



Australian Government

National Capital Authority

ANNUAL REPORT

2024-25



© Commonwealth of Australia as represented by the National Capital Authority 2025

With the exception of the Commonwealth Coat of Arms and where otherwise noted, all material presented in the *National Capital Authority Annual Report 2024–25* by the National Capital Authority is licensed under a Creative Commons Attribution 4.0 International Licence (CC BY 4.0).

To view a copy of this licence, visit
<https://creativecommons.org/licenses/by/4.0>.

For enquiries concerning reproduction and other rights, contact the Annual Report Officer, National Capital Authority, via post to GPO Box 373, Canberra ACT 2601, email to info@nca.gov.au, or phone at (02) 6271 2888.

ISSN – 1441-4171 (Print)
ISSN – 2652-8711 (Online)

Cover photo: Paddle boats on Lake Burley Griffin.
Credit: National Capital Authority



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 2025.

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 the report have been prepared in accordance with paragraph 39(1)(a) of the PGPA Act and accurately present the NCA's performance for the 2024–25 financial year in accordance with subsection 39(2) of the PGPA Act.

In accordance with section 46 of the PGPA Act, on behalf of the accountable authority I 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

23 September 2025

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
 nca_gov_au

Contact information

This report is accessible from the National Capital Authority (NCA) website, nca.gov.au, and at transparency.gov.au.

For further information about the NCA, contact:

Phone: 02 6271 2888

Email: info@nca.gov.au

Website: www.nca.gov.au

Post: GPO Box 373, Canberra ACT 2601

Office: Treasury Building, King Edward Terrace,
Parkes ACT 2600

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 registrations for the use of venues on National Land can be made at nca.gov.au.

National Carillon May the 4th Concert.
Credit: National Capital Authority



Contents

Authority Chair's foreword	iv	Advertising and market research	27
1. Overview of the National Capital Authority	1	Grants	27
Roles and mission	1	Freedom of information	27
Establishment	1	Environmental performance	27
Objectives	1	listing for Emissions reporting	32
Principal functions	2	4. Management of human resources	35
Structure	3	Australia Day Achievement Medallion	35
The Authority	4-5	Learning and development	35
Committees	5-6	Staffing summary	36
Senior executives	7	Staff retention and turnover	41
Volunteers	7	Workplace diversity	41
2. Annual performance statements	7	Employment arrangements and remuneration	42
Statement of preparation	11	Executive remuneration	44
Performance framework	12	Performance management	45
Factors contributing to performance	13	Disability reporting	46
Objective 1	14	Work health and safety	47
Objective 2	16	5. Financial performance	49
Objective 3	18	Financial overview	49
3. Management and accountability	21	Departmental performance	50
Corporate governance	21	Administered performance	50
Audit and risk management	22	Cost recovery	50
Fraud and corruption control	22	A1 Financial statements 30 June 2025	55
Ministerial directions	23	Independent Auditor's report	56
Finance law compliance	23	Statement by the Accountable Authority and Chief Financial Officer	58
External scrutiny	23	Financial Statements	59
Asset management	24	A2 Correction	99
Purchasing and procurement	25	Glossary and abbreviations list	101
Reportable consultancy contracts	26	List of requirements	103
Reportable non-consultancy contracts	26	Index	111
Exempt contracts	27		
Australian National Audit Office access clauses	27		
Small business support	27		

Authority Chair's foreword

It is my pleasure to present the National Capital Authority's (NCA's) *Annual Report 2024–25*, as required under section 46 of the *Public Governance, Performance and Accountability Act 2013*.

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 Australian Capital Territory (ACT); pay my respects to their Elders, past and present; and recognise their long-standing connection to Canberra and the ACT.

In 2024–25, the NCA continued with a range of programs to achieve our mission of making Canberra a National Capital we can all be proud of. October 2024 brought an opportunity to showcase the National Capital with a visit from His Majesty The King, as well as the 60th anniversary celebrations for Lake Burley Griffin.

The completion of restoration works on the National Carillon provided the opportunity to host a concert by Canadian Dominion Carillonneur Dr Andrea McCrady. The ability to attract overseas talent of this calibre is a reflection of recent works and the quality of the instrument. On 4 May 2025, we were able to introduce a new audience to the sounds of the National Carillon, with a *Star wars*-themed concert enjoyed by young and old. In addition to concerts, we also commenced regular guided tours for the public, with one of our carillonists providing a behind-the-scenes look at the instrument.

Our Visitor Experience Team has been working to improve visitor experiences with an audio tour of Reconciliation Place. This is an important feature that will allow visitors to listen to the stories behind the artworks via their mobile devices, as they explore and connect with the space.

In 2024, we reintroduced a community forum as part of the NCA's commitment to community engagement, giving an opportunity for Australians to be heard on matters that are important to them concerning the National Capital. This commitment remained a key focus in early 2025, with community engagement on the Commonwealth Park Concept Vision conducted both by formal meetings and via regular pop-up booths around the city. These were well attended by members of the public keen to share their views and to help shape the future of Commonwealth Park.

Over the course of the year, the NCA continued work to efficiently maintain and renew the natural and built assets under our care, valued at around \$1.5 billion. This included commencement of upgrades to the stormwater system in the Parkes Place precinct and Rose Gardens, improved signage and wayfinding across the National Triangle, and a pilot program to address the sustainability of the *Hebe* plant beds on Anzac Parade.

A major focus in 2024–25 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. While projects of this size and complexity always come with some level of disruption, we remain mindful of the impact on commuters and try to minimise disruption where possible.

A number of programs were undertaken through the year to implement and meet the NCA's commitments as outlined in our Statement of Intent. The focus for the NCA was 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 volunteers and community groups who dedicate their own time to contribute to the NCA's work and purpose and help us connect with the Canberra community.

During the year we said farewell to Authority member Jenny Smithson. On behalf of the Authority, I would like to thank Jenny for her valued contribution.

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 to acknowledge their significant and diverse work on advancing Canberra as Australia's National Capital.



Terry Weber
Chair, National Capital Authority



1





Overview of the National Capital Authority

Roles and mission

The NCA performs the role of trustee of the National Capital and, in that 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.

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.

Establishment

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 Commonwealth agency within the Infrastructure, Transport, Regional Development, Communications, Sport and the Arts portfolio. At 30 June 2025, the NCA was accountable to the Minister for Regional Development, Local Government and Territories, who was the Minister responsible for administering the PALM Act.

Objectives

The *National Capital Authority Corporate Plan 2024–25 to 2027–28* set out three objectives:

- Canberra is planned and developed in accordance with its special role as Australia's National Capital, including through effective stakeholder and community engagement
- Infrastructure and natural assets under the NCA's stewardship are maintained and enhanced to continue to fulfil their design, purpose and function
- Canberra attracts citizens and visitors to celebrate and engage with the story of the National Capital.

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

Principal functions

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

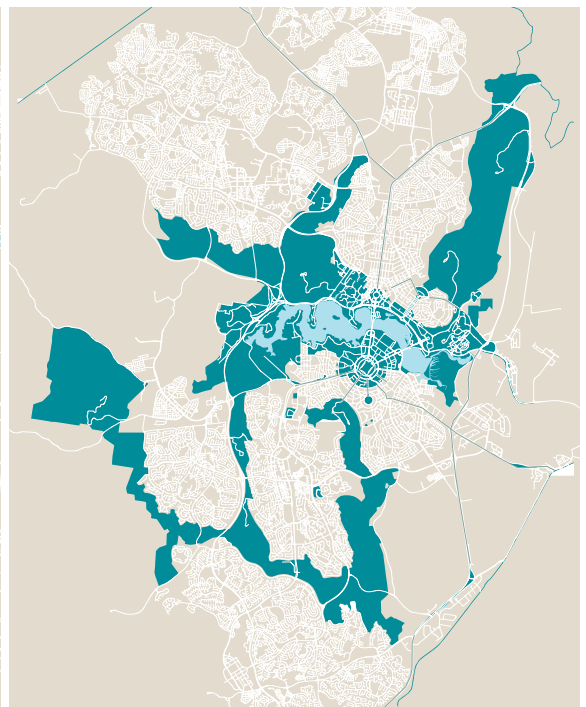
- a. prepare and administer a National Capital Plan (the Plan)
- b. keep the Plan under constant review and propose amendments to it when necessary
- c. on behalf of the Commonwealth, commission works to be carried out in Designated Areas in accordance with the Plan where neither a Department of State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

- f. with the approval of the Minister, perform planning services for any person or body, whether within Australia or overseas
- g. 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 2025 establishes the NCA as the administering authority for enforcement of parking regulations on National Land.



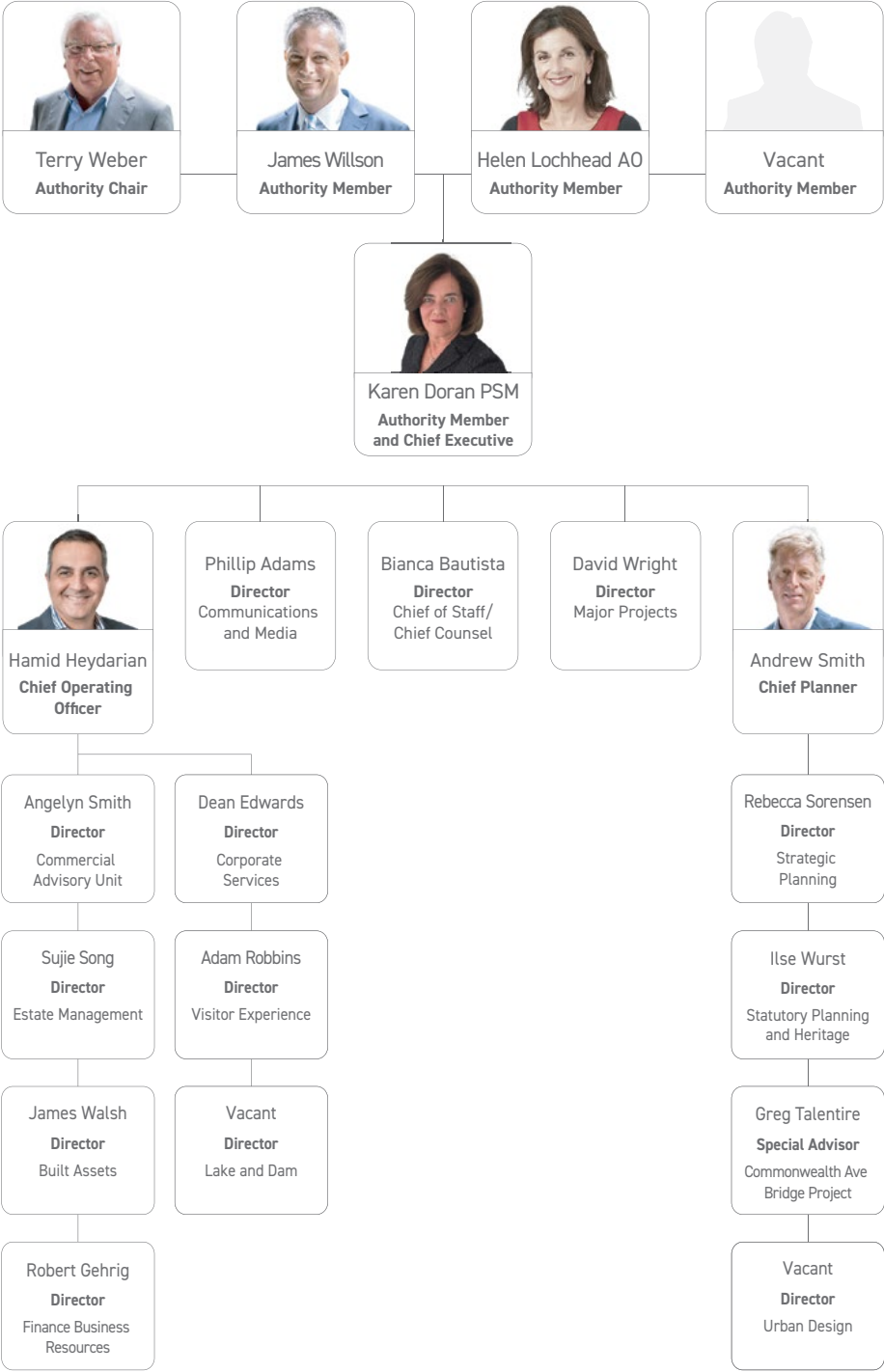
Land managed by the NCA



Designated Areas under the NCA's detailed planning control

Structure

Figure 1: NCA organisational structure at 30 June 2025



The Authority

The PALM Act provides that the Authority consists of a Chair, the 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 2024–25. The Authority maintains minutes of its meetings, and prepares public records of the meetings and makes them available on the NCA's website.

The Authority Charter can be found at www.nca.gov.au/about-us/key-governance-documents.

Chair

Mr Terry Weber was re-appointed as (part-time) Chair of the Authority for one year from 13 June 2025. Mr Weber has been a Member of the Authority since 12 June 2014 and Chair since 1 January 2015.

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 those of the Canberra Symphony Orchestra, the Canberra Raiders and the Ricky Stuart Foundation.



Spring Bank Island.
Credit: Tim Bean

Chief Executive

Ms Karen Doran PSM GAICD commenced a five-year term as the NCA's Chief Executive, and ex officio member of the Authority, on 2 April 2024.

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

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

Other 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's tenure expired on 10 June 2025.

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 National Capital and what it means to every Australian.

Mr Willson comes to the NCA from the perspective of place, the NCA brand, and 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 Chair of the Canberra Grammar School Foundation.

Professor Helen Lochhead 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. Her other relevant current and previous appointments include board membership of the Architects Registration Board (NSW), the Council for Tall Buildings and Urban Habitat Australia, the Australian Heritage Council, and the NSW Independent Planning Commission, and the positions of National President and Chair of the Australian Institute of Architects.

Committees

To support the Authority and Chief Executive in fulfilling their legislative functions and requirements and meeting expectations, the NCA has committees in place, with roles and responsibilities as 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 committee’s charter can be found at www.nca.gov.au/about-us/key-governance-documents. During 2024–25, the committee held four meetings to fulfil its statutory purpose and charter requirements.

The NCA Audit and Risk Committee comprised three external members in 2024–25: Mr Geoff Knuckey (Chair), Ms Anne O’Donnell and Mr Stephen Sheehan. Mr Knuckey ceased being a member and Chair of the committee on 30 June 2025. Further details of the committee members are set out in Table 1.

Table 1: NCA Audit and Risk Committee members 2024–25

Name	Qualifications, skills and experience	Meetings attended	Remuneration (GST inclusive)
Geoff Knuckey (Chair)	Mr Knuckey is an experienced chair and non-executive director with skills in financial reporting and analysis, risk management, corporate governance, and internal audit. He 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. He has a Bachelor of Economics degree and is a former partner and managing partner in major accounting firm Ernst & Young.	4/4	\$13,200
Anne O’Donnell	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. She holds a Master of Business Administration and 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.	4/4	\$10,560
Stephen Sheehan	Mr Sheehan is a Fellow of CPA Australia. He has a Bachelor of Commerce degree, was previously an Australian Public Service senior executive and held the position of chief financial officer at the Commonwealth departments of Immigration and Citizenship, and Health and Ageing.	3/4	\$12,210

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

Senior Executive

The NCA Senior Executive comprises the Chief Executive, Chief Operating Officer and Chief Planner and receives support from the Chief of Staff. The Senior Executive forms the Executive Committee of the NCA and meets monthly to assist in the strategic management of the NCA.

Senior Leadership Team

The Senior Leadership Team comprises the Chief Executive, Chief Operating Officer, Chief Planner, NCA directors and other key managers. The Senior Leadership Team 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 representatives, health and safety representatives, and employee nominees from across the NCA. In 2024–25, the committee was chaired by the 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 worksites.

Authority Consultative Committee

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

Reconciliation Place from the National Library.
Credit: National Capital Authority



Senior executives

Karen Doran PSM GAICD **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 Major Projects, Communications and Media, and Strategic Implementation, Governance and Legal teams.

Hamid Heydarian **Chief Operating Officer**

Mr Heydarian is the NCA's Chief Operating Officer.

