.72%
Voluntary Renewables ²	-	-	-	74.13%

Key: t CO₂-e – tonnes carbon dioxide equivalent.

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods.

1 Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.

2 Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

4





Management of Human Resources

Australia Day Achievement Medallion

In early 2024, Mr Bahadur (Bob) Singh was presented with the Chief Executive's Australia Day Achievement Medallion for his commitment to ensuring ethical and responsible financial management. Mr Singh has a deep accounting expertise and attention to detail that contribute significantly to the NCA's outcomes. He ensures that the underlying financial processes and framework are efficient and well maintained, building trust and confidence with staff, and empowering informed decision-making.

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 help the NCA to 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 employees' current position responsibilities or future career aspirations.

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.

In 2023-24, the NCA provided a range of on-line training and some face-to-face training on key areas including the following:

- Procurement Essentials and Contract Management Training
- Privacy Essentials Training
 - Protecting personal information
 - Proposed changes to the *Privacy Act 1988*
 - Cyber Risk
 - Notifiable Data Breaches
- Modern Slavery Awareness and Training
- WHS Monitor Training
 - Training sessions on the use of the NCA's cloud-based Workplace Health and Safety System
 - A number of online modules on health and safety topics
- APS Online induction training for new staff, consisting of e-modules covering a range of workplace-related topics
- Inhouse training and drop-in sessions on the importance of good record keeping.

Staffing Summary and Profile

The NCA had an average staffing level (ASL) of 55.8 for 2023-24. The NCA's headcount at 30 June 2024 was 57 employees: 53 employees engaged under the *Public Service Act 1999*, three employees engaged under section 24(1) determinations and the NCA Chief Executive. The NCA Chief Executive is appointed under the *Australian Capital Territory (Planning and Land Management) Act 1988*. As at 30 June 2024, 56 NCA employees were based in the ACT and one employee was based in Western Australia. All staffing and profile tables in this report are based on headcount.

Tables 1 to 4 provide the number of employees in the NCA as at 30 June 2024 and 30 June 2023, respectively, by employment status, location and gender.

Table 1: All Ongoing Employees – Current Reporting Period (at 30 June 2024)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			
Location	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
ACT	21	1	22	23	1	24	0	0	0	0	0	0	0	0	0	46
WA	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
Total	21	1	22	24	1	25	0	0	0	0	0	0	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 the Authority members.

Table 2: All Non-ongoing Employees – Current Reporting Period (at 30 June 2024)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			
Location	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
ACT	3	0	3	5	1	6	0	0	0	0	0	0	0	0	0	9

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

Table 3: All Ongoing Employees – Previous Reporting Period (at 30 June 2023)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			
Location	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
ACT	16	2	18	23	5	28	0	0	0	0	0	0	0	0	0	46

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

Table 4: All Non-ongoing Employees – Previous Reporting Period (at 30 June 2023)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			
Location	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
ACT	6	1	7	8	0	8	0	0	0	0	0	0	0	0	0	15

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

Tables 5 to 8 provide the number of employees in the NCA as at 30 June 2024 and 30 June 2023, respectively, by classification and gender.

Table 5: Australian Public Service Act Ongoing Employees – Current Reporting Period (at 30 June 2024)

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 1	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
EL 2	6	0	6	6	0	6	0	0	0	0	0	0	0	0	0	12
EL 1	5	0	5	9	1	10	0	0	0	0	0	0	0	0	0	15
APS 6	4	0	4	6	0	6	0	0	0	0	0	0	0	0	0	10
APS 5	0	1	1	1	0	1	0	0	0	0	0	0	0	0	0	2
APS 4	1	0	1	2	0	2	0	0	0	0	0	0	0	0	0	3
APS 3	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
APS 2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	21	1	22	24	1	25	0	0	0	0	0	0	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 6: Australian Public Service Act Non-ongoing Employees – Current Reporting Period (at 30 June 2024)

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
EL 1	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
APS 6	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0	2
APS 5	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
APS 4	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	2
APS 3	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	0	3	5	1	6	0	0	0	0	0	0	0	0	0	9

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 Reporting Period (at 30 June 2023)

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 1	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
EL 2	5	0	5	6	1	7	0	0	0	0	0	0	0	0	0	12
EL 1	3	0	3	7	1	8	0	0	0	0	0	0	0	0	0	11
APS 6	4	0	4	4	1	5	0	0	0	0	0	0	0	0	0	9
APS 5	0	1	1	3	0	3	0	0	0	0	0	0	0	0	0	4
APS 4	0	0	0	3	0	3	0	0	0	0	0	0	0	0	0	3
APS 3	1	1	2	0	1	1	0	0	0	0	0	0	0	0	0	3
APS 2	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	2
APS1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	16	2	18	23	5	28	0	0	0	0	0	0	0	0	0	46

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 Reporting Period (at 30 June 2023)

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	1	0	1	2	0	2	0	0	0	0	0	0	0	0	0	3
EL 1	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	3
APS 6	1	0	1	4	0	4	0	0	0	0	0	0	0	0	0	5
APS 5	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
APS 4	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	7	0	7	7	0	7	0	0	0	0	0	0	0	0	0	14

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 2024 and 30 June 2023, 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 2024)

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	12	0	12	1	0	1	13
EL 1	14	0	14	2	0	2	16
APS 6	10	0	10	1	1	2	12
APS 5	1	2	3	1	0	1	4
APS 4	3	0	3	2	0	2	5
APS 3	2	0	2	1	0	1	3
APS 2	1	0	1	0	0	0	1
Total	45	2	47	8	1	9	56

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 2023)

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	11	1	12	3	0	3	15
EL 1	10	1	11	3	0	3	14
APS 6	8	1	9	5	0	5	14
APS 5	3	1	4	2	0	2	6
APS 4	3	0	3	1	0	1	4
APS 3	1	2	3	0	0	0	3
APS 2	1	1	2	0	0	0	2
Total	39	7	46	14	0	14	60

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. As at 30 June 2024, 56 NCA employees were based in the ACT and one employee was based in Western Australia.

Table 11: Australian Public Service Act Employment Type by Location – Current Reporting Period (at 30 June 2024)

Location	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	1	0	1
ACT	46	9	55
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
Total	47	9	56

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 12: Australian Public Service Act Employment Type by Location – Previous Reporting Period (at 30 June 2023)

Location	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	46	14	60
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
Total	46	14	60

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.

Staff Retention and Turnover

During 2023-24, 17 employees (5 ongoing and 12 non-ongoing) commenced employment with the NCA, and 17 employees (7 ongoing and 10 non-ongoing) separated from employment with the NCA. Further detail is set out in Table 13 below.

Table 13: Employee commencement and separation in 2023-24

Classification	Man/Male	Woman/Female	Non-binary	Prefers not to answer	Uses a different term	Total
SES						
Commencements	0	0	0	0	0	0
Separations	0	0	0	0	0	0
EL 1 - 2						
Commencements	4	2	0	0	0	6
Separations	1	3	0	0	0	4
APS 1 - 6						
Commencements	3	8	0	0	0	11
Separations	5	8	0	0	0	13

Key: SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.
Note: These figures do not include employees on long-term leave where the period is greater than 1 month, the Chief Executive, or Authority members.

Workplace Diversity

The NCA continues to have a diverse workforce. Table 14 sets out NCA staff from diverse backgrounds as at 30 June 2024.

Table 14: Australian Public Service Act Staff Diversity (at 30 June 2024)

Staff	Total
Women	32
People with a disability	2
Culturally and linguistically diverse background	19

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.



Regatta Point, photographed by Dom Northcott.

Tables 15 and 16 provide a report on Indigenous employees in the NCA as at 30 June 2024 and 30 June 2023, respectively, by employment status.

Table 15: Australian Public Service Act Indigenous Employment Current Reporting Period (at 30 June 2024)

Indigenous Staff	Total
Ongoing	2
Non-ongoing	0
Total	2

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 2023)

Indigenous Staff	Total
Ongoing	2
Non-ongoing	0
Total	2

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:

- implement and embed the NCA’s Reconciliation Action Plan (RAP)
- implement and embed deliverables outlined in the *Australian Public Service Gender Equality Strategy 2021-26*
- implement and embed *Australia’s Disability Strategy 2021-2031*
- 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 2024-2027* (the Enterprise Agreement) provides several 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 parental leave
- provisions for returning to former duties or other duties the employee is qualified to undertake on return to work from parental leave
- access to 18 weeks paid parental leave
- access to paid parental leave at half pay
- three days paid compassionate leave on each occasion
- access to sabbatical leave arrangements
- access to a healthy lifestyle allowance.

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.

Table 17 provides a summary of NCA employees covered by the Enterprise Agreement and Section 24 Determinations. As at 30 June 2024, the Chief Executive's remuneration was determined in accordance with the *Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office) Determination (No. 2) 2023*.

Table 17: Employment Arrangements of SES and Non-SES employees at 30 June 2024

Arrangement	SES	Non-SES	Total
Enterprise Agreement	0	37	37
Section 24(1) Determination	2	1	3
Enterprise Agreement plus supplementary agreement (Individual Flexibility Agreement)	0	16	16
Total	2	54	56

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, as at 30 June 2024, are set out in Table 18.

Table 18: Australian Public Service Act Employment Salary Ranges by Classification Level (as at 30 June 2024)

Classification	Minimum Salary	Maximum Salary
SES 1	\$269,126	\$295,000
EL 2	\$129,008	\$203,450
EL 1	\$110,115	\$160,000
APS 6	\$90,199	\$111,562
APS 5	\$80,341	\$92,496
APS 4	\$71,560	\$78,001
APS 3	\$63,740	\$69,476
APS 2	\$56,774	\$61,883
APS 1	\$52,000	\$55,120

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 may be higher than prescribed in the Enterprise Agreement and Section 24 Determinations due to salary matching on transfers from other agencies and Individual Flexibility Agreements. Higher salaries due to Individual Flexibility Agreements were not reported in previous years.

Executive Remuneration

During 2023-24, the NCA had eight executives who met the definition of Key Management Personnel. Their names, terms and remuneration details are set out in Tables 19 and 20. The NCA had no other senior executives except those included in the Tables 19 and 20. There were no Other Highly Paid Staff with total remuneration exceeding the \$250,000 annual remuneration threshold that applies for 2023-24.

