



Australian Government
National Capital Authority

ANNUAL REPORT

2025–26



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Cover photo: Scrivener Dam Dissipator
Strengthening Project





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 of the National Capital Authority (NCA) for the financial year 2025-26.

This report has been prepared for the purposes of section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), which requires that an annual report be given to the entity's responsible Minister for presentation to the Parliament.

This report includes the NCA's audited annual financial statements as required by subsection 43(4) of the PGPA Act. It also includes the NCA's annual performance statements as required under section 39 of the PGPA Act.

In accordance with section 10, and as required by subsection 17AG(2), of the *Public Governance, Performance and Accountability Rule 2014*, I certify that:

- the NCA had in place fraud and corruption risk assessments and fraud and corruption control plans,
- the NCA had appropriate mechanisms to prevent, detect, investigate, record and confidentially report suspected fraud and corruption, and
- we took all reasonable measures to appropriately deal with fraud relating to the NCA.

On behalf of the accountable authority, I give the report to you for presentation to the Parliament.

Yours sincerely

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

Terry Weber
Chair

21 September 2026

Building the National Capital in the hearts of all Australians
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This report is accessible from the National Capital Authority (NCA) website, nca.gov.au, and at transparency.gov.au.

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The NCA's freedom of information contact point is
foi@nca.gov.au

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 Rose Garden Upgrade



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Authority Chair's foreword

It is my pleasure to present the National Capital Authority's (NCA's) Annual Report 2025–26, 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 2025–26 the NCA advanced a range of initiatives that demonstrate our commitment to making Canberra a National Capital of which all Australians can be proud. We carried out enhancements to key national assets like the National Carillon, the National Rose Garden, and the re-purposing of the Centenary Federation Fountains. We created visitor experiences such as the 2026 Flight Drone Show as part of Australia Day Celebrations. We also strengthened engagement with the community through forums, consultations, information sessions and place-based activities, ensuring Australians have a voice in shaping the future of their capital.

The NCA honoured Senator Neville Bonner AO as a parliamentary trailblazer with a permanent bronze sculpture located near Old Parliament House on King George Terrace. On 17 September 2025, the 54th Anniversary of his boomerang demonstration in the Old Parliament House Senate Rose Gardens, Senator the Hon Katy Gallagher and members of Neville Bonner's family unveiled the sculpture. This permanent tribute celebrates Bonner's legacy and contribution to Australian political history as a champion for the rights of Aboriginal Australians to retain cultural identity while accessing education, economic opportunity and social inclusion.

In 2025 the NCA commenced construction delivery phases for the Commonwealth Avenue Bridge Renewal and Scrivener Dam Dissipator Strengthening projects. These projects will renew two critical infrastructure assets to ensure that they continue to provide the required functionality and safety for Canberra for decades to come. The NCA remains mindful of impact on commuters and seeks try to minimise disruption where possible.

The NCA has been working consistently to improve paths and lighting to better address safety and accessibility around the National Triangle and, in particular, the Central Basin of Lake Burley Griffin. Following budget funding of \$10 million over two financial years from 2025-26, design work is progressing to deliver a permanent lighting solution around Central Basin making it safer and more accessible for everyone who uses this foreshore area. The NCA has held sessions with a range of community groups to share information about the design works and next steps. An interim lighting solution was implemented in July 2025 with the number of lights around Central Basin increased from 700 to 1,019, contributing to improving safety around Central Basin.

Over the course of the year, the NCA continued work to maintain and renew the natural and built assets under our care, which are valued at around \$1.8 billion. This included finalising upgrades to the stormwater system in the Parkes Place precinct and National Rose Gardens, ongoing heavy patching roads maintenance, improved signage and wayfinding across the National Triangle, Parkes Way planting remediation in Commonwealth Park and the finalisation of a pilot program to revitalise the plant beds on Anzac Parade.

Looking ahead, the Authority is committed to a proactive agenda across our core functions of planning, managing, and promoting the National Capital. We will continue to deliver on our legislated responsibilities and align our efforts with the Government's priorities, including national housing targets, sustainable urban development, and increased productivity and efficiency in regulation.

Collaboration will remain central to our approach. We will continue to work closely with the ACT Government, stakeholders, and the community, while improving transparency and expanding opportunities for participation in our strategic planning processes.

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 period we said farewell to Authority member James Willson. On behalf of the Authority, I would like to thank James for his 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



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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 of which all Australians can be proud, by ensuring it is well Planned, Managed and Promoted consistent with its enduring national significance.

Establishment

The 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 2026, the NCA was accountable to the Minister for Regional Development, Local Government and Territories, who is the Minister responsible for administering the PALM Act.

Objectives

The *National Capital Authority Corporate Plan 2025-26 to 2028-29* set out three strategic priorities:

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

The assessment of the NCA's performance against these objectives is set out in the annual performance statements of this report (see **Report on the Performance of the entity**).

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

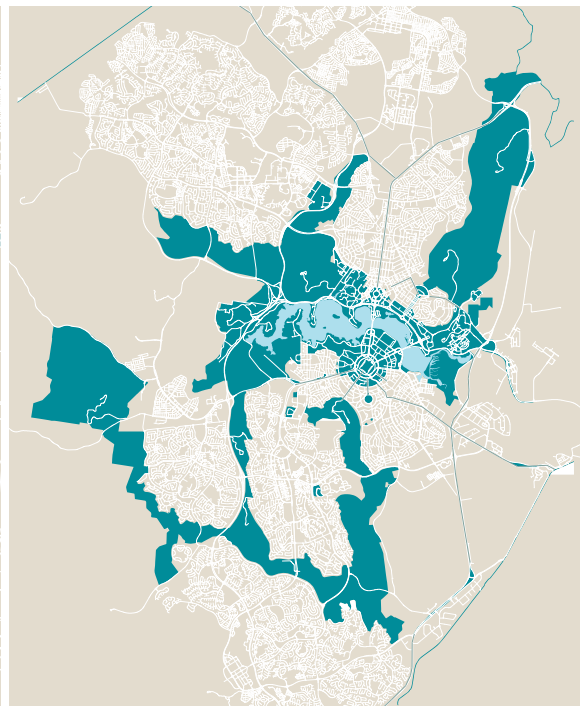
- g. with the approval of the Minister and excluding the management and regulation of the taking of water, manage National Land designated in writing by the Minister as land required for the special purposes of Canberra as the National Capital.

Additionally, the NCA manages National Land and Lake Burley Griffin in accordance with the following ordinances:

- *Australian Capital Territory National Land (Unleased) Ordinance 2022*
 - This ordinance regulates the management of unleased National Land
- *Australian Capital Territory National Land (Leased) Ordinance 2022*
 - This ordinance regulates the management of leases on National Land
- *Australian Capital Territory National Land (Lakes) Ordinance 2022*
 - This ordinance regulates the management of Lake Burley Griffin
- *Australian Capital Territory National Land (Road Transport) Ordinance 2025*
 - This ordinance establishes the NCA as the administering authority for the 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 2026



Accountable authority

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 2025–26. 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 and his term expires on 9 January 2027. 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.

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. Commencing her career in the private sector as an actuary, Ms Doran has worked across a variety of areas in the Commonwealth and ACT governments. She brings strengths in financial management, governance, policy development and regulation, procurement and project/program management.

Authority Members

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

She 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 current appointments include board membership of the Sydney Harbour Trust, National Art School and Chair of Property Committee, Architects Registration Board (NSW) and Chair of Audit & Risk Committee Y NSW, IBL Ltd, The Architects Foundation. Previous board appointments include the Council for Tall Buildings and Urban Habitat Australia, the Australian Heritage Council, the NSW Independent Planning Commission, and Chair of the Board of the Australian Institute of Architects.

New members

Recruitment for vacant Authority Member roles was completed at the end of 2025–26, with two new members commencing in the 2026–27 period.

Ms Elizabeth Dibbs was appointed as a part-time Member on 10 July 2026 for a five-year term. Ms Dibbs is a non-executive director with a career spanning corporate law and governance leadership in the higher education, government, cultural and not-for-profit sectors.

Her current roles are Deputy Chair of the ACT City Renewal Authority and Chair of its Audit & Risk Committee, Board Member of the National Portrait Gallery and Chair of its Audit & Risk Committee and Foundation and Board Member of Australia for UNHCR. Liz has previously served as Deputy Chancellor of Western Sydney University, Chair of its Audit & Risk Committee, Western City District Commissioner with the Greater Cities Commission, Chair of United Way Australia where she is now Chair Emerita, President of YWCA NSW, Governor of the Centenary Institute of Cancer Medicine and Cell Biology and a Trustee of the Centenary Foundation, Council Member of Chief Executive Women and Chair of its Scholarships Committee.

Liz was a Partner and General Counsel of PwC until 2005 and previously worked with major law firms Mallesons Stephen Jaques (Sydney) and Linklaters & Paines (London). Liz holds a Master of Laws (University of Cambridge) and a Bachelor of Arts & Laws (University of Sydney).

Mr Stuart Hocking was appointed as a part-time Member on 10 July 2026 for a five-year term. Mr Hocking has over 40 years' experience in economic, financial, social and commercial policy across state and territory governments. He served as Under Treasurer of the Australian Capital Territory Government, leading delivery of the ACT Budget and advising the Treasurer and Cabinet on economic, budget and governance matters. His career also includes extensive senior roles within the South Australian Department of Treasury and Finance and the Department of the Premier and Cabinet, with responsibility for economic policy, revenue and taxation reform, insurance, and federal-state financial relations.

He currently consults through Redvers Consulting and is Chair of the Transport and Civil Infrastructure Board advising Infrastructure Canberra. Mr Hocking holds a Bachelor of Economics from Flinders University and was awarded the Public Service Medal in 2016 for outstanding public service to economic, social and environmental policy reform in South Australia.

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 2025–26, the committee held four meetings to fulfil its statutory purpose and charter requirements.

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.

Further Audit and Risk Committee details are outlined in the **Management and accountability** chapter.

Executive Committee

The NCA Executive Committee comprises the Senior Executive – Chief Executive, Chief Operating Officer and Chief Planner and two additional staff members. The Executive Committee of the NCA 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 and NCA Directors. 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 other internal stakeholders from across the NCA. In 2025–26, 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.

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, Commemorative Projects, Communications and Media and Special Advisory 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 NCA's external operations involving Estate Management, pay parking, commercial licences, events and activations. The COO is also responsible for the NCA's internal operations involving financial management, legal, procurement, human resources, business systems, and work health and safety arrangements.

Chief Planner

Mr Andrew Smith was the NCA's Chief Planner for part of the reporting period, having commenced a period of leave in March 2026.

Ms Erin Brady and Ms Alix Kaucz have acted in the role of Chief Planner respectively from March 2026, with Ms Kaucz continuing in the role into financial year 2026-27.

The Chief Planner leads the Planning and Design Branch, which is responsible for keeping the National Capital Plan under constant review and for statutory works approvals under the PALM Act.

The branch's work involves planning policy, National Capital Plan amendments, development control plans, assessing works approval applications, heritage management plans and heritage impact assessments.

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.

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. In early 2025, the NCA expanded the Horticulture Volunteer program to the National Rose Garden by an additional two teams. This has grown the program to seven teams of volunteers helping to look after the Broinowski and Rex Hazelwood Rose Gardens in the Senate Garden, the Macarthur and Ladies Rose Gardens in the House of Representatives Garden and both East and West National Rose Gardens.

The NCA's 88 Horticulture Volunteers contributed over 34,565 hours across approximately 290 shifts in 2025–26. 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

Greeters based at the National Capital Exhibition (NCE) provide visitors with a welcoming first point of contact, helping them navigate the exhibition and discover the broader attractions of the National Triangle.