The Chief Operating Officer (COO) is responsible for the effective management of external operations involving estate management, parking, commercial licences, events and activations. The COO is also responsible for NCA's internal operations involving financial management, procurement, human resources, business systems, and work health and safety arrangements.

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; conducts heritage impact assessments; and undertakes a range of complex design and construction projects.

Volunteers

Volunteers are at the heart of the NCA's commitment to fostering public awareness about Canberra as the National Capital. Since launching its volunteer program in 2001, the NCA has built a proud tradition of community participation, welcoming individuals who bring curiosity, generosity and a shared passion for Australia's national story.

Our volunteers contribute across a range of roles that enhance the visitor experience, strengthen public programs, and support the care of our cultural assets.

All volunteers are provided with orientation, ongoing training, and opportunities to deepen their knowledge of Canberra's heritage through special events and learning activities. Whether greeting a first-time visitor, supporting research efforts, or assisting with community outreach, each volunteer plays an important role in connecting people with the places and stories of the nation's capital.

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.



National Capital Exhibition. Credit: National Capital Authority

Horticulture Volunteers

Since the program commenced in 2004, 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 76 Horticulture Volunteers contributed over 15,800 hours across some 255 shifts in 2024–25. The dedication of the Horticulture Volunteers is valued by the NCA and allows us to bring beautiful gardens and programs to all visitors to the National Triangle.



Volunteer Guides and Greeters

Volunteer Guides and Greeters form the public face of the NCA's Visitor Experience Team. Based at the National Capital Exhibition (NCE), Greeters provide a warm welcome to members of the public and help orient visitors to the exhibitions and the broader National Triangle. Many Greeters choose to build on this role by training as Guides, who deliver structured tours and education programs across NCA-managed sites including the NCE, Blundells Cottage, Anzac Parade, Lake Burley Griffin, the National Carillon and Reconciliation Place.

The program is designed to be flexible, with volunteers able to contribute at a pace and level that suits their interests and availability. Their efforts continue to make a meaningful difference to the thousands of people who engage with the NCA's attractions each year.

In 2024–25, the NCA engaged seven new Guides, with a total of 23 active volunteers assisting with Guide and Greeter duties. Volunteer Guides and Greeters contributed 2,849 hours of service at the NCE, 247 hours at Blundells Cottage, and 109 hours on our walking tours.

Research Volunteers

Behind the scenes, Research Volunteers lend their skills to a range of curatorial and interpretive projects. Working closely with the Inform and Educate Team, these volunteers support the ongoing care and development of the NCA's resources and displays. This includes contributing to collection research, refining interpretive materials, cataloguing resources, and assisting with content development for educational programs.

Research Volunteers often bring specialised knowledge or professional experience that adds depth to the NCA's work, ensuring historical accuracy and enhancing the richness of our storytelling. Research volunteers contributed approximately 168 volunteer hours in 2024–25.

Horticulture volunteer in the Old Parliament House Rose Gardens. Credit: National Capital Authority

Conservation and Wildlife Volunteers

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

Through an Environmental Care Agreement with Friends of Grasslands, some 100 volunteers have undertaken many hundreds of hours of work in partnership with the NCA in these conservation areas. Expert volunteers and residents undertake weed control and native planting, conduct surveys of weeds and sensitive species, and play a strong advocacy role within the community.

The NCA also partners with ACT Wildlife, the ACT's main native wildlife rescue and rehabilitation volunteer group, through an Environmental Care Agreement. ACT Wildlife's specialist team of carers helps to care for the population of around 6,350 grey-headed flying-foxes that camps in Commonwealth Park from September to April.

The NCA utilises the specialist skills of ACT Rural Fire Service volunteers to assist in specific on-ground tasks set out in the Bushfire and Works Plan for NCA Conservation Areas. The NCA undertook a successful hazard reduction burn at Yarramundi Reach in 2024–25. The Rural Fire Service also assists the NCA to review and update burn plans.

Kings Park. Credit: National Capital Authority



2





Annual performance statements

Statement of preparation

I, Terry Weber, on behalf of the accountable authority of the National Capital Authority (NCA), present the 2024–25 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).

The annual performance statements demonstrate a direct link between the NCA's activities throughout the year and our contribution towards achieving our purposes.

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).



Terry Weber
Chair
23 September 2025

Performance framework

Corporate objectives

The NCA's corporate plan for 2024–25 to 2027–28 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 corporate plan combines the NCA's functions under the PALM Act and associated activities into three objectives:

1. Canberra is planned and developed in accordance with its special role as Australia's National Capital, including through effective stakeholder and community engagement.
2. Infrastructure and natural assets under the NCA's stewardship are maintained and enhanced to continue to fulfil their design, purpose and function.
3. Canberra attracts citizens and visitors to celebrate and engage with the story of the National Capital.

The objectives, their performance criteria and the NCA's results against those criteria are set out in these annual performance statements.

Portfolio programs

The NCA had a single Outcome set out in the 2024–25 portfolio budget statements, covering all NCA activities:

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 portfolio budget statements 2024–25.

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:

- 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:

- 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 continues to respond to a range of external influences in our operating environment, including economic circumstances and governmental and societal policy matters.

The NCA is responsible for a large and diverse asset base, where many assets are ageing and unique and have heritage values. This brings challenges in applying limited financial and other resources to most efficiently and effectively manage assets, respond to high-priority issues, and meet community expectations.

For a small organisation with around 70 staff, the burden of meeting governance and compliance requirements while responding to emerging risks and new technologies can be heavy, and requires a balanced and proportionate approach which appropriately reflects the risk tolerances set by the Authority. The NCA operates under a relatively flat structure, reflecting the skills and experience of our workforce.

We recognise the importance of establishing collaborative relationships and partnerships, to best achieve our objectives and the common objective of supporting a National Capital that continues to grow and evolve.

In addition to the PALM Act, the NCA operates within the framework of a range of Commonwealth legislation. Key elements of our legislative framework include the PGPA Act, the *Public Service Act 1999*, the *Work Health and Safety Act 2011* and the *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 resources management
- risk management
- fraud and corruption control.

Chapter 3 outlines further details of these arrangements.

The NCA relies on data collected through manual processes to report on performance outcomes. As with any manual method, there is an inherent risk of errors or inconsistencies in data collection. To mitigate this, quality assurance measures are embedded within reporting methodologies to support the completeness and accuracy of the data underpinning the results presented.

Where such processes could not be applied – particularly in relation to third-party data sources – explanatory commentary has been included alongside reported outcomes. It is important to note that the reliance on manual data collection may affect the overall reliability of the results, and care has been taken to acknowledge these limitations where relevant.



Blundells Cottage. Credit: National Capital Authority

Objective 1

Canberra is planned and developed in accordance with its special role as Australia's National Capital, including through effective stakeholder and community engagement.

Results against performance measures

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	1.1.1 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 Target: 100%	Achieved – All 372 works approval applications approved in 2024–25 were not inconsistent with the principles and policies of the National Capital Plan and relevant heritage management plans. A total of 23 works approval applications were either withdrawn or not supported.
	1.2 The NCA undertakes its statutory approvals role efficiently, consistently, fairly, and transparently, including with respect to stakeholder and community engagement	Not achieved – A total of 64.28% of surveyed respondents reported consistency of application of the NCA's regulatory framework, communication, and engagement. Further work will need to be completed in 2025–26 to improve methodology and response rates.
	1.2.1 Percentage of surveyed stakeholders reporting consistency of application of the regulatory framework, communication, and engagement Target: 90%	
	1.2.2* At least 80% of works approval applications processed are assessed against the National Capital Plan within 15 working days Target: 80%	Not achieved – The NCA approved 372 works approval applications in 2024–25; 78.49% (292) were processed within 15 business days. The NCA experienced a decline in works approvals performance in the first half of 2024–25, following the implementation of a new e-lodgement system. Since then, performance has significantly improved with the resolution of technical issues that had affected processing efficiency.
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	1.3.1 National Estate tree canopy increases (%) Target: 35%	Achieved – There were 1,024 trees planted and 250 trees removed in 2024–25. This equated to an additional 774 trees on the estate, an estimated 1.39% increase in the tree canopy cover. This improvement brings the estimated total canopy cover of the National Estate to 35.71%.

*Performance measure for Program 1.1 in the NCA's portfolio budget statements 2024–25.

Analysis of performance against purpose

The NCA shares planning responsibility for Canberra and the ACT with the ACT Government. The NCA continued to work collaboratively with the ACT Government throughout 2024–25, including for work on the UNSW Canberra Campus, 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 lower in 2024–25, with 372 applications approved, compared with 387 in 2023–24. 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.



FLIGHT Drone SkyShow + Night Markets 2025. Credit: Five Foot Photography

Objective 2

Infrastructure and natural assets under the NCA's stewardship are maintained and enhanced to continue to fulfil their design, purpose and function.

Results against performance measures

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 95% of maintenance issues were addressed within target timeframes, in accordance with safety, risk and priority.
	2.1.2 Percentage of key documents underpinning the maintenance and management of the National Estate systematically reviewed Target: 50%	Not achieved – The NCA reviewed 37% of the key documents that underpin the maintenance and management of the National Estate. The outcome was below target primarily due to the reallocation of resources to address competing emerging priorities.
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%	Not achieved – The NCA actioned 86% of capital improvements within target timeframes in 2024–25. The outcome was below target primarily due to delays with project procurement and unforeseen weather events.
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 Net Zero 2030 delivered in accordance with planned objectives Target: Broader collection of emissions data, including indirect emissions, such as by NCA service providers; enhanced reporting; and further and broader emissions reduction measures	Not achieved – The NCA was unable to fully implement target actions due to reallocation of resources and competing priorities. The outcome was also influenced by the complexity in implementing projects and policies that contribute to achieving target actions.

*Performance measure for Program 1.2 in the NCA's portfolio budget statements 2024–25.



Commonwealth Avenue Bridge. Credit: Tim Bean

Analysis of performance against purpose

In 2024–25, the NCA remained focused on civil infrastructure, with major works commencing on the Commonwealth Avenue Bridge Renewal and Scrivener Dam Dissipator Strengthening projects.

Various other major works continued throughout 2024–25. The NCA was engaged in projects such as the National Capital Wayfinding Signage Implementation (stages one and two), Senator Neville Bonner Commemoration, Commonwealth Park Concept Vision, and National Carillon 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 its work, the NCA is acutely aware of its heritage responsibilities and objectives. Where possible, the NCA advanced the adaptive reuse of heritage buildings to ensure that these assets live on as functional and valued facilities.

Further details on the NCA’s Net Zero initiatives are provided in Chapter 3.

Objective 3

Canberra attracts citizens and visitors to celebrate and engage with the story of the National Capital.

Results against performance measures

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 95% (1,484 out of 1,564) of responses from surveyed visitors to NCA-managed attractions reported a satisfaction rating of ‘excellent’.
	3.1.2 Increase in annual visitation to NCA-managed sites Target: 2.5% on previous year	Achieved – An estimated 1,344,719 people visited NCA managed sites throughout 2024–25, equating to a 6.3% increase on 2023–24 visitation (1,264,535). The methodology for reporting this outcome relies upon third-party data sources, some of which are based on calculated estimates and are unable to be verified.
	3.1.3 Percentage of surveyed stakeholders giving a satisfactory rating on the NCA’s communication and engagement efforts Target: 80%	Not achieved – In 2024–25, 58% of surveyed stakeholders rated the NCA’s communication and engagement efforts as satisfactory. It should be noted that data sources for this performance measure were only implemented from the third quarter onward. As a result, the data is not representative of the full reporting period. A full-year outcome is expected to be reported in 2025–26.

*Performance measure for Program 1.1 in the NCA’s portfolio budget statements 2024–25.

Intended result	Performance measure	Outcome
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 Target: 2.5% on previous year	Not achieved – A total of 848,708 people accessed the NCA’s education programs and content in 2024–25, equating to a 0.9% increase on the 2023–24 number (841,053). The outcome was below target due to lower than expected numbers accessing educational content: 785,597 people accessed content in 2024–25, a 0.6% increase when compared with 780,875 in 2023–24.
	3.2.2 Percentage of participants reporting a high level of satisfaction with education programs Target: 90%	Achieved – The NCA received survey responses from all 723 school groups that attended education programs delivered by the NCA, with 99% of respondents reporting a high level of satisfaction.

Analysis of performance against purpose

In 2024–25, the NCA focused on making its attractions more available and accessible. This included increasing access to the National Carillon through the reintroduction of regular public tours, weekly public concerts, and events such as the *Star wars*-themed Episode V: Carillon Strikes Back concert, which aimed to attract new audiences. Other examples in 2024–25 included increasing our engagement in ACT Heritage Week by offering First Nations tours, heritage markets and open days at Blundells Cottage.

The NCA continued to focus on events, education and activities aimed at enhancing 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 also facilitated returning events in 2024–25, such as Skyfire, Floriade, Enlighten, FLIGHT: Drone SkyShow + Night Markets, Symphony in the Park, Canberra Balloon Spectacular, and Christmas in July.

3





Management and accountability

Corporate governance

The NCA's portfolio budget statements 2024–25 and the *National Capital Authority Corporate Plan 2024–25 to 2027–28* set out our key objectives for 2024–25; the annual performance statements (see Chapter 2) reconcile 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). 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 proper 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 maintains appropriate arrangements for:

- information and records management, in accordance with the requirements of the *Archives Act 1983* and associated Australian Government information management policies
- protective security, in line with requirements set out in the Australian Government's Protective Security Policy Framework.

The NCA also 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.

Audit and risk management

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 2024–25, and considered and monitored the agency'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 provided in Chapter 1.

The NCA ensured that sound risk management arrangements were maintained during 2024–25. The NCA Risk Management Policy and Framework provided the basis for appropriate risk management. The Authority, the NCA Audit and Risk Committee and the Senior Leadership Team actively identify and monitor the agency's strategic risks and other significant risks, as well as actions and controls in response.

Fraud and corruption control

The NCA reviewed and updated the NCA Fraud and Corruption Control Plan and Policy in the first half of 2024 to cover the period 2024–25 to 2025–26. The NCA maintains sound fraud and corruption control arrangements, including through a range of preventative controls, procedural arrangements, and periodic awareness training.

Certification of agency fraud and corruption control arrangements

I certify that, in accordance with section 10 of the Public Governance, Performance and Accountability Rule 2014, for the financial year 2024–25 the National Capital Authority:

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



Terry Weber

Chair

23 September 2025

Ministerial directions

The NCA did not receive any ministerial directions in 2024–25.

Under section 7 of the *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act), 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.

Finance law compliance

During 2024–25, the NCA had no significant issues under paragraph 19(1)(e) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act) relating to non-compliance with the finance law.

External scrutiny

The NCA's work is subject to ongoing external scrutiny.

Parliamentary committee hearings

The NCA regularly appears before the Australian Parliament's Joint Standing Committee on the National Capital and External Territories (JSCNCET), and at Senate Estimates hearings.

In 2024–25, the NCA appeared before the JSCNCET on 2 December 2024. The hearing 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.

Judicial, administrative tribunal or Australian Information Commissioner decisions

During 2024–25, 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 and capability reviews

During 2024–25:

- there were no reports on the operations of the NCA by the Auditor-General, a parliamentary committee or the Commonwealth Ombudsman
- there were no capability reviews of the NCA.

Dame Dorothy Tangney and Dame Enid Lyons Sculpture.
Credit: National Capital Authority



Asset management

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

National assets

NCA-managed National Land is land designated by the NCA's minister as land required for the purposes of the National Capital. The national assets managed by the NCA include:

- the Parliamentary Zone and the National Triangle (excluding the Parliamentary Precincts 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)
- Lindsay Pryor National Arboretum
- diplomatic precincts in Yarralumla, Deakin and O'Malley. A new diplomatic precinct is planned to be established in Curtin.

Associated assets include:

- the Captain Cook Memorial Jet, fountains, national monuments, and public artworks
- large areas of landscape and infrastructure, including paths, lighting, signage, open space areas, trees and car parks
- civil infrastructure such as roads, bridges, stormwater structures, and street and path lighting.

Asset management approach

The maintenance and upgrading of NCA assets is 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 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 specify more detailed tasks and activities that are undertaken by the NCA.

The NCA's asset management system supports the asset maintenance and works undertaken across the National Estate.