Table 19: NCA Key Management Personnel – 2023-24

Name	Position title	Term as KMP
Terry Weber	Authority Chair	Full year
Jenny Smithson	Authority Member	Full year
James Willson	Authority Member	Full year
Helen Lochhead	Authority Member	Full year
Sally Barnes	Chief Executive	Part year
Karen Doran	Chief Executive	Part year
Hamid Heydarian	Chief Operating Officer	Full year
Andrew Smith	Chief Planner	Full year

Table 20: NCA Key Management Personnel – Remuneration – 2023-24 (\$)

Name	Position title	Base salary	Short-term benefits		Post-employment benefits	Other long-term benefits		Termination benefits	Total Remuneration
			Bonuses	Other benefits and allowances		Long service leave	Other long term benefits		
Terry Weber	Authority Chair	64,894	-	-	9,381	-	-	-	74,275
Jenny Smithson	Member	25,960	-	-	3,705	-	-	-	29,665
James Willson	Member	25,960	-	-	3,908	-	-	-	29,868
Helen Lochhead	Member	25,960	-	-	2,826	-	-	-	28,786
Sally Barnes	Chief Executive	243,713	-	2,256	36,843	51,224	-	-	334,036
Karen Doran	Chief Executive	80,525	-	-	9,650	277	-	-	90,452
Hamid Heydarian	Chief Operating Officer	324,027	-	2,958	55,134	7,561	-	-	389,681
Andrew Smith	Chief Planner	262,186	-	5,524	48,591	21,459	-	-	337,760
Total		1,053,226	-	10,737	170,037	80,522	-	-	1,314,522

Policies and Practices

The total remuneration of the Key Management Personnel for 2023-24 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 2023* which specifies an annual salary of \$370,160. Ms Barnes received an additional fixed loading of \$26,920. No portion of the remuneration is 'at risk'.

Chief Operating Officer and Chief Planner - 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 2023* which specifies a fixed annual salary of \$65,170. 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 2023* which specifies a fixed annual salary of \$26,070. 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 (or higher) standard or where the Chief Executive considers the employee's performance has been of a standard that justifies the pay point advancement or accelerated advancement.

The NCA does not pay performance pay.

Personnel Services and Salary Processing

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



Lake Burley Griffin, 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 disabilitygateway.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 2023-24, the NCA further strengthened its Work Health and Safety Management System. This work involved developing new policies and procedures, revisions to existing documentation and various improvements to the WHS risk management function. The highest reported incident type was *other and unspecified*. This incident type primarily captures incidents that do not fall into a particular category.

There were three notifiable incidents reported to Comcare during 2023-24. 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.

During 2023-24, the NCA coordinated a comprehensive due diligence workshop for its Board and senior executive. Additionally, various WHS training programs were run for employees by external providers and internal subject matter experts.

The NCA provided free influenza vaccinations for NCA staff and volunteers during the reporting period. Additionally, NCA employees and their family members continued to be provided with access to an Employee Assistance Program, a service that provides free, confidential counselling and guidance.

To ensure that 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.



Australian of the Year Walk, photographed by Dom Northcott.

CASE STUDY

Rose Garden Volunteers

Formal gardens on either side of Old Parliament House, originally established in the early years of Canberra, fell into disuse following Parliament's move to Capital Hill in 1988.

The gardens were re-established by the NCA from the late 1990s, including re-introducing roses and other plants lost over the years, and building new supporting features and amenities. Steps have also been taken to recognise and renew the gardens' special heritage values.

When the new gardens formally opened in 2004, a volunteer program commenced with the NCA's support. Several volunteer 'teams' now look after their allocated gardens, working with the NCA's contracted service providers.

Ann and Fred Knowler have worked as Horticultural Volunteers in the Old Parliament House Rose Gardens since the program began. They are currently team leaders for the Ladies Rose Garden, which, along with the Macarthur Rose Garden, makes up the House of Representatives side of the gardens. The Senate side holds the Broinowski Rose Garden and the Rex Hazlewood Rose Garden.

Ann, Fred and the other dedicated volunteers in their team usually work for around two hours every Friday morning. Their work covers all aspects of plant maintenance, including planting, weeding, pruning and reporting any rose-related diseases that might arise in the Ladies garden.

As well as the inherent enjoyment of growing beautiful roses in a magnificent setting, Fred and Ann enjoy the social and community aspects of working with others, building friendships and camaraderie, and sharing their love of plants and the outdoors.

Horticulture Volunteers contribute to a special place in Canberra's history, which delights the senses of Canberra locals and visitors alike. The gardens provide a quiet sanctuary to those wanting to celebrate special events, such as weddings and memorials, have a picnic, or just walk through and enjoy the beautiful roses and their surroundings.

Ann and Fred Knowler, Rose Garden Volunteers, photographed by Richard Bridge.



The Flight Drone SkyShow over Lake Burley
Griffin, photographed by Ben Calvert.

5



A decorative dotted line curves from the top left towards the center. On the far left, a vertical strip shows a night view of a city with lights reflecting on water.

Report on Financial Performance

Financial Overview

The NCA is a Non-Corporate Commonwealth Entity, with two programs outlined in the 2023-24 Portfolio Budget Statements.

Program 1.1 – National Capital Functions: *Planning and designing areas of special national importance in Canberra and raising community awareness by ensuring that the National Capital is planned and promoted consistent with its enduring national significance*

Departmental funding is provided for Program 1.1 – National Capital Functions, primarily for employee and administration and overhead costs required to run the agency's operations. Revenues comprised a mix of appropriation revenue and own-source revenue through processing works approval applications, from events held on National Land and through property rentals.

The NCA also receives funding from other Australian Government agencies as well as State and Territory government agencies to facilitate construction activities on their behalf. Usually, these projects relate to the construction of memorials on National Land, with the funding received accounted for in the NCA's departmental operations.

Program 1.2 – National Capital Estate: *To facilitate the proper management and enhancement of National Land*

The NCA receives administered appropriations to carry out activities on behalf of the Australian Government and to deliver its second program, Program 1.2 – National Capital Estate. These activities primarily involve the maintenance and operation of the National Capital Estate and the construction, preservation, and upgrading 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 paid parking services within the National Capital Estate on behalf of the Australian Government.

Departmental Performance

In 2023-24, the NCA reported a deficit on continuing operations of \$2.299 million, which included unfunded depreciation and amortisation of \$1.892 million along with write-downs and finance costs of \$0.018 million. This compares to a budgeted deficit on continuing operations of \$1.245 million.

The NCA undertook a desktop asset revaluation as at 30 June 2024, resulting in a \$1.339 million increase in the asset revaluation reserve.

Overall, net assets came to \$21.067 million, compared to a budget of \$18.286 million, or \$2.781 million higher.

Further explanations of major budget variances for the NCA can be found in Note 8.2 of the 2023-24 NCA Financial Statements.

Administered Performance

In 2023-24, the NCA reported \$25.414 million in non-taxation revenue, mainly comprising paid parking ticketing revenue and fines (\$21.800 million) and rentals including diplomatic estate rents (\$2.117 million).

Administered supplier expenses of \$19.377 million were largely on budget. Supplier expenses related to the costs of managing and maintaining the National Capital Estate, including managing contractors, other contractors, and legal expenses (\$10.408 million); property repairs and maintenance (\$5.044 million); other costs such as utilities, insurance, and dam flood operations (\$3.476 million).

Further explanations of major budget variances for the NCA can be found in Note 8.2 of the 2023-24 NCA Financial Statements.

Cost Recovery

During 2023-24, the NCA recovered revenue through works approval cost recovery fees and charges. Cost recovery revenue was \$0.629 million, compared to \$2.021 million in 2022-23. Some significant projects were deferred until 2024-25.



Black Mountain Tower,
photographed by
Dom Northcott.

Entity Resource Statement 2023–24

	Current available appropriation \$'000 (a)	Payments made \$'000 (b)	Balance remaining \$'000 (a) - (b)
Departmental			
Annual appropriations - ordinary annual services	15,192	5,980	9,212
Prior year appropriations available - ordinary annual services	11,771	11,582	189
Total departmental annual appropriations	26,963	17,562	9,401
Total departmental resourcing A	26,963	17,562	9,401
Administered			
Annual appropriations - ordinary annual services	34,013	21,933	12,080
Prior year appropriations available - ordinary annual services	12,600	12,600	-
Annual appropriations - other services - non-operating	99,215	-	99,215
Prior year appropriations available - other services - non-operating	56,456	3,858	52,598
Total administered annual appropriations	202,284	38,391	163,893
Total administered special appropriations	25	19	6
Total administered resourcing B	202,309	38,410	163,899
Total resourcing and payments for the National Capital Authority (A+B)	229,272	55,972	173,300

Outcome Expense Statement 2023-24

EXPENSES FOR OUTCOME 1	Budget*	Actual Expenses	Variation
Outcome 1: 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.	2023-24 \$'000	2023-24 \$'000	2023-24 \$'000
	(a)	(b)	(a) - (b)
Program 1.1: NATIONAL CAPITAL FUNCTIONS			
Departmental expenses			
Departmental appropriation	10,874	11,393	(519)
s74 External Revenue ¹	4,850	3,616	1,234
Expenses not requiring appropriation in the budget year ²	1,295	1,906	(611)
Departmental total	17,019	16,915	104
Total for Program 1.1	17,019	16,915	104
Program 1.2: NATIONAL CAPITAL ESTATE			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	18,985	19,358	(373)
Special Appropriations <i>Public Governance, Performance and Accountability Act 2013</i>	25	19	6
Expenses not requiring appropriation in the budget year ³	30,124	44,249	(14,125)
Administered total	49,134	63,626	(14,492)
Total for Program 1.2	49,134	63,626	(14,492)
Outcome 1 TOTALS BY APPROPRIATION TYPE			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	18,985	19,358	(373)
Special Appropriations <i>Public Governance, Performance and Accountability Act 2013</i>	25	19	6
Expenses not requiring appropriation in the budget year ³	30,124	44,249	(14,125)
Administered total	49,134	63,626	(14,492)
Departmental expenses			
Departmental appropriation	10,874	11,393	(519)
s74 External Revenue ¹	4,850	3,616	1,234
Expenses not requiring appropriation in the budget year ²	1,295	1,906	(611)
Departmental total	17,019	16,915	104
Total expenses for Outcome 1	66,153	80,541	(14,388)
	2023-24	2023-24	
Average Staffing Level (number)	61	65	

* Full year budget, including any subsequent adjustment made to the 2023-24 budget at Additional Estimates.

1 Estimated expenses incurred in relation to receipts retained 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

NCA Reconciliation Action Plan

Following a two-year process, which included internal and external consultation, the NCA officially launched its first Reconciliation Action Plan (RAP) on 19 June 2024. This is a significant achievement for the NCA and formalises a continued focus of working collaboratively with First Nations people.

The RAP focuses on strengthening relationships with Aboriginal and Torres Strait Islander peoples as the first Australians and traditional owners of the land, celebrating and promoting First Nations cultures and traditions and working together to offer and promote opportunities to Aboriginal and Torres Strait Islander peoples.

