

Australian Government National Capital Authority

ANNUAL REPORT 2015-2016

National Capital Authority

All rights reserved. This book or any portion thereof may not be reproduced or used in any manner whatsoever without the express written permission of the publisher except for the use of brief quotations in a book review.

ISSN – 1441 4171 ISBN – 978-0-646-95315-1

Treasury Building, King Edward Terrace, Parkes ACT 2600

P: 02 6271 2888 F: 02 6273 4427 E: natcap@natcap.gov.au www.nca.gov.au

Cover photo: Award-winning Bowen Place Crossing, Parkes photographed by Brett Boardman, 2015



14 October 2016

Senator the Hon Fiona Nash Minister for Local Government and Territories Parliament House CANBERRA ACT 2600

Dear Minister

We are pleased to present the Annual Report for the National Capital Authority (NCA) for the financial year ended 30 June 2016.

The report has been prepared in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act) and reflects the requirements for Annual Reports approved by the Joint Committee of Public Accounts and Audit under subsections 63(2) and 70(2) of the *Public Service Act 1999*.

The report includes the NCA's audited financial statements as required by section 43(4) of the PGPA Act.

Subsection 63(1) of the *Public Service Act 1999* requires that the head of the agency provide you with a copy of the NCA Annual Report. Section 46 of the PGPA Act requires that you cause a copy of the report to be laid before each House of the Parliament.

Yours faithfully

Terry Weber Chair

Malcolm Snow Chief Executive

BUILDING THE NATIONAL CAPITIAL IN THE HEARTS OF ALL AUSTRALIANS

The National Capital Authority represents the Australian Government's interest in the planning and enhancement of Canberra as the National Capital.

T: 02 6271 2888 | F: 02 6273 4427 | E: natcap@natcap.gov.au | www.nationalcapital.gov.au



Contents

Contact Information	iv
Message from the Chair of the Authority	v
Chief Executive's Year in Review	
and Outlook	ix
CHAPTER 1 Overview of the NCA	1
Roles and Functions	_ 1
Vision	1
Mission	1
Principal Functions and Services	2
Outcomes and Programs Administered by the NCA	2
Factors Contributing to Performance	3
The Structure of the NCA	4
Senior Executive and Their Responsibilities_	4
Volunteer Contributions	6

CHAPTER 2

Management Committees and their Roles			
The Authority	7		
Authority Membership	_7		
Committees	9		

CHAPTER 3

2015–2016 Annual Performance

Lord Lord / annual / chonnanec				
Statements				
Purpose One – Plan and Design	13			
Purpose Two – Inform and Educate	18			
Purpose Three – National Land	23			

CHAPTER 4

Management and Accountability	31
Corporate Governance	31
Purchasing	32
Consultants	32
Exempt Contracts	33
Australian National Audit Office Access	
Clauses	33

CHAPTER 5

Procurement Initiatives to Support Small Business, Environmental Performance and		
External Scrutiny	35	
Small Business Support	35	
Ecologically Sustainable Development and		
Environmental Performance	36	
External Scrutiny	39	

CHAPTER 6

Management of Human Resources	41
Australia Day Achievement Medallion	41
Learning and Development	41
Staffing Summary and Profile	42
Staff Retention and Turnover	46
Workplace Diversity	46
Enterprise Agreements and Remuneration	47
Performance Management	49
Personnel Services and Salary Processing	49
Work Health and Safety	49
Disability Reporting	49
Asset Management	50

CHAPTER 7

Report on Financial Performance	53
Financial Overview	54
Entity Resource Statement 2015-16	56
Outcome Expense Statement	57

APPENDIX 1

Financial Statements	59
Independent Auditor's Report	59
Statement by Accountable Authority and Chief Finance Officer	61
Financial Statements	62
Glossary of Abbreviations, Acronyms and Terms	_100
Glossary of Abbreviations, Acronyms	_100 _105

Contact Information

Further information about the National Capital Authority (NCA) may be obtained by:

T: +61 2 6271 2888 F: +61 2 6273 4427 E: **natcap@natcap.gov.au**

Postal Address: GPO Box 373 Canberra ACT 2601

Requests and enquiries concerning the contents of this report should be addressed to the Annual Report Project Officer on +61 2 6271 2888.

This report is also accessible from the NCA's website and is available in both PDF and HTML formats at www.nca.gov.au

The NCA's Freedom of Information contact point is foi@natcap.gov.au or +61 2 6271 2888.

The NCA's library, located at Commonwealth Place, 40 Parkes Place, Parkes, ACT, is open by appointment only. Appointments may be made by contacting the Library Information Officer on +61 2 6271 2888.

Information about the National Capital is available from the National Capital Exhibition, Barrine Drive, Commonwealth Park, Canberra. It is open Monday to Friday 9.00 am to 5.00 pm and on weekends 10.00 am to 4.00 pm. It is closed between Christmas and New Year and on public holidays (except Australia Day and Canberra Day).