The NCA remains a registered member of the Institute of Public Works Engineering Australasia (IPWEA). IPWEA is the peak association for infrastructure asset management professionals, and provides comprehensive educational programs, technical publications, networking and professional development opportunities. 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.

Heritage management

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 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 2024–25 included those for the Parliament House Vista and National Rose Gardens.

Ecological management

The NCA's *Ecological Management Plan for Conservation Areas 2016* identifies sites of ecological significance, such as Stirling Park (Gurubang Dhawura). Five areas that include matters of ecological significance are listed within the plan and are managed in accordance with best practice management plans as set out in the EPBC Act.

Other matters of significance – such as Indigenous and historic heritage values, community attachment, landscape aesthetics and values for passive recreation – are acknowledged and recognised but not directly incorporated in the ecological management plan, except where the values overlap and to ensure that management actions complement and recognise all values.

The NCA is committed to reviewing and renewing the ecological management plan every five 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.



Old Parliament House Rose Gardens. Credit: National Capital Authority

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 2024–25, two new consultancy contracts were entered into involving a combined expenditure of \$0.169 million. There was one ongoing consultancy contract carried over from prior financial years involving expenditure of \$0.008 million.

The following organisations received the five largest shares of the NCA's total expenditure or 5% or more of total expenditure on consultancy contracts in 2024–25:

- PEG Consulting Pty Ltd – \$0.153 million
- Ernst & Young – \$0.016 million
- Duncan Marshall – \$0.008 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 2024–25, 58 new non-consultancy contracts were entered into involving total actual expenditure of \$16.177 million. There were 107 ongoing non-consultancy contracts carried over from the prior financial years involving expenditure of \$32.291 million.

The following organisations received the five largest shares of the NCA's total expenditure or 5% or more of total expenditure on non-consultancy contracts in 2024–25:

- Seymour Whyte Constructions Pty Ltd – \$8.459 million
- BGIS Pty Ltd – \$7.278 million
- Citywide – \$5.797 million
- Downer EDI Works Pty Ltd – \$2.030 million
- Hawkins Civil Pty Ltd – \$1.936 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.



Scrivener Dam. Credit: National Capital Authority

Exempt contracts

No contracts were exempted on public interest grounds from publication on the AusTender website during 2024–25.

Australian National Audit Office access clauses

There were no contracts that did not provide for the Auditor-General to have access to the contractor's premises during 2024–25.

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 5.5 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.

The NCA also provides procurement standard operating procedures 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 Accountable Authority Instructions and standard operating procedures, 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 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 2024–25, the NCA paid 99% of invoices within 20 days.

During 2024–25, the NCA made total payments of \$16.395 million to 164 small and medium-sized enterprises.

Advertising and market research

During 2024–25, the NCA did not conduct any advertising campaigns and did not make payments above the reporting threshold of \$16,900 in relation to advertising or market research.

Grants

During 2024–25, 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.

Environmental performance

The NCA reports on its environmental performance in accordance with section 516a of the EPBC Act. This includes reporting on how the NCA contributes to ecologically sustainable development (ESD) and minimises its environmental impacts, and providing details of the NCA's greenhouse gas emissions.

NCA activities in line with the principles of ESD

The National Strategy for Ecologically Sustainable Development defines the goal of 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 undertakes activities – including managing National Land, carrying out works to maintain or enhance the character of the National Capital, and administering the National Capital Plan (the Plan) – in accordance with the principles of ESD outlined in the EPBC Act. ESD considerations are incorporated into the NCA's policy framework.

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.

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.

NCA outcomes contributing to ESD

The NCA's sole outcome set out in our portfolio budget statements 2024–25 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'.

Under the 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 Plan is to 'support and promote environmentally responsible urban development practices'.

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-Australian 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, for the 17th time, in March 2025.

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 agency's strategic planning, promotion, and enhancement of Canberra as the National Capital for all Australians. The NCA implements policies to achieve a sound balance between the use of National Land and Lake Burley Griffin (the Lake), and the protection of their environmental and heritage values as set out in the applicable HMPs.

Water management

The water within the Lake is observed, sampled and analysed to monitor water quality in accordance with the Lake Burley Griffin Water Quality Management Plan and the *ACT Guidelines for Recreational Water Quality* (ACT Health, 2014). This provides information about the environmental health of the Lake and supports guidance for Lake users on the suitability of water-based recreation during the recreational season (mid-October to mid-April). All responses and advisories issued due to adverse water quality are in line with protocols, legislation, and the guidelines.

Abstracted lake water is used for all irrigation in Commonwealth Park, instead of potable water. This means that water used on the gardens and lawns is not over-treated for that purpose. The NCA uses an irrigation control system with cloud-based technology and data loggers on water meters, allowing easy identification of water leaks in the system and reducing water usage. Most irrigation occurs at night, with exceptions such as lawn remediation, irrigation audit and repairs, or the application of extra water to trees during extended dry periods.

Fire management

The NCA reduces fire risk through fuel management activities 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 lower the fuel load and promote native grasses by managing the fire risks. In 2024–25, activities included maintaining fire trails, slashing firebreaks, and planning for hazard reduction and ecological burns with the assistance of the ACT Rural Fire Service.

Other measures

Other measures taken to reduce the NCA's impact on the environment in 2024–25 included:

- adopting sustainable road resurfacing practices, such as the use of reclaimed asphalt pavement, resulting in an estimated reduction of approximately 22 tonnes of carbon dioxide equivalent emissions and diversion of around 600 tonnes of asphalt from landfill
- 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
- grinding and screening felled trees and leaves on National Land for reuse as mulch to improve soil condition in garden beds and around young trees
- collecting green waste and organic matter from gardens and ponds to be reused as fertile compost in horticultural and tree renewal projects on the National Estate, diverting hundreds of tonnes of waste from landfill
- working with conservation dogs capable of early detection of alligator weed, an invasive weed species, and subsequently eradicating weed infestations
- partnering in an Environmental Care Agreement with Friends of Grasslands to undertake weed management and native planting on conservation grasslands
- actively managing the colony of grey-headed flying-foxes which camps in Commonwealth Park from spring to autumn each year, through a management plan that includes an extreme weather event response plan
- collaborating with ACT Wildlife specialists who can provide care and rehabilitation for sick and injured native fauna, including grey-headed flying-foxes, if required
- providing recycling bins across the National Estate
- maintaining a pay-by-phone parking app which reduces the demand for plastic-coated tickets by around 50%, saving around 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.

Further activities being explored by the NCA include:

- phasing out the use of 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
- recommending that events do not use latex or rubber balloons.

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 includes goals and targets set out under six pillars that align with the NCA's key functions:

- Net Zero
- Water management
- Built environment
- Energy management
- Biodiversity and conservation
- Circular economy.

The NCA's progress on each of the pillars is summarised below.

Net Zero

The NCA is committed to the achievement of the Australian Public Service Net Zero 2030 target. The NCA is following the Net Zero 2030 target in full, as per the Net Zero in Government Operations Strategy. More information is provided in the emissions reduction tables and reporting against the NCA's Emissions Reduction Plan in this report.

Water management

Between 2023–24 and 2024–25, the NCA's water consumption increased: potable water by 6% and abstracted water by 37%. The increase is attributed to a number of factors, including (but not limited to):

- establishment of over 100 new trees, turf and hundreds of new shrubs planted as part of the landscaping around the John Gorton Campus Carpark

- establishment of garden revitalisation projects at Constitution Ave, Rond Terrace and lands adjacent to the National Library
- major turf remediation and replacement works at Commonwealth Park
- establishment of 1,024 trees as part of the tree renewal program
- 25% decrease in rainfall in 2024–25.

Due to the large scale and volume of horticultural projects undertaken in 2024–25, it was expected that water usage would increase initially. However, once the plantings are established, water consumption will decrease, resulting in more sustainable usage over the long term.

Built environment

The NCA seeks to ensure high-quality design and landscaping on National Land and in Designated Areas. Ongoing review of and amendments to the Plan will include and strengthen requirements around sustainability. Recent amendments to the Plan, such as Amendment 97 – Block 7 Section 4 Yarralumla (former Australian Forestry School), introduced requirements concerning adaptive reuse of heritage buildings, provisions concerning the environmental performance of buildings, and standards for the provision of electric vehicle charging infrastructure.

Energy management

The SEMP identifies a specific target of optimising the energy efficiency of the NCA's built environment, controls and processes to reduce the energy consumption by 10% in 2025 compared to 2023.

The NCA has not met this target, but is progressing projects for street and car park lighting, including the potential for inclusion of smart technology, that will contribute to energy savings.

Biodiversity and conservation

The NCA engaged Thunderstone Aboriginal Cultural Services, who shared information on the Ngunnawal Six Seasons (Aboriginal seasons guided by the land) and recommended indigenous plant species for planting on the National Estate. The NCA will continue to collaborate with First Nations people to enhance and expand on traditional land management practices.

The NCA has planted a diverse range of native and exotic trees throughout the National Estate over the last two financial years, in line with the NCA's tree management policy. The NCA planted 791 trees in 2023–24 and 1,024 in 2024–25.

The NCA has an ongoing program for the removal of pest plants, some of which form part of formal hedges on the National Estate, such as cotoneaster. Future planting projects will replace these with more suitable species. All horticultural projects are planned with consideration for endemic plants where appropriate and are aligned with HMPs.

In August 2023, over 175 native trees were planted in Kings Park to attract gang-gang cockatoos. The NCA is collaborating with citizen scientists on a program to protect habitat trees identified as gang-gang nesting sites, implementing measures to safeguard them from predators.

Circular economy

Waste diversion from events is not currently monitored and tracked. The NCA has attempted to implement various waste reporting requirements in the past and is currently considering how best to manage this in the future to improve consistency of reporting.

Event licence agreements issued by the NCA require vendors to comply with the *Plastic Reduction Act 2021* (ACT). This legislation bans the supply of single-use plastic cutlery, plastic stirrers, expanded polystyrene food and beverage containers, straws, plastic plates and bowls, and both lightweight and heavyweight plastic bags. In delivering its own events in 2024–25, the NCA ensured that food vendors limited single-use plastic and provided a 1:1 ratio of recycling bins to rubbish bins.

The NCA has commenced a review of event guidelines to assist in increasing waste diversion and increasing the number of events that are ‘plastic free’. Initiatives under consideration include:

- requiring major event organisers to submit an environment management plan as part of their event application, detailing what measures will be taken to reduce waste to landfill and how other recycling initiatives will be implemented
- linking to the ACT Government’s Sustainable Event Program and recommending that event organisers sign up to and adopt recommendations of the program
- undertaking clearer enforcement of current requirements concerning the 1:1 ratio of recycling bins to rubbish bins
- requiring reporting of total waste and post-event waste.

Other initiatives being considered include tracking how many events sign up to the ACT Government’s Sustainable Event Program. Initiatives outlined above will assist in enabling the NCA to obtain statistics concerning waste diversion and use of single-use plastics during events.

Emissions Reduction Plan

The NCA’s Emissions Reduction Plan describes the priorities and actions the NCA is taking to reduce operational emissions and contribute to the APS Net Zero 2030 target. Priorities and actions include those associated with energy and buildings; fleet; travel; procurement; information and communications technology (ICT); and people, culture and capability. The NCA’s progress on each of these themes is summarised below.

Energy and buildings

Design work for the upgrade of street and car park lighting is predominantly complete. The tender process for construction of the upgrade is intended to occur in 2025–26. Smart lighting controls are being considered as part of this project, but may best be delivered when further lighting upgrades to pedestrian lighting across the National Estate occur at a later date.

To help achieve the APS Net Zero 2030 target, the Department of Finance will establish centrally coordinated whole-of-Australian Government arrangements for the procurement of electricity for use by entities in every state and territory. The arrangements are expected to commence on 1 July 2026.

Fleet

Leases on the NCA’s current fleet vehicles expire in May 2026. New vehicles will be selected having regard to the Net Zero in Government Operations Strategy and Commonwealth Fleet Vehicle Selection Policy.

BP Pulse will provide electric vehicle charging infrastructure on the National Estate, within the National Library of Australia car park. Technical investigations are underway.

Travel

By the end of 2025, the NCA will develop guidelines that support the agency’s Accountable Authority Instructions on official travel.

Procurement

The NCA supports the Australian Government’s commitment to sustainable procurement practices. Procurement activities within the NCA are conducted in accordance with the Commonwealth Procurement Rules.

As part of the agency’s ‘approach to market’ documentation, the NCA requires potential suppliers to outline how their organisation intends to deliver sustainable procurement benefits. These responses are considered as part of the overall value for money assessment.

Information and communications technology

The NCA has actively considered refurbishment, repair, reuse, and recycling when undertaking procurement or disposal of ICT equipment.

People, culture and capability

People, culture and capability uplift is ongoing. The NCA has identified a Chief Sustainability Officer (CSO), who has participated in webinars and CSO network events. The CSO has also completed the Climate Fundamentals for Australian Government Operations – Greening Government Microcredentials Pilot, a collaboration between the Department of Finance and RMIT.

Staff across the agency have been encouraged to complete training concerning the Australian Government’s Net Zero commitments.

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 2024–25, as shown in tables 2 and 3.

Report summary – Domestic

Reporting year	2024–25
Portfolio	Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
Entity name	National Capital Authority

Table 2: Greenhouse gas emissions inventory – location-based method, 2024–25

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	3,488.48	211.42	3,699.90
Natural gas	22.73	n/a	5.78	28.51
Solid waste	0	n/a	0	0
Refrigerants	0	n/a	n/a	0
Fleet and other vehicles	2.68	n/a	0.67	3.35
Domestic commercial flights	n/a	n/a	11.41	11.41
Domestic hire car	n/a	n/a	0.26	0.26
Domestic travel accommodation	n/a	n/a	4.76	4.76
Other energy	0	n/a	0	0
Total t CO₂-e	25.41	3,488.48	234.30	3,748.18

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

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

Table 3: Greenhouse gas emissions inventory – market-based method, 2024–25

	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Location-based electricity emissions	3,488.48	211.42	3,699.90	5,285,578.57
Market-based electricity emissions	98.26	13.34	111.60	121,304.03
Total renewable electricity consumed	n/a	n/a	n/a	5,164,274.54
Renewable Power Percentage ¹	n/a	n/a	n/a	961,711.02
Jurisdictional Renewable Power Percentage ^{2,3}	n/a	n/a	n/a	4,202,563.52
GreenPower ²	n/a	n/a	n/a	0
Large-scale generation certificates ²	n/a	n/a	n/a	0
Behind the meter solar ⁴	n/a	n/a	n/a	0
Total renewable electricity produced	n/a	n/a	n/a	0
Large-scale generation certificates ²	n/a	n/a	n/a	0
Behind the meter solar ⁴	n/a	n/a	n/a	0

Key: kWh – kilowatt hours, t CO₂-e – tonne carbon dioxide equivalent.

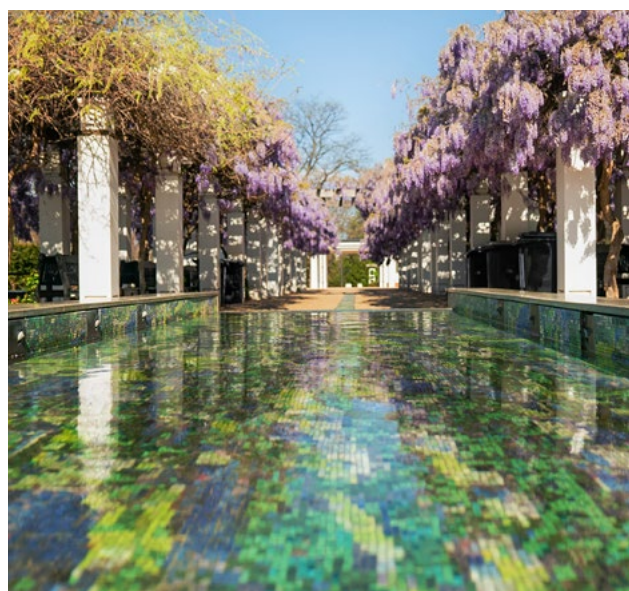
Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods.