Many volunteers further develop their contribution by training as Guides, delivering engaging tours and educational programs across a range of NCA-managed sites, including the NCE, Blundells Cottage, Anzac Parade, Lake Burley Griffin, the National Carillon and Reconciliation Place. Through storytelling, volunteers help bring the history, heritage and cultural significance of these places to life.

In 2025–26, the NCA welcomed three new volunteer guides, bringing the volunteer cohort to 21. Collectively, volunteers contributed 2,849 hours of service at the NCE, 156 hours at Blundells Cottage and 160 hours delivering guided walking tours. These contributions significantly strengthened the educational experiences offered across NCA attractions in the National Triangle.

Research Volunteers

Research Volunteers make an important contribution to the NCE's curatorial, interpretive and educational activities. These dedicated volunteers support the ongoing development of, exhibitions and displays, cataloguing resources, interpretive materials, and assisting with content development for education programs.

Bringing a diverse range of professional expertise, specialist knowledge and personal interests, Research Volunteers help ensure the historical accuracy of storytelling.

In 2025–26, Research Volunteers contributed approximately 101 volunteer hours.

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 help to care for the population of approximately 6,350 grey-headed flying-foxes that camps in Commonwealth Park from September to April each year. Under the care of the NCA and volunteer support, the camp at Commonwealth Park has flourished and the camp now qualifies as 'nationally important'.

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 Rural Fire Service also assists the NCA to review, update and implement burn plans.

2



Report on the Performance of the entity

Annual performance statements

Statements of preparation

I, Terry Weber, on behalf of the accountable authority of the National Capital Authority, present the 2025-26 Annual Performance Statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In my opinion, the annual performance statements accurately present the entity's performance in the reporting period and comply with subsection 39(2) of the PGPA Act.



Terry Weber
Chair
21 September 2026



Overview

Corporate objectives

The NCA's Corporate Plan for 2025–26 to 2028–29 states the NCA's purpose is:

To shape Canberra as a capital of which all Australians can be proud, by ensuring it is well Planned, Managed and Promoted consistent with its enduring national significance.

The Corporate Plan states the NCA's strategic priorities for the next four years are to ensure:

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

Portfolio programs

The NCA had a single Outcome set out in the 2025–26 portfolio budget statements, covering all NCA activities:

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 2025–26.

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.

Analysis of performance

In 2025-26 the NCA had nine performance measures and achieved outcome targets for six measures.

Results and analysis per measure are set out in the tables below, including details for measures not achieved.

Performance measures 1.1.1 (satisfaction with works approvals), 1.1.3 (satisfaction with communication and engagement), 1.1.4 (visitor satisfaction) and 1.1.5 (satisfaction with education programs) involve responses from the public. Public engagement varies, with more responses provided for face-to-face experiences (for example, tours and education programs) as opposed to online engagement (for example, email surveys or website feedback prompts). In 2026-27 the NCA will be implementing additional opportunities for website users to provide feedback.

Performance measure 1.1.2 measures the processing of works approval applications within 15 working days. For this reporting period, the NCA exceeded the target of 80% for each quarter. This outcome is a positive reflection of efficiency and effectiveness. The target of 80% is appropriately set to allow for large and complex works approval applications, which reasonably require more time to process than the standard 15 business day timeframe.

The NCA has established managing contractor service providers to support ongoing maintenance of the National Estate. In 2025-26 the NCA effectively managed maintenance issues and increased the National Estate tree canopy, resulting in 'Achieved Outcomes' for performance measures 1.2.2 (maintenance issues) and 1.2.3 (increase tree canopy).

Performance measure 1.2.1 measures capital improvement projects being actioned within target timeframes. The target for this measure was not achieved because project allocations for Lake Burley Griffin and Scrivener Dam (as distinct from the Scrivener Dam Dissipator Strengthening project) were reviewed and reprioritised for delivery in 2026-27. A wayfinding signage program will also continue into 2026-27. As projects continue to be progressed, it is anticipated there will be an improvement in meeting the performance target of 90%.

Performance measure 1.2.4 measures key maintenance and management documents being reviewed within target timeframes. The target for this measure was not achieved due to delays in finalising heritage management plan reviews and the reprogramming of asset management documentation. Review work continues into 2026-27, with an anticipated improvement in meeting a performance target of 90%, as the amount of documentation requiring review decreases over time.

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.



Blundells Cottage

Results

Performance results correlate to the measures as set out in the NCA’s Corporate Plan for 2025–26 to 2028–29.

1. 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

1.1 Canberra is planned and developed in accordance with its special role as Australia’s National Capital, including through effective stakeholder and community engagement		
Intended result	Performance measure	Outcome
• High quality, sustainable developments that respond to evolving societal needs while reflecting the vision and intent of the Griffin Plan. • The National Capital Plan and supporting policies remain contemporary and appropriately reflects the national significance of Canberra. • Information in support of statutory approval processes is clear and easy to understand. • Statutory approval processes are undertaken efficiently and consistently. • Processes are transparent and promote effective stakeholder and community engagement.	1.1.1 At least 90% of Works Approval applicants are satisfied the regulatory process is transparent, clear and easy to understand. Target: 90%	Achieved – 100% During 2025-26 an applicant satisfaction survey was embedded in Works Approval completion emails. The survey resulted in a small number of positive responses. Whilst an outcome has been achieved, the sample size is statistically insufficient to represent the broader applicant pool or determine an accurate satisfaction rate.
	1.1.2 At least 80% of Works Approvals applications processed are assessed against the National Capital Plan within 15 working days. Target: 80%	Achieved – 92% During 2025-26, the NCA assessed and approved 361 applications. 331 applications (92%) were processed and approved within the standard 15 business day timeframe. 20 applications (5%) were approved between 16 and 29 business days. The remaining 10 applications (3%) took more than 30 business days to finalise.
	1.1.3 At least 80% of stakeholders giving a satisfactory rating on the NCA’s communication and engagement efforts. Target: 80%	Not achieved – 62% During the reporting period feedback functionality was available on select webpages across the NCA website. These pages received 741 feedback responses, of which 456 (62%) were positive. While this indicates a generally favourable user experience, the results reflect feedback from a limited subset of website users with 327,633 visitors to the website during this time period. To obtain more comprehensive insights, the NCA will implement additional opportunities for website users to provide feedback during the 2026-27 reporting period.

Key activities

The NCA completed or progressed work on the Program 1.1 key activities in the NCA's Corporate Plan for 2025–26 to 2028–29:

- With Authority oversight, the NCA responded to recommendations from the Discussion Paper – Review of Decision-Making Frameworks under the National Capital Plan. Work in response to the recommendations is ongoing into 2026-27.
- National Capital Plan draft amendment work was progressed in relation to Hume Circle in 2025-26. Draft Amendment 102 was approved on 27 July 2026.
- Work is ongoing to prepare and make available associated policy and guidance documents to support the National Capital Plan. In 2025-26 the NCA website was restructured to assist readers more readily navigate planning documentation.
- The NCA contributed to projects where there are relevant considerations of national significance, including but not limited to, the Australian Institute of Sport podium project, National Gallery of Australia sculpture garden renewal, Canberra Theatre, Canberra Aquatic Centre in Commonwealth Park and Light Rail Stage 2B.
- The NCA held one Community Forum in August 2025 and a community information session on North Curtin in May 2026.



NCE MODEL UPGRADE PROJECT

1. 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

1.2 Canberra attracts citizens and visitors to celebrate and engage with the story of the National Capital		
Intended result	Performance measure	Outcome
- Experiences and activities that enhance the awareness of the National Capital and its national significance. - Creating and activating interesting, safe and welcoming precincts for locals and visitors. - Vibrant and active marketing campaigns, social media and digital communications to engage the Australian public. - Increasing engagement with First Nations' history people and culture.	1.1.4 Visitor satisfaction rating of at least 90% across the NCA Estate. Target: 90%	Achieved – 94% During 2025-26, the NCA collected 871 visitor satisfaction surveys across a range of National Estate sites, attractions and guided tours. Overall, 822 respondents (94%) reported a positive experience, demonstrating strong visitor satisfaction. The National Capital Exhibition recorded 99% satisfaction, with 528 of 531 respondents reporting a positive experience. Several attractions and tours achieved a 100% satisfaction rating, including the National Carillon (6 responses), Anzac Parade (2 responses), the Carillon Public Tour (172 responses), the Reconciliation Place Tour (19 responses) and the Anzac Parade Public Tour (23 responses). Blundells Cottage recorded a strong result, with 87% satisfaction (7 of 8 responses). The Rose Garden Public Tour achieved 95% satisfaction (19 of 20 responses). Lower satisfaction rates were recorded for RG Menzies Walk (19 of 32 responses – 59%) and Commonwealth Park (27 of 56 responses – 48%).
	1.1.5 At least 90% of participants reporting a high satisfaction rating with education programs. Target: 90%	Achieved – 98.4% Participants reported an excellent experience for educational programs delivered at Blundells Cottage, Anzac Parade, Reconciliation Place, the National Capital Exhibition and Lake Burley Griffin.

Key activities

The NCA undertook or progressed work on the Program 1.2 key activities in the NCA's Corporate Plan for 2025–26 to 2028–29. During 2025-26, the NCA:

- delivered or supported major national events, including Australia Day, Anzac Day and Remembrance Day
- delivered public programs at the National Capital Exhibition and supported educational tours about the National Capital
- supported major local events delivered by the ACT Government and others on the National Estate including Floriade, Canberra Day, Enlighten and Xmas in July
- promoted First Nations events including Reconciliation Day and NAIDOC Week
- continued to encourage activation around Lake Burley Griffin through supporting a range of service offerings and activities
- progressed work to further develop the National Triangle brand, with work on establishing a destination website for the National Triangle ongoing into 2026-27.



Jerrabomberra Weir Project

2. To facilitate the proper **Management and Enhancement** of National Land Infrastructure and natural assets under the NCA's stewardship are maintained and enhanced to continue to fulfil their design, purpose and function

2.1 Infrastructure and natural assets under the NCA's stewardship are maintained and enhanced to continue to fulfil their design, purpose and function		
Intended result	Performance measure	Outcome
Presentation of National Lands and assets commensurate with their national significance. Revitalised precincts promoting greater activation and visitation. Enhanced placemaking and amenity across the National Estate. The National Estate provides places and spaces that are safe, accessible and connected. Principles of environmental management and sustainable operations are applied in design, materials and maintenance. Cultural, heritage and ecological values across the National Estate are conserved and enhanced.	1.2.1 At least 90% of capital improvements are actioned within target timeframes. Target: 90%	Not achieved – 73% In 2025-26 the NCA had 22 active capital projects. This measure was not achieved because project allocations for Lake Burley Griffin and Scrivener Dam were reviewed and reprioritised for delivery in 2026-27. A wayfinding signage program will also continue into 2026-27. Several projects span multiple financial years and will continue into 2026-27, including remediation works to the floodgates at Scrivener Dam and works supporting the Old Parliament House 100-year anniversary in 2027. Several projects were completed, including upgrades to roads, paths and carparks; stormwater improvements at National Rose Gardens; the Neville Bonner Commemoration; upgrades to the National Capital Exhibition model, tree plantings and remediation upgrades within Commonwealth Park.
	1.2.2 At least 90% of maintenance issues are addressed within target timeframes, in accordance with safety, risk and priority. Target: 90%	Achieved – 97% Built asset maintenance issues were completed 97.7% on time (4,611 of 4,721). Estate management and open space maintenance issues were completed 87.5% on time (7 of 8). Parking maintenance issues were completed 100% on time (92). Lake Burley Griffin and Scrivener Dam maintenance issues were completed 100% on time (228).