A RAP working group was formed with staff from across all teams, working together with cultural consultants to identify specific actions and opportunities to progress reconciliation activities. This process was assisted by Reconciliation Australia.

The NCA has a proven commitment to reconciliation with strong foundations in place. We manage Reconciliation Place in close consultation with first Australians, and run public tours of this nationally significant site throughout the year. We work closely with the Ngunnawal Traditional Owners and the custodians of the Aboriginal Tent Embassy. We are actively involved in Reconciliation Week and NAIDOC Week, running our own events and activities, and also leveraging our stakeholder networks, to connect, co-ordinate and collaborate with interested stakeholders.

The next step in our reconciliation journey is about implementing change, strengthening relationships with Aboriginal and Torres Strait Islander people and piloting strategies for further reconciliation commitments to empower Aboriginal and Torres Strait Islander people. This includes integrating First Australian peoples' cultures and histories into the work we do.



Reconciliation Place, photographed by Dom Northcott.

This work is already in progress and is particularly evident in the development of tours and events, where we ensure Aboriginal and Torres Strait Islander perspectives are included, and in the development of new interpretative signage around the National Triangle, where First Nations stories can be told.

The NCA is committed to achieve the further actions outlined in the RAP, including by:

- increasing visibility and understanding of Aboriginal languages within our work
- improving employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development
- increasing the diversity of suppliers to include more Aboriginal and Torres Strait Islander suppliers.

Old Parliament House Rose Gardens,
photographed by Richard Bridge.

A1





APPENDIX ONE

Financial Statements
30 June 2024

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 2024:

- (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 2024 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 2024 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 to 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 material accounting policy information 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 their 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 restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

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



Shane Svoboda
Audit Principal
Delegate of the Auditor-General

Canberra
11 September 2024

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2024 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 September 2024



Fei Wu, CA
A/g Chief Financial Officer
29 September 2024

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	8,476	7,467	8,604
Suppliers	1.1B	6,529	6,185	6,826
Depreciation and amortisation	3.2A	1,892	1,920	1,584
Finance costs	1.1C	4	5	5
Impairment loss on financial instruments	1.1D	14	-	-
Write-down and impairment of other assets	1.1E	-	1,572	-
Total expenses		16,915	17,149	17,019
Own-Source Income				
Own-source revenue				
Revenue from contracts with customers	1.2A	2,386	1,622	2,845
Fees and fines	1.2B	766	2,138	1,519
Rental income	1.2C	525	343	486
Other revenue	1.2D	65	2,180	50
Total own-source revenue		3,742	6,283	4,900
Net (costs of)/contribution by services		(13,173)	(10,866)	(12,119)
Revenue from Government	1.2E	10,874	10,325	10,874
Total Revenue from Government		10,874	10,325	10,874
Surplus/(Deficit) on continuing operations		(2,299)	(541)	(1,245)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		1,339	1,899	-
Total other comprehensive income		1,339	1,899	-
Total comprehensive income/(loss)	5.3	(960)	1,358	(1,245)

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 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
ASSETS				
Financial Assets				
Cash and cash equivalents	3.1A	167	195	510
Trade and other receivables	3.1B	10,454	11,822	10,179
Total financial assets		10,621	12,017	10,689
Non-Financial Assets¹				
Buildings	3.2A	18,888	18,816	15,537
Plant and equipment	3.2A	1,997	1,934	2,217
Heritage and cultural	3.2A	220	214	200
Intangibles	3.2A	1,584	1,893	2,141
Other non-financial assets	3.2B	218	122	258
Total non-financial assets		22,907	22,979	20,353
Total assets		33,528	34,996	31,042
LIABILITIES				
Payables				
Suppliers	3.3A	477	801	649
Other payables	3.3B	8,739	9,425	8,778
Total payables		9,216	10,226	9,427
Interest bearing liabilities				
Leases	3.4A	802	1,128	759
Total interest bearing liabilities		802	1,128	759
Provisions				
Employee provisions	6.1A	2,443	2,346	2,570
Total provisions		2,443	2,346	2,570
Total liabilities		12,461	13,700	12,756
Net assets		21,067	21,296	18,286
EQUITY				
Contributed equity		21,611	20,909	21,611
Reserves		12,522	11,183	9,284
Retained earnings/(accumulated deficit)		(13,066)	(10,796)	(12,609)
Total equity		21,067	21,296	18,286

1. Right-of-use assets are included in the Buildings line item (Office Accommodation) 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 2024

	Retained Earnings			Asset revaluation reserve			Contributed equity			Total equity		
	2024	2023	Original Budget	2024	2023	Original Budget	2024	2023	Original Budget	2024	2023	Original Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance												
Balance carried forward from previous period	(10,796)	(10,258)	(11,364)	11,183	9,284	9,284	20,909	20,239	20,909	21,296	19,265	18,829
Adjustment to opening balance	29	3	-	-	-	-	-	-	-	29	3	-
Adjusted opening balance	(10,767)	(10,255)	(11,364)	11,183	9,284	9,284	20,909	20,239	20,909	21,325	19,268	18,829
Comprehensive income												
Surplus/(Deficit) for the period	(2,299)	(541)	(1,245)	-	-	-	-	-	-	(2,299)	(541)	(1,245)
Asset revaluation movements	-	-	-	1,339	1,899	-	-	-	-	1,339	1,899	-
Total comprehensive income	(2,299)	(541)	(1,245)	1,339	1,899	-	-	-	-	(960)	1,358	(1,245)
Contributions by owners												
Departmental capital budget	-	-	-	-	-	-	702	670	702	702	670	702
Total transactions with owners	-	-	-	-	-	-	702	670	702	702	670	702
Closing balance as at 30 June	(13,066)	(10,796)	(12,609)	12,522	11,183	9,284	21,611	20,909	21,611	21,067	21,296	18,286

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

Accounting Policy

Equity Injections

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

CASH FLOW STATEMENT

for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		13,244	8,693	10,874
Sale of goods and rendering of services		2,228	3,982	4,562
GST received		120	33	-
Other		7	2,152	-
Total cash received		15,599	14,860	15,436
Cash used				
Employees		8,452	7,336	8,236
Suppliers		7,191	5,497	6,856
Interest payments on lease liabilities		4	5	5
GST paid		(27)	-	-
Total cash used		15,620	12,838	15,097
Net cash from/(used by) operating activities		(21)	2,022	339
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		92	2,638	702
Purchase of Intangibles		225	-	-
Total cash used		317	2,638	702
Net cash from/(used by) investing activities		(317)	(2,638)	(702)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		702	670	702
Total cash received		702	670	702
Cash used				
Principal payments of lease liabilities		392	369	339
Total cash used		392	369	339
Net cash from/(used by) financing activities		310	301	363
Net increase/(decrease) in cash held		(28)	(315)	-
Cash and cash equivalents at the beginning of the reporting period		195	510	510
Cash and cash equivalents at the end of the reporting period		167	195	510

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 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Suppliers	2.1A	19,377	18,262	19,010
Depreciation and amortisation	4.2A	33,593	33,159	28,124
Impairment loss on financial instruments	2.1B	445	439	-
Write-down and impairment of other assets	2.1C	10,211	7,505	2,000
Total expenses		63,626	59,365	49,134
Income				
Revenue				
Non-taxation revenue				
Revenue from contracts with customers	2.2A	20,135	19,857	25,120
Fees and fines	2.2B	1,961	1,978	2,062
Rental income	2.2C	2,117	2,076	2,130
Other revenue	2.2D	1,201	491	12
Total non-taxation revenue		25,414	24,402	29,324
Gains				
Other gains		18	-	-
Total gains		18	-	-
Total income		25,432	24,402	29,324
Net (cost of)/contribution by services		(38,194)	(34,963)	(19,810)
Surplus/(Deficit) on continuing operations		(38,194)	(34,963)	(19,810)
OTHER COMPREHENSIVE INCOME				
Changes in asset revaluation reserve		88,941	196,982	-
Total comprehensive income/(loss)		50,747	162,019	(19,810)

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 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	4.1A	78	84	91
Trade and other receivables	4.1B	2,077	1,947	1,718
Total financial assets		2,155	2,031	1,809
Non-financial assets				
Land	4.2A	690,244	673,952	527,874
Buildings	4.2A	30,203	17,569	17,631
Property, plant and equipment	4.2A	647,130	619,324	740,922
Heritage assets	4.2A	81,001	73,814	57,859
Intangibles	4.2A	2,442	3,182	4,290
Prepayments		90	17	-
Total non-financial assets		1,451,110	1,387,858	1,348,576
Total assets administered on behalf of Government		1,453,265	1,389,889	1,350,385
LIABILITIES				
Payables				
Suppliers	4.3A	6,190	7,318	2,755
Other payables	4.3B	17,746	18,968	20,697
Total payables		23,936	26,286	23,452
Total liabilities administered on behalf of Government		23,936	26,286	23,452
Net assets		1,429,329	1,363,603	1,326,933

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 2024

	2024 \$'000	2023 \$'000
Opening assets less liabilities as at 1 July	1,363,603	1,195,348
Net cost of services		
Income	25,432	24,402
Expenses	(63,626)	(59,365)
Other comprehensive income		
Revaluations transferred to reserves	88,941	196,982
Transfers (to)/from the Australian Government		
Appropriation transfers from Official Public Account		
Administered assets and liabilities appropriations	3,858	3,301
Annual appropriations		
Payments to entities other than corporate Commonwealth entities	38,189	29,807
Special appropriations (limited)		
Payments to entities other than corporate Commonwealth entities	19	5
Appropriation transfers to Official Public Account		
Transfers to OPA	(27,087)	(26,877)
Closing assets less liabilities as at 30 June	1,429,329	1,363,603

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 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Sale of goods and rendering of services		23,480	24,223	29,312
GST received		(13)	(317)	-
Other cash received		78	18	12
Total cash received		23,545	23,924	29,324
Cash used				
Suppliers		20,518	13,770	19,010
GST paid		(127)	(14)	-
Total cash used		20,391	13,756	19,010
Net cash from operating activities		3,154	10,168	10,314
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		18,139	16,411	144,883
Total cash used		18,139	16,411	144,883
Net cash used by investing activities		(18,139)	(16,411)	(144,883)
Net increase in cash held		(14,985)	(6,243)	(134,569)
Cash and cash equivalents at the beginning of the reporting period		84	91	91
Cash from Official Public Account				
Appropriation transfers from Official Public Account				
Administered assets and liabilities appropriations		3,858	3,301	-
Annual appropriations				
Administered expenses		19,444	17,332	19,010
Administered capital budget		15,089	9,610	144,883
Section 74A for recoverable GST		3,635	2,864	-
GST paid to the ATO		21	1	-
Section 77 repayments by the Commonwealth		19	5	-
Total cash from official public account		42,066	33,113	163,893
Cash to Official Public Account				
Other transfers		27,087	26,877	29,324
Total cash to official public account		27,087	26,877	29,324
Cash and cash equivalents at the end of the reporting period		78	84	91

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, Local Government 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 for Tier 2 Entities 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 financial statements sign-off date and are applicable to the current reporting period did not have a material effect on the NCA's financial statements.