- 1 Listed as Mandatory renewables in 2023–24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).
- 2 Listed as Voluntary renewables in 2023–24 Annual Reports.
- 3 The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).
- 4 Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

The transition of the NCA's property service providers under the whole-of-Australian Government arrangements during the reporting period may result in incomplete property data. Any such incomplete data and resulting changes to emissions calculations will be addressed within the amendments process which is due to take place in 2026.

The NCA has undertaken a review and validation of electricity meters on the National Capital Estate. This has resulted in installation of meters on previously unmetered/estimated supplies and the recording of actual usage, which has potentially resulted in an increase in overall electricity usage.

Solid waste data was unable to be separated from landlord data and has not been included.



Centenary of Women's Suffrage Fountain.
Credit: National Capital Authority

4





Management of human resources

Australia Day Achievement Medallion

In early 2025, Mr Rory Griffin was presented with the Australia Day Achievement Medallion for his significant contribution to the maturity of the agency's planning, design and delivery of capital works projects. Mr Griffin's experience, attention to detail, stakeholder management, and application of strong project and contract management principles have ensured high-quality outcomes for the NCA.

Learning and development

The NCA recognises the value of investing in employee learning and development. Such opportunities contribute to improved staff retention, enhanced productivity and efficiency, increased safety awareness, and greater confidence among employees. Importantly, they support the NCA in achieving its organisational objectives.

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.

As part of its 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 2024–25, the NCA provided a range of online training and some face-to-face training. The topics covered included:

- procurement and contract management
- privacy awareness
- fraud and corruption control
- core cultural learning
- records management
- work health and safety monitor training, covering health and safety topics and the use of the NCA's cloud-based workplace health and safety system
- Australian Public Service induction for new staff.

Staffing summary

The NCA had an average staffing level (ASL) of 68 for 2024–25. The NCA's headcount at 30 June 2025 was 73 employees: 70 employees engaged under the *Public Service Act 1999*, two employees engaged under section 24(1) determinations, and the Chief Executive. The Chief Executive is appointed under the *Australian Capital Territory (Planning and Land Management) Act 1988*. At 30 June 2025, all but one of the NCA's employees were based in the ACT; one employee was based in Western Australia.

Tables 4 to 7 provide the numbers of employees in the NCA at 30 June 2025 and 30 June 2024, by employment status, location and gender.

Table 4: All ongoing employees – current reporting period (at 30 June 2025)

Location	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	
ACT	34	0	34	27	3	30	0	0	0	0	0	0	0	0	0	64
WA	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
Total	34	0	34	28	3	31	0	0	0	0	0	0	0	0	0	65

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 5: All non-ongoing employees – current reporting period (at 30 June 2025)

Location	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	
ACT	3	1	4	3	0	3	0	0	0	0	0	0	0	0	0	7

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

Table 6: All ongoing employees – previous reporting period (at 30 June 2024)

Location	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	
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 7: All non-ongoing employees – previous reporting period (at 30 June 2024)

Location	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	
ACT	3	0	3	5	1	6	0	0	0	0	0	0	0	0	0	9

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

Tables 8 to 11 provide the numbers of Australian Public Service employees in the NCA at 30 June 2025 and 30 June 2024 respectively, by classification and gender.

Table 8: Australian Public Service Act ongoing employees – current reporting period (at 30 June 2025)

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	7	0	7	5	0	5	0	0	0	0	0	0	0	0	0	12
EL 1	7	0	7	10	1	11	0	0	0	0	0	0	0	0	0	19
APS 6	8	0	8	10	1	11	0	0	0	0	0	0	0	0	0	19
APS 5	3	0	3	1	0	1	0	0	0	0	0	0	0	0	0	4
APS 4	3	0	3	2	1	3	0	0	0	0	0	0	0	0	0	6
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	34	0	34	28	3	31	0	0	0	0	0	0	0	0	0	65

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 9: Australian Public Service Act non-ongoing employees – current reporting period (at 30 June 2025)

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	3	0	3	0	0	0	0	0	0	0	0	0	4
APS 6	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 5	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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	3	1	4	3	0	3	0	0	0	0	0	0	0	0	0	7

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 ongoing employees – previous 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	1	0	0	0	0	0	0	0	0	0	0	2
APS 2	1	0	1	0	1	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 11: Australian Public Service Act non-ongoing employees – previous 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	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	0	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.

Tables 12 and 13 provide the numbers of Australian Public Service employees in the NCA at 30 June 2025 and 30 June 2024 respectively, by full-time and part-time status.

Table 12: Australian Public Service Act employees by full-time and part-time status – current reporting period (at 30 June 2025)

Classification	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 1	2	0	2	0	0	0	2
EL 2	12	0	12	1	0	1	13
EL 1	18	1	19	3	1	4	23
APS 6	18	1	19	0	1	1	20
APS 5	4	0	4	1	0	1	5
APS 4	5	1	6	0	0	0	6
APS 3	2	0	2	0	0	0	2
APS 2	1	0	1	0	0	0	1
Total	62	3	65	5	2	7	72

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 13: Australian Public Service Act employees by full-time and part-time status – previous reporting period (at 30 June 2024)

Classification	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
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.

Tables 14 and 15 set out the locations of NCA staff. All but one of the NCA's employees are based in the ACT; one employee is based in Western Australia.

Table 14: Australian Public Service Act employment type by location – current reporting period (at 30 June 2025)

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	64	7	71
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
Total	65	7	72

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 15: Australian Public Service Act employment type by location – previous 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.

Staff retention and turnover

During 2024–25, 24 employees commenced employment with the NCA, and 10 separated from employment with the NCA. Further detail is set out in Table 16.

Table 16: Employee commencements and separations 2024–25

Classification	Man/ Male	Woman/ Female	Non-binary	Prefers not to answer	Uses a different term	Total
Commencements						
SES	0	0	0	0	0	0
EL 1–2	6	7	0	0	0	13
APS 1–6	10	2	0	0	0	12
Subtotal	16	9	0	0	0	25
Separations						
SES	0	0	0	0	0	0
EL 1–2	2	6	0	0	0	8
APS 1–6	2	0	0	0	0	2
Subtotal	4	6	0	0	0	10
Total	20	15	0	0	0	35

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

Table 17 provides a report on Indigenous employees in the NCA at 30 June 2025 and 30 June 2024 respectively, by employment status.

Table 17: Australian Public Service Act Indigenous employees – current and previous reporting periods

Employment status	30 June 2025	30 June 2024
Ongoing	0	1
Non-ongoing	0	0
Total	0	1

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
- 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.

Employment arrangements and remuneration

The *NCA Enterprise Agreement 2024–2027* includes several provisions promoting a flexible and family-friendly environment for employees. These include:

- access to 18 weeks paid parental leave, and access to paid parental leave at half pay
- 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 sabbatical leave arrangements
- access to a healthy lifestyle allowance
- access to three days paid compassionate leave on each occasion.

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.

Lake Burley Griffin Foreshore.
Credit: National Capital Authority



Table 18 provides a summary of NCA employees covered by the enterprise agreement and section 24 determinations. At 30 June 2025, the Chief Executive’s remuneration was determined in accordance with the *Remuneration Tribunal (Remuneration and Allowances for Holders of Full-Time Public Office) Determination 2024*.

Table 18: Employment arrangements of SES and non-SES employees at 30 June 2025

Arrangement	SES	Non-SES	Total
Enterprise agreement	0	57	57
Section 24(1) determination	2	0	2
Enterprise Agreement plus supplementary agreement (Individual Flexibility Agreement)	0	13	13
Total	2	70	72

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, at 30 June 2025, are set out in Table 19.

Table 19: Australian Public Service employee salary ranges by classification level at 30 June 2025

Classification	Minimum Salary	Maximum Salary
SES 1	\$225,000	\$306,800
EL 2	\$133,910	\$209,747
EL 1	\$115,443	\$153,655
APS 6	\$94,563	\$115,497
APS 5	\$84,228	\$93,020
APS 4	\$75,022	\$81,775
APS 3	\$66,823	\$72,837
APS 2	\$59,521	\$64,877
APS 1	\$54,516	\$57,787

Key: SES – Senior Executive Service; EL – Executive Level; APS – Australian Public Service.
Note: The table does not include the Chief Executive’s remuneration.
 Individual salaries may be higher than prescribed in the enterprise agreement and section 24 determinations due to salary matching on transfer from other agencies.

Executive remuneration

During 2024–25, the NCA had seven executives who met the definition of ‘key management personnel’. Their names, terms and remuneration details are set out in Table 20 and Table 21.

The NCA had no ‘senior executives’ except those included in the tables, and no ‘highly paid staff’ with total remuneration exceeding the \$260,000 annual remuneration threshold that applies for 2024–25.

Table 20: Key management personnel 2024–25

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

Table 21: Key management personnel remuneration 2024–25 (\$)

		Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total Remuneration
Name	Position title	Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Terry Weber	Authority Chair	67,503	-	-	7,775	-	-	-	75,278
Helen Lochhead	Member	27,007	-	-	2,971	-	-	-	29,979
Jenny Smithson	Member	25,559	-	-	2,864	-	-	-	28,422
James Willson	Member	27,007	-	-	4,078	-	-	-	31,085
Karen Doran	Chief Executive	378,147	-	3,764	32,311	2,794	-	-	417,016
Hamid Heydarian	Chief Operating Officer	276,679	-	3,040	57,883	15,050	-	-	352,651
Andrew Smith	Chief Planner	301,793	-	1,737	58,172	16,014	-	-	377,716
Total		1,103,695	-	8,541	166,053	33,858	-	-	1,312,148

Policies and practices

The total remuneration of the key management personnel for 2024–25 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 2024*, which specifies an annual salary of \$398,450.
- **Chief Operating Officer and Chief Planner** – The total remuneration is 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 2024*, which specifies a fixed annual salary of \$67,460. No portion of the remuneration is ‘at risk’.
- **Members of the Authority** – The total remuneration is in accordance with the *Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2024*, which specifies a fixed annual salary of \$26,990. No portion of the remuneration is ‘at risk’.

Performance management

The NCA’s Performance Management and Appraisal Scheme links individual performance agreements to specific organisational activities that support the achievement of business outcomes and performance expectations outlined in the NCA’s corporate plan.

Access to pay point advancement under the enterprise agreement is conditional, and occurs 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.



Captain Cook Memorial Jet, Lake Burley Griffin. Credit: National Capital Authority

Disability reporting

Australia's Disability Strategy 2021–2031 calls on all Australians to ensure that 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 that 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. A range of reports on progress of the strategy's actions and outcome areas will be published at www.disabilitygateway.gov.au/ads.

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.



National Gallery of Australia.
Credit: National Capital Authority



Old Parliament House.
Credit: National Capital Authority

Work health and safety

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

During 2024–25, the NCA further strengthened its work health and safety management system by developing new procedures and revising existing documentation and systems. The highest reported incident type was ‘slips, trips and falls’.

There were seven notifiable incidents reported to Comcare during 2024–25. 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.

The NCA coordinated several workshops for NCA workers and senior management, on risk management, due diligence and work health and safety principles. Various informal training sessions were also run during the reporting period for these groups.

The NCA also introduced a Health and Wellbeing Strategy and provided free influenza vaccinations for staff and volunteers.

NCA employees and their family members continue to be provided with access to an employee assistance program, a service that provides free, confidential counselling and guidance.

To ensure 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
- emergency wardens.

FLIGHT: Drone SkyShow + Night Markets.
Credit: Five Foot

5





Financial performance

Financial overview

The NCA is a non-corporate Commonwealth entity, with two programs outlined in the *Infrastructure, Transport, Regional Development, Communications, Sport and the Arts Portfolio Budget Statements 2024–25*.

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.

At times, 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 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 2024–25, the NCA reported a deficit on continuing operations of \$2.405 million, which included unfunded depreciation and amortisation of \$1.851 million along with write-downs and finance costs of \$0.082 million. This compares to a budgeted deficit on continuing operations of \$0.872 million.

The NCA undertook a desktop asset revaluation as at 30 June 2025, resulting in a \$1.630 million increase in the asset revaluation reserve.

Overall, net assets came to \$21.007 million, compared to a budget of \$20.600 million.

Note 8.2 of the 2024–25 NCA Financial Statements provides more information.

Administered performance

In 2024–25, the NCA reported \$24.937 million in non-taxation revenue, mainly comprising paid parking ticketing revenue and fines (\$20.085 million); and rentals, including diplomatic estate rentals (\$2.101 million).

Administered supplier expenses of \$21.074 million were largely on budget. Supplier expenses related to the costs of managing and maintaining the National Capital Estate, including managed service providers and other contractors (\$9.802 million); property repairs and maintenance (\$5.026 million); and costs such as utilities, insurance, and legal advice (\$6.246 million).

Note 8.2 of the 2024–25 NCA Financial Statements provides more information.

Cost recovery

During 2024–25, the NCA generated revenue through works approval cost recovery fees and charges. Cost recovery revenue was \$2.400 million, compared to \$0.629 million in 2023–24.

Cost recovery revenue estimates fluctuated based on the timing and value of works applications received.

FLIGHT Drone SkyShow.
Credit: Chris Chia



Table 22: Entity resource statement 2024–25

	Current available appropriation \$'000	Payments made \$'000	Balance remaining \$'000
	(a)	(b)	(a) - (b)
Departmental			
Annual appropriations - ordinary annual services	17,365	7,168	10,197
Prior year appropriations available - ordinary annual services	9,373	9,072	301
Total departmental annual appropriations	26,738	16,240	10,498
Total departmental resourcing	26,738	16,240	10,498
Administered			
Annual appropriations - ordinary annual services	36,606	29,242	7,364
Prior year appropriations available - ordinary annual services	8,574	8,574	-
Annual appropriations - other services - non-operating	12,758	-	12,758
Prior year appropriations available - other services - non-operating	128,260	8,491	119,769
Total administered annual appropriations	186,198	46,307	139,891
Total administered special appropriations	25	25	-
Total administered resourcing	186,223	46,332	139,891
Total resourcing and payments for the National Capital Authority	212,961	62,572	150,389

Table 23: Expenses for Outcome 1 2024–25

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	Budget*	Actual Expenses	Variation
	2024–25 \$'000	2024–25 \$'000	2024–25 \$'000
	(a)	(b)	(a) - (b)
Program 1.1: NATIONAL CAPITAL FUNCTIONS			
Departmental expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	10,326	9,393	933
s74 External Revenue ¹	3,565	6,320	(2,755)
Expenses not requiring appropriation in the Budget year ²	922	1,532	(610)
Departmental total	14,813	17,245	(2,432)
Total expenses for Program 1.1	14,813	17,245	(2,432)
Program 1.2: NATIONAL CAPITAL ESTATE			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	21,006	21,049	(43)
Special Appropriations	25	25	-
Expenses not requiring appropriation in the budget year ³	30,124	43,947	(13,823)
Administered total	51,155	65,021	(13,866)
Total for Program 1.2	51,155	65,021	(13,866)
Outcome 1 TOTALS BY APPROPRIATION TYPE			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1 and 3)	21,006	21,049	(43)
Special Appropriations	25	25	-
Expenses not requiring appropriation in the budget year ³	30,124	43,947	(13,823)
Administered total	51,155	65,021	(13,866)
Departmental expenses			
Departmental appropriation	10,326	9,393	933
s74 External Revenue ¹	3,565	6,320	(2,755)
Expenses not requiring appropriation in the budget year ²	922	1,532	(610)
Departmental total	14,813	17,245	(2,432)
Total expenses for Outcome 1	65,968	82,266	(16,298)
	2023–24	2024–25	
Average Staffing Level (number)	61	68	

* Full-year budget, including any subsequent adjustment made to the 2024-25 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*.