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

Intended result	Performance measure	Outcome
	1.2.3 To increase the National Estate tree canopy, plant a minimum of 600 new trees per year. Target: 600 trees	Achieved – 925 trees During 2025-26, 925 trees were planted across the National Estate. 148 trees were removed due to age, declining health, safety considerations and end-of-life asset replacement requirements. This results in a net increase of 777 trees, exceeding the annual target of a 600 tree increase by 177 trees (30%).
	1.2.4 At least 90% of key documents underpinning the maintenance and management of the National Estate are reviewed in target timeframes. Target: 90%	Not achieved – 63% This outcome was below target due to delays in finalising heritage management plan updates and reprogramming of asset management documentation.

Key activities

The NCA undertook or progressed work on the Program 2.1 key activities in the NCA's Corporate Plan for 2025–26 to 2028–29. During 2025-26, the NCA:

- commenced the construction delivery phase of major projects for the Commonwealth Avenue Bridge and Scrivener Dam
- finalised a renewal project for Parkes Place and the National Rose Gardens
- continued to progress projects for the delivery of memorials and public artwork across the National Estate
- reviewed lighting infrastructure on the National Estate to modernise, enhance safety and improve sustainability, particularly lighting along the foreshore of Lake Burley Griffin
- progressed projects to renew and enhance accessibility and connectivity in and around the National Triangle, including signage and the design of additional paths
- continued to implement asset maintenance plans, including for roads and carparks, footpaths, bus stops, cycleways, irrigation and stormwater drainage
- continued planting programs to increase the tree canopy and improve tree age and species diversity
- continued with the ongoing management of conservation and grasslands areas.

3





Report on 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 2025–26*.

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 2025–26, the NCA reported a total comprehensive loss of \$0.036 million, which included unfunded depreciation and amortisation, write-downs and finance costs of \$1.924 million. This compares to a budgeted comprehensive loss of \$0.860 million. The net result largely reflects that the NCA undertook a comprehensive asset revaluation as at 30 June 2026, resulting in a \$2.212 million increase in the asset revaluation reserve.

Overall, net departmental assets came to \$21.690 million, compared to a budget of \$20.783 million.

Note 8.2 of the 2025–26 NCA Financial Statements provides more information.

Administered performance

In 2025–26, the NCA reported \$24.983 million in non-taxation revenue, mainly comprising paid parking ticketing revenue and fines (\$20.901 million); and rentals, including diplomatic estate rentals (\$2.077 million).

Administered supplier expenses of \$22.690 million relate to the cost of managing and maintaining the National Capital Estate, including managed service providers and other contractors (\$10.066 million); property repairs and maintenance (\$5.965 million); and other costs such as utilities, insurance, and other property costs (\$4.893 million).

Note 8.2 of the 2025–26 NCA Financial Statements provides more information.

Cost recovery

During 2025–26, the NCA generated revenue through works approval cost recovery fees and charges.

Cost recovery revenue was \$2.393 million, compared to \$2.400 million in 2024–25.

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

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 2026:

- (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 2026 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 2026 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to 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

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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



Alexio Chibika

Audit Principal

Delegate of the Auditor-General
Canberra

2 September 2026

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2026 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
31 August 2026



Robert Gehrig, FCPA
Chief Financial Officer
31 August 2026

Annual financial statements

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	9,749	9,041	7,785
Suppliers	1.1B	6,478	6,268	5,706
Depreciation and amortisation	3.2A	1,921	1,851	1,217
Finance costs	1.1C	1	3	5
Write-down and impairment of other assets	1.1E	3	82	-
Total expenses		18,152	17,245	14,713
Own-Source Income				
Own-source revenue				
Revenue from contracts with customers	1.2A	2,550	1,389	1,370
Fees	1.2B	2,545	2,527	1,709
Rental income	1.2C	482	479	486
Other revenue	1.2D	285	119	50
Total own-source revenue		5,862	4,514	3,615
Net (costs of)/contribution by services		(12,290)	(12,731)	(11,098)
Revenue from Government	1.2E	10,042	10,326	10,238
Total Revenue from Government		10,042	10,326	10,238
Surplus/(Deficit) on continuing operations		(2,248)	(2,405)	(860)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve	3.2A	2,212	1,630	-
Total other comprehensive income		2,212	1,630	-
Total comprehensive income/(loss)	5.3	(36)	(775)	(860)

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 2025-26 Original Budget.

STATEMENT OF FINANCIAL POSITION

as at 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
ASSETS				
Financial Assets				
Cash and cash equivalents	3.1A	741	177	167
Trade and other receivables	3.1B	8,452	10,434	10,471
Total financial assets		9,193	10,611	10,638
Non-Financial Assets¹				
Buildings	3.2A	19,392	19,161	17,836
Plant and equipment	3.2A	2,628	2,019	2,048
Heritage and cultural	3.2A	259	214	250
Intangibles	3.2A	841	1,204	1,569
Other non-financial assets	3.2B	73	224	269
Total non-financial assets		23,193	22,822	21,972
Total assets		32,386	33,433	32,610
LIABILITIES				
Payables				
Suppliers	3.3A	402	445	577
Other payables	3.3B	7,136	8,645	8,830
Total payables		7,538	9,090	9,407
Interest bearing liabilities				
Leases	3.4A	-	407	100
Total interest bearing liabilities		-	407	100
Provisions				
Employee provisions	6.1A	3,158	2,929	2,320
Total provisions		3,158	2,929	2,320
Total liabilities		10,696	12,426	11,827
Net assets		21,690	21,007	20,783
EQUITY				
Contributed equity		23,059	22,330	23,059
Reserves		16,364	14,152	12,522
Retained earnings/(accumulated deficit)		(17,733)	(15,475)	(14,798)
Total equity		21,690	21,007	20,783

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 2025-26 Original Budget.

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2026

	Retained Earnings		Asset revaluation reserve		Contributed equity		Total equity	
	2026 \$'000	2025 \$'000	Original Budget \$'000	2026 \$'000	2025 \$'000	Original Budget \$'000	2026 \$'000	2025 \$'000
Opening balance								
Balance carried forward from previous period	(15,475)	(13,066)	(13,938)	14,152	12,522	12,522	21,007	20,914
Adjustment to opening balance	(10)	(4)	-	-	-	-	(10)	(4)
Adjusted opening balance	(15,485)	(13,070)	(13,938)	14,152	12,522	12,522	20,997	20,914
Comprehensive income								
Surplus/(Deficit) for the period	(2,248)	(2,405)	(860)	-	-	-	(2,248)	(860)
Asset revaluation movements	-	-	-	2,212	1,630	-	2,212	1,630
Total comprehensive income	(2,248)	(2,405)	(860)	2,212	1,630	-	(36)	(860)
Contributions by owners								
Departmental capital budget	-	-	-	-	-	-	729	719
Total transactions with owners	-	-	-	-	-	-	729	719
Closing balance as at 30 June	(17,733)	(15,475)	(14,798)	16,364	14,152	12,522	21,690	20,783

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 2025-26 Original Budget.

Accounting PolicyEquity Injections

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

CASH FLOW STATEMENT

for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		11,990	9,201	10,238
Sale of goods and rendering of services		3,926	5,725	3,489
GST received		-	5	-
Other		378	(42)	-
Total cash received		16,294	14,889	13,727
Cash used				
Employees		9,440	8,558	7,791
Suppliers		6,344	6,316	5,574
Interest payments on lease liabilities		1	3	5
GST paid		23	114	-
Total cash used		15,808	14,991	13,370
Net cash from/(used by) operating activities		486	(102)	357
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		244	206	729
Total cash used		244	206	729
Net cash from/(used by) investing activities		(244)	(206)	(729)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		729	719	729
Total cash received		729	719	729
Cash used				
Principal payments of lease liabilities		407	401	357
Total cash used		407	401	357
Net cash from/(used by) financing activities		322	318	372
Net increase/(decrease) in cash held		564	10	-
Cash and cash equivalents at the beginning of the reporting period		177	167	167
Cash and cash equivalents at the end of the reporting period		741	177	167

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 2025-26 Original Budget.

ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME

for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Suppliers	2.1A	22,867	21,074	22,433
Depreciation and amortisation	4.2A	40,586	38,880	28,124
Impairment loss on financial instruments	2.1B	323	324	-
Write-down and impairment of other assets	2.1C	1,977	4,743	2,000
Total expenses		65,753	65,021	52,557
Income				
Revenue				
Non-taxation revenue				
Revenue from contracts with customers	2.2A	19,552	20,260	27,711
Fees and fines	2.2B	1,762	2,024	2,085
Rental income	2.2C	2,077	2,101	2,150
Other revenue	2.2D	1,771	552	15
Total non-taxation revenue		25,162	24,937	31,961
Gains				
Other gains		-	7	-
Total gains		-	7	-
Total income		25,162	24,944	31,961
Net (cost of)/contribution by services		(40,591)	(40,077)	(20,596)
Surplus/(Deficit) on continuing operations		(40,591)	(40,077)	(20,596)
OTHER COMPREHENSIVE INCOME				
Changes in asset revaluation reserve		349,557	36,884	-
Total comprehensive income/(loss)		308,966	(3,193)	(20,596)

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 2025-26 Original Budget.

ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	4.1A	62	269	78
Trade and other receivables	4.1B	2,977	2,557	2,077
Total financial assets		3,039	2,826	2,155
Non-financial assets¹				
Land	4.2A	694,212	691,245	688,816
Buildings	4.2A	35,322	32,898	29,977
Property, plant and equipment	4.2A	1,070,528	662,359	787,717
Heritage assets	4.2A	59,227	81,962	80,556
Intangibles	4.2A	963	1,702	2,472
Prepayments		90	85	90
Total non-financial assets		1,860,342	1,470,251	1,589,628
Total assets administered on behalf of Government		1,863,381	1,473,077	1,591,783
LIABILITIES				
Payables				
Suppliers	4.3A	10,515	5,931	6,190
Other payables	4.3B	18,217	17,829	17,746
Total payables		28,732	23,760	23,936
Interest bearing liabilities				
Leases	4.4A	93	-	-
Total interest bearing liabilities		93	-	-
Total liabilities administered on behalf of Government		28,825	23,760	23,936
Net assets		1,834,556	1,449,317	1,567,847

1. Right-of-use assets are included in Property, plant and equipment (Motor Vehicles).

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 2025-26 Original Budget.

ADMINISTERED RECONCILIATION SCHEDULE

for the year ended 30 June 2026

	2026 \$'000	2025 \$'000
Opening assets less liabilities as at 1 July	1,449,317	1,429,329
Net cost of services		
Income	25,162	24,944
Expenses	(65,753)	(65,021)
Other comprehensive income		
Revaluations transferred to reserves	349,557	36,884
Transfers (to)/from the Australian Government		
Appropriation transfers from Official Public Account		
Administered assets and liabilities appropriations	59,843	8,491
Annual appropriations		
Payments to entities other than corporate Commonwealth entities	48,988	42,171
Special appropriations (limited)		
Payments to entities other than corporate Commonwealth entities	23	25
Appropriation transfers to Official Public Account		
Transfers to OPA	(32,581)	(27,506)
Closing assets less liabilities as at 30 June	1,834,556	1,449,317

The above schedule should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the 2025-26 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 2026

	Notes	2026 \$'000	2025 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Sale of goods and rendering of services		21,805	21,775	31,946
Fines		1,597	1,812	-
GST received		-	91	-
Other cash received		243	102	15
Total cash received		23,645	23,780	31,961
Cash used				
Suppliers		18,361	21,493	22,433
GST paid		111	198	-
Total cash used		18,472	21,691	22,433
Net cash from operating activities		5,173	2,089	9,528
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		81,653	25,079	112,101
Total cash used		81,653	25,079	112,101
Net cash used by investing activities		(81,653)	(25,079)	(112,101)
Net increase in cash held		(76,480)	(22,990)	(102,573)
Cash and cash equivalents at the beginning of the reporting period		269	78	78
Cash from Official Public Account				
Appropriation transfers from Official Public Account				
Administered assets and liabilities appropriations		59,843	8,491	-
Annual appropriations				
Administered expenses		22,207	21,228	134,534
Administered capital budget		17,223	16,588	-
Section 74A for recoverable GST		9,558	4,355	-
Section 77 repayments by the Commonwealth		23	25	-
Total cash from official public account		108,854	50,687	134,534
Cash to Official Public Account				
Other transfers		32,581	27,506	31,961
Total cash to official public account		32,581	27,506	31,961
Cash and cash equivalents at the end of the reporting period		62	269	78

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for explanations of major variances to the 2025-26 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 2025-26 financial statements.

Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2025-26 financial statements.

Breaches of Section 83 of the Constitution

No breaches have occurred during the reporting period in the 2025-26 financial statements.

Notes to and forming part of the Financial Statements

1. Departmental Financial Performance

1.1 Expenses

	2026 \$'000	2025 \$'000
Note 1.1A: Employee Benefits		
Wages and salaries	7,206	6,590
Superannuation		
Defined contribution plans	1,212	1,042
Defined benefit plans	282	305
Leave and other entitlements	1,049	1,104
Total employee benefits	9,749	9,041

Accounting Policy

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

Note 1.1B: Suppliers

Goods and services supplied or rendered

Audit Fees - ANAO	107	105
Audit Fees - Internal Audit	42	35
Contractors	463	546
Contractors - sponsored construction works	1,355	450
Property operating costs	350	382
ICT and Communications	2,669	2,865
Consultants and Legal Services	155	537
Associated employee costs	244	314
Event Logistics	781	536
Travel	49	73
Other	144	318
Total goods and services supplied or rendered	6,359	6,161

Goods supplied	109	258
Services rendered	6,250	5,903
Total goods and services supplied or rendered	6,359	6,161

Other suppliers

Workers compensation expenses	111	105
Operating lease rentals	8	2
Total other suppliers expenses	119	107
Total suppliers	6,478	6,268

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.)

	2026 \$'000	2025 \$'000
Note 1.1C: Finance Costs		
Interest on lease liabilities	1	3
Total finance costs	1	3

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: Write-Down and Impairment of Other Assets

Write-down of property, plant and equipment	3	5
Write-down of buildings	-	77
Total write-down and impairment of other assets	3	82

1.2 Own-Source Revenue

	2026 \$'000	2025 \$'000
Own-Source Revenue		

Note 1.2A: Revenue from Contracts with Customers

Construction works	1,355	450
Rendering of services	1,195	938
Sale of goods	-	1
Total revenue from contracts with customers	2,550	1,389

Disaggregation of revenue from contracts with customers

Major product / service line:

Construction works	1,355	450
Events revenue	1,190	928
Cost Recovery - Event related costs	5	10
National Capital Exhibition merchandise sales	-	1
	2,550	1,389

Type of customer:

Australian Government entities (related parties)	1,804	900
State and Territory Governments	269	268
Non-government entities	477	221
	2,550	1,389

Timing of transfer of goods and services:

Over time	274	279
Point in time	2,276	1,110
	2,550	1,389

Notes to and forming part of the Financial Statements

1.2 Own-Source Revenue (Cont.)

Reciprocal Funding

Where funding for construction of an asset is provided by a related Commonwealth entity or an external third party, 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

Most departmental revenue sources have specific performance obligations, and the contract is enforceable through legal or equivalent means. Contracts are considered to be enforceable through equivalent means where there are specific rights documented in the agreement, the parties can reasonably be expected to act on their obligations, there are consequences for non-performance and/or unspent funds must be refunded.

Revenue from contracts with customers is recognised when the performance obligation has been met, either:

1. at a point in time where the ownership or control of the goods or services is passed to the customer at a specific time, or
2. over time where the services are provided and the benefits are simultaneously consumed by the customer.

The stage of completion of construction 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.

	2026 \$'000	2025 \$'000
Note 1.2B: Fees		
Works approval	2,393	2,407
Licences	152	120
Total fees	2,545	2,527

Accounting Policy

The NCA receives works approval fees for works to be undertaken in Designated Areas. The NCA recognises works approval revenue at a point in time as the application is lodged for the works approval.

The NCA treats the performance obligations as satisfied when the customer lodges a valid Works Approval application with the required statutory fee given:

- The contracts are enforceable
- Fees are received upfront
- Works approval fees are non-refundable regardless of the outcome of the application.

Notes to and forming part of the Financial Statements

1.2 Own-Source Revenue (Cont.)

	2026	2025
	\$'000	\$'000

Note 1.2C: Rental Income

Operating lease		
Lease income	482	479
Total rental income	482	479

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	390	469
One to two years	344	347
Two to three years	342	335
Three to four years	340	334
Four to five years	340	334
More than 5 years	1,991	2,289
Total undiscounted lease payments receivable	3,747	4,108

Note 1.2D: Other Revenue

Audit services received free of charge	107	105
Insurance recovery	167	-
Other revenue	11	14
Total other revenue	285	119

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	10,042	10,326
Total revenue from government	10,042	10,326

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		
	2026	2025
	\$'000	\$'000
<u>Note 2.1A: Suppliers</u>		
Services rendered		
Contractors	10,066	9,802
Consultants	1,318	1,297
Suppliers	9,966	8,669
Insurance	1,343	1,100
Fees and charges	131	164
Total services rendered	22,824	21,032
Other suppliers		
Operating lease rentals	43	42
Total other suppliers	43	42
Total suppliers	22,867	21,074
<u>Note 2.1B: Impairment Loss on Financial Instruments</u>		
Impairment on financial instruments	323	324
Total impairment loss on financial instruments	323	324
<u>Note 2.1C: Write-Down and Impairment of Other Assets</u>		
Impairment of property, plant and equipment	1,591	3,595
Impairment of buildings	-	107
Other	386	1,041
Total write-down and impairment of other assets	1,977	4,743

Notes to and forming part of the Financial Statements

2.2 Administered – Income		
	2026	2025
	\$'000	\$'000
Revenue		
Non-Taxation Revenue		
<u>Note 2.2A: Revenue from Contracts with Customers</u>		
Parking services	19,304	20,085
Hire of assets	16	11
Cost recovery	232	163
Other services	-	1
Total revenue from contracts with customers	<u>19,552</u>	<u>20,260</u>
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 which oversees the distribution or expenditure of the funds as directed.		
The accounting policy for Revenue from Contracts with Customers in Note 1.2 applies equally to Administered Revenue from Contracts with Customers.		
<u>Note 2.2B: Fees and Fines</u>		
Licence Fees	165	208
Fines	<u>1,597</u>	<u>1,816</u>
Total fees and fines	<u>1,762</u>	<u>2,024</u>
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	218	243
Diplomatic land rents	<u>1,859</u>	<u>1,858</u>
Total rental income	<u>2,077</u>	<u>2,101</u>
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**

	2026	2025
	\$'000	\$'000
Within 1 year	1,840	2,003
One to two years	1,729	1,765
Two to three years	1,709	1,671
Three to four years	1,687	1,662
Four to five years	1,654	1,654
More than 5 years	63,752	65,406
Total undiscounted lease payments receivable	72,371	74,161

Note 2.2D: Other Revenue

Contributions for external sponsored works	1,349	450
Other	422	102
Total other revenue	1,771	552

Notes to and forming part of the Financial Statements

3. Departmental Financial Position

3.1 Financial Assets

	2026 \$'000	2025 \$'000
Note 3.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	741	177
Total cash and cash equivalents	741	177

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	147	116
Total goods and services receivables	147	116

Appropriations receivables

Appropriations receivable	8,194	10,142
Total appropriation receivables	8,194	10,142

Other receivables

Statutory receivables - GST	57	39
Accrued revenue	28	-
Other	26	137
Total other receivables	111	176
Total trade and other receivables (gross)	8,452	10,434
Total trade and other receivables (net)	8,452	10,434

Credit terms for goods and services were within 20 days (2025: 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 2026

	Buildings \$'000	Plant and equipment \$'000	Heritage and cultural ¹ \$'000	Intangibles ² \$'000	Total \$'000
As at 1 July 2025					
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 1 July 2025	19,161	2,019	214	1,204	22,598
Additions by purchase	-	208	-	26	234
Revaluations recognised in other comprehensive income	1,434	730	48	-	2,212
Impairments recognised in net cost of services	-	(3)	-	-	(3)
Depreciation and amortisation	(819)	(317)	(3)	(389)	(1,528)
Depreciation on right-of-use assets	(384)	(9)	-	-	(393)
Total as at 30 June 2026	19,392	2,628	259	841	23,120
Total as at 30 June 2026 represented by					
Gross book value	21,255	2,684	259	2,439	26,637
Accumulated depreciation, amortisation and impairment	(1,863)	(56)	-	(1,598)	(3,517)
Total as at 30 June 2026	19,392	2,628	259	841	23,120
Carrying amount of right-of-use assets	-	-	-	-	-

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 2026. 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 2026, 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.

	2026 \$'000	2025 \$'000
Contractual commitments for the acquisition of property, plant and equipment and intangible assets		
Building upgrade	886	886
Plant & Equipment	46	37
Computer software	10	33
Total Commitments	942	956

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 (2025: \$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 basis. Any revaluation increment is credited to other comprehensive income and accumulated in 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	2026 (years)	2025 (years)
Buildings	2 – 80	25 - 60
Plant and equipment	1 – 100	3 - 100
Heritage and cultural	4 – 100	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 2026 by asset custodians. The NCA notes there is limited residual risk of unidentified material impairments arising between 30 April and balance date, on the basis that existing asset manager engagement would provide an opportunity to identify material impairment.

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 future cash flow is taken to be the cash flow received (or paid) for the disposal of the asset at the end of its useful life.

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 2026.

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.

	2026 \$'000	2025 \$'000
<u>Note 3.2B: Other Non-Financial Assets</u>		
Prepayments	73	224
Total other non-financial assets	73	224

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

	2026	2025
	\$'000	\$'000
Note 3.3A: Suppliers		
Trade creditors and accruals	402	445
Total suppliers	402	445

Settlement is usually made within 20 days.

Note 3.3B: Other Payables

Salaries and wages	279	199
Unearned income	1,346	1,648
Funds received in advance for construction works	4,945	6,235
Funds received in advance for public artworks	300	300
Bonds and retentions	165	180
Statutory payable - GST	5	10
Other	96	73
Total other payables	7,136	8,645

3.4 Interest Bearing Liabilities

	2026	2025
	\$'000	\$'000
Note 3.4A: Leases		
Lease liabilities	-	407
Total leases	-	407
Note 3.4A: Maturity analysis - contractual undiscounted cash flows		
Within 1 year	-	409
Total leases	-	409

The NCA recognised right-of-use assets and lease liabilities in relation to office accommodation and motor vehicles. The existing office accommodation rental agreement and motor vehicle rental agreements expired as of 30 June 2026. The NCA is undergoing process to renew the office accommodation rental agreement.

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

	2026	2025
	\$'000	\$'000
Note 4.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	62	269
Total cash and cash equivalents	62	269

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	1,136	930
Fees	679	560
Fines	782	867
Statutory receivables - GST	900	797
Total trade and other receivables (gross)	3,497	3,154
Less impairment loss allowance	(520)	(597)
Total trade and other receivables (net)	2,977	2,557

Credit terms for goods and services were within 30 days (2025: 30 days).