Taxation

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

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

Reporting of Administered Activities

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

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

Notes to and forming part of the Financial Statements

Events After the Reporting Period

Departmental

No events have occurred after the reporting date that should be brought to account or noted in the 2023-24 financial statements.

Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2023-24 financial statements.

Breaches of Section 83 of the Constitution

No breaches have occurred during the reporting period in the 2023-24 financial statements.

Notes to and forming part of the Financial Statements

1. Departmental Financial Performance

1.1 Expenses

	2024	2023
	\$'000	\$'000
Note 1.1A: Employee Benefits		
Wages and salaries	6,471	5,613
Superannuation		
Defined contribution plans	940	800
Defined benefit plans	275	242
Leave and other entitlements	790	812
Total employee benefits	8,476	7,467

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

Audit Fees - ANAO	48	48
Audit Fees - Internal Audit	60	45
Contractors	1,700	1,280
Property operating costs	442	448
Utilities	11	21
ICT services	2,618	2,138
Consultants	85	306
Associated employee costs	242	254
Legal services	156	356
Communications	757	508
Travel	83	63
Other	222	640
Total goods and services supplied or rendered	6,424	6,107

Goods supplied	158	583
Services rendered	6,266	5,524
Total goods and services supplied or rendered	6,424	6,107

Other suppliers

Workers compensation expenses	103	73
Operating lease rentals ¹	2	5
Total other suppliers expenses	105	78
Total suppliers	6,529	6,185

1. The NCA has short-term lease commitments relating to motor vehicles as at 30 June 2024.

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 per asset). 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.)

	2024	2023
	\$'000	\$'000
Note 1.1C: Finance Costs		
Interest on lease liabilities	4	5
Total finance costs	4	5

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

Accounting Policy

All borrowing costs are expensed as incurred.

Note 1.1D: Impairment Loss on Financial Instruments

Impairment on financial instruments	14	-
Total impairment on financial instruments	14	-

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

Write-down of property, plant and equipment	-	10
Write-down of intangibles	-	495
Write-down of buildings	-	1,067
Total write-down and impairment of other assets	-	1,572

1.2 Own-Source Revenue

	2024	2023
	\$'000	\$'000
Own-Source Revenue		

Note 1.2A: Revenue from Contracts with Customers

Construction works	888	514
Rendering of services	1,496	1,102
Sale of goods	2	6
Total revenue from contracts with customers	2,386	1,622

Disaggregation of revenue from contracts with customers

Major product / service line:

Construction works	888	514
Events revenue	1,485	492
Cost Recovery - Event related costs	11	610
National Capital Exhibition merchandise sales	2	6
	2,386	1,622

Type of customer:

Australian Government entities (related parties)	888	530
State and Territory Governments	225	78
Non-government entities	1,273	1,014
	2,386	1,622

Timing of transfer of goods and services:

Over time	227	683
Point in time	2,159	939
	2,386	1,622

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 15 Revenue from Contracts with Customers* using the percentage of completion method. Contract revenue is matched to contract expense incurred in reaching the stage of completion. Unspent 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 15 Revenue from Contracts with Customers*.

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 requirement 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.

Note 1.2B: Fees and Fines

Works approval

Licences

Total fees

2024	2023
\$'000	\$'000

635	2,021
-----	-------

131	117
-----	-----

766	2,138
------------	--------------

Notes to and forming part of the Financial Statements

1.2 Own-Source Revenue (Cont.)

	2024 \$'000	2023 \$'000
Note 1.2C: Rental Income		
Operating lease		
Lease income	525	343
Total rental income	525	343

The NCA, in its capacity as lessor, receives rental payments for a number of properties under its control.

Maturity Analysis of Operating Lease Income Receivables

Within 1 year	490	356
One to two years	459	335
Two to three years	338	329
Three to four years	334	216
Four to five years	334	-
More than 5 years	2,624	-
Total undiscounted lease payments receivable	4,579	1,236

Note 1.2D: Other Revenue

Audit services received free of charge	48	48
Insurance recovery	-	2,019
Other revenue	17	113
Total other revenue	65	2,180

Accounting Policy

Services Received Free of Charge

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

Revenue from Government

Note 1.2E: Revenue from Government

Departmental appropriations	10,874	10,325
Total revenue from government	10,874	10,325

Accounting Policy

Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the NCA gains control of the appropriation, except for certain amounts for activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivables 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		
	2024	2023
	\$'000	\$'000
<u>Note 2.1A: Suppliers</u>		
Services rendered		
Contractors	9,168	8,672
Consultants	1,240	1,802
Suppliers	7,683	6,846
Insurance	1,058	706
Fees and charges	184	197
Total services rendered	19,333	18,223
Other suppliers		
Operating lease rentals	44	39
Total other suppliers	44	39
Total suppliers	19,377	18,262
<u>Note 2.1B: Impairment Loss on Financial Instruments</u>		
Impairment on financial instruments	445	439
Total impairment loss on financial instruments	445	439
<u>Note 2.1C: Write-Down and Impairment of Other Assets</u>		
Impairment of property, plant and equipment	9,690	6,426
Impairment of buildings	-	57
Other	521	1,022
Total write-down and impairment of other assets	10,211	7,505

Notes to and forming part of the Financial Statements

2.2 Administered – Income

	2024 \$'000	2023 \$'000
Revenue		
Non-Taxation Revenue		
<u>Note 2.2A: Revenue from Contracts with Customers</u>		
Parking services ¹	19,958	19,699
Hire of assets	10	9
Cost recovery	162	149
Other services	5	-
Total revenue from contracts with customers	20,135	19,857

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	119	104
Fines	1,842	1,874
Total fees and fines	1,961	1,978

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.

Note 2.2C: Rental Income

Operating lease		
Building rents	243	208
Diplomatic land rents	1,874	1,868
Total rental income	2,117	2,076

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. Rents are charged monthly, quarterly or yearly in advance.

Notes to and forming part of the Financial Statements

2.2 Administered – Income (Cont.)**Maturity Analysis of Operating Lease Income Receivables**

	2024	2023
	\$'000	\$'000
Within 1 year	2,005	1,987
One to two years	1,800	1,802
Two to three years	1,722	1,725
Three to four years	1,659	1,710
Four to five years	1,654	1,659
More than 5 years	67,059	68,718
Total undiscounted lease payments receivable	75,899	77,601

Note 2.2D: Other Revenue

Contributions for external sponsored works	1,123	473
Other	78	18
Total other revenue	1,201	491

Notes to and forming part of the Financial Statements

3. Departmental Financial Position

3.1 Financial Assets

	2024	2023
	\$'000	\$'000
Note 3.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	167	195
Total cash and cash equivalents	167	195

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	1,378	194
Total goods and services receivables	1,378	194

Appropriations receivables

Appropriations receivable	9,017	11,387
Total appropriation receivables	9,017	11,387

Other receivables

Statutory receivables - GST	44	67
Accrued revenue	7	146
Other	8	28
Total other receivables	59	241
Total trade and other receivables (gross)	10,454	11,822
Less expected credit loss allowance	-	-
Total trade and other receivables (net)	10,454	11,822

Credit terms for goods and services were within 20 days (2023: 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 2024

	Buildings \$'000	Plant and equipment \$'000	Heritage and cultural ¹ \$'000	Intangibles ² \$'000	Total \$'000
As at 1 July 2023					
Gross book value	19,533	1,958	214	4,043	25,748
Accumulated depreciation, amortisation and impairment	(717)	(24)	-	(2,150)	(2,891)
Total as at 1 July 2023	18,816	1,934	214	1,893	22,857
Additions by purchase	62	30	-	225	317
Right-of-use assets Additions	45	22	-	-	67
Revaluations recognised in other comprehensive income	1,075	255	9	-	1,339
Depreciation and amortisation	(733)	(232)	(3)	(535)	(1,503)
Depreciation on right-of-use assets	(377)	(12)	-	-	(389)
Other Movements - reclassifications	-	-	-	1	1
Total as at 30 June 2024	18,888	1,997	220	1,584	22,689
Total as at 30 June 2024 represented by					
Gross book value	19,982	2,033	220	3,084	25,319
Accumulated depreciation, amortisation and impairment	(1,094)	(36)	-	(1,500)	(2,630)
Total as at 30 June 2024	18,888	1,997	220	1,584	22,689
Carrying amount of right-of-use assets	763	20	-	-	783

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 and internally developed software for internal use.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 31 Dec 2023. 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 2024, Jones Lang LaSalle Advisory Services Pty Ltd, an independent valuation company, conducted the revaluations. The market and cost approaches have been utilised to determine fair value of the assets subject to this valuation. Market movement, market condition, global economy and Environmental, Social and Governance (ESG) were taken into consideration for the valuation.

	2024 \$'000	2023 \$'000
Contractual commitments for the acquisition of property, plant and equipment and intangible assets		
Building upgrade	936	38
Plant & Equipment	33	-
Computer software	-	8
Total Commitments	969	46

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 (2023: \$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 include 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 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 is 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	2024 (years)	2023 (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.)		
<u>Depreciation (cont.)</u>		
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 estimated end of the useful life of the ROU asset or the end of the lease term.		
<u>Impairment</u>		
All assets were assessed for impairment at 30 June 2024. 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.		
<u>Derecognition</u>		
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.		
<u>Heritage and Cultural Assets</u>		
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 situated across the national estate.		
Heritage management plans relating to these assets are available on the NCA's website www.nca.gov.au .		
<u>Intangibles</u>		
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 by management for indications of impairment as at 30 June 2024.		
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:		
<ul style="list-style-type: none">• 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.		

	2024	2023
	\$'000	\$'000
<u>Note 3.2B: Other Non-Financial Assets</u>		
Prepayments	218	122
Total other non-financial assets	218	122

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

	2024	2023
	\$'000	\$'000
Note 3.3A: Suppliers		
Trade creditors and accruals	477	801
Total suppliers	477	801

Settlement is usually made within 20 days.