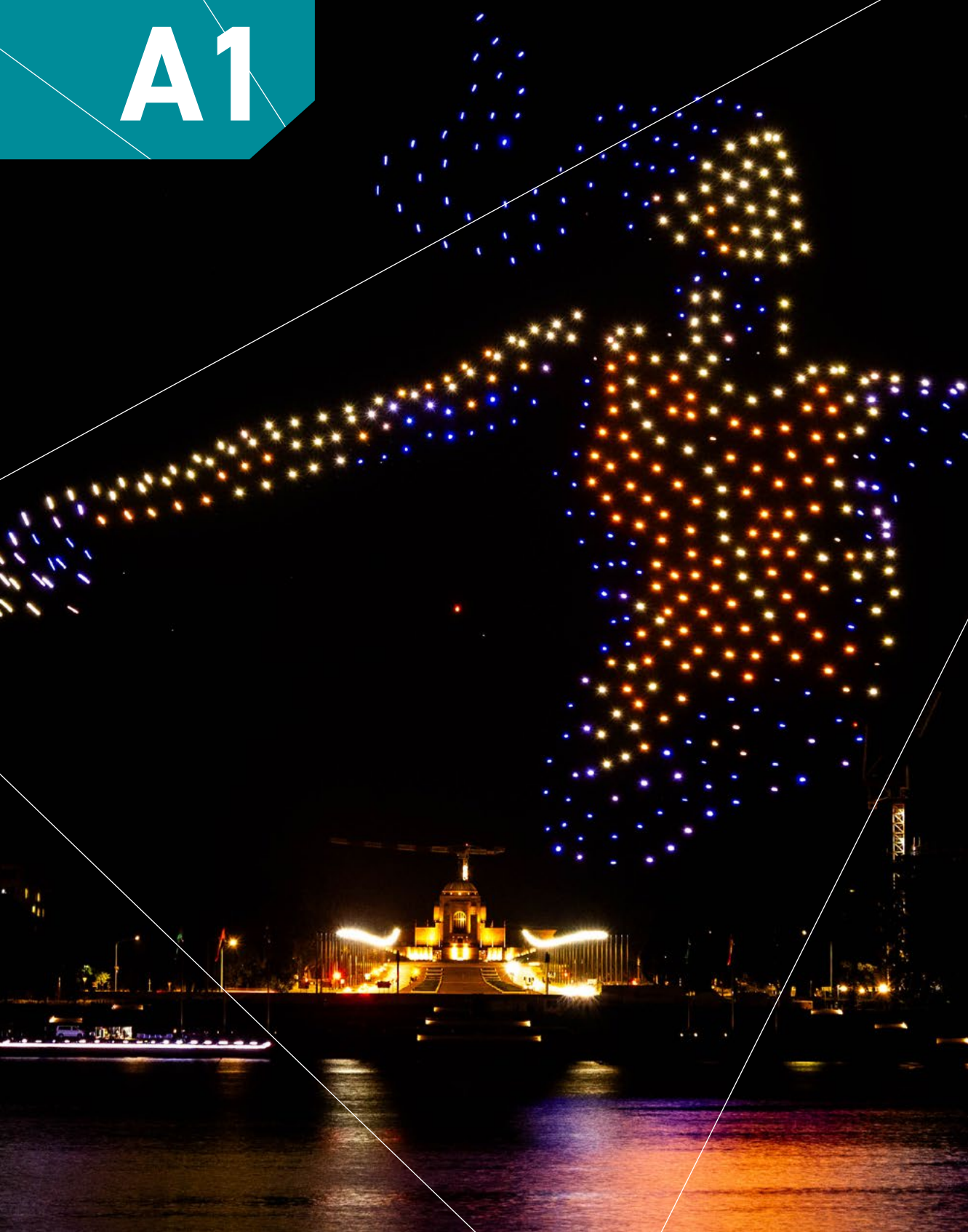
2 Departmental expenses not requiring appropriation in the budget year is made up of depreciation and amortisation expenses, expenses related to write-down of assets and resources received free of charge.

3 Administered expenses not requiring appropriation in the budget year is made up of depreciation and amortisation expenses, expenses related to write-down of assets and resources received free of charge.

APPENDIXES

FLIGHT: Drone SkyShow + Night Markets.
Credit: Chris Chia

A1





APPENDIX ONE

Financial Statements
30 June 2025

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 2025:

- (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 2025 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 2025 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 and forming part of 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
5 September 2025

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2025 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
04 September 2025



Fei Wu, CA
A/g Chief Financial Officer
04 September 2025

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	9,041	8,476	7,893
Suppliers	1.1B	6,268	6,529	5,698
Depreciation and amortisation	3.2A	1,851	1,892	1,217
Finance costs	1.1C	3	4	5
Impairment loss on financial instruments	1.1D	-	14	-
Write-down and impairment of other assets	1.1E	82	-	-
Total expenses		17,245	16,915	14,813
Own-Source Income				
Own-source revenue				
Revenue from contracts with customers	1.2A	1,389	2,386	1,370
Fees and fines	1.2B	2,527	766	1,709
Rental income	1.2C	479	525	486
Other revenue	1.2D	119	65	50
Total own-source revenue		4,514	3,742	3,615
Net (costs of)/contribution by services		(12,731)	(13,173)	(11,198)
Revenue from Government	1.2E	10,326	10,874	10,326
Total Revenue from Government		10,326	10,874	10,326
Surplus/(Deficit) on continuing operations		(2,405)	(2,299)	(872)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve	3.2A	1,630	1,339	-
Total other comprehensive income		1,630	1,339	-
Total comprehensive income/(loss)	5.3	(775)	(960)	(872)

The above statement should be read in conjunction with the accompanying notes. Please refer to Note 8.2 for explanations of major variances to the 2024-25 Original Budget.

STATEMENT OF FINANCIAL POSITION

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial Assets				
Cash and cash equivalents	3.1A	177	167	195
Trade and other receivables	3.1B	10,434	10,454	11,955
Total financial assets		10,611	10,621	12,150
Non-Financial Assets¹				
Buildings	3.2A	19,161	18,888	17,307
Plant and equipment	3.2A	2,019	1,997	2,459
Heritage and cultural	3.2A	214	220	224
Intangibles	3.2A	1,204	1,584	1,487
Other non-financial assets	3.2B	224	218	235
Total non-financial assets		22,822	22,907	21,712
Total assets		33,433	33,528	33,862
LIABILITIES				
Payables				
Suppliers	3.3A	445	477	801
Other payables	3.3B	8,645	8,739	9,408
Total payables		9,090	9,216	10,209
Interest bearing liabilities				
Leases	3.4A	407	802	444
Total interest bearing liabilities		407	802	444
Provisions				
Employee provisions	6.1A	2,929	2,443	2,609
Total provisions		2,929	2,443	2,609
Total liabilities		12,426	12,461	13,262
Net assets		21,007	21,067	20,600
EQUITY				
Contributed equity		22,330	21,611	22,330
Reserves		14,152	12,522	11,183
Retained earnings/(accumulated deficit)		(15,475)	(13,066)	(12,913)
Total equity		21,007	21,067	20,600

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. Please refer to Note 8.2 for explanations of major variances to the 2024-25 Original Budget.

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2025

	Retained Earnings			Asset revaluation reserve			Contributed equity			Total equity		
	2025	2024	Original	2025	2024	Original	2025	2024	Original	2025	2024	Original
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance												
Balance carried forward from previous period	(13,066)	(10,796)	(12,041)	12,522	11,183	11,183	21,611	20,909	21,611	21,067	21,296	20,753
Adjustment to opening balance	(4)	29	-	-	-	-	-	-	-	(4)	29	-
Adjusted opening balance	(13,070)	(10,767)	(12,041)	12,522	11,183	11,183	21,611	20,909	21,611	21,063	21,325	20,753
Comprehensive income												
Surplus/(Deficit) for the period	(2,405)	(2,299)	(872)	-	-	-	-	-	-	(2,405)	(2,299)	(872)
Asset revaluation movements	-	-	-	1,630	1,339	-	-	-	-	1,630	1,339	-
Total comprehensive income	(2,405)	(2,299)	(872)	1,630	1,339	-	-	-	-	(775)	(960)	(872)
Contributions by owners												
Departmental capital budget	-	-	-	-	-	-	719	702	719	719	702	719
Total transactions with owners	-	-	-	-	-	-	719	702	719	719	702	719
Closing balance as at 30 June	(15,475)	(13,066)	(12,913)	14,152	12,522	11,183	22,330	21,611	22,330	21,007	21,067	20,600

The above statement should be read in conjunction with the accompanying notes. Please refer to Note 8.2 for explanations of major variances to the 2024-25 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 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		9,201	13,244	10,326
Sale of goods and rendering of services		5,725	2,228	3,565
GST received		(114)	120	-
Other		(42)	7	-
Total cash received		14,770	15,599	13,891
Cash used				
Employees		8,558	8,452	7,860
Suppliers		6,316	7,191	5,681
Interest payments on lease liabilities		3	4	5
GST paid		(5)	(27)	-
Total cash used		14,872	15,620	13,546
Net cash from/(used by) operating activities		(102)	(21)	345
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		206	92	719
Purchase of Intangibles		-	225	-
Total cash used		206	317	719
Net cash from/(used by) investing activities		(206)	(317)	(719)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		719	702	719
Total cash received		719	702	719
Cash used				
Principal payments of lease liabilities		401	392	345
Total cash used		401	392	345
Net cash from/(used by) financing activities		318	310	374
Net increase/(decrease) in cash held		10	(28)	-
Cash and cash equivalents at the beginning of the reporting period		167	195	195
Cash and cash equivalents at the end of the reporting period		177	167	195

The above statement should be read in conjunction with the accompanying notes. Please refer to Note 8.2 for explanations of major variances to the 2024-25 Original Budget.

ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME

for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Suppliers	2.1A	21,074	19,377	21,031
Depreciation and amortisation	4.2A	38,880	33,593	28,124
Impairment loss on financial instruments	2.1B	324	445	-
Write-down and impairment of other assets	2.1C	4,743	10,211	2,000
Total expenses		65,021	63,626	51,155
Income				
Revenue				
Non-taxation revenue				
Revenue from contracts with customers	2.2A	20,260	20,135	25,998
Fees and fines	2.2B	2,024	1,961	2,062
Rental income	2.2C	2,101	2,117	2,130
Other revenue	2.2D	552	1,201	12
Total non-taxation revenue		24,937	25,414	30,202
Gains				
Other gains		7	18	-
Total gains		7	18	-
Total income		24,944	25,432	30,202
Net (cost of)/contribution by services		(40,077)	(38,194)	(20,953)
Surplus/(Deficit) on continuing operations		(40,077)	(38,194)	(20,953)
OTHER COMPREHENSIVE INCOME				
Changes in asset revaluation reserve		36,884	88,941	-
Total comprehensive income/(loss)		(3,193)	50,747	(20,953)

The above schedule should be read in conjunction with the accompanying notes. Please refer to Note 8.2 for explanations of major variances to the 2024-25 Original Budget.

ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	4.1A	269	78	84
Trade and other receivables	4.1B	2,557	2,077	1,947
Total financial assets		2,826	2,155	2,031
Non-financial assets				
Land	4.2A	691,245	690,244	672,524
Buildings	4.2A	32,898	30,203	16,843
Property, plant and equipment	4.2A	662,359	647,130	666,095
Heritage assets	4.2A	81,962	81,001	72,925
Intangibles	4.2A	1,702	2,442	3,112
Prepayments		85	90	17
Total non-financial assets		1,470,251	1,451,110	1,431,516
Total assets administered on behalf of Government		1,473,077	1,453,265	1,433,547
LIABILITIES				
Payables				
Suppliers	4.3A	5,931	6,190	7,318
Other payables	4.3B	17,829	17,746	18,968
Total payables		23,760	23,936	26,286
Total liabilities administered on behalf of Government		23,760	23,936	26,286
Net assets		1,449,317	1,429,329	1,407,261

The above schedule should be read in conjunction with the accompanying notes. Please refer to Note 8.2 for explanations of major variances to the 2024-25 Original Budget.

ADMINISTERED RECONCILIATION SCHEDULE

for the year ended 30 June 2025

	2025 \$'000	2024 \$'000
Opening assets less liabilities as at 1 July	1,429,329	1,363,603
Net cost of services		
Income	24,944	25,432
Expenses	(65,021)	(63,626)
Other comprehensive income		
Revaluations transferred to reserves	36,884	88,941
Transfers (to)/from the Australian Government		
Appropriation transfers from Official Public Account		
Administered assets and liabilities appropriations	8,491	3,858
Annual appropriations		
Payments to entities other than corporate Commonwealth entities	42,171	38,189
Special appropriations (limited)		
Payments to entities other than corporate Commonwealth entities	25	19
Appropriation transfers to Official Public Account		
Transfers to OPA	(27,506)	(27,087)
Closing assets less liabilities as at 30 June	1,449,317	1,429,329

The above schedule should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the 2024-25 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 Annual 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 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Sale of goods and rendering of services		23,587	23,480	30,190
GST received		91	(13)	-
Other cash received		102	78	12
Total cash received		23,780	23,545	30,202
Cash used				
Suppliers		21,493	20,518	21,031
GST paid		198	(127)	-
Total cash used		21,691	20,391	21,031
Net cash from operating activities		2,089	3,154	9,171
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		25,079	18,139	82,665
Total cash used		25,079	18,139	82,665
Net cash used by investing activities		(25,079)	(18,139)	(82,665)
Net increase in cash held		(22,990)	(14,985)	(73,494)
Cash and cash equivalents at the beginning of the reporting period		78	84	84
Cash from Official Public Account				
Appropriation transfers from Official Public Account				
Administered assets and liabilities appropriations		8,491	3,858	67,065
Annual appropriations				
Administered expenses		21,228	19,444	21,006
Administered capital budget		16,588	15,089	15,600
Section 74A for recoverable GST		4,355	3,635	-
GST paid to the ATO		-	21	-
Section 77 repayments by the Commonwealth		25	19	25
Total cash from official public account		50,687	42,066	103,696
Cash to Official Public Account				
Other transfers		27,506	27,087	30,202
Total cash to official public account		27,506	27,087	30,202
Cash and cash equivalents at the end of the reporting period		269	78	84

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the 2024-25 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 reported 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 2024-25 financial statements.

Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2024-25 financial statements.

Breaches of Section 83 of the Constitution

No breaches have occurred during the reporting period in the 2024-25 financial statements.

Notes to and forming part of the Financial Statements

1. Departmental Financial Performance

1.1 Expenses

	2025	2024
	\$'000	\$'000
Note 1.1A: Employee Benefits		
Wages and salaries	6,590	6,471
Superannuation		
Defined contribution plans	1,042	940
Defined benefit plans	305	275
Leave and other entitlements	1,104	790
Total employee benefits	9,041	8,476

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	105	48
Audit Fees - Internal Audit	35	60
Contractors	996	1,700
Property operating costs	365	442
Utilities	17	11
ICT services	2,689	2,618
Consultants	467	85
Associated employee costs	314	242
Legal services	70	156
Communications	712	757
Travel	73	83
Other	318	222
Total goods and services supplied or rendered	6,161	6,424

Goods supplied	258	158
Services rendered	5,903	6,266
Total goods and services supplied or rendered	6,161	6,424

Other suppliers

Workers compensation expenses	105	103
Operating lease rentals	2	2
Total other suppliers expenses	107	105
Total suppliers	6,268	6,529

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.)

	2025	2024
	\$'000	\$'000
Note 1.1C: Finance Costs		
Interest on lease liabilities	3	4
Total finance costs	3	4

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	5	-
Write-down of buildings	77	-
Total write-down and impairment of other assets	82	-

1.2 Own-Source Revenue

	2025	2024
	\$'000	\$'000
Own-Source Revenue		
Note 1.2A: Revenue from Contracts with Customers		
Construction works	450	888
Rendering of services	938	1,496
Sale of goods	1	2
Total revenue from contracts with customers	1,389	2,386

Disaggregation of revenue from contracts with customers

Major product / service line:

Construction works	450	888
Events revenue	928	1,485
Cost Recovery - Event related costs	10	11
National Capital Exhibition merchandise sales	1	2
	1,389	2,386

Type of customer¹:

Australian Government entities (related parties)	900	1,338
State and Territory Governments	268	225
Non-government entities	221	823
	1,389	2,386

Timing of transfer of goods and services:

Over time	279	227
Point in time	1,110	2,159
	1,389	2,386

Notes to and forming part of the Financial Statements

1.2 Own-Source Revenue (Cont.)

Prior Period Errors:

1. The 2024 comparative figure for Disaggregation of revenue from contracts with different types of customers has been revised as the \$0.450 million revenue from Australian Government entities was reported as revenue from non-government entities in error.

Balances revised and previously reported in the 2023-24 financial statements are:

	Revise 2024 \$'000	2024 \$'000
Type of customer:		
Australian Government entities (related parties)	1,338	888
State and Territory Governments	225	225
Non-government entities	823	1,273
	<u>2,386</u>	<u>2,386</u>

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, 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*.