Blundell's Cottage is open to school groups on Thursdays, by appointment only. Bookings can be made via the website, or by contacting the National Capital Exhibition on +61 2 6272 2902. The Cottage is open to the public on Saturdays (excluding public holidays) from 11.30 am to 2.30 pm, with tours operating at 11.30 am and 1.00 pm.

Online event registration for the use of venues on National Land can be found at www.nca.gov.au



Message from the Chair of the Authority

"Canberra is the city for all Australians; it is the country's ceremonial and symbolic heart."

As the Authority, it is our responsibility to find a balance between big picture vision and small scale focus. Our clear responsibility is to create and maintain a National Capital that all Australians are proud of. We understand that each decision that we make has an enduring impact on the city, the residents that live within it and the Governments that oversee it. The NCA's role demands visionary planning in order to protect what is of national significance, whilst remaining responsive to local issues. To achieve this, the NCA undertakes high quality urban design projects, maintains and protects places of national interest and seeks to inform Australians of the importance of their National Capital.

Of recent times, the NCA has several significant projects that demonstrate our ongoing commitment to the enhancement of the nation's capital for today and the future. These projects include the completion of the Bowen Place Crossing (the Crossing) master-planning for the Central National Area and completing the National Capital Plan (the Plan) Review. The Crossing was a significant capital works project that was built and designed to the highest of standards. Although the \$10 million project was initiated as a public safety improvement, the Crossing was also a deliberate exercise in place making. The design took advantage of key view corridors to and from the lakeside site including the National Carillon, while ensuring it incorporated shared use of the space to greatly improve safety and connectivity for motorists, pedestrians and cyclists. It now provides improved amenity to visitors and Canberrans alike, seamlessly integrating the Lake Burley Griffin foreshore to Kings Avenue and enhancing this key public space within the Parliamentary Zone.

In addition to land-use planning, the NCA has focused heavily on strategic planning – thinking ahead about how the central part of Canberra should be planned and designed in accordance with its national significance. We have undertaken master-planning work for the Lake Burley Griffin foreshore to set a clear vision for the way the Central Parklands (Kings and Commonwealth Parks) can be reimagined as a 21st century urban park.

The benefit of the NCA's strategic thinking and planning is well illustrated in a project that is nearing completion - the upgrade of Constitution Avenue. As one of the three avenues that define the National Triangle, the master-planning work the NCA undertook over a decade ago underpins this bold streetscape improvement. These works will ensure that this element of the National Triangle will in time be one of the great boulevards of Australia. The same aspirations apply to the master-planning work which has commenced for Kings and Commonwealth Avenues, which will guide the way we develop those places in the future. We hope to release this for community feedback in late 2016.

Another critical NCA project is the Plan Review, of which the first stage has been finalised through Amendment 86. A comprehensive review of the Plan had not been undertaken since 1990, and as a result it needed to be updated to meet contemporary standards for a liveable city, accommodate the future growth of Canberra and provide an improved planning framework for Australia's capital city.

The NCA led a transparent and consultative Plan reform process and central to this was our commitment to community engagement. During the Exposure Draft consultation process from May 2015, the Authority's officers undertook over 40 briefings and presentations to stakeholder groups and other interested parties, including two public information sessions. The NCA listened to the community's feedback during this process, which influenced a number of changes that were incorporated into Draft Amendment 86 (DA86) to the Plan.

> Reconciliation Place, Parkes photographed by Adam McGrath, courtesy of Visit Canberra





Released on 1 October last year, the consultation for DA86 closed on 13 November. Over 50 submissions were received and officers of the Authority considered the community's views, which led to the approval of Amendment 86 to the Plan in May 2016.

The Authority is committed to this new phase of planning for a clearer, simplified planning system. We will embrace change and make the process as efficient and effective as we can. In the same vein, we must ensure that we get it right. We will continue to work with all stakeholders in the planning reform process and are confident that this review will contribute to a positive legacy for Canberra; a National Capital that every Australian has a stake in.

The Authority continues to work closely with the ACT Government in relation to several of their key development projects in which we have a direct interest. These include but are not limited to the proposed light rail network and City to the Lake development.

In April, the Authority approved the ACT Government's Works Approval application for the construction of Stage 1 light rail along the Federal Highway and Northbourne Avenue corridor. The light rail proposal was assessed against the National Capital Plan and it was determined that the proposal was not inconsistent with relevant principles and policies. At the strategic level, the Plan provides for an Inter-Town Public Transport System from the City to Gunghalin with a route along Northbourne Avenue, Federal Highway and Flemington Road. The decision followed the NCA's public consultation process, undertaken during February and March 2016, which included a public forum and attracted 16 submissions. Due to the complex nature of the project, the ACT Government will apply for further works approvals associated with the light rail works.