Note 3.3B: Other Payables

Salaries and wages	202	275
Unearned income	1,502	2,205
Funds received in advance for construction works	6,320	6,021
Funds received in advance for public artworks	300	300
Bonds and retentions	212	290
Statutory payable - GST	124	-
Other	79	334
Total other payables	8,739	9,425

3.4 Interest Bearing Liabilities

	2024	2023
	\$'000	\$'000
Note 3.4A: Leases		
Lease liabilities	802	1,128
Total leases	802	1,128

Note 3.4A: Maturity analysis - contractual undiscounted cash flows

Within 1 year	402	379
Between 1 to 5 years	405	754
Total leases	807	1,133

The NCA recognises right-of-use assets and lease liabilities in relation to office accommodation and motor vehicles. The NCA has renewed the existing office accommodation rental agreement for a further five years commencing on 1 July 2021, with annual payments of \$383,760 (adjusted annually for CPI increases). At 30 June 2024 there are two right-of-use assets in relation to motor vehicles.

The 2023 comparatives for the lease maturity analysis have been restated due to incorrectly reporting discounted figures. Balances previously reported in the financial statement were:

	2023
	\$'000
Within 1 year	377
Between 1 to 5 years	751
Total leases	1,128

The above lease disclosure 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		
	2024	2023
	\$'000	\$'000
Note 4.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	78	84
Total cash and cash equivalents	78	84
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 three 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	627	663
Fees	620	432
Fines	789	650
Statutory receivables - GST	599	545
Total trade and other receivables (gross)	2,635	2,290
Less impairment loss allowance	(558)	(343)
Total trade and other receivables (net)	2,077	1,947
Credit terms for goods and services were within 30 days (2023: 30 days).		
Accounting Policy		
<u>Loans and Receivables</u>		
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.		
<u>Pay Parking Impairment Allowance</u>		
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 by 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 with 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 2024

	Land \$'000	Buildings \$'000	Property, Plant and Equipment \$'000	Heritage Assets ¹ \$'000	Intangible Assets ² \$'000	Total \$'000
As at 1 July 2023						
Gross book value	673,952	17,569	619,324	73,814	3,416	1,388,075
Accumulated depreciation, amortisation and impairment	-	-	-	-	(234)	(234)
Total as at 1 July 2023	673,952	17,569	619,324	73,814	3,182	1,387,841
Additions:						
WIP Movements	320	4,333	13,832	748	-	19,233
Revaluations recognised in other comprehensive income	17,222	9,078	53,585	7,865	-	87,750
Impairments recognised in net contribution by service	(475)	-	(9,690)	(46)	-	(10,211)
Depreciation and amortisation	(775)	(777)	(29,921)	(1,380)	(740)	(33,593)
Total as at 30 June 2024	690,244	30,203	647,130	81,001	2,442	1,451,020
Total as at 30 June 2024 represented by:						
Gross book value	690,244	30,203	647,130	81,001	3,416	1,451,994
Accumulated depreciation, amortisation and impairment	-	-	-	-	(974)	(974)
Total as at 30 June 2024	690,244	30,203	647,130	81,001	2,442	1,451,020

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 represents purchased and internally developed software.
3. A desktop revaluation of assets was completed by Jones Lang LaSalle Advisory Services Pty Ltd, an independent valuation company, as at 30 June 2024.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 31 Dec 2023. 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

4.2 Administered – Non-Financial Assets (Cont.)

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

	2024	2023
	\$'000	\$'000
Land and Buildings	1,220	903
Infrastructure, plant and equipment	10,355	9,368
Heritage assets	1,413	924
Total Commitments	12,988	11,195

In 2023-24, significant commitments relate to the Commonwealth Avenue Bridge Upgrade, Scrivener Dam 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

	2024	2023
	\$'000	\$'000
Note 4.3A: Suppliers		
Trade creditors and accruals	6,190	7,318
Total suppliers	6,190	7,318
Note 4.3B: Other Payables		
Prepayments received for operating leases	17,491	18,894
Retentions	27	74
Other	228	-
Total other payables	17,746	18,968

Settlement is usually made within 30 days.

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 2024

	Appropriation Act	Adjustments to appropriations ²	Total appropriation	Appropriation applied in 2024 (current and prior years)	Variance ³
	Annual appropriation ¹	Section 74			
	\$'000	\$'000	\$'000	\$'000	\$'000
Departmental					
Ordinary annual services	10,874	3,616	14,490	17,090	(2,600)
Capital Budget ⁴	702	-	702	472	230
Total departmental	11,576	3,616	15,192	17,562	(2,370)
Administered					
Ordinary annual services					
Administered items	18,985	-	18,985	19,444	(459)
Capital Budget	15,028	-	15,028	15,089	(61)
Other Services					
Administered assets and liabilities ⁵	99,215	-	99,215	3,858	95,357
Total administered	133,228	-	133,228	38,391	94,837

- No amounts of appropriation has been withheld under Section 51 of the PGPA Act for whole of government saving measure.
- Adjustments to appropriations includes PGPA Act Section 74 receipts.
- Departmental ordinary annual services:** The variance results from the drawing down of prior year appropriations.
Departmental capital budget: The variance results from the undrawn current 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 appropriations and the drawing down from prior year appropriations due to the delay in projects.
- 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.
- Administered assets and liabilities:** In 2023-24, the NCA also received \$99.215 million through Appropriation Act 2, relating to the Commonwealth Avenue Bridge upgrade and Scrivener Dam Dissipator Strengthening Project. The variance results from undrawn current year appropriations and the drawing down from prior year appropriations due to the delay in projects.

Notes to and forming part of the Financial Statements

5.1 Appropriations (Cont.)

Annual appropriations for 2023

	Appropriation Act	Adjustments to appropriations ²	Total appropriation	Appropriation applied in 2023 (current and prior years)	Variance ³
	Annual appropriation ¹ \$'000	Section 74 \$'000			
Departmental					
Ordinary annual services	10,325	7,368	17,693	16,059	1,634
Capital Budget ⁴	670	-	670	670	-
Total departmental	10,995	7,368	18,363	16,729	1,634
Administered					
Ordinary annual services					
Administered items	17,225	-	17,225	17,332	(107)
Capital Budget	14,373	-	14,373	9,610	4,763
Other Services					
Administered assets and liabilities ⁵	29,045	-	29,045	3,301	25,744
Total administered	60,643	-	60,643	30,243	30,400

Notes:

- \$0.189 million Departmental ordinary annual appropriation has been withheld under Section 51 of the PGPA Act for whole of government saving measure.
- Adjustments to appropriations includes PGPA Act Section 74 receipts.
- Departmental ordinary annual services:** The variance results from undrawn current year appropriations due to the timing of payments to suppliers.
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 appropriations and the drawing down from prior year appropriations due to the delay in projects.
- 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.
- Administered assets and liabilities:** In 2022-23, the NCA also received \$29.045 million through Appropriation Act 2 & 4, relating to the Commonwealth Avenue Bridge upgrade and Scrivener Dam Dissipator Strengthening Project. The variance results from undrawn current year appropriations and the drawing down from prior 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')

	2024 \$'000	2023 \$'000
Departmental		
Appropriation Act (No. 1) 2021-22	-	-
Appropriation Act (No. 1) 2021-22 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Act (No. 3) 2021-22 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Act (No. 1) 2022-23 - Cash at Bank ¹	-	195
Appropriation Supply Act (No. 1) 2022-23 ²	-	5,544
Appropriation Supply Act (No. 3) 2022-23 ³	-	6,032
Appropriation Act (No. 1) 2022-23 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Act (No. 3) 2022-23 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Act (No. 1) 2023-24 - Cash at Bank ¹	167	-
Appropriation Act (No. 1) 2023-24	8,787	-
Appropriation Act (No. 1) 2023-24 - Capital Budget (DCB) - Non-Operating	230	-
Total departmental	9,184	11,771
Administered		
Appropriation Act (No. 1) 2021-22	-	-
Appropriation Act (No. 1) 2021-22 - Capital Budget (ACB) - Non-Operating ⁴	3,500	3,500
Appropriation Act (No. 2) 2021-22 - Administered assets and liabilities ⁵	22,940	26,741
Appropriation Act (No. 4) 2021-22 - Administered assets and liabilities ⁶	613	670
Appropriation Act (No. 1) 2022-23 - Cash at Bank ⁷	-	84
Appropriation Supply Act (No. 1) 2022-23	-	8
Appropriation Supply Act (No. 3) 2022-23	-	4,180
Appropriation Supply Act (No. 1) 2022-23 - Capital Budget (ACB) - Non-Operating	-	-
Appropriation Supply Act (No. 3) 2022-23 - Capital Budget (ACB) - Non-Operating	-	4,828
Appropriation Act (No. 2) 2022-23 - Administered assets and liabilities	2,650	2,650
Appropriation Supply Act (No. 2) 2022-23 - Administered assets and liabilities	20,933	20,933
Appropriation Supply Act (No. 4) 2022-23 - Administered assets and liabilities	5,462	5,462
Appropriation Act (No. 1) 2023-24 - Cash at Bank ⁷	78	-
Appropriation Act (No. 1) 2023-24	3,729	-
Appropriation Act (No. 1) 2023-24 - Capital Budget (ACB) - Non-Operating	4,767	-
Appropriation Act (No. 2) 2023-24 - Administered assets and liabilities	99,215	-
Total administered	163,887	69,056

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, unspent cash is retained in Departmental Appropriation Act (No. 1 and No.3).
3. \$0.189 million Departmental ordinary annual appropriation had been withheld under Section 51 of the PGPA Act for whole of government saving measure in 2022-23.
4. \$3.500 million Administered Capital Budget appropriation had been withheld under Section 51 of the PGPA Act in accordance with government decisions in 2021-22.
5. \$22.940 million Administered assets and liabilities appropriation (No.2) has been withheld under Section 51 of the PGPA Act in accordance with government decisions in 2023-24.
6. \$0.613 million Administered assets and liabilities appropriation (No.4) has been withheld under Section 51 of the PGPA Act in accordance with government decisions in 2023-24.
7. 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

Prior Period Errors

1. The 2023 comparative figure for Departmental ordinary annual appropriation Supply Act (No. 3) 2022-23 has been revised as the \$0.189 million withheld under Section 51 of the PGPA Act was excluded from unspent annual appropriations in error.
2. The 2023 comparative figure for Administered Capital Budget appropriation Act (No. 1) 2021-22 has been revised as the \$3.500 million withheld under Section 51 of the PGPA Act was excluded from unspent annual appropriations in error.
3. The 2023 comparative figures for the Administered assets and liabilities appropriations within Note 5.1 have been revised as they were reported, in error, with combined balances; that is, Acts No.2 and No.4 for 2021-22 and Act No.2 and Supply Acts No.2 and No.4 for 2022-23 were reported in one line against a single Appropriation Act.