Accounting Policy

Loans and Receivables

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

Pay Parking Impairment Allowance

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

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

Notes to and forming part of the Financial Statements

4.2 Administered – Non-Financial Assets

Note 4.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment for 2026

	Land ¹	Buildings	Property, Plant and Equipment	Heritage Assets ²	Intangible Assets ³	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2025						
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 1 July 2025	691,245	32,898	662,359	81,962	1,702	1,470,166
Adjustments to opening balance	2	(2)	630	(631)	1	-
Adjusted total as at 1 July 2025	691,247	32,896	662,989	81,331	1,703	1,470,166
Additions:						
WIP Movements	652	-	80,751	1,503	-	82,906
Right-of-use assets Additions	-	-	93	-	-	93
Revaluations recognised in other comprehensive income	3,422	4,008	364,010	(21,883)	-	349,557
Impairments recognised in net contribution by service	(307)	-	(1,591)	(79)	-	(1,977)
Depreciation and amortisation	(802)	(1,582)	(35,817)	(1,645)	(740)	(40,586)
Total as at 30 June 2026⁴	694,212	35,322	1,070,528	59,227	963	1,860,252
Total as at 30 June 2026 represented by:						
Gross book value	694,212	35,322	1,070,528	59,227	3,231	1,862,520
Accumulated depreciation, amortisation and impairment	-	-	-	-	(2,268)	(2,268)
Total as at 30 June 2026	694,212	35,322	1,070,528	59,227	963	1,860,252
Carrying amount of right-of-use assets	-	-	93	-	-	93

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 comprehensive revaluation of assets was completed by Jones Lang LaSalle Advisory Services Pty Ltd, an independent valuation company, as at 30 June 2026.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 April 2026. 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

The NCA's *Removal and Replacement of Trees on National Land Finance Policy* outlines that tree assets are assets per the AASB Conceptual Framework (2021 compilation).

Tree assets are recognised initially at cost in the land asset class in the statement of financial position, as tree assets are land improvements. Tree assets are valued separately during the revaluation process. The NCA undertakes a comprehensive independent valuation every three years, and an independent desktop valuation in the intervening years.

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

	2026	2025
	\$'000	\$'000
Land and Buildings	1,225	582
Property, Plant and Equipment	153,196	58,737
Heritage assets	692	222
Total Commitments	155,113	59,541

In 2025-26, 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

	2026	2025
	\$'000	\$'000
Note 4.3A: Suppliers		
Trade creditors and accruals	10,515	5,931
Total suppliers	10,515	5,931

Settlement is usually made within 20 days.

Note 4.3B: Other Payables

Prepayments received for operating leases	16,490	16,695
Other Prepayments	1,460	604
Retentions	16	19
Other	251	511
Total other payables	18,217	17,829

4.4 Administered – Interest Bearing Liabilities

Note 4.4A: Leases

Lease liabilities	93	-
Total leases	93	-

Note 4.4A: Maturity analysis - contractual undiscounted cash flows

Within 1 year	34	-
Between 1 to 5 years	68	-
Total leases	102	-

The NCA recognised right-of-use assets and lease liabilities in relation to motor vehicles.

The NCA signed two new motor vehicle lease agreements in FY2026 for three years with annual payments of \$34,070.

Accounting Policy

The accounting policy for non-financial assets disclosed in Note 3.4 applies equally to administered interest bearing liabilities.

Notes to and forming part of the Financial Statements

5. Funding

5.1 Appropriations

Note 5.1A: Annual Appropriations

Annual appropriations for 2026

	Appropriation Act	Adjustments to appropriations ²	Total appropriation	Appropriation applied in 2026 (current and prior years)	Variance ³
	Annual appropriation ¹ \$'000	Section 74 \$'000		\$'000	
Departmental					
Ordinary annual services	10,042	4,879	14,921	16,759	(1,838)
Capital Budget ⁴	729	-	729	275	454
Total departmental	10,771	4,879	15,650	17,034	(1,384)
Administered					
Ordinary annual services					
Administered items	22,408	-	22,408	22,204	204
Capital Budget	18,458	-	18,458	17,222	1,236
Other Services					
Administered assets and liabilities ⁵	22,940	-	22,940	59,842	(36,902)
Total administered	63,806	-	63,806	99,268	(35,462)

- No amounts of appropriation have been withheld under Section 51 of the PGPA Act for whole of government saving measure.
- Adjustments to appropriations include 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). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.
- Administered assets and liabilities:** In 2025-26, the NCA also received \$22,940 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 2025

	Appropriation Act	Adjustments to appropriations ²	Total appropriation	Appropriation applied in 2025 (current and prior years)	Variance ³
	Annual appropriation ¹ \$'000	Section 74 \$'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

Notes:

- No amounts of appropriation have been withheld under Section 51 of the PGPA Act for whole of government saving measure.
- Adjustments to appropriations include 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.)

Note 5.1B: Unspent Annual Appropriations

	2026 \$'000	2025 \$'000
Departmental		
Appropriation Supply Act (No. 3) 2022-23 ¹	-	189
Appropriation Act (No. 1) 2023-24	-	-
Appropriation Act (No. 1) 2023-24 - Capital Budget (DCB) - Non-Operating	-	112
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 ³	552	685
Appropriation Act (No. 1) 2025-26 - Cash at Bank ²	741	-
Appropriation Act (No. 1) 2025-26	6,943	-
Appropriation Act (No. 1) 2025-26 - Capital Budget (DCB) - Non-Operating	418	-
Appropriation Supply Act (No. 1) 2025-26	-	-
Appropriation Supply Act (No. 1) 2025-26 - Capital Budget (DCB) - Non-Operating	281	-
Total departmental	8,935	10,508
Administered		
Appropriation Supply Act (No. 2) 2022-23 - Administered assets and liabilities ⁴	-	20,600
Appropriation Act (No. 1) 2023-24	-	-
Appropriation Act (No. 1) 2023-24 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Act (No. 2) 2023-24 - Administered assets and liabilities ⁵	69,560	99,168
Appropriation Act (No. 1) 2024-25 - Cash at Bank ⁶	-	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
Appropriation Act (No. 1) 2025-26 - Cash at Bank ⁶	62	-
Appropriation Act (No. 1) 2025-26	3,709	-
Appropriation Act (No. 1) 2025-26 - Capital Budget (DCB) - Non-Operating	2,515	-
Appropriation Supply Act (No. 1) 2025-26	-	-
Appropriation Supply Act (No. 1) 2025-26 - Capital Budget (DCB) - Non-Operating	-	-
Appropriation Supply Act (No. 3) 2025-26 - Capital Budget (DCB) - Non-Operating	2,500	-
Appropriation Act (No. 2) 2025-26 - Administered assets and liabilities	5,464	-
Appropriation Supply Act (No. 2) 2025-26 - Administered assets and liabilities	-	-
Total administered	83,810	140,081

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 and the drawdown for payroll processing on 1 July 2026.
- 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).
- \$20.600 million Administered Assets and Liabilities appropriation had been withheld under Section 51 of the PGPA Act.
- \$69.560 million Administered Assets and Liabilities appropriation had been withheld under Section 51 of the PGPA Act.
- Administered cash at bank relates to deposits received on 30 June that will be returned to the Official Public Account on 1 July 2026.

Notes to and forming part of the Financial Statements

Note 5.1C: Special Appropriations

Authority	Type	Purpose	Appropriation applied	
			2026 \$'000	2025 \$'000
<i>Section 77, Public Governance, Performance and Accountability Act 2013</i> (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.	23	25
Total special appropriations applied			23	25

Notes to and forming part of the Financial Statements

5.2 Regulatory Charging Summary

	2026 \$'000	2025 \$'000
Expenses		
Departmental	1,964	2,039
Total expenses	1,964	2,039
External revenue		
Departmental	2,393	2,400
Total external revenue	2,393	2,400

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 (Planning and 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

	2026 \$'000	2025 \$'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	(36)	(775)
Plus: depreciation/amortisation of assets funded through appropriations	1,528	1,455
Plus: depreciation right-of-use assets	393	396
Less: lease principal repayments	(407)	(401)
Net Cash Operating Surplus	1,478	675

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

	2026 \$'000	2025 \$'000
Note 6.1A: Employee Provisions		
Leave and other entitlements	3,158	2,929
Total employee provisions	3,158	2,929

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:

	2026 \$'000	2025 \$'000
Short-term employee benefits	1,081	1,112
Post-employment benefits	160	166
Other long-term employee benefits	26	34
Total key management personnel remuneration expenses¹	1,267	1,312

The total number of key management personnel that are included in the above table is 6 (2025: 7).

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the NCA.

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 2026, the NCA received declarations from all key management personnel in relation to related parties for the 2025-26 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 2026 (2025: Nil).

Note 7.1B: Administered - Contingent Assets and Liabilities

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2026 (2025: 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

	2026 \$'000	2025 \$'000
<u>Note 7.2A: Categories of Financial Instruments</u>		
Financial Assets		
Financial assets at amortised cost		
Cash and cash equivalents	741	177
Trade receivables	201	253
Total financial assets at amortised cost	942	430
Total financial assets	942	430
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	402	445
Bonds and retentions	165	180
Lease liabilities	-	407
Total financial liabilities measured at amortised cost	567	1,032
Total financial liabilities	567	1,032

The net interest income/expense from financial assets and liabilities not at fair value through profit or loss is \$1,000 for interest expense on lease liabilities (2025: \$3,000).

The carrying amount of all financial assets and liabilities as at 30 June 2026 and 30 June 2025 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 cash 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

	2026	2025
	\$'000	\$'000
Note 7.3A: Categories of Financial Instruments		
Financial Assets		
Financial assets at amortised cost		
Cash on hand or on deposit	62	269
Goods and services receivable	2,077	1,760
Total financial assets at amortised cost	2,139	2,029
Total financial assets	2,139	2,029
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	10,515	5,931
Retentions	16	19
Total financial liabilities measured at amortised cost	10,531	5,950
Total financial liabilities	10,531	5,950

The net interest income/expense from financial assets not at fair value through profit or loss is Nil (2025: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2026 and 30 June 2025 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	
	2026 \$'000	2025 \$'000
Non-financial assets		
Buildings	19,392	18,777
Plant and equipment	2,628	2,010
Heritage and cultural	259	214

Accounting Policy

Valuation of land assets

Independent valuations are obtained annually as at 30 June for land assets, applying the market approach. In considering the valuation of the specified land assets, we have had regard to the particular circumstances of the assets being assessed, including: determining the highest and best use, available sales evidence in the locality in which the land assets are located and, where there are numerous lots, whether the lots should be assessed independently of each other or considered as land forming a parcel for a particular use.

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	
	2026 \$'000	2025 \$'000
Non-financial assets		
Land	694,212	691,245
Buildings	35,322	32,898
Property, plant and equipment	1,070,435	662,359
Heritage assets	59,227	81,962

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 Current/non-current distinction for assets and liabilities

	2026 \$'000	2025 \$'000
Note 8.1A: Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	741	177
Trade and other receivables	8,452	10,434
Prepayments	73	224
Total no more than 12 months	9,266	10,835
More than 12 months		
Land and buildings	19,392	19,161
Plant and equipment	2,628	2,019
Heritage and cultural	259	214
Intangibles	841	1,204
Total more than 12 months	23,120	22,598
Total assets	32,386	33,433
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	402	445
Other payables	6,749	7,276
Leases	-	407
Employee provisions	1,356	1,231
Total no more than 12 months	8,507	9,359
More than 12 months		
Other payables	387	1,369
Employee provisions	1,802	1,698
Total more than 12 months	2,189	3,067
Total liabilities	10,696	12,426

Notes to and forming part of the Financial Statements

8.1 Aggregate Assets and Liabilities (Cont.)

	2026	2025
	\$'000	\$'000
<u>Note 8.1B: Administered - Current/non-current distinction for assets and liabilities</u>		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	62	269
Trade and other receivables	2,977	2,557
Prepayment	90	85
Total no more than 12 months	3,129	2,911
More than 12 months		
Land and buildings	729,534	724,143
Plant and equipment	1,070,528	662,359
Heritage and cultural	59,227	81,962
Intangible assets	963	1,702
Total more than 12 months	1,860,252	1,470,166
Total assets	1,863,381	1,473,077
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	10,515	5,931
Other payables	1,932	1,339
Leases	33	-
Total no more than 12 months	12,480	7,270
More than 12 months		
Other payables	16,285	16,490
Leases	60	-
Total more than 12 months	16,345	16,490
Total liabilities	28,825	23,760

Notes to and forming part of the Financial Statements

8.2 Explanations of Major Budget Variances

The following summary provides explanations of significant variances between the Original Budget for the NCA as presented in the 2025-26 Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements (PBS) and the NCA's 2025-26 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 nature and timing of the Australian Government budget process can also contribute to the variances.