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.

	2025 \$'000	2024 \$'000
Note 1.2B: Fees and Fines		
Works approval	2,407	635
Licences	<u>120</u>	<u>131</u>
Total fees	<u>2,527</u>	<u>766</u>

Notes to and forming part of the Financial Statements

1.2 Own-Source Revenue (Cont.)

	2025 \$'000	2024 \$'000
Note 1.2C: Rental Income		
Operating lease		
Lease income	479	525
Total rental income	479	525

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

Maturity Analysis of Operating Lease Income Receivables

Within 1 year	469	490
One to two years	347	459
Two to three years	335	338
Three to four years	334	334
Four to five years	334	334
More than 5 years	2,289	2,624
Total undiscounted lease payments receivable	4,108	4,579

Note 1.2D: Other Revenue

Audit services received free of charge	105	48
Other revenue	14	17
Total other revenue	119	65

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	10,326	10,874
Total revenue from government	10,326	10,874

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		
	2025	2024
	\$'000	\$'000
<u>Note 2.1A: Suppliers</u>		
Services rendered		
Contractors	9,802	9,168
Consultants	1,297	1,240
Suppliers	8,669	7,683
Insurance	1,100	1,058
Fees and charges	164	184
Total services rendered	21,032	19,333
Other suppliers		
Operating lease rentals	42	44
Total other suppliers	42	44
Total suppliers	21,074	19,377
<u>Note 2.1B: Impairment Loss on Financial Instruments</u>		
Impairment on financial instruments	324	445
Total impairment loss on financial instruments	324	445
<u>Note 2.1C: Write-Down and Impairment of Other Assets</u>		
Impairment of property, plant and equipment	3,595	9,690
Impairment of buildings	107	-
Other	1,041	521
Total write-down and impairment of other assets	4,743	10,211

Notes to and forming part of the Financial Statements

2.2 Administered – Income		
	2025	2024
	\$'000	\$'000
Revenue		
Non-Taxation Revenue		
<u>Note 2.2A: Revenue from Contracts with Customers</u>		
Parking services	20,085	19,958
Hire of assets	11	10
Cost recovery	163	162
Other services	1	5
Total revenue from contracts with customers	20,260	20,135
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 oversees the distribution or expenditure of the funds as directed.		
<u>Note 2.2B: Fees and Fines</u>		
Licence Fees	208	119
Fines	1,816	1,842
Total fees and fines	2,024	1,961
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 to the bank account. Parking fine revenue is recognised when infringement notices are issued.		
<u>Note 2.2C: Rental Income</u>		
Operating lease		
Building rents	243	243
Diplomatic land rents	1,858	1,874
Total rental income	2,101	2,117
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**

	2025	2024
	\$'000	\$'000
Within 1 year	2,003	2,005
One to two years	1,765	1,800
Two to three years	1,671	1,722
Three to four years	1,662	1,659
Four to five years	1,654	1,654
More than 5 years	65,406	67,059
Total undiscounted lease payments receivable	74,161	75,899

Note 2.2D: Other Revenue

Contributions for external sponsored works	450	1,123
Other	102	78
Total other revenue	552	1,201

Notes to and forming part of the Financial Statements

3. Departmental Financial Position

3.1 Financial Assets

	2025	2024
	\$'000	\$'000
Note 3.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	177	167
Total cash and cash equivalents	177	167

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 3.1B: Trade and Other Receivables

Goods and services receivables

Goods and services	116	1,378
Total goods and services receivables	116	1,378

Appropriations receivables

Appropriations receivable	10,142	9,017
Total appropriation receivables	10,142	9,017

Other receivables

Statutory receivables - GST	39	44
Accrued revenue	-	7
Other	137	8
Total other receivables	176	59
Total trade and other receivables (gross)	10,434	10,454
Less expected credit loss allowance	-	-
Total trade and other receivables (net)	10,434	10,454

Credit terms for goods and services were within 20 days (2024: 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 2025

	Buildings \$'000	Plant and equipment \$'000	Heritage and cultural ¹ \$'000	Intangibles ² \$'000	Total \$'000
As at 1 July 2024					
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 1 July 2024	18,888	1,997	220	1,584	22,689
Additions by purchase	46	156	-	4	206
Right-of-use assets additions	6	-	-	-	6
Revaluations recognised in other comprehensive income	1,448	185	(3)	-	1,630
Impairments recognised in net cost of services	(77)	(5)	-	-	(82)
Depreciation and amortisation	(765)	(303)	(3)	(384)	(1,455)
Depreciation on right-of-use assets	(385)	(11)	-	-	(396)
Total as at 30 June 2025	19,161	2,019	214	1,204	22,598
Total as at 30 June 2025 represented by					
Gross book value	20,640	2,066	214	2,414	25,334
Accumulated depreciation, amortisation and impairment	(1,479)	(47)	-	(1,210)	(2,736)
Total as at 30 June 2025	19,161	2,019	214	1,204	22,598
Carrying amount of right-of-use assets	384	9	-	-	393

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.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 April 2025. 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 2025, 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.

	2025 \$'000	2024 \$'000
Contractual commitments for the acquisition of property, plant and equipment and intangible assets		
Building upgrade	886	936
Plant & Equipment	37	33
Computer software	33	-
Total Commitments	956	969

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 (2024: \$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	2025 (years)	2024 (years)
Buildings	25 – 60	25 - 60
Plant and equipment	3 – 100	3 - 100
Heritage and cultural	60 - 150	60 - 150
Intangibles	3 – 10	3 - 10

Notes to and forming part of the Financial Statements

3.2 Non-Financial Assets (Cont.)

Accounting Policy (Cont.)

Depreciation (cont.)

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

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

Impairment

All assets were assessed for impairment at 30 April 2025 by assets custodians. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

Derecognition

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

Heritage and Cultural Assets

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

Heritage management plans relating to these assets are available on the NCA's website www.nca.gov.au.

Intangibles

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

Software is amortised on a straight-line basis over its anticipated useful life. All software assets were assessed by management for indications of impairment as at 30 April 2025.

Accounting Judgements and Estimates

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

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

	2025 \$'000	2024 \$'000
Note 3.2B: Other Non-Financial Assets		
Prepayments	224	218
Total other non-financial assets	224	218

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

	2025	2024
	\$'000	\$'000
Note 3.3A: Suppliers		
Trade creditors and accruals	445	477
Total suppliers	445	477

Settlement is usually made within 20 days.

Note 3.3B: Other Payables

Salaries and wages	199	202
Unearned income	1,648	1,502
Funds received in advance for construction works	6,235	6,320
Funds received in advance for public artworks	300	300
Bonds and retentions	180	212
Statutory payable - GST	10	124
Other	73	79
Total other payables	8,645	8,739

3.4 Interest Bearing Liabilities

	2025	2024
	\$'000	\$'000
Note 3.4A: Leases		
Lease liabilities	407	802
Total leases	407	802
Note 3.4A: Maturity analysis - contractual undiscounted cash flows		
Within 1 year	409	402
Between 1 to 5 years	-	405
Total leases	409	807

The NCA recognises right-of-use assets and lease liabilities in relation to office accommodation and motor vehicles. The NCA renewed the existing office accommodation rental agreement for a further five years commencing on 1 July 2021, with annual payments of \$392,658 (adjusted annually for CPI increases). At 30 June 2025 there are two right-of-use assets in relation to motor vehicles.

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		
	2025	2024
	\$'000	\$'000
Note 4.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	269	78
Total cash and cash equivalents	269	78
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	930	627
Fees	560	620
Fines	867	789
Statutory receivables - GST	797	599
Total trade and other receivables (gross)	3,154	2,635
Less impairment loss allowance	(597)	(558)
Total trade and other receivables (net)	2,557	2,077
Credit terms for goods and services were within 30 days (2024: 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 <i>Provisions, Contingent Liabilities and Contingent Assets</i> .		
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 2025

	Land ¹	Buildings	Property, Plant and Equipment	Heritage Assets ²	Intangible Assets ³	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024						
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 1 July 2024	690,244	30,203	647,130	81,001	2,442	1,451,020
Adjustments to opening balance	-	17	68	(80)	-	5
Adjusted total as at 1 July 2024	690,244	30,220	647,198	80,921	2,442	1,451,025
Additions:						
WIP Movements	888	503	23,660	841	-	25,892
Revaluations recognised in other comprehensive income ⁴	1,494	3,634	29,490	2,254	-	36,872
Impairments recognised in net contribution by service	(594)	(107)	(3,595)	(447)	-	(4,743)
Depreciation and amortisation	(787)	(1,352)	(34,394)	(1,607)	(740)	(38,880)
Total as at 30 June 2025	691,245	32,898	662,359	81,962	1,702	1,470,166
Total as at 30 June 2025 represented by:						
Gross book value	691,245	32,898	662,359	81,962	3,230	1,471,694
Accumulated depreciation, amortisation and impairment	-	-	-	-	(1,528)	(1,528)
Total as at 30 June 2025	691,245	32,898	662,359	81,962	1,702	1,470,166

1. Tree assets were disclosed in the land asset class.
2. 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.
3. The carrying amount of intangibles represents purchased and internally developed software.
4. A desktop revaluation of assets was completed by Jones Lang LaSalle Advisory Services Pty Ltd, an independent valuation company, as at 30 June 2025.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 April 2025. 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 within the next 12 months.

Accounting Policy

Tree assets are recognised initially at cost in land asset class in the statement of financial position.

AASB 116 states that depreciation will begin when an asset is available for use when it is in the location and condition necessary for it to be capable of operating in the manner intended by management. The NCA has determined that trees will be in the location and condition intended by management when they are mature; this is deemed to be when they are 10 years old. The straight-line depreciation method will be adopted while depreciating the trees. Trees replaced by the NCA will have a life of 80-100 years.

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

	2025	2024
	\$'000	\$'000
Land and Buildings	582	1,220
Property, Plant and Equipment	58,737	10,355
Heritage assets	222	1,413
Total Commitments	59,541	12,988

In 2024-25, significant commitments relate to the Commonwealth Avenue Bridge Renewal, 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

	2025	2024
	\$'000	\$'000
Note 4.3A: Suppliers		
Trade creditors and accruals	5,931	6,190
Total suppliers	5,931	6,190

Settlement is usually made within 30 days.

Note 4.3B: Other Payables

Prepayments received for operating leases	17,299	17,491
Retentions	19	27
Other	511	228
Total other payables	17,829	17,746

Notes to and forming part of the Financial Statements

5. Funding

5.1 Appropriations

Note 5.1A: Annual Appropriations

Annual appropriations for 2025

	Appropriation Act	Adjustments to appropriations ²	Total appropriation	Appropriation applied in 2025 (current and prior years)	Variance ³
	Annual appropriation ¹	Section 74			
	\$'000	\$'000	\$'000	\$'000	\$'000
Departmental					
Ordinary annual services	10,326	6,320	16,646	16,088	558
Capital Budget ⁴	719	-	719	152	567
Total departmental	11,045	6,320	17,365	16,240	1,125
Administered					
Ordinary annual services					
Administered items	21,006	-	21,006	21,228	(222)
Capital Budget	15,600	-	15,600	16,588	(988)
Other Services					
Administered assets and liabilities ⁵	12,758	-	12,758	8,491	4,267
Total administered	49,364	-	49,364	46,307	3,057

- 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 2024-25, the NCA also received \$12.758 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 2024

	Appropriation Act	Adjustments to appropriations ²	Total appropriation	Appropriation applied in 2024 (current and prior years)	Variance ³
	Annual appropriation ¹ \$'000	Section 74 \$'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

Notes:

- 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.)

Note 5.1B: Unspent Annual Appropriations

	2025 \$'000	2024 \$'000
Departmental		
Appropriation Supply Act (No. 1) 2022-23	-	-
Appropriation Supply Act (No. 3) 2022-23 ¹	189	189
Appropriation Act (No. 1) 2022-23 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Act (No. 3) 2022-23 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Supply Act (No. 1) 2022-23 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Supply Act (No. 3) 2022-23 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Act (No. 1) 2023-24 - Cash at Bank ²	-	167
Appropriation Act (No. 1) 2023-24 ³	-	8,787
Appropriation Act (No. 1) 2023-24 - Capital Budget (DCB) - Non-Operating	112	230
Appropriation Act (No. 1) 2024-25 - Cash at Bank ²	177	-
Appropriation Act (No. 1) 2024-25 ³	9,345	-
Appropriation Act (No. 1) 2024-25 - Capital Budget (DCB) - Non-Operating	685	-
Total departmental	10,508	9,373
Administered		
Appropriation Supply Act (No. 1) 2022-23	-	-
Appropriation Supply Act (No. 3) 2022-23	-	-
Appropriation Supply Act (No. 1) 2022-23 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Supply Act (No. 3) 2022-23 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Act (No. 2) 2022-23 - Administered assets and liabilities	-	2,650
Appropriation Supply Act (No. 2) 2022-23 - Administered assets and liabilities	20,600	20,933
Appropriation Supply Act (No. 4) 2022-23 - Administered assets and liabilities	-	5,462
Appropriation Act (No. 1) 2023-24 - Cash at Bank ⁴	-	78
Appropriation Act (No. 1) 2023-24	-	3,729
Appropriation Act (No. 1) 2023-24 - Capital Budget (DCB) - Non-Operating	-	4,767
Appropriation Act (No. 2) 2023-24 - Administered assets and liabilities	99,168	99,215
Appropriation Act (No. 1) 2024-25 - Cash at Bank ⁴	269	-
Appropriation Act (No. 1) 2024-25	3,507	-
Appropriation Act (No. 1) 2024-25 - Capital Budget (DCB) - Non-Operating	3,779	-
Appropriation Act (No. 2) 2024-25 - Administered assets and liabilities	12,758	-
Total administered	140,081	136,834

Notes:

- \$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.
- Departmental cash at bank relates to deposits received during June that are subject to Section 74 of the PGPA Act.
- 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).
- 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

- The 2024 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.

Balances revised and previously reported in the 2023-24 financial statements are:

	Revised 2024 \$'000	2024 \$'000
Departmental		
Appropriation Supply Act (No. 3) 2022-23	189	-
Total departmental restatement	189	-

Note 5.1C: Special Appropriations

Authority	Type	Purpose	Appropriation applied	
			2025 \$'000	2024 \$'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.	25	19
Total special appropriations applied			25	19

Notes to and forming part of the Financial Statements

5.2 Regulatory Charging Summary

	2025 \$'000	2024 \$'000
Expenses		
Departmental	2,039	1,939
Total expenses	2,039	1,939
External revenue		
Departmental	2,400	629
Total external revenue	2,400	629

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

	2025 \$'000	2024 \$'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	(775)	(960)
Plus: depreciation/amortisation of assets funded through appropriations	1,455	1,503
Plus: depreciation right-of-use assets	396	389
Less: lease principal repayments	(401)	(392)
Net Cash Operating Surplus/(Deficit)	675	540

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

	2025	2024
	\$'000	\$'000
Note 6.1A: Employee Provisions		
Leave and other entitlements	2,929	2,443
Total employee provisions	2,929	2,443

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 the 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:

	2025 \$'000	2024 \$'000
Short-term employee benefits	1,112	1,064
Post-employment benefits	166	170
Other long-term employee benefits	34	81
Total key management personnel remuneration expenses¹	1,312	1,315

The total number of key management personnel that are included in the above table are 7 (2024: 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:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include 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.

Key management personnel

At 30 June 2025, the NCA received declarations from all key management personnel in relation to related parties for the 2024-25 financial year. No transactions were identified that are required to be reported in this note.

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 2025 (2024: Nil).

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2025 (2024: 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

	2025	2024
	\$'000	\$'000
Note 7.2A: Categories of Financial Instruments		
Financial Assets		
Financial assets at amortised cost		
Cash and cash equivalents	177	167
Trade receivables	253	1,393
Total financial assets at amortised cost	430	1,560
Total financial assets	430	1,560
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	445	477
Bonds and retentions	180	212
Lease liabilities	407	802
Total financial liabilities measured at amortised cost	1,032	1,491
Total financial liabilities	1,032	1,491

The net interest income/expense from financial assets and liabilities not at fair value through profit or loss is \$3k for interest expense on lease liabilities (2024: \$4k).