Balances revised and previously reported in the 2022-23 financial statements are:

	Revised 2023 \$'000	2023 \$'000
Departmental		
Appropriation Supply Act (No. 3) 2022-23	6,032	5,843
Total departmental restatement	6,032	5,843
Administered		
Appropriation Act (No. 1) 2021-22 - Capital Budget (ACB) - Non-Operating	3,500	-
Appropriation Act (No. 2) 2021-22 - Administered assets and liabilities	26,741	-
Appropriation Act (No. 4) 2021-22 - Administered assets and liabilities	670	27,411
Appropriation Act (No. 2) 2022-23 - Administered assets and liabilities	2,650	-
Appropriation Supply Act (No. 2) 2022-23 - Administered assets and liabilities	20,933	-
Appropriation Supply Act (No. 4) 2022-23 - Administered assets and liabilities	5,462	29,045
Total administered restatement	59,956	56,456

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

Authority	Type	Purpose	Appropriation applied	
			2024 \$'000	2023 \$'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.	19	5
Total special appropriations applied			19	5

Notes to and forming part of the Financial Statements

5.2 Regulatory Charging Summary

	2024 \$'000	2023 \$'000
Expenses		
Departmental	1,939	2,103
Total expenses	1,939	2,103
External revenue		
Departmental	629	2,021
Total external revenue	629	2,021

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

	2024 \$'000	2023 \$'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	(960)	1,358
Plus: depreciation/amortisation of assets funded through appropriations	1,503	1,543
Plus: depreciation right-of-use assets	389	377
Less: lease principal repayments	(392)	(369)
Net Cash Operating Surplus	540	2,909

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

	2024	2023
	\$'000	\$'000
Note 6.1A: Employee Provisions		
Leave and other entitlements	2,443	2,346
Total employee provisions	2,443	2,346

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, and 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 staff 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 of disclosure.

The NCA makes employer contributions to the employee superannuation schemes 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:

	2024 \$'000	2023 \$'000
Short-term employee benefits	1,064	1,028
Post-employment benefits	170	161
Other long-term employee benefits	81	45
Total key management personnel remuneration expenses¹	1,315	1,234

The total number of key management personnel that are included in the above table are 8 (2023: 8).

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.

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 2024, the NCA received declarations from all key management personnel in relation to related parties for the 2023-24 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:

	2024 \$'000	2023 \$'000
Parking services	4,087	3,776
Contributions to events	-	82
Sponsored construction works	888	514
	4,975	4,372

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 2024 (2023: Nil).

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2024 (2023: 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

	2024 \$'000	2023 \$'000
Note 7.2A: Categories of Financial Instruments		
Financial Assets		
Financial assets at amortised cost		
Cash and cash equivalents	167	195
Trade receivables	1,393	368
Total financial assets at amortised cost	1,560	563
Total financial assets	1,560	563
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	477	801
Bonds and retentions	212	290
Lease liabilities	802	1,128
Total financial liabilities measured at amortised cost	1,491	2,219
Total financial liabilities	1,491	2,219

The net interest income/expense from financial assets and liabilities not at fair value through profit or loss is \$4k for interest expense on lease liabilities (2023: \$5k).

The carrying amount of all financial assets and liabilities as at 30 June 2024 and 30 June 2023 approximates 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.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

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		
	2024	2023
	\$'000	\$'000
<u>Note 7.3A: Categories of Financial Instruments</u>		
Financial Assets		
Financial assets at amortised cost		
Cash on hand or on deposit	78	84
Goods and services receivable	1,478	1,402
Total financial assets at amortised cost	1,556	1,486
Total financial assets	1,556	1,486
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	6,190	7,318
Retentions	27	74
Total financial liabilities measured at amortised cost	6,217	7,392
Total financial liabilities	6,217	7,392
The net interest income/expense from financial assets not at fair value through profit or loss is Nil (2023: Nil).		
The carrying amount of all financial assets and liabilities as at 30 June 2024 and 30 June 2023 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

Note 7.4A: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2024	2023
	\$'000	\$'000
Non-financial assets		
Buildings	18,125	17,721
Plant and equipment	1,977	1,924
Heritage and cultural assets	220	214

Accounting Policy

Valuation of land assets

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

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

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

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	
	2024	2023
	\$'000	\$'000
Non-financial assets		
Land	690,244	673,952
Buildings	30,203	17,569
Property, plant and equipment	647,130	619,324
Heritage assets	81,001	73,814

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

	2024	2023
	\$'000	\$'000

Note 8.1A: Aggregate Assets and Liabilities

Assets expected to be recovered in:

No more than 12 months

Cash and cash equivalents	167	195
Trade and other receivables	10,454	11,822
Prepayments	218	122
Total no more than 12 months	10,839	12,139

More than 12 months

Land and buildings	18,888	18,816
Plant and equipment	1,997	1,934
Heritage and cultural	220	214
Other intangibles	1,584	1,893
Total more than 12 months	22,689	22,857
Total assets	33,528	34,996

Liabilities expected to be settled in:

No more than 12 months

Suppliers	477	801
Other payables	7,370	7,952
Leases	398	377
Employee provisions	1,013	977
Total no more than 12 months	9,258	10,107

More than 12 months

Other payables	1,369	1,473
Leases	404	751
Employee provisions	1,430	1,369
Total more than 12 months	3,203	3,593
Total liabilities	12,461	13,700

Notes to and forming part of the Financial Statements

8.1 Aggregate Assets and Liabilities (Cont.)

	2024	2023
	\$'000	\$'000
Note 8.1B: Administered - Aggregate Assets and Liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	78	84
Trade and other receivables	2,077	1,947
Prepayment	90	17
Total no more than 12 months	2,245	2,048
More than 12 months		
Land and buildings	720,447	691,521
Plant and equipment	647,130	619,324
Heritage and cultural	81,001	73,814
Computer software	2,442	3,182
Total more than 12 months	1,451,020	1,387,841
Total assets	1,453,265	1,389,889
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	6,190	7,318
Other payables	1,051	884
Total no more than 12 months	7,241	8,202
More than 12 months		
Other payables	16,695	18,084
Total more than 12 months	16,695	18,084
Total liabilities	23,936	26,286

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 2023-24 Infrastructure, Regional Development and Cities Portfolio Budget Statements (PBS) and the NCA's 2023-24 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.

The NCA considers that major variances are those where:

- the variance between budget and actual is greater than +/- 10% of the original budget estimate; or
- an item below this threshold is considered important for the reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of the NCA's performance.

Departmental Major Budget Variances

for the period ended 30 June 2024

Note	Explanation of major variances	Affected line item and statement
1.2A	Revenue from contracts with customers of \$2.4 million was \$0.4 million less than Budget due to lower sponsored works revenue (\$1.4 million) and offset by higher events revenue (\$1.0 million)	Revenue from contracts with customers Statement of Comprehensive Income
1.2B	Fees and fines revenue of \$0.8 million was \$0.7 million less than Budget, and the variance was driven by lower Works Approval fees. Revenue estimates fluctuate based on the number and value of works applications received, with several significant projects delayed during 2023-24.	Fees and fines Statement of Comprehensive Income
3.2A	Buildings total \$18.9 million, or \$3.3 million higher than Budget, and this increase was largely due to the impact of the revaluation in FY2023.	Non-Financial Assets, Buildings Statement of Financial Position
3.2A	Intangibles total \$1.6 million, or \$0.5 million lower than Budget, and this variance was due to write-downs (\$0.5 million) in FY2023 which were not known at the time of the Budget.	Non-Financial Assets, Buildings Statement of Financial Position

8.2 Explanations of Major Budget Variances (Cont.)

Administered Major Budget Variances

for the period ended 30 June 2024

Note	Explanation of major variances	Affected line item and statement
2.1C	Write-down and impairment of other assets of \$10.2 million were \$8.2 million higher than Budget, and were due to unforeseen write-downs of property, plant, and equipment assets.	Write-down and impairment of other assets Administered Statement of Comprehensive Income

Notes to and forming part of the Financial Statements

2.2A	Revenue from contracts with customers of \$20.1 million, was \$5.0 million lower than Budget estimate. Paid parking ticket revenue are not fully recovered post-pandemic.	Revenue from contracts with customers Administered Statement of Comprehensive Income
2.2D	Other revenue was \$1.2 million higher than Budget and is mainly due to contributions for sponsored works.	Other revenue Administered Statement of Comprehensive Income
4.2A	Land assets total \$690.2 million, or \$162.3 million higher than Budget, and this variance is due to asset revaluations.	Non-financial assets, Land Administered Statement of Financial Position
4.2A	Property, plant and equipment assets total \$647.3 million, are \$93.6 million lower than Budget. This variance is mainly due to delayed expenditure for two major capital projects.	Non-financial assets, Property, Plant and equipment Administered Statement of Financial Position
4.2A	Heritage assets total \$81.0 million, are \$23.1 million higher than Budget, and the variance is mainly due to the asset revaluations.	Heritage assets Administered Statement of Financial Position
4.2A	Intangibles total \$2.4 million, are \$1.8 million lower than Budget, due to under-estimated depreciation and amortisation expenses.	Intangibles Administered Statement of Financial Position
4.3A	Supplier payables total \$6.4 million, are \$3.6 million higher than Budget, and the variance is due to higher outstanding supplier invoices and accrued expenses, with significant amounts for heavy patching of roads and managing contractors.	Suppliers Administered Statement of Financial Position
4.3B	Other payables total \$17.7 million, are \$3.0 million lower than Budget. The variance is due to a decrease in unearned revenue for Diplomatic leases.	Other Payables Administered Statement of Financial Position

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 planned to be 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 – the agency, a non-corporate Commonwealth entity.
PALM Act	<i>Australian Capital Territory (Planning and Land Management) Act 1988</i>
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	<i>Public Governance, Performance and Accountability Act 2013</i>
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.
Territory	Australian Capital Territory

Territory Land	Land administered by the ACT Government on behalf of the Australian Government. The classification of land as either Territory Land or National Land is provided for in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> and relates entirely to land management and administration. The classification does not determine planning responsibilities, which are established separately under the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> and are subsequently expressed through the National Capital Plan and the Territory Plan.
Territory Plan	The plan prepared and administered by the Territory planning authority under Part IV of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . The Territory Plan cannot be inconsistent with the National Capital Plan.
Territory Planning Authority	The planning body established under Part IV of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> in accordance with planning laws proclaimed under that Part by the Legislative Assembly for the Australian Capital Territory.
The Authority	The board of the National Capital Authority
The Lake	Lake Burley Griffin was named after one of Canberra's designer, Walter Burley Griffin. The Lake is Canberra's centrepiece with a significant number of national institutions and national public places located on or near its shores.
The Plan	The National Capital Plan made under Part III of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . See also National Capital Plan.
Variations to the Territory Plan	These are prepared in accordance with relevant provisions of the <i>Planning and Development Act 2007</i> (ACT).
Works	As defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> , works include: (a) construction, alteration, extension or demolition of buildings or structures (b) landscaping (c) tree-felling (d) excavations but excludes anything done inside buildings or structures.