Departmental Major Budget Variances

for the period ended 30 June 2026

Note	Explanation of major variances	Affected line item and statement
1.1A	Employee benefits of \$9.7 million were \$2.0 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 expense of \$6.5 million was \$0.7 million higher than Budget, due to increased Contractors - sponsored construction works (\$0.9 million higher).	Suppliers Statement of Comprehensive Income
1.2A	Revenue from contracts with customers of \$2.6 million was \$1.2 million higher than Budget, due to increased revenue from sponsored construction works (\$0.9 million higher).	Revenue from contracts with customers 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 \$1.9 million was \$0.7 million higher than Budget, driven by increased fair value from FY2025 revaluation.	Depreciation and amortisation Statement of Comprehensive Income
3.2A	Buildings total \$19.4 million, or \$1.6 million higher than Budget, and this variance is largely due to the impact of the revaluation in FY2026.	Non-Financial Assets, Buildings Statement of Financial Position
6.1A	Employee provisions of \$3.2 million was \$0.8 million higher than Budget, due to increased average staffing levels (ASL).	Employee provisions Statement of Financial Position

4

Management and accountability

Corporate governance

The NCA's portfolio budget statements 2025–26 and the National Capital Authority Corporate Plan 2025–26 to 2028–29 set out our key objectives for 2025–26; the annual performance statements (see **Report on the Performance of the entity**) 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 **Overview of the National Capital Authority**). 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, and
- 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 2025–26, 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 the **Overview of the National Capital Authority**.

The NCA ensured that sound risk management arrangements were maintained during 2025–26. 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 and prevention

As outlined in the **Letter of Transmittal**, during 2025–26 the NCA:

- conducted fraud and corruption risk assessments
- reviewed its fraud risk and control plan
- had appropriate mechanisms in place to prevent, detect, instigate, record and confidentially report suspected fraud and corruption.

The NCA maintains sound fraud and corruption control arrangements, including through a range of preventative controls, procedural arrangements, and periodic awareness training.

The NCA provides corporate governance reporting and updates to the NCA Audit and Risk Committee and the Authority.

Significant non-compliance with finance law

There were no significant issues reported to the Minister under paragraph 19(1)(e) of the PGPA Act, which includes compliance with finance law.

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 comprised four external members in 2025–26: Mr Daren Schaeffer (Chair), Ms Anne O'Donnell, Ms Josephine Schumman and Mr Stephen Sheehan. Mr Stephen Sheehan ceased being a member of the committee at the end of January 2026. Further details of the committee members are set out in table 1.

Table: 1 NCA Audit and Risk Committee members 2025-26

Member	Qualifications, knowledge, skills and experience	Meetings attended	Total annual remuneration (GST inc.)
Darren Schaeffer (Chair)	Mr Schaeffer has more than 12 years' experience working in the private sector for large commercial companies and more than 14 years in the public sector. He is a Fellow Certified Practising Accountant, Graduate of Australian Institute of Company Directors, and Professional Member Institute of Internal Auditors. He is currently studying a Professional Doctorate of Business Administration (Research), and holds a Masters of Business Administration (Public Sector), Bachelor of Business (Accounting) and is a Certified Government Auditing Professional.	4/4	\$10,465.00
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. Ms O'Donnell holds a Master of Business Administration, a Bachelor of Arts (Banking and Finance) and is a Senior Fellow of the Financial Services Institute of Australasia and a Fellow of Australian Institute of Company Directors.	4/4	\$10,560.00
Josephine Schumann	Ms Schumann has extensive experience in the public sector having worked in both the ACT and Commonwealth government and for the Canadian government. Her experience encompasses a broad range of areas, including risk management, governance, assurance, finance, human resources, information technology, media and communications. Ms Schumann has a Masters of Arts (urban geography), is a graduate of the Australian Institute of Company Directors and holds accreditations in executive coaching and emotional intelligence assessment.	3/4	\$3,750.00
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.	2/4	\$13,035.00

External scrutiny

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

Parliamentary 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.

Judicial, administrative tribunal or Australian Information Commissioner decisions

There were no judicial decisions or decisions of administrative tribunals during the year that had, or may have, a significant impact on the NCA's operations.

There were no decisions by the Australian Information Commissioner or the Australian Privacy Commissioner that involved the NCA or that had, or might have, a significant impact on the NCA's operations.

Reports on operations and capability reviews

During 2025–26:

- 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.

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Management of human resources

Australia Day Achievement Medallion

In early 2026, Adam Robbins and Mitchell Whyte were presented with the Australia Day Achievement Medallion.

Mr Robbins played a significant role in managing a broad range of external stakeholders to deliver successful events that enhance and promote the National Capital.

Mr Whyte has made a significant contribution to the NCA since joining in July 2024, successfully leading and delivering approximately \$15 million in capital works projects through his strong project management, attention to detail, proactive risk management and commitment to achieving high-quality outcomes for the community.

Managing and Developing Employees

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 employee's knowledge base and expertise to meet specific training needs.

In 2025-26, the NCA provided a range of online and face-to-face training. The topics covered included:

- Procurement and contract 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
- Artificial intelligence fundamentals training
- Security refresher training
- Australian Public Service induction for new staff

Workplace agreements

The NCA Enterprise Agreement 2024-2027 includes a range of provisions that support a flexible and family-friendly workplace. 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 compassionate leave on each occasion.

In addition, the NCA uses other employment arrangements such as section 24 determinations and Individual Flexibility Arrangements (IFA's), to provide greater flexible remuneration and employment conditions that meets the NCA's operational needs and accommodates individual employee circumstances.

Table 2 provides a summary of NCA employees covered by the enterprise agreement and section 24 determinations. At 30 June 2026, the Chief Executive's remuneration was determined in accordance with the *Remuneration Tribunal (Remuneration and Allowances for Holders of Full-Time Public Office)* Determination 2025.

Table 2 Public Service Act 1999 Employment arrangements 2025-26

Employment arrangements	SES	Non-SES	Total
Enterprise Agreement	0	50	50
Australian Workplace Agreement	0	0	0
Common Law Contracts	0	0	0
Determinations under subsection 24(1) of the <i>Public Service Act 1999</i>	2	0	2
Enterprise Agreement plus supplementary agreement (Individual Flexibility Agreements)	0	14	14
Total	2	64	66

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.

Employee statistics

The NCA had an average staffing level (ALS) of 75 for 2025-26. The NCA's headcount as of 30 June 2026 was 76 employees: 73 employees engaged under the *Public Service Act 1999*, two employees engaged under section 24(1) determinations, and the Chief Executive.

All Ongoing Employees - current reporting period (at 30 June 2026)

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	
Qld	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
WA	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
ACT	30	0	30	26	4	30	0	0	0	0	0	0	0	0	0	60
Total	30	0	30	27	5	32	0	0	0	0	0	0	0	0	0	62

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

All Non-Ongoing Employees – current reporting period (at 30 June 2026)

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	1	0	1	2	1	3	0	0	0	0	0	0	0	0	0	4
Total	1	0	1	1	1	2	0	0	0	0	0	0	0	0	0	4

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

All Ongoing Employees - previous 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	
WA	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
ACT	34	0	34	27	3	30	0	0	0	0	0	0	0	0	0	64
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 and Authority members.

All Non-Ongoing Employees – previous 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
Total	3	1	4	3	0	2	0	0	0	0	0	0	0	0	0	7

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

APS employee statistics

Public Service Act 1999 Ongoing Employees – current reporting period (at 30 June 2026)

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	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
EL 2	6	0	6	2	1	3	0	0	0	0	0	0	0	0	0	9
EL 1	8	0	8	12	2	14	0	0	0	0	0	0	0	0	0	22
APS 6	8	0	8	12	1	13	0	0	0	0	0	0	0	0	0	21
APS 5	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
APS 4	3	0	3	0	1	1	0	0	0	0	0	0	0	0	0	4
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	30	0	30	27	5	32	0	0	0	0	0	0	0	0	0	62

Key: SES – Senior Executive Services, 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 and Authority members.

Public Service Act 1999 Non-Ongoing Employees – current reporting period (at 30 June 2026)

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	1	0	1	0	0	0	0	0	0	0	0	0	1
EL 2	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
EL 1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	1	0	1	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	1	0	1	2	1	3	0	0	0	0	0	0	0	0	0	4

Key: SES – Senior Executive Services, 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 and Authority members.

Public Service Act 1999 Ongoing Employees – previous 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 Services, 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 and Authority members.

Public Service Act 1999 Non-Ongoing Employees – previous 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	1	1	0	0	0	0	0	0	0	0	0	0
EL 2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
EL 1	1	0	3	0	3	3	0	0	0	0	0	0	0	0	0	4
APS 6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 5	1	0	0	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 Services, 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 and Authority members.

Public Service Act 1999 Employees by Full-time and Part-time Status - current reporting period (at 30 June 2026)

	Ongoing			Non-ongoing			
Classification	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
SES 1	1	0	1	1	0	1	2
EL 2	8	1	9	0	1	1	10
EL 1	20	2	22	1	0	1	23
APS 6	20	1	21	0	0	0	21
APS 5	2	0	2	0	0	0	2
APS 4	3	1	4	0	0	0	4
APS 3	2	0	2	0	1	1	3
APS 2	1	0	1	0	0	0	1
APS 1	0	0	0	0	0	0	0
Total	57	5	62	2	2	4	66

Key: SES – Senior Executive Services, 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 and Authority members.

Public Service Act 1999 Employees by Full-time and Part-time Status – previous reporting period (at 30 June 2025)

	Ongoing			Non-ongoing			
Classification	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
SES 1	2	0	2	1	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	0	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
APS 1	0	0	0	0	0	0	0
Total	62	3	65	5	2	7	72

Key: SES – Senior Executive Services, 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 and Authority members.

Public Service Act 1999 Employment type by location – current reporting period (at 30 June 2026)

Location	Ongoing	Non-ongoing	Total
Qld	1	0	1
WA	1	0	1
ACT	60	4	64
Total	62	4	66

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

Public Service Act 1999 Employment type by location – previous reporting period (at 30 June 2025)

Location	Ongoing	Non-ongoing	Total
WA	1	0	1
ACT	64	7	71
Total	64	7	71

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

Public Service Act 1999 Indigenous employment – current reporting period (at 30 June 2026)

Employment basis	Total
Ongoing	0
Non-ongoing	0
Total	0

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

Public Service Act 1999 Indigenous employment – previous reporting period (at 30 June 2025)

Employment basis	Total
Ongoing	0
Non-ongoing	0
Total	0

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

Public Service Act 1999 Employment Salary Ranges by Classification Level (Minimum/Maximum) (at 30 June 2026)

Classification	Minimum Salary	Maximum Salary
SES 1	\$232,650	\$318,458
EL 2	\$140,675	\$200,000
EL 1	\$121,755	\$153,655
APS 6	\$99,734	\$111,701
APS 5	\$88,834	\$96,829
APS 4	\$79,125	\$86,246
APS 3	\$70,477	\$76,820
APS 2	\$62,775	\$68,425
APS 1	\$57,497	\$60,946
Minimum/Maximum range	\$57,497	\$318,458

Key: SES – Senior Executive Services, EL – Executive Level, APS – Australian Public Service

Performance pay

The NCA did not have arrangements for performance pay during 2025-26.

Executive Remuneration

During 2025-26, the NCA had six executives who met the definition of ‘key management personnel’. These names, terms and remuneration details are set out in Table 3.