The carrying amount of all financial assets and liabilities as at 30 June 2025 and 30 June 2024 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

	2025	2024
	\$'000	\$'000
Note 7.3A: Categories of Financial Instruments		
Financial Assets		
Financial assets at amortised cost		
Cash on hand or on deposit	269	78
Goods and services receivable	1,760	1,478
Total financial assets at amortised cost	2,029	1,556
Total financial assets	2,029	1,556
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	5,931	6,190
Retentions	19	27
Total financial liabilities measured at amortised cost	5,950	6,217
Total financial liabilities	5,950	6,217

The net interest income/expense from financial assets not at fair value through profit or loss is Nil (2024: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2025 and 30 June 2024 approximates the fair value.

Accounting Policy

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

Notes to and forming part of the Financial Statements

7.4 Fair Value Measurement

Note 7.4A: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2025	2024
	\$'000	\$'000
Non-financial assets		
Buildings	18,777	18,125
Plant and equipment	2,010	1,977
Heritage and cultural	214	220

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	
	2025	2024
	\$'000	\$'000
Non-financial assets		
Land	691,245	690,244
Buildings	32,898	30,203
Property, plant and equipment	662,359	647,130
Heritage assets	81,962	81,001

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

	2025	2024
	\$'000	\$'000
Note 8.1A: Aggregate Assets and Liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	177	167
Trade and other receivables	10,434	10,454
Prepayments	224	218
Total no more than 12 months	10,835	10,839
More than 12 months		
Land and buildings	19,161	18,888
Plant and equipment	2,019	1,997
Heritage and cultural	214	220
Intangibles	1,204	1,584
Total more than 12 months	22,598	22,689
Total assets	33,433	33,528
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	445	477
Other payables	7,276	7,370
Leases	407	398
Employee provisions	1,231	1,013
Total no more than 12 months	9,359	9,258
More than 12 months		
Other payables	1,369	1,369
Leases	-	404
Employee provisions	1,698	1,430
Total more than 12 months	3,067	3,203
Total liabilities	12,426	12,461

Notes to and forming part of the Financial Statements

8.1 Aggregate Assets and Liabilities (Cont.)		
	2025	2024
	\$'000	\$'000
<u>Note 8.1B: Administered - Aggregate Assets and Liabilities</u>		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	269	78
Trade and other receivables	2,557	2,077
Prepayment	85	90
Total no more than 12 months	2,911	2,245
More than 12 months		
Land and buildings	724,143	720,447
Plant and equipment	662,359	647,130
Heritage and cultural	81,962	81,001
Intangible assets	1,702	2,442
Total more than 12 months	1,470,166	1,451,020
Total assets	1,473,077	1,453,265
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	5,931	6,190
Other payables	1,339	1,051
Total no more than 12 months	7,270	7,241
More than 12 months		
Other payables	16,490	16,695
Total more than 12 months	16,490	16,695
Total liabilities	23,760	23,936

Notes to and forming part of the Financial Statements

8.2 Explanations of Major Budget Variances

The following summary provides explanations of major variances between the Original Budget for the NCA as presented in the 2024-25 Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements (PBS) and the NCA's 2024-25 final outcome, as presented in accordance with Australian Accounting Standards. The Original Budget is not audited. Major variances are those deemed relevant to an analysis of the NCA's performance and are not merely focused on 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 2025

Note	Explanation of major variances	Affected line item and statement
1.1A	Employee benefits of \$9.0 million were \$1.1 million higher than original estimated due to higher average staffing levels (ASL) compared to Original Budget.	Employee benefits Statement of Comprehensive Income
1.1B	Suppliers costs of \$6.3 million were \$0.6 million higher than Budget, due to increased consultant costs (\$0.5 million higher).	Supplier Statement of Comprehensive Income
1.2B	Fees and fines revenue of \$2.5 million was \$0.8 million higher than Budget, driven by increased Works Approval fees. Revenue estimates fluctuate as a result of the timing and value of works applications received.	Fees and fines Statement of Comprehensive Income
3.2A	Depreciation and amortisation of \$1.8 million was \$0.6 million higher than Budget, this is driven by increased fair value from revaluation FY2024.	Depreciation and amortisation Statement of Comprehensive Income
3.2A	Buildings total \$19.1 million, or \$1.8 million higher than Budget, and this variance is largely due to the impact of the revaluation in FY2024.	Non-Financial Assets, Buildings Statement of Financial Position
6.1A	Employee provisions of \$2.9 million was \$0.3 million higher than Budget, due to increased average staffing levels (ASL).	Employee provisions Statement of Financial Position

Notes to and forming part of the Financial Statements

8.2 Explanations of Major Budget Variances (Cont.)

Administered Major Budget Variances

for the period ended 30 June 2025

Note	Explanation of major variances	Affected line item and statement
2.1C	The write-down and impairment of other assets of \$4.7 million was \$2.7 million higher than Budget, and this variance is due to unforeseen write-downs of property, plant, and equipment assets.	Write-down and impairment of other assets Administered Statement of Comprehensive Income
2.2A	Revenue from contracts with customers of \$20.3 million was \$5.7 million lower than Budget estimate. This variance is mainly due to carpark closure and free public transport arrangements.	Revenue from contracts with customers Administered Statement of Comprehensive Income
2..2D	Other revenue was \$0.5 million higher than Budget and is mainly due to contributions for sponsored works.	Other revenue Administered Statement of Comprehensive Income
4.1B	Trade and other receivables total \$2.6 million, were \$0.6 million higher than Budget, and this variance is a result of the outstanding invoice of \$0.7 million issued in March 2025 and paid in July 2025.	Trade and other receivables Statement of Financial Position
4.2A	Depreciation and amortisation of \$38.9 million was \$10.8 million higher than Budget, this is driven by increased fair value from revaluation FY2024.	Depreciation and amortisation Administered Statement of Comprehensive Income
4.2A	Buildings assets total \$32.9 million or \$16.1 million higher than Budget, and this variance is due to the financial impact of asset revaluations in FY2024 and FY2025.	Non-financial assets, Buildings Administered Statement of Financial Position
4.2A	Heritage assets total \$82.0 million were \$9.0 million higher than Budget, and the variance is mainly due to the financial impact of asset revaluations in FY2024 and FY2025.	Heritage assets Administered Statement of Financial Position
4.2A	Intangibles total \$1.7 million were \$1.4 million lower than Budget, and this variance is due to higher depreciation and amortisation expenses in FY2024 and FY2025.	Intangibles Administered Statement of Financial Position
4.3A	Supplier payables total \$5.9 million, were \$1.4 million lower than Budget, and the variance is due to lower than expected outstanding supplier invoices at 30 June 2025.	Suppliers Administered Statement of Financial Position

APPENDIX TWO

Correction

The following error appeared in our 2024-25 annual report.

APPENDIX ONE Financial Statements 2024–25

As printed on page 58:

The signature dates were incorrectly stated as 29 September 2024. The correct signature date for both Accountable Authority and Chief Financial Officer is 09 September 2024.



Spring Bank Island.
Credit: Tim Bean

Glossary and abbreviations list

ACT	Australian Capital Territory
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 (the PALM Act)</i>	Commonwealth 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.
development control plan (DCP)	A plan prepared to guide and control development including design, siting, scale, purpose, timing and phasing, construction, landscaping, and other relevant matters.
CSO	Chief Sustainability Officer
diplomatic precincts	Those areas of Yarralumla, Deakin and O'Malley that have diplomatic uses permissible under the National Capital Plan. A new diplomatic precinct is planned to be established in Curtin.
<i>Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)</i>	Commonwealth 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 Act	<i>Freedom of information Act 1982</i>
Griffin Plan	The framework to realise the grand civic design envisaged by Walter Burley Griffin and Marion Mahony Griffin.
GST	Goods and services tax
HMP	heritage management plan
ICT	information and communications technology
JSCNET	Joint Standing Committee on the National Capital and External Territories
Lake, the	Lake Burley Griffin, named after one of Canberra's designers, 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.
master plan	An area-specific policy to guide the planning, design, and development of a large site area. Some master plans, once approved by the NCA, are given statutory effect by inclusion in the National Capital Plan.

National Capital Exhibition (NCE)	Through interactive displays, the National Capital Exhibition tells the story of Australia's National Capital and 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 Plan)	The Australian Government's plan for the National 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 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 precincts in Yarralumla, Deakin and O'Malley. A new diplomatic precinct is planned to be established in Curtin.
National Land	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.
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 Precinct	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.
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
Plan, the	The National Capital Plan made under Part III of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .
SEMP	Sustainability and Environmental Management Plan
WHS Act	<i>Work Health and Safety Act 2011</i>
works	As defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> , 'works' includes: construction, alteration, extension or demolition of buildings or structures; landscaping; tree-felling; and excavations. Excludes anything done inside buildings or structures.
works approval	An approval for works as defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .

List of requirements

PGPA Rule Reference	Part	Description	Requirement	Page no.
17AD(g)	Letter of transmittal			
17AI		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 Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	i
17AD(h)	Aids to access			
17AJ(a)		Table of contents.	Mandatory	iii
17AJ(b)		Alphabetical index.	Mandatory	111
17AJ(c)		Glossary of abbreviations and acronyms.	Mandatory	101–102
17AJ(d)		List of requirements.	Mandatory	103–109
17AJ(e)		Details of contact officer.	Mandatory	ii
17AJ(f)		Entity's website address.	Mandatory	ii
17AJ(g)		Electronic address of report.	Mandatory	ii
17AD(a)	Review by accountable authority			
17AD(a)		A review by the accountable authority of the entity.	Mandatory	iv-v
17AD(b)	Overview of the entity			
17AE(1)(a)(i)		A description of the role and functions of the entity.	Mandatory	1–2
17AE(1)(a)(ii)		A description of the organisational structure of the entity.	Mandatory	3–7
17AE(1)(a)(iii)		A description of the outcomes and programmes administered by the entity.	Mandatory	12
17AE(1)(a)(iv)		A description of the purposes of the entity as included in corporate plan.	Mandatory	12
17AE(1)(aa)(i)		Name of the accountable authority or each member of the accountable authority.	Mandatory	4-5
17AE(1)(aa)(ii)		Position title of the accountable authority or each member of the accountable authority.	Mandatory	4–5
17AE(1)(aa)(iii)		Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory	4–5
17AE(1)(b)		An outline of the structure of the portfolio of the entity.	Portfolio departments mandatory	n/a

PGPA Rule Reference	Part	Description	Requirement	Page no.
17AE(2)		Where the outcomes and programmes 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.	If applicable, Mandatory	n/a
17AD(c)	Report on the Performance of the entity			
	<i>Annual performance Statements</i>			
17AD(c)(i); 16F		Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	11–19
17AD(c)(iii)	Report on Financial Performance			
17AF(1)(a)		A discussion and analysis of the entity's financial performance.	Mandatory	49–52
17AF(1)(b)		A table summarising the total resources and total payments of the entity.	Mandatory	51
17AF(2)		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.	If applicable, Mandatory.	n/a
17AD(d)	Management and Accountability			
	<i>Corporate Governance</i>			
17AG(2)(a)		Information on compliance with section 10 (fraud and corruption systems)	Mandatory	22
17AG(2)(b)(i)		A certification by accountable authority that fraud and corruption risk assessments and fraud and corruption control plans have been prepared.	Mandatory	22
17AG(2)(b)(ii)		A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place.	Mandatory	22
17AG(2)(b)(iii)		A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.	Mandatory	22
17AG(2)(c)		An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	21

PGPA Rule Reference	Part	Description	Requirement	Page no.
17AG(2)(d) – (e)		A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance.	If applicable, Mandatory	23
Audit Committee				
17AG(2A)(a)		A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	5
17AG(2A)(b)		The name of each member of the entity's audit committee.	Mandatory	5
17AG(2A)(c)		The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	5
17AG(2A)(d)		Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	5
17AG(2A)(e)		The remuneration of each member of the entity's audit committee.	Mandatory	5
External Scrutiny				
17AG(3)		Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	23
17AG(3)(a)		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.	If applicable, Mandatory	23
17AG(3)(b)		Information on any reports on operations of the entity by the AuditorGeneral (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory	23
17AG(3)(c)		Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory	23
Management of Human Resources				
17AG(4)(a)		An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	35–47
17AG(4)(aa)		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.	Mandatory	36

PGPA Rule Reference	Part	Description	Requirement	Page no.
17AG(4)(b)		Statistics on the entity's APS employees on an ongoing and nonongoing basis; including the following: • Statistics on staffing classification level; • Statistics on fulltime employees; • Statistics on parttime employees; • Statistics on gender; • Statistics on staff location; • Statistics on employees who identify as Indigenous.	Mandatory	37–41
17AG(4)(c)		Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory	42
17AG(4)(c)(i)		Information on the number of SES and nonSES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory	43
17AG(4)(c)(ii)		The salary ranges available for APS employees by classification level.	Mandatory	43
17AG(4)(c)(iii)		A description of nonsalary benefits provided to employees.	Mandatory	42
17AG(4)(d)(i)		Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory	45
17AG(4)(d)(ii)		Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory	n/a
17AG(4)(d)(iii)		Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory	n/a
17AG(4)(d)(iv)		Information on aggregate amount of performance payments.	If applicable, Mandatory	n/a
Assets Management				
17AG(5)		An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory	24-25
Purchasing				
17AG(6)		An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory	25

PGPA Rule Reference	Part	Description	Requirement	Page no.
Reportable consultancy contracts				
17AG(7)(a)		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).	Mandatory	26
17AG(7)(b)		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>	Mandatory	26
17AG(7)(c)		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.	Mandatory	26
17AG(7)(d)		A statement that <i>“Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.”</i>	Mandatory	26
Reportable nonconsultancy contracts				
17AG(7A)(a)		A summary statement detailing the number of new reportable nonconsultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable nonconsultancy 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).	Mandatory	26
17AG(7A)(b)		A statement that <i>“Annual reports contain information about actual expenditure on reportable nonconsultancy contracts. Information on the value of reportable nonconsultancy contracts is available on the AusTender website.”</i>	Mandatory	26
17AD(daa)		Additional information about organisations receiving amounts under reportable consultancy contracts or reportable nonconsultancy contracts		
17AGA		Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable nonconsultancy contracts.	Mandatory	26

PGPA Rule Reference	Part	Description	Requirement	Page no.
Australian National Audit Office Access Clauses				
17AG(8)		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 AuditorGeneral 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.	If applicable, Mandatory	27
Exempt contracts				
17AG(9)		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.	If applicable, Mandatory	27
Small business				
17AG(10)(a)		A statement that "[Name of entity] 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."	Mandatory	27
17AG(10)(b)		An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	27
17AG(10)(c)		If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that "[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."	If applicable, Mandatory	27
Financial Statements				
17AD(e)		Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	49–98
Executive Remuneration				
17AD(da)		Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	Mandatory	44–45

PGPA Rule Reference	Part	Description	Requirement	Page no.
17AD(f)	Other Mandatory Information			
17AH(1)(a)(i)		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>	If applicable, Mandatory	27
17AH(1)(a)(ii)		If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory	27
17AH(1)(b)		A statement that <i>“Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”</i>	If applicable, Mandatory	n/a
17AH(1)(c)		Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	46
17AH(1)(d)		Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	27
17AH(1)(e)		Correction of material errors in previous annual report	If applicable, mandatory	99
17AH(2)	Information required by other legislation		Mandatory	
		Work, health and safety (Schedule 2, Part 4 of the <i>Work, Health and Safety Act 2011</i>)	Mandatory	47
		Payments made to advertising agencies and similar organisations (Section 311A of the <i>Commonwealth Electoral Act 1918</i>)	Mandatory	27
		Ecological sustainable development and environmental performance (Section 516A of the <i>Environmental Protection and Biodiversity Conservation Act 1999</i>)	Mandatory	27-33
		Compliance with the agency’s obligations under the <i>Carer Recognition Act 2010</i>)	If applicable, mandatory	n/a
		Ministerial Directions – Section 7, <i>Australian Capital Territory (planning and Land Management) Act 1988</i>	Mandatory	23