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).	109
	Glossary of abbreviations and acronyms.	99-102
	List of requirements.	103-107
	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-v
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.	11-19
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.	551
	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).	24
	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	24
	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.	24
	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	24
	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	23-24
	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.	25
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.	6
	The qualifications, knowledge, skills, or experience of each member of the entity's audit committee.	6
	Information about the attendance of each member of the entity's audit committee at committee meetings.	6
	The remuneration of each member of the entity's audit committee.	6
External Scrutiny		
	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	25
	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.	25
	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.	25
	Information on any capability reviews on the entity that were released during the period.	25
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. 	37-40, 42
	Information on any enterprise agreements, individuals flexibility arrangements, Australian Workplace Agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	42
	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.	26-27
Purchasing		
	An assessment of entity performance against the Commonwealth Procurement Rules.	27
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).	28
	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.”	28
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.	28
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 Act, 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.	28
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.	55-98
Executive Remuneration		
	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	44-45

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.	29
	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 Act can be found.	29
	Correction of material errors in previous annual report.	n/a
Information required by other legislation		
	Work health and safety (Schedule 2, Part 4 of the <i>Work Health and Safety Act 2011</i>)	46
	Payments made to advertising agencies and similar organisations (Section 311A of the <i>Commonwealth Electoral Act 1918</i>)	n/a
	Ecologically sustainable development and environmental performance (Section 516A of the <i>Environment Protection and Biodiversity Conservation Act 1999</i>)	30-33
	Compliance with the agency’s obligations under the <i>Carer Recognition Act 2010</i>	n/a
	Ministerial Directions – Section 7, <i>Australian Capital Territory (Planning and Land Management) Act 1988</i>	25



Lake Burley Griffin Foresore,
photographed by Dom Northcott.

Alphabetical Index

A

- abbreviations, 99–102
- Aboriginal and Torres Strait Islander employees, 42
- Aboriginal Tent Embassy, 53
- access clause, Australian National Audit Office, 29
- accountable authority, NCA as, 4
- Accountable Authority Instructions, 27, 29
- acknowledgement of country, iv
- ACT Government, work with, iv, v, 13, 15
- ACT Guidelines for Recreational Water Quality*, 32
- ACT Rural Fire Service, 8, 32
- ACT Wildlife, collaboration with, 8, 31
- Acton Peninsula, as an asset, 26
- administered performance, 50; *see also* financial performance report; financial statements
- administrative tribunal decisions, 25
- advertising campaigns, 29
- analysis of performance against purpose
 - Planned Outcome 1, 15
 - Planned Outcome 2, 17
 - Planned Outcome 3, 19
- annual performance statements, 11–19
- Anzac Parade, as an asset, 26
- application fees, works approval, 50
- APS Statistical Bulletin, 46
- Archives Act 1983*, 23
- asset management, 26–27
- Asset Management Plans, 26
- Asset Management Policy, 26
- Asset Management System, 26
- assets, valuation, iv, 50
- attractions volunteers, 8
- Audit and Risk Committee, 5–6, 23–24
 - Charter, 5, 23
 - remuneration, 6
- Auditor-General, 25
 - access to contractors' premises, 29
 - see also* Australian National Audit Office
- Aurion Pty Ltd, payroll processing services, 45
- AusTender, 27, 28
- Australia Day Achievement Medallion, 35
- Australia Day celebrations, v, 9
- Australia Day Drone SkyShow and Night Markets (case study), 9; *see also* Flight: Drone SkyShow and Night Markets
- Australian Capital Territory National Land (Unleased) Ordinance 2022*, 26
- Australian Capital Territory (Planning and Land Management) Act 1988* (PALM Act), 13, 25
 - appointment of Authority members under, 4, 36
 - NCA functions under, 1, 2, 12, 26
- Australian Forestry School, Yarralumla, development, iv
- Australian Information Commissioner decisions, 25
- Australian Institute of Landscape Architects, awards, 20
- Australian National Audit Office
 - access clause, 29
 - attendance at Audit and Risk Committee meetings, 6
 - independent audit report, 56–57
- Australian Public Service Code of Conduct, 24
- Australian Public Service Employment Principles, 24
- Australian Public Service Gender Equality Strategy 2021/26*, 42
- Australian Public Service Values, 24
- Australia's Disability Strategy 2021–2031*, 42, 46
- Authority
 - as accountable authority, 4
 - membership, 4–5
 - remuneration, 44–45
- Authority Consultative Committee, 6

B

- BGIS Pty Ltd, 28
- blue corridors, maintaining, 14, 15
- blue green algae, management, 21
- Blundells Cottage, 8, 19
- Board; *see* Authority
- Broinowski Rose Garden, 8, 47
- Bushfire and Works Plan, 8, 32
- business continuity arrangements, 24
- business plans and planning, 23, 45

C

- Canberra, fostering awareness of as the National Capital, v, 2, 12, 18

Canberra Balloon Spectacular, 19
 Canberra Theatre Redevelopment project, 15
 capability reviews, 25
 Captain Cook Memorial Jet and Globe, 26
 Carillon, v, 17
 as an asset, 26
 carparks on National Land, iv, 2, 49
 case studies
 Australia Day Drone SkyShow and Night Markets, 9
 Management of Blue Green Algae in Lake Burley Griffin, 21
 National Site of Recognition for Thalidomide Survivors and their Families, 20
 NCA Reconciliation Action Plan, 53
 Rose Garden Volunteers, 47
 Chair of the Authority, 4
 certification of fraud control arrangements, 24
 foreword, iv–v
 remuneration, 44, 45
 statement on annual performance statements, 11
 statement on financial statements, 58
 Chief Executive, 4
 appointment under the PALM Act, 4, 36
 remuneration, 44, 45
 role and responsibilities, 7
 Chief Financial Officer, statement on financial statements, 58
 Chief Operating Officer, remuneration, 44, 45
 Chief Planner, remuneration, 44, 45
 Citywide Service Solutions Pty Ltd, 28
 civil infrastructure renewal projects, v, 17, 26; *see also* Commonwealth Avenue Bridge Renewal project; Scrivener Dam Dissipator Strengthening project
 classifications, employee, 37–39
 climate change, measures to reduce impact on
 National Capital landscapes, 30, 31–32
 Comcare, notifications to, 46
 commencements, employee, 41
 commercial and residential developments, iv, 15
 committees, management, 4–6, 23–24
 Commonwealth Avenue, as an asset, 26
 Commonwealth Avenue Bridge Renewal project, v, 17, 25
 Commonwealth Contracting Suite, mandatory use of, 29
 Commonwealth Heritage List, 26, 27
 Commonwealth Ombudsman, 25
 Commonwealth Park, 17
 as an asset, 26
 Commonwealth Park Concept Plan Project, 17
 Commonwealth Procurement Rules, 27, 28, 29
 community engagement, iv, 1, 12, 13, 14, 15, 18, 53
 Complex Co. Pty Ltd, 28
 Conservation and Wildlife Volunteers, 8; *see also* ACT Wildlife, collaboration with; Friends of Grasslands
 conservation areas, management of, 8, 27, 31–32
 conservation dogs, use in weed detection, 31
 Constitution Avenue, as an asset, 26
 consultancy contracts, 28
 consultancy services, NCA provision of, 2, 12
 Consultative Committee, 6
 contact details, ii
Convention on the Rights of Persons with Disabilities (UN), 46
 corporate governance, 23–24; *see also* management and accountability
 Corporate Plan for 2023–24 to 2026–27, 1, 12, 23
 cost recovery, 50; *see also* financial statements
 cultural heritage sites, conservation of; *see* Heritage Management Plans
 cultural institutions, cooperation with, v
 Cultural Precinct, development plans, iv
 culturally and linguistically diverse background, employees from, 41
 Curio Press Espresso Bar, 19
D
 delegation arrangements, 31
 Department of Finance, 24, 29
 Department of Health and Aged Care, 20
 departmental performance, 50; *see also* financial performance report; financial statements
 Designated Areas, management of capital works in, 2, 12
 Diplomatic Estates, as an asset, 26
 disability reporting, 46
 diversity, workplace, 41–42
 drone show; *see* Flight: Drone SkyShow and Night Markets
 Duncan Marshall, 28
 Dunrossil Drive, Yarralumla, as an asset, 26
 Duratec Limited, 28
E
 Earth Hour, 31
 Ecological Management Plan for conservation areas, 27, 32

ecologically sustainable development and environmental performance report, 30–33

education programs, v, 8, 18, 19

emissions reduction measures, iv, 16, 17

mandatory reporting, 33

Employee Assistance Program, 46

employment arrangements, 42–43; *see also* Enterprise Agreement

Encore Construction Services Pty Ltd, 28

energy efficiency measures, 30, 31, 32

Enlighten Festival, 19

Enterprise Agreement, 6, 42, 43, 45

Entity Resource Statement 2023–24, 51; *see also* financial statements

Environment Protection and Biodiversity Conservation Act 1999, 13

asset management obligations under, 26, 27

report, 30–33

Environmental Care Agreements, 8, 31

ethical framework, agency, 23–24

executive responsibilities, 7

exempt contracts, 28

external scrutiny, 25

Extreme Weather Event Response Plan (Flying Fox Management Plan), 31

F

factors contributing to performance, 13

feedback, visitors, v, 18

female employees, 36–38, 41

finance law, non-compliance issues, 25

financial performance report, 49–52; *see also* financial statements

financial statements, 56–98

independent audit report, 56–57

statement by Chair and Chief Financial Officer, 58

Fire Wardens, 46

First Aid Officers, 46

First Nations people, engagement with, v, 19, 53

flexible working arrangements, 13, 42

Flight: Drone SkyShow and Night Markets, v, 9, 19

Floriade, 19

flying-fox camp, Commonwealth Park, 8, 31

Flying Fox Management Plan, 31; *see also* flying-fox camp, Commonwealth Park

fraud control arrangements, certification of, 24

Fraud Risk Assessment, 24

Freedom of Information Act 1982, 29

freedom of information contact point, ii

Friends of Grasslands, 8, 31

fuel management, 8, 32; *see also* Bushfire and Works Plan

full-time employees, 36–39

functions, under PALM Act, 1, 2, 12, 26

G

gender, employees, 36–38

GHD Pty Ltd, 28

glossary, 99–102

grants, 29

grasslands, conservation management, 8, 27, 31

green corridors, maintaining, 14, 15

green energy usage, 31

greenhouse gas emissions inventory, 33

Guidelines for Events on National Land, 30

Gurubang Dhawura, conservation area, 8, 26, 27

H

Harassment Contact Officers, 46

hazard reduction burns, 8, 32

Health and Safety Representatives, 46

Heritage Management Plans, 14, 26–27

heritage rose gardens

maintenance, 8, 47

management plan, 27

Horticulture Volunteers, 8, 47

House of Representatives Rose Garden, 8, 47

human resources management, 35–46

I

in-house training activities, 35, 46

incident reporting, Comcare, 46

Indigenous Australians, acknowledgement of in NCA programs and events, 19, 53

Indigenous employees, 42

Individual Flexibility Agreements, 42–43

individual performance agreements, 23, 45

influenza vaccinations, 46

Information Publication Scheme, 29

Infrastructure, Transport, Regional Development, Communications and the Arts portfolio, NCA as non-corporate agency within, 1