The NCA had no ‘senior executives’ except those included in Table 3, and no ‘highly paid staff’ with total remuneration exceeding the \$260,000 annual remuneration threshold that applies for 2025-26.

Table 3 Information about remuneration for key management personnel

Name	Position title	Term	Short-term benefits			Postemployment benefits		Other long-term benefits	Termination benefits	Total remuneration
			Base salary	Other benefits and allowances	Bonus-es	Superannuation contributions	Long service leave	Other long-term benefits		
Terry Weber	Authority Chair	Full Year	69,124	-	-	8,117	-	-	-	77,241
Helen Lochhead	Member	Full Year	27,463	-	-	3,265	-	-	-	30,728
James Willson	Member	Part Year	6,934	-	-	989	-	-	-	7,923
Karen Doran	Chief Executive	Full Year	383,674	3,876		30,019	4,598	-	-	422,168
Andrew Smith	Chief Planner	Full Year	244,551	1,667		57,929	6,099	-	-	310,245
Hamid Heydarian	Chief Operating Officer	Full Year	340,739	3,131		60,092	15,113			419,075
Total			1,072,486	8,674	-	160,412	25,811	-	-	1,267,382

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 strategic priority of ensuring that infrastructure and natural assets under the NCA's stewardship are managed to continue to fulfil their design, purpose and function.

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 artwork
- large areas of landscape and infrastructure, including paths, lighting, signage, open space areas, trees and car parks
- civil infrastructure such as roads, bridges, stormwater infrastructure, 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 the Ecological Management Plan for National Capital Authority Conservation Areas 2025 – 2035 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 detailed tasks and activities that are undertaken by the NCA.

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. 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 has a review program of HMPs.

The NCA is responsible for 21 listed heritage places – 19 on the Commonwealth Heritage List (CHL) and two on the National Heritage List (NHL). 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.

In 2025-26, 12 HMPs were under review. Updates in accordance with the EPBC Act are at different stages of the review process. The NCA engaged consultants to undertake review of six HMPs including Parliament House Vista, National Rose Gardens, Acton Complex (comprises four Commonwealth Heritage Listed places), Blundell's Cottage, Old Parliament House Gardens and Lake Burley Griffin and Adjacent Lands.

The NCA undertook internal review for six HMPs including Changi Chapel, Commencement Column Monument, General Bridges Grave, King George V Memoria, Surveyors Hut and Surveyor's Park and State Circle Cutting. The HMP review program is ongoing into 2026-27.

Ecological management

The NCA's *Ecological Management Plan for Conservation Areas 2025-2030* 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 ten years. The current plan was developed in consultation with various stakeholders including the Friends of the Grasslands (FoG) and Friends of ACT Trees (FACTT).

Purchasing

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.



Senator Neville Bonner Commemoration

Consultancy and non-consultancy contract expenditure

Reportable Consultancy Contracts

During 2025-26, two new reportable consultancy contracts were entered into involving total actual expenditure of \$0.045 million. In addition, three ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$0.140 million.

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: www.tenders.gov.au.

Table 4 Expenditure on Reportable Consultancy Contracts

Reportable Consultancy Contracts	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	2	45
Ongoing contracts entered into during a previous reporting period	3	140
Total	5	185

Organisations Receiving a Share of Reportable Consultancy Contract Expenditure

Name of Organisation	Organisation ABN	Expenditure \$'000 (GST inc.)
PEG Consulting Pty Ltd	43 772 534 327	108
Jones Lang LaSalle Advisory Services Pty Ltd	56 003 262 600	25
Sententia Consulting Pty Ltd	85 639 580 662	25
WSP Australia Pty Limited	80 078 004 798	20
Duncan Marshall	68 098 445 824	6

Reportable Non-Consultancy Contracts

During 2025-26, 82 new reportable non-consultancy contracts were entered into involving total actual expenditure of \$8.287 million. In addition, 104 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$101.979 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.

Table 5 Expenditure on Reportable Non-Consultancy Contracts

Reportable Non-Consultancy Contract	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	82	8,287
Ongoing contracts entered into during a previous reporting period	104	101,979
Total	184	110,266

Organisations Receiving a Share of Reportable Non-Consultancy Contract Expenditure

Name of Organisation	Organisation ABN	Expenditure \$'000 (GST inc.)
Seymour Whyte Constructions Pty Ltd	48 105 493 187	61,583
BGIS Pty Ltd	83 064 638 197	8,526
Woden Contractors Pty Ltd	13 008 581 342	7,693
Citywide Service Solutions Pty Ltd	94 066 960 085	5,534
Complex Co. PTY LTD	59 130 697 639	2,707

Strategic Commissioning Framework

During 2025-26, in accordance with the Strategic Commissioning Framework and the permitted scope of limited circumstances, the NCA outsourced core work relating to project management capabilities. This outsourcing was in addition to NCA employee project management skills. To support the delivery of major construction projects, supplementary project management skills were unlikely to be successful recruited.

The NCA will continue to invest in staff training and strategic recruitment to strengthen its core delivery capability.

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 2025–26.

Exempt contracts

No contracts were exempted on public interest grounds from publication on the AusTender website during 2025–26.

Small business

The NCA 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.

The NCA supports small and medium sized enterprises through its procurement practices by consistent with paragraph 5.5 and 5.6 of the Commonwealth Procurement Rules.

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.

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 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 2025–26, the NCA paid 99% of invoices within 20 days.

During 2025–26, the NCA made total payments of \$0.285 million to 34 small and medium-sized enterprises.

Other mandatory information

Advertising and market research

During 2025–26 the NCA conducted two advertising campaigns with a total spend of \$77,378.88.

During 2025–2026 Universal McCann conducted the following advertising campaigns:

- Flight! Australia Day Celebrations
- \$21,963.95
- Commonwealth Avenue Bridge Renewal Project - \$55,414.93

The above payments to an advertising agency has been provided to comply with *Commonwealth Electoral Act 1918* reporting requirements.

Further information on Australian Government advertising is prepared by the Department of Finance. Those reports are available on the Department of Finance's website.

Grants

During 2025–26, the NCA did not award any grants.

Disability reporting

Australia's Disability Strategy 2021–2031 (the Strategy) is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The Strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the Strategy. A range of reports on progress of the Strategy's actions and outcome areas will be published and available 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.

Freedom of information

The NCA's Information Publication Scheme agency plan, pursuant to Part II of the *Freedom of Information Act 1982*, is available at: www.nca.gov.au/about-us/corporate-documents/our-policies/freedom-information/information-publication-scheme

Remediation of information published in previous annual reports

Nil factual statements require correction.

Early morning at Lake Burley Griffin

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Appendices

Other legislative requirements

Environment Protection and Biodiversity Conservation Act 1999

Section 516A of the EPBC Act requires Australian Government agencies to report on their contribution to the ecologically sustainable development (ESD) principles (integration, precaution, intergeneration, biodiversity and valuation), environmental performance, and measures to minimise their effects on the environment.

NCA activities in line with ESD principles

The NCA undertakes planning, management and promotion activities in accordance with the principles of ESD.

Planning

ESD considerations are incorporated into the NCA's policy framework.

The Statement of Planning Principles in the National Capital Plan (the Plan) includes objectives and principles requiring development to respect environmental values, including water catchments and water quality, and promoting 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.

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'.

Management

In our 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.

Promotion

The NCA manages events on National Land and has been progressing initiatives to embed environmentally friendly practices, with a focus on preventing or minimising pollution.

Activities this period have included:

- reducing waste-to-landfill arising from events on National Land
- recommending that events do not use latex or rubber balloons
- exploring opportunities to optimise ease of recycling for waste generated by events on National Land.

NCA outcomes contributing to ESD

The NCA's sole outcome set out in our portfolio budget statements 2025–26 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'.

Performance measures and outcomes that contribute to ecologically sustainable development include:

- Measure 1.1.2 - Works Approvals applications processed are assessed against the National Capital Plan within 15 working days.

- Assessment of applications must be in accordance with the National Capital Plan. As outlined above, ESD principle considerations are embedded into the Plan and the NCA's policy framework.
- The NCA met the annual performance target for this measure. Refer to **Report on the Performance of the NCA** for details.
- Measure 1.2.1 - Capital improvement projects are actioned within target timeframes
 - In 2025-26 completed stormwater upgrades at the National Rose Gardens will assist to manage pollution and flood risks.
- Measure 1.2.4 – Increase in National Estate tree canopy
 - In 2025-26 the NCA fulfilled the target performance outcome to plant a minimum of 600 trees on the National Estate. Refer to **Report on the Performance of the NCA** for details.

Effect of NCA activities on the environment

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

- programmed replacement of certain 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's electricity use is within the Australian Capital Territory (ACT). Since 2020, 100% of electricity in the ACT has come from renewable sources.

Measures taken to minimise the NCA's impact on the environment

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. 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 2025–26, ongoing fire management 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 2025–26 included:

- adopting sustainable road resurfacing practices, such as the use of reclaimed asphalt pavement, resulting in an estimated reduction of approximately 22.8 tonnes of carbon dioxide equivalent emissions and diversion of around 667 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 to be reused as fertile compost in horticultural and tree renewal projects on the National Estate, diverting waste from landfill
- recycling topsoil collected from projects to be reused on the National Estate
- partnering in an Environmental Care Agreement with Friends of Grasslands to undertake weed management and native planting on conservation grasslands
- implementing a trial of alternative African Lovegrass control methods by planting rye corn to outcompete and suppress weed growth (reducing reliance on chemical herbicides while supporting ecosystem restoration and improving the resilience of native grasses)
- 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
- confirming minimal natural gas use on the National Estate and restricting introduction of further natural gas use
- the ongoing phase 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 by encouraging recycling
- recommending that events do not use latex or rubber balloons.

Sustainability and Environmental Management Plan

The NCA has a Sustainability and Environmental Management Plan (SEMP). The SEMP sets out the NCA's commitment 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.

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

The SEMP goal of reducing total potable water usage by 10% was not achieved in 2025-26. This is because National Estate projects and remediation works required significant water usage to assist with the establishment or maintenance of plants.

Between 2024–25 and 2025–26, the NCA's potable water consumption increased by 23.3% while the use of abstracted water reduced by 7%. These results were primarily driven by the significant increase in capital upgrade projects which resulted in overall higher water demand to establish new turf areas and plantings. In addition, for a period of around 6 weeks, the failure of the Lake Burley Griffin abstraction pump limited the availability of lake abstracted water during the remediation of certain parts of Commonwealth Park following the 2025 Floriade event.

Capital projects affecting water usage included:

- establishment of approximately 3,000 rose plants on the east and west National Rose Gardens
- establishment of turf upgrades across the National Rose Gardens and East, West and North Lawns
- establishment of turf and landscaping at the John Gorton Carpark
- establishment of garden revitalisation projects along Parkes Way
- remediation of Patrick White Lawns following events
- establishment of approximately 9,000 plants as part of the temporary conversion of the Federation Fountains into garden beds
- establishment of 925 trees as part of the tree renewal program
- water requirements across the National Estate due to an above average dry spring and summer

Due to the large scale and volume of horticultural projects undertaken in 2025–26, it was expected that water usage would increase while the plantings established.

Opportunities to improve and maximise the use of alternate water sources and irrigation systems will continue to be prioritised to support achievement of future SEMP targets.

Built environment

The NCA met the SEMP goal of enhancing built environment sustainability through the adoption of climate responsive principles in planning policy and effective stakeholder engagement.

Through strategic and statutory planning, the NCA aims to improve the environment through high-quality design, landscaping and construction on National Land and in Designated Areas. Amendments to the National Capital Plan and related policy and guidance will include and strengthen requirements around sustainability. Assessment of Works Approval applications will consider the application of sustainability practices in design and development. This also applies when the NCA provides advice to the ACT Government for development on Territory land.