NATIONAL TRIANGLE



PARLIAMENT HOUSE



MoAD AT
OLD PARLIAMENT HOUSE
NATIONAL ARCHIVES



Index

- abbreviations, 101–102
- access clause, Australian National Audit Office, 27
- accountable authority, 4
- Accountable Authority Instructions, 21, 25, 27
- acknowledgement of traditional custodians, iv
- ACT Government, work with, v, 15, 31
- ACT Guidelines for Recreational Water Quality*, 29
- ACT Rural Fire Service, 9, 29
- ACT Wildlife, collaboration with, 9, 29
- Acton Peninsula, as an asset, 24
- administered performance, 50; *see also* departmental performance; financial statements
- administrative tribunal decisions, 23
- advertising campaigns, 27
- Amendment 97 – Block 7 Section 4 Yarralumla, 30
- analysis of performance against purpose
 - Objective 1, 15
 - Objective 2, 17
 - Objective 3, 19
- annual performance statements, 11–19
- Anzac Parade, iv, 8
- as an asset, 24
- application fees, works approvals, 50
- APS Net Zero 2030 target, 16, 31
- APS Statistical Bulletin, 46
- Archives Act 1983*, 21
- asphalt recycling, 29
- asset management, 16–17, 24–25
- Asset Management Policy, 24
- assets, valuation, 50
- Audit and Risk Committee (NCA), 5–6, 21, 22
- Auditor-General, 23
- access to contractors' premises, 27
- see also* Australian National Audit Office
- AusTender, 25, 26, 27
- Australia Day Achievement Medallion, 35
- Australian Capital Territory National Land (Unleased) Ordinance 2022, 24
- Australian Capital Territory (Planning and Land Management) Act 1988* (PALM Act), 12, 13, 23
- appointment of Chief Executive under, 4, 36
- NCA functions under, 1, 2, 24
- Australian Forestry School, Yarralumla, development, 30
- Australian Information Commissioner decisions, 23
- Australian National Audit Office
 - access clause, 27
 - attendance at Audit and Risk Committee meetings, 6
 - independent audit report, 56–57
 - Australian Public Service Code of Conduct, 21
 - Australian Public Service Employment Principles, 21
 - Australian Public Service Gender Equality Strategy 2021–26*, 42
 - Australian Public Service Values, 21
 - Australia's Disability Strategy 2021–2031*, 42, 46
- Authority
 - as accountable authority, 4
 - membership, 3, 4–5
 - remuneration, 44, 45
 - Authority Consultative Committee, 6
 - average staffing level, 36, 52
- BGIS Pty Ltd, 26
- Blundells Cottage, 8, 19
- Board; *see* Authority
- Bonner, Neville, commemoration works, 17
- Broinowski Rose Garden, 8
- Bushfire and Works Plan, 9, 29
- business plans and planning, 21
- Canberra, fostering awareness of as the National Capital, iv, 1, 12
- Canberra Balloon Spectacular, 19
- Canberra Theatre Redevelopment project, 15
- capability reviews, 23
- Captain Cook Memorial Jet, 24
- Carillon; *see* National Carillon
- carparks on National Land, 29, 50
- certification of agency fraud and corruption control arrangements, 22
- Chair of the Authority, 4
- certification of fraud control arrangements, 22

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, 43, 44, 45
 role and responsibilities, 4, 7
 Chief Financial Officer, statement on financial statements, 58
 Chief Operating Officer, 7
 remuneration, 44, 45
 Chief Planner, 7
 remuneration, 44, 45
 Chief Sustainability Officer, 32
 Christmas in July, 19
 circular economy, 31; *see also* recycling measures; waste management
 Citywide, 26
 civil infrastructure renewal projects, 17, 24; *see also* Commonwealth Avenue Bridge Renewal project; Scrivener Dam Dissipator Strengthening project
 Code of Conduct, APS, 21
 Comcare, notifications to, 47
 commencements, employee, 41
 commercial and residential developments, 15
 committees, management, 5–6, 22
 Commonwealth Avenue, as an asset, 24
 Commonwealth Avenue Bridge Renewal project, v, 17
 Commonwealth Contracting Suite, mandatory use of, 27
 Commonwealth Heritage List, 24
 Commonwealth Ombudsman, 23
 Commonwealth Park, as an asset, 24
 Commonwealth Park Concept Vision, iv, 17
 Commonwealth Procurement Rules, 25, 26, 27, 31
 community engagement, iv, 14, 15
 Conservation and Wildlife Volunteers, 7, 9; *see also* ACT Wildlife, collaboration with; Friends of Grasslands
 conservation areas, management of, 9, 16, 25, 29, 30–31
 conservation dogs, use in weed detection, 29
 Constitution Avenue, as an asset, 24
 consultancy contracts, 26
 consultancy services, NCA provision of, 12
 Consultative Committee, 6
 contact details, ii
Convention on the Rights of Persons with Disabilities (United Nations), 46
 corporate governance, 13, 21; *see also* management and accountability
 corporate plan, 1, 12, 21, 45
 cost recovery, 50; *see also* financial statements
 cultural heritage sites, conservation of; *see* heritage management plans
 delegation arrangements, 21
 Department of Finance, 27, 31, 32
 departmental performance, 50; *see also* administered performance; financial statements
 Designated Areas, management of works in, 2, 12, 30
 diplomatic precincts, as assets, 24
 disability reporting, 46
 diversity, workplace, 41–42
 Downer EDI Works Pty Ltd, 26
 Duncan Marshall, 26
 Dunrossil Drive, Yarralumla, as an asset, 24
 Earth Hour, 28
Ecological Management Plan for Conservation Areas 2016, 25
 ecologically sustainable development and environmental performance report, 27–32
 education programs, 8, 19
 emergency wardens, 47
 emissions, NCA, 32–33
 reduction measures, 16, 30, 31–32
 Emissions Reduction Plan, 31–32
 employee assistance program, 47
 employment arrangements, 42–43; *see also* enterprise agreement
 enterprise agreement
 Employment Principles, APS, 21
 energy efficiency measures, 28, 30, 33
 Enlighten, 19
 enterprise agreement, 6, 42–43
 Entity Resource Statement 2024–25, 51; *see also* financial statements
Environment Protection and Biodiversity Conservation Act 1999, 13
 asset management obligations under, 24
 report, 27–32
 Environmental Care Agreements, 9, 29
 Ernst & Young, 26
 ethical framework, agency, 21
 exempt contracts, 27
 expenses for Outcome 1, 52

external scrutiny, 23

factors contributing to performance, 13

feedback, visitors, 18, 19

finance law compliance, 23

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

first aid officers, 47

First Nations people, engagement with, 19, 30

fleet vehicles, 31

flexible working arrangements, 42

FLIGHT: Drone SkyShow + Night Markets, 19

Floriade, 19

flying-fox camp, Commonwealth Park, 9, 29

management plan, 29

fraud and corruption control arrangements, certification of, 22

Freedom of Information Act 1982, 27

freedom of information contact point, ii

Friends of Grasslands, 9, 29

fuel management, 29; *see also* Bushfire and Works Plan; hazard reduction burns

functions, under PALM Act, 1, 24

glossary, 101–102

grants, 27

grasslands, conservation management, 9, 29

green energy usage, 28

greenhouse gas emissions inventory, 32–33

Gurubang Dhawura, conservation area, 9, 24, 25

harassment contact officers, 47

Hawkins Civil Pty Ltd, 26

hazard reduction burns, 9, 29

health and safety representatives, 47

Health and Wellbeing Strategy, 47

heritage management plans, 24

heritage rose gardens, maintenance, 8

His Majesty The King, iv

Horticulture Volunteers, 7, 8

House of Representatives Rose Garden, 8

human resources management, 35–47

ICT equipment, 32

in-house training activities, 35

incident reporting, Comcare, 47

Indigenous cultural values, recognition in NCA activities, 19, 25

Indigenous employees, 41

individual flexibility agreements, 42

individual performance agreements, 45

influenza vaccinations, 47

Inform and Educate Team, 8

Information Publication Scheme, 27

Infrastructure, Transport, Regional Development, Communications, Sport and the Arts portfolio, NCA as non-corporate agency within, 1, 49

Infrastructure, Transport, Regional Development, Communications, Sport and the Arts Portfolio Budget Statements 2024–25, 49

infrastructure and asset management, 16–17

Institute of Public Works Engineering Australasia, 24

insurance, for assets on National Land, 12

invasive pest management, 9, 29, 31

invoice payment procedures, 27

irrigation control systems, 29

John Gorton Campus Carpark, landscaping, 30

Joint Standing Committee on the National Capital and External Territories, 23

judicial decisions, 23

key management personnel, remuneration, 44–45

Kings Avenue, as an asset, 24

Kings Park, as an asset, 24

Ladies Rose Garden, 8

Lake Burley Griffin

60th anniversary, iv

as an asset, 24

water quality monitoring, 29

Lake Burley Griffin Water Quality Management Plan, 29

learning and development, employee, 35

leave arrangements, employees, 42

legislative framework, 13

letter of transmittal, i

light rail project, 15

lighting, upgrades, 28, 29, 31

Lindsay Pryor National Arboretum, as an asset, 24

list of requirements, 103–109

location, staff, 36, 40

Macarthur Rose Garden, 8
management and accountability, 13, 21–33; *see also* management committees
management committees, 5–6, 22
management of human resources, 35–47
market research, 27
Minister for Regional Development, Local Government and Territories, 1
ministerial directions, 23
mission, NCA, iv, 1, 12
mulching practices, 29

National Arboretum Canberra, 24
National Capital Authority Corporate Plan for 2024–25 to 2027–28, 1, 21; *see also* corporate plan
National Capital Estate, 12, 33, 49, 50
asset management obligations, 24
see also National Estate; National Land, management of
National Capital Exhibition, 8
National Capital Plan, 2, 7, 14
amendments to, 30
and ecologically sustainable development, 28, 30
National Capital Wayfinding Signage Implementation, 17
National Carillon, iv, 8, 17, 19
as an asset, 24
National Estate
conservation areas, 9, 19
sustainable management, 14, 16, 27–32
see also National Capital Estate; National Land, management of
National Heritage List, 24; *see also* Commonwealth Heritage List
National Land, management of, 2, 12, 24, 28, 29; *see also* National Capital Estate; National Estate
National Land (Road Transport) Ordinance 2025, 2
national memorials, NCA role in managing, 23, 24, 49
National Strategy for Ecologically Sustainable Development, 27
National Triangle, iv
as asset, 24
natural resource use, efficiency measures, 27–32
NCA Audit and Risk Committee, 5–6, 22
Charter, 5, 21
remuneration, 5

NCA Enterprise Agreement 2024–2027, 6, 42–43
NCA Fraud and Corruption Control Plan, 22
NCA Reconciliation Action Plan, 42
Net Zero emissions targets, 16, 30, 31
Ngunnawal People, traditional owners of the NCA land, iv, 30
Night Markets, 19
non-compliance issues, 23
non-consultancy contracts, 26
notifiable incidents, Comcare, 47

Objective 1, 1, 12
performance report, 14–15
Objective 2, 1, 12
performance report, 16–17
Objective 3, 1, 12
performance report, 18–19
Old Parliament House Rose Gardens, 8
organisational structure, 3
Outcome 1, 12
expenses, 52
overview of the NCA, 1–9

PALM Act; see Australian Capital Territory (Planning and Land Management) Act 1988 (PALM Act)
Parkes Place, stormwater upgrades, iv
parking on National Land, 2, 29, 40, 50
Parliament House Vista, heritage listing, 24
Parliamentary committees, 23
Parliamentary Zone, as an asset, 24
pay-by-phone parking app, 29
pay point advancements, 45
PEG Consulting Pty Ltd, 26
people with disability, 46
performance framework, 12
Performance Management and Appraisal Scheme, 21, 45
performance measures
Objective 1, 14
Objective 2, 16
Objective 3, 18–19
PGPA Act; *see Public Governance, Performance and Accountability Act 2013 (PGPA Act)*
Plastic Reduction Act 2021 (ACT), 31
plastics, reduction in use, 29, 30, 31
portfolio budget statements, 21, 28, 49
procurement policy and practices, 25–27, 32
Program 1.1 National Capital Functions, 12
funding, 49

Program 1.2 National Capital Estate, 12
 funding, 49
 Protective Security Policy Framework, 21
 public consultation, iv, 14, 15
Public Governance, Performance and Accountability Act 2013 (PGPA Act), 4, 13, 23, 26
 reporting requirements under, i, iv, 11
 Public Governance, Performance and Accountability Rule 2014, 11, 22, 26
Public Service Act 1999, 4, 7, 13, 45
 purchasing policy and processes, 25–27, 31

 Queen Elizabeth II Island, as an asset, 24

 Reconciliation Action Plan, 42
 Reconciliation Place, iv, 8
 records management practices, 21, 28
 recycling measures, 28, 31
 remuneration
 Audit and Risk Committee members, 5
 Authority members, 44, 45
 key management personnel, 44, 45
 see also salaries, employee
 Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office) Determination 2024, 43, 45
 Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2024, 45
 rental income, 50
 Research Volunteers, 7, 8
 Resource Management Guide 420 – *Mandatory use of the Commonwealth Contracting Suite for procurement under \$200,000*, 27
 responsible minister, 1
 results against performance measures
 Objective 1, 14
 Objective 2, 16
 Objective 3, 18–19
 retention, staff, 41
 Rex Hazelwood Rose Garden, 8
 Risk Management Policy and Framework, 21, 22
 roles and functions, NCA, 1, 2, 24
 rose gardens, maintenance, 8
 royal visit, iv
 Rural Fire Service, 9, 29
 safety, workplace, 47
 salaries, employee, 43; *see also* remuneration
 Scrivener Dam, as an asset, 24
 Scrivener Dam Dissipator Strengthening project, v, 17
 section 24(1) determinations, 36, 43, 45
 Senate Estimates hearings, appearances at, 23
 Senate Rose Garden, 8
 Senator Neville Bonner Commemoration works, 17
 Senior Executive, roles and responsibilities, 6, 7
 Senior Leadership Team, 6
 separations, employee, 41
 Seymour Whyte Constructions Pty Ltd, 26
 signage upgrade and maintenance, iv, 17
 single-use plastics, phasing out, 30, 31
 Skyfire, 19
 small and medium-sized businesses, support for, 27
 staff retention and turnover, 41
 staff statistics, 36–41
 stakeholder consultation, iv, 14, 18
 standard operating procedures, 27
 Star wars-themed concert, iv, 19
 State Circle Woodland, conservation area, 9
 State of the Service reports (APSC), 46
 Statement by Accountable Authority and Chief Financial Officer, 58
 Statement of Intent, v
 Statement of Planning Principles, 28
 statement of preparation, 11
 Stirling Park, conservation area, 9, 24, 25
 stormwater structures, upgrades, iv, 24
 Strategic Asset Management Plan, 24
 structure, organisational, 3
 surveys
 stakeholder satisfaction, 14, 18
 visitor satisfaction, 18, 19
 Sustainability and Environmental Management Plan, 30–31
 sustainability initiatives in National Capital Plan, 28, 30
 Sustainable Events Program (ACT Government), 31
 Symphony in the Park, 19

 Thunderstone Aboriginal Cultural Services, 30
 training activities, staff, 35
 transmittal letter, i
 travel guidelines, 21
 tree management activities, 14, 29, 31
 turnover, staff, 41

2024–25 Portfolio Budget Statements, 49

United Nations Convention on the Rights of Persons with Disabilities, 46

UNSW Canberra Campus, 15

visitor attractions, 12; *see also* Blundells Cottage;
National Capital Exhibition; National Carillon

Visitor Experience Team, iv, 8

visitor satisfaction surveys, 18, 19

Volunteer Guides and Greeters, 7, 8

walking tours, 8

waste management, 29, 30, 31

water-based recreation activities, safety, 29

water conservation measures, 28, 30

water quality monitoring, 29

weed control, 9, 29, 31

whole-of-Australian Government arrangements, 28,
33

Work Health and Safety Act 2011, 6, 13

Work Health and Safety Committee, 6

work health and safety management, 6, 13, 47

workplace diversity, 41–42

Workplace Diversity Plan, 42

works approvals applications, 14, 15

World Wide Fund for Nature Earth Hour, 28

Yarramundi Grasslands, conservation area, 9, 24



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)