Institute of Public Works Engineering Australasia, 26

insurance, for assets on National Land, 12

invasive pest management, 8, 31

invoice payment procedures, 29

irrigation control systems, 31

J

John Gorton Structured Carpark, iv

Joint Standing Committee on the National Capital and External Territories, v, 25

judicial decisions, 25

K

key activities, 12
key management personnel, remuneration, 44–45
Kings Avenue, as an asset, 26
Kings Park, as an asset, 26
Kings Park Improvements project, 17
KOTO Japanese restaurant, 19

L

Ladies Rose Garden, 8, 47
Lake Burley Griffin
 activities on, v, 32
 as an asset, 26
 blue green algae management in, 21
 water quality monitoring, 21, 32
Lake Burley Griffin Water Quality Management Plan, 32
learning and development, employee, 35
leave arrangements, employees, 42
LED lighting replacement program, 26, 31, 32
legislative framework, 2, 13
letter of transmittal, i
Light Rail project, iv, 15
lighting, upgrades, 26, 31, 32
Lindsay Pryor National Arboretum, as an asset, 26
list of requirements, 103–107
location, staff, 36, 40

M

Macarthur Rose Garden, 8, 47
male employees, 36–38
management and accountability, 23–33; *see also* management committees
management committees, 4–6, 23–24
Management of Blue Green Algae in Lake Burley Griffin (case study), 21
management of human resources, 35–46
Mandatory Emissions Reporting, 33
market research, 29
Minister for Health and Aged Care, 20
Minister for Regional Development, Local Government and Territories, 1
Ministerial Directions, 25
mission, NCA, 1, 12
Molonglo Valley, town centre development, iv
mulching practices, 31

N

NAIDOC Week, 19, 53
National Arboretum, 26

National Capital Estate
 management of, 12, 16–17
 see also National Estate; Program 1.2 – National Capital Estate
National Capital Exhibition, 8
National Capital Plan, iv, 14
 amendments to, iv
 and ecologically sustainable development, 30, 32
 requirement to prepare and administer, 2, 12
National Carillon, v, 17
 as an asset, 26
national cultural institutions, cooperation with, v
National Estate, v
 asset management, 16–17, 26
 environmental management, 8, 31–32
 new venues, 19
 see also National Capital Estate; National Land
National Heritage List, 26, 27
National Land
 management of, 2, 12
 parking on, iv, 2, 49
 see also National Capital Estate; National Estate
National Land (Road Transport) Ordinance 2014, 2
national memorials, NCA role in managing, v, 20, 26, 49
National Rose Gardens, 27; *see also* heritage rose gardens
National Security Office Precinct, iv
National Site of Recognition for Thalidomide Survivors and their Families (case study), 20
National Sorry Day, 19
National Strategy for Ecologically Sustainable Development, 30
National Triangle, v, 53
 as asset, 25
natural resource use, efficiency measures, 31
NCA Enterprise Agreement 2024-2027 (Enterprise Agreement), 6, 42, 43, 45;
NCA Fraud Control Plan, 24
NCA Reconciliation Action Plan, v, 19, 42
 case study, 53
Net Zero in Government Operations Strategy, 16, 17, 32; *see also* emissions reduction measures
Ngunnawal People, traditional owners of the NCA land, iv, 9, 53
Ngurra project, iv
night markets; *see* Flight: Drone SkyShow and Night Markets
non-binary employees, 36–38
non-compliance issues, 25
non-consultancy contracts, 28

non-ongoing employees, 36–40, 42

notifiable incidents, Comcare, 46

O

Old Parliament House Rose Gardens, 8, 47

ongoing employees, 36–40, 42

Operations Branch, 7

organisational structure, 3

Outcome 1 (Portfolio Budget Statements), 12, 31;
see also planned outcomes

Outcome Expense Statement 2023–24, 52; see also
financial statements

overview and structure of NCA, 1–9

P

PALM Act; see *Australian Capital Territory (Planning
and Land Management) Act 1988* (PALM Act)

parking on National Land, iv, 2, 49

ticketing, 32, 50

Parliament House Vista, heritage listing, 26

Parliamentary Committees, 25

Parliamentary Standing Committee on Public
Works, 25

Parliamentary Zone, as an asset, 26

part-time employees, 36–39

pay-by-phone parking ‘app’, 32

pay point advancement, 45

payroll services, 45

people with disability, employees, 41; see also
disability reporting

Performance Management and Appraisal Scheme,
24, 45

performance measures and results

Planned Outcome 1, 14

Planned Outcome 2, 16

Planned Outcome 3, 18–19

personnel services and salary processing, 45

PGPA Act; see *Public Governance, Performance and
Accountability Act 2013* (PGPA Act)

Planned Outcome 1, performance report, 14–15

Planned Outcome 2, performance report, 16–17

Planned Outcome 3, performance report, 18–19

planned outcomes, iv, 1, 12; see also Planned Out-
come 1, performance report; Planned Outcome
2, performance report; Planned Outcome 3,
performance report

Planning and Design Branch, 7

plastics, reduction in use, 32

Portfolio Budget Statements, 12, 23, 31, 49, 57; see
also performance measures and results

procurement policy and practices, 27, 28, 29

Program 1.1 – National Capital Functions, 12, 49

Program 1.2 – National Capital Estate, 12, 49

Protective Security Policy Framework, 24

public consultation; see community engagement

*Public Governance, Performance and Accountability
Act 2013* (PGPA Act), 13, 28

Authority as the accountable authority under,
4

reporting requirements under, i, iv, 11, 25

*Public Governance, Performance and Accountability
Rule 2014*, i, 11, 24

list of requirements, 103–107

Public Service Act 1999, 4, 13, 45

purchasing policy and processes, 28, 29

Q

Queen Elizabeth II Island, as an asset, 26

R

Reconciliation ACT, 19

Reconciliation Action Plan, v, 19, 42, 53

Reconciliation Place, 19, 53

Reconciliation Week, 19, 53

records management practices, 23, 31

recycling measures, 31, 32

remuneration

Audit and Risk Committee members, 6

key management personnel, 44–45

see also salaries, employee

*Remuneration Tribunal (Remuneration and Al-
lowances for Holders of Full-time Public Office)
Determination 2023*, 45

*Remuneration Tribunal (Remuneration and Al-
lowances for Holders of Full-time Public Office)
Determination 2024*, 43

*Remuneration Tribunal (Remuneration and Allow-
ances for Holders of Part-time Public Office)
Determination 2023*, 45

rental income, 49

Research Volunteers, 8

Resource Management Guide 420 – Mandatory Use
of the Commonwealth Contracting Suite, 29

responsible minister, 1

retention, staff, 41

Rex Hazelwood Rose Garden, 8, 47

Risk Management Policy and Framework, 23, 24

roles and functions, NCA, 1, 2, 12, 26

Rosa’s cafe, 19

Rose Garden Volunteers (case study), 47

rose gardens, maintenance, 8, 47

Rural Fire Service, 8, 32

S

safety, workplace, 6, 46
salaries, employee, 43; *see also* remuneration
Scrivener Dam
 as an asset, 26
 upgrade, v, 17, 25
Scrivener Dam Dissipator Strengthening project, v, 17, 25
section 24 determinations, 36, 42
Senate Estimates hearings, appearances at, 25
Senate Rose Garden, 8, 47
Senior Executive
 remuneration, 44–45
 roles and responsibilities, 7
Senior Leadership Team, 6
separations, employee, 41
signage upgrade and maintenance, v, 26, 53
significant issues reported to the minister, 25
single-use plastics, phasing out, 32
Skyfire, 19
small and medium-sized businesses, support for, 29
Southern Asphalt Services Pty Ltd, 28
staff retention and turnover, 41
staff statistics, 36–43
stakeholder consultation; *see* community engagement; public consultation
Standard Operating Procedures, 29
State Circle Woodland, conservation area, 8
State of the Service reports (APSC), 46
Statement by Accountable Authority and Chief Financial Officer, 58
Statement of Intent, v
Statement of Planning Principles, 30
Statement of Preparation, 11
Stirling Park, conservation area, 8, 26, 27
Strategic Asset Management Plan, 26
structure, organisational, 3
studies assistance, 35
Survey of Australian Government Payments to Small Business, 29
Sustainability and Environmental Management Plan, 32
sustainability initiatives in National Capital Plan, 30, 32

T

thalidomide site of recognition, 20
The Lawns, former Lobby restaurant site, 19
Town Centre for Molonglo Valley, development, iv

training activities, staff, 35, 46
transmittal letter, i
tree management activities, 14, 32
Tree Management Implementation Plan, 32
turnover, staff, 41
2023-24 Portfolio Budget Statements, 12, 23, 31, 57

U

Umwelt (Australia) Pty Limited, 28
United Nations Convention on the Rights of Persons with Disabilities, 46

V

visitor attractions, 8, 12, 18; *see also* Blundells Cottage; education programs; National Capital Exhibition; National Carillon
Volunteer Guides and Greeters, 8

W

walking tours, 8
waste management, 30, 31, 32
water-based recreation activities, safety, 32
water conservation measures, 31
water quality monitoring, 21, 32
weed control, 8, 31
Whole of Government Energy Contract, 31
women employees, 36–38, 41
work health and safety, 6, 13, 46
 training, 35
Work Health and Safety Act 2011, 6, 13
Work Health and Safety Committee, 6
Work Health and Safety Management System, 46
workplace diversity, 41–42
Workplace Diversity Plan, 42
works approval applications, 14, 15, 49
World Wide Fund for Nature Earth Hour, 31

Y

Yarramundi Grasslands, conservation area, 8, 26
York Park North Tree Plantation, 27

A decorative graphic consisting of a series of small white dots forming a line that starts from the top right and curves downwards and to the left, ending near the center of the page.


National Capital Authority

Treasury Building, King Edward Terrace
Parkes ACT 2600
GPO Box 373, Canberra ACT 2601
(02) 6271 2888
info@nca.gov.au

 nca.gov.au

 [nca.gov](https://www.facebook.com/nca.gov)

 [nca_gov_au](https://www.instagram.com/nca_gov_au)

 [@nca_media](https://twitter.com/nca_media)