Policy and development project examples where sustainability principles have been delivered include:

- Development Control Plan (DCP) 25/03 – HMAS Harman site requires tree retention where possible or replacement of trees at a rate of 1:2 as well as perimeter landscaping. The DCP also requires that ecologically sustainable development principles be incorporated into future development.
- DCP 25/04 – Bock 630 Majura – requires that development proposals demonstrate a high level of performance in terms of environmental design.

Energy management

The SEMP includes a target of optimising the energy efficiency of the NCA's built environment, controls and processes to reduce the energy consumption by 12% by 2026.

The NCA has not met this target. In 2025-26 additional lighting was introduced around Lake Burley Griffin in response to community concerns regarding safety and amenity after dark. The NCA is progressing lighting projects, including the potential for inclusion of smart technology, which will contribute to energy savings.

A NABERS rating of 5.5 was achieved for the NCA office tenancy on 31 March 2026.

Biodiversity and conservation

The NCA met SEMP targets in relation to biodiversity and conservation.

The NCA previously 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 1,024 trees in 2024–25 and 925 in 2025–26.

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.

Since September 2023, and in collaboration with the Wattle Day Association, the NCA has cumulatively planted approximately 150 wattle to commemorate National Wattle Day. In 2025-26, we planted 62 wattles to commemorate the occasion.

Of the 925 trees planted in 2025-26, the NCA planted 376 native trees across the National Estate to increase protection and enhancement for native flora and fauna. 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

The NCA met circular economy targets in relation to 'plastic-free events', environmental management plan requirements and initiatives to reduce waste-to-landfill and encourage recycling.

The NCA updated event guidelines to include a new clause on sustainable event management in all event licenses. This includes compliance with ACT Government sustainable event program requirements, which provides practical advice and access to equipment to help reduce waste, increase recycling, reduce energy and water use and reduce greenhouse gas emissions. The program also aims to educate and raise awareness of sustainability issues with event attendees.

In addition, 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.

An event organiser must also provide to the NCA an environmental management plan (EMP) prior to the event, this includes commitment to enforce a ratio of 1:1 for the placement and use of recycling and rubbish bins throughout the event area. Waste diversion from events is tracked for events greater than 5,000 people. Post event, waste and recycling data is submitted to the NCA.

In delivering its own major events in 2025–26, the NCA ensured that all event organisers provided an EMP, focusing on food vendors limiting single-use plastic and providing a 1:1 ratio of recycling bins to rubbish bins.

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 is summarised below.

Energy and buildings

Design work for the upgrade of street and car park lighting is complete. The tender process for construction has commenced, with upgrades expected to commence in the first half of 2026–27.

The Department of Finance has established a whole-of-Australian-Government Electricity Services Arrangement for Commonwealth entities with sites in the Australian Capital Territory from 1 July 2026 to 26 June 2029. This arrangement supports the Australian Government's commitment to achieving net zero emissions in government operations by 2030. The NCA will comply and utilise this arrangement.

Fleet

Leases for the NCA's fleet vehicles expired in May 2026. New vehicles have been selected with regard to the Net Zero in Government Operations Strategy and Commonwealth Fleet Vehicle Selection Policy.

The NCA is working with BP Pulse to provide electric vehicle charging infrastructure on the National Estate, located at the National Library of Australia car park. Arrangements are pending and subject to a licensing agreement.

Travel

The NCA has been developing guidelines to support the agency's Accountable Authority Instructions on official travel. Guidelines will be finalised by the end of 2026.

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 and relevant Procurement-Connected Policies, including the Environmentally Sustainable Procurement Policy.

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 actively considers refurbishment, repair, reuse, and recycling in the management and disposal of IT equipment.

People, culture and capability

People, culture and capability uplift is ongoing. The NCA has a Chief Sustainability Officer.

Staff across the agency are 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 2025–26, as shown in Tables 6 and 7.

Report summary – Domestic

Reporting year: 2025–26

Portfolio: Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

Entity name: National Capital Authority

Table 6: Greenhouse gas emissions inventory – location-based method, 2025–26

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	115.21	5.41	120.62
Natural gas	0.00	n/a	0.00	0.00
Solid waste	0.00	n/a	0.17	0.17
Refrigerants	2.89	n/a	n/a	2.89
Fleet and other vehicles	2.21	n/a	0.55	2.76
Domestic commercial flights	n/a	n/a	8.29	8.29
Domestic hire car	n/a	n/a	0.00	0.00
Domestic travel accommodation	n/a	n/a	2.03	2.03
Other energy	0.00	n/a	0.00	0.00
Total t CO₂-e	5.10	115.21	16.45	136.76.18

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

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

Table 7: Greenhouse gas emissions inventory – market-based method, 2025–26

	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Location-based electricity emissions	115.21	5.40	120.61	180,001.29
Market-based electricity emissions	3.49	0.48	3.96	4,302.04
Total renewable electricity consumed	n/a	n/a	n/a	175,699.26
Renewable Power Percentage ¹	n/a	n/a	n/a	31,122.23
Jurisdictional Renewable Power Percentage ^{2, 3}	n/a	n/a	n/a	144,577.03
GreenPower ²	n/a	n/a	n/a	0
Large-scale generation certificates ²	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. Total renewable electricity excludes behind-the-meter solar other than generation used to create large-scale generation certificates (LGCs). The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET). Jurisdictional Renewable Power refers to the Jurisdictional Renewable Power Percentage (JRPP). Currently, the ACT is the only jurisdiction with a JRPP.

Work, Health and Safety Act 2011

The National Capital Authority (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 2025-26, the NCA undertook a comprehensive review of its Work Health and Safety Management System (WHSMS) to ensure it remained fit for purpose. The review strengthened the WHSMS and improved the associated policies, procedures, and guidance materials.

Over the course of 2025-26, there were ten notifiable incidents reported to Comcare. The NCA engaged with Comcare as required and put measures in place where possible to reduce the likelihood of similar incidents occurring in the future.

The NCA facilitated several employee workshops on WHS risk management, health and wellbeing, and the use of its internal WHS software system. These activities were complemented by a range of initiatives delivered during the reporting period as part of the NCA's Health and Wellbeing Strategy.

NCA employees and their family members continue to be provided with access to an employee assistance program (EAP), a service that provides free, confidential counselling and guidance. Additionally, the NCA provided free influenza vaccinations for employees and volunteers.

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



National Rose Garden Upgrade

Aids to Access

Abbreviations and acronyms

A glossary of any abbreviations and acronyms used in the report.

ACT	Australian Capital Territory
ACT Government	The body politic established under the <i>Australian Capital Territory (Self Government) Act 1989</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.
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 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	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 nearby its shores.

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 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 consists of all land contained within the inner side of Capital Circle surrounding Parliament House.
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
Plan	The National Capital Plan made under Part III of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .
SEMP	Sustainability and Environment 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 defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .

List of requirements

PGPA Rule Reference	Page or Part	Description	Requirement
17AD(g)	Letter of transmittal		
17AI	Page i	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
17AD(h)	Aids to access		
17AJ(a)	Page iii	Table of contents (print only).	Mandatory
17AJ(b)	Page 103	Alphabetical index (print only).	Mandatory
17AJ(c)	Page 89	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	Page 91	List of requirements.	Mandatory
17AJ(e)	Page ii	Details of contact officer.	Mandatory
17AJ(f)	Page ii	Entity's website address.	Mandatory
17AJ(g)	Page ii	Electronic address of report.	Mandatory
17AD(a)	Review by accountable authority		
17AD(a)	Pages iv-v	A review by the accountable authority of the entity.	Mandatory
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	Pages 1-3	A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)	Pages 4-7	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)	Report on the Performance of the entity	A description of the outcomes and programmes administered by the entity.	Mandatory
17AE(1)(a)(iv)	Report on the Performance of the entity	A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE(1)(aa)(i)	Pages 4-5	Name of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(ii)	Pages 4-5	Position title of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(iii)	Pages 4-5	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory

PGPA Rule Reference	Page or Part	Description	Requirement
17AE(1)(b)	N/a	An outline of the structure of the portfolio of the entity.	Portfolio departments mandatory
17AE(2)	N/a	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
17AD(c)	Report on the Performance of the entity		
Annual performance statements			
17AD(c)(i); 16F	Report on the Performance of the entity	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
17AD(c)(ii)	Report on Financial Performance		
17AF(1)(a)	Report on financial performance	A discussion and analysis of the entity’s financial performance.	Mandatory
17AF(1)(b)	Report on financial performance	A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)	N/a	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.
17AD(d)	Management and Accountability		
Corporate Governance			
17AG(2)(a)	Page 64	Information on compliance with section 10 (fraud and corruption systems)	Mandatory
17AG(2)(b)(i)	Page 2i	A certification by accountable authority that fraud and corruption risk assessments have been conducted and fraud and corruption control plans have been prepared.	Mandatory
17AG(2)(b)(ii)	Page 2i	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

PGPA Rule Reference	Page or Part	Description	Requirement
17AG(2)(b)(iii)	Page 2i	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.	Mandatory
17AG(2)(c)	Pages 5-6 Pages 63-66	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)	N/a Page 64	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
Audit Committee			
17AG(2A)(a)	Page 5	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)	Page 65	The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)	Page 65	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory
17AG(2A)(d)	Page 65	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)	Page 65	The remuneration of each member of the entity's audit committee.	Mandatory
External Scrutiny			
17AG(3)	Page 66	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	Page 66	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
17AG(3)(b)	N/a Page 66	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
17AG(3)(c)	N/a Page 66	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
Management of Human Resources			
17AG(4)(a)	Page 67	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory

PGPA Rule Reference	Page or Part	Description	Requirement
17AG(4)(aa)	Pages 69-73	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on fulltime employees; (b) statistics on parttime employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory
17AG(4)(b)	Pages 69-73	Statistics on the entity's APS employees on an ongoing and non-ongoing 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
17AG(4)(c)	Page 68	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the Public Service Act 1999.	Mandatory
17AG(4)(c)(i)	Page 68	Information on the number of SES and nonSES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)	Page 73	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	Page 68	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	N/a Page 73	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)	N/a Page 73	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)	N/a Page 73	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)	N/a Page 73	Information on aggregate amount of performance payments.	If applicable, Mandatory
Assets Management			
17AG(5)	Pages 75-76	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory

PGPA Rule Reference	Page or Part	Description	Requirement
Purchasing			
17AG(6)	Page 76	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory
Reportable consultancy contracts			
17AG(7)(a)	Pages 77	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
17AG(7)(b)	Page 77	A statement that “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].”	Mandatory
17AG(7)(c)	Pages 76-77	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
17AG(7)(d)	Page 77	A statement that “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.”	Mandatory
Reportable non-consultancy contracts			
17AG(7A)(a)	Page 78	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7A)(b)	Page 78	A statement that “Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.”	Mandatory

PGPA Rule Reference	Page or Part	Description	Requirement
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	Pages 77-78	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
Australian National Audit Office Access Clauses			
17AG(8)	Page 78	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
Exempt contracts			
17AG(9)	Page 78	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
Small business			
17AG(10)(a)	Page 79	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
17AG(10)(b)	Page 79	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	Page 79	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

PGPA Rule Reference	Page or Part	Description	Requirement
Financial Statements			
17AD(e)	Pages 24-62	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
Executive Remuneration			
17AD(da)	Page 74	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	Mandatory
17AD(f)	Other Mandatory Information		
17AH(1)(a)(i)	Page 79	If the entity conducted advertising campaigns, a statement that “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.”	If applicable, Mandatory
17AH(1)(a)(ii)	N/a	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)	Page 79	A statement that “Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”	If applicable, Mandatory
17AH(1)(c)	Page 79	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)	Page 79	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)	Page 79	Correction of material errors in previous annual report	If applicable, mandatory
17AH(2)	Appendices Pages 81-88	Information required by other legislation	Mandatory



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