The ACT Government Land Development Agency's City to the Lake project relates to the West Basin Precinct of Lake Burley Griffin. This area has been recognised as having the special characteristics of the National Capital and is within Designated Areas under the Plan. Development proposals are subject to Works Approval by the NCA, who will assess proposals to ensure they are not inconsistent with the Plan. The Plan envisages a vibrant cultural and entertainment precinct for the area. A new city neighbourhood will be created, connecting Civic to the lake with a cosmopolitan mix of shops, cafes, recreation and accommodation uses. West Basin Precinct Guidelines provide further guidance as to the expectations of the NCA regarding the design, quality and character of West Basin. A Design Review Panel has also been established to provide independent expert design guidance on the project.

The Authority prides itself on being a part of an agency that is acknowledged for its transparency, accountability and vision, fostering a strong connection to the community. I'd like to thank the passionate and dedicated staff at the NCA, led by the Chief Executive, who together have contributed to the success of numerous projects and programs undertaken this year. The Board looks forward to the team continuing to raise the profile of the agency and ensure the National Capital remains in the hearts and minds of all Australians.

Terry Weber Chair of the National Capital Authority





Bowen Place Crossing, Parkes photographed by Brett Boardman

Bowen Place Crossing

Bowen Place Crossing is a major civil and landscape construction project that provides improved safety and accessibility for pedestrians and cyclists using the popular pedestrian network around Lake Burley Griffin's central basin.

The Crossing replaced a road crossing of Bowen Drive located between the National Gallery of Australia and Kings Avenue that had been a concern for a growing number of pedestrians and cyclists due to poor sightlines and growing traffic volumes. The new Bowen Place Crossing ensures pedestrians experience safe passage through the site by day or at night with improved sightlines, path widths and lighting.

The crossing redevelopment has reinvigorated the north-east corner of the Parliamentary Zone by creating a high quality public precinct with significantly enhanced public amenity. The redevelopment included showcasing the Inge King sculpture titled *Temple Gate*, on Ioan from the National Gallery of Australia.

The Crossing is a relatively discreet intervention as it is nestled deeply into the topography of its site with surrounding complementary landscaping. It meets heritage obligations and contributes positively to its setting within the Parliament House Vista. Sustainable water management on the site and robust finishes and fitments have resulted in a low maintenance outcome.

Woden Contractors Pty Ltd commenced construction on site on 7 February 2014.

The Crossing was officially opened on 4 September 2015 by Senator Zed Seselja, Liberal Senator for the Australian Capital Territory.

Public feedback has been positive since the Crossing's opening. An article about the Crossing was published in the March/April 2016 issue of *Architecture Australia*.

The Crossing was designed by Lahznimmo Architects in association with Spackman Mossop and Michaels Landscape Architects. It has been touted as an exemplar of its type and has received the following awards to date:

2016 Australian Institute of Architects' ACT Architecture Awards – Canberra Medallion

2016 Australian Institute of Architects' ACT Architecture Awards – Sir John Overall Award for Urban Design

2016 Australian Institute of Landscape Architects – ACT Award of Excellence for design in Infrastructure

2016 Master Builders Association ACT Awards – Civil Works

2016 Civil Contractors Federation Awards – Category 3 Award



Chief Executive's Year in Review and Outlook

"The NCA's clear focus is on designing, presenting and caring for a National Capital Estate that symbolises Australia's heritage, values and aspirations."

Overview of performance

It is with great pride that I lead an agency that has the ever-important responsibility of managing the significant parts of our nation's capital, as well as informing people about the role of Canberra. We take this role seriously and ensure that the NCA's diverse range of programs and projects achieves these objectives.

The NCA's clear focus is on designing, presenting and caring for a National Capital Estate that symbolises Australia's heritage, values and aspirations. Key to this task is the continued improvement of the Central National Area. This year saw a number of key initiatives undertaken and finalised by the agency in pursuit of this vision and our commitment to progressively transforming this internationally significant precinct. These key initiatives are highlighted in the following section. The completion of Bowen Place Crossing in September last year has set a benchmark for the standard of future developments within this important precinct as expected by the NCA. The elegant solution demanded design innovation, and successfully integrates with the unique and culturally layered geographic and environmental landscape. The introduction of the Crossing now allows motorists, pedestrians and cyclists simultaneous and safe passage through the area at all times.

It is evident the community and industry value the level of care and attention to detail that has gone into the design and development of the Crossing. The project has attracted numerous ACT awards, including the 2016 Australian Institute of Architects' ACT Architecture Awards' coveted Canberra Medallion and Sir John Overall Award for Urban Design and the 2016 AILA National Landscape Architecture Awards' ACT Award of Excellence for Design in Infrastructure. These awards acknowledge the priority the NCA places on high quality, design-led outcomes. The NCA has undertaken a suite of works to improve motorist and pedestrian safety and amenity. This includes the John Gorton Car Park Upgrade which commenced in November 2015. The works have improved the car park through increased access for all users, road resurfacing, improved on and off street lighting, extensive soft landscaping – including replacement trees – and improved egress to and from the car park – including replacement footpaths and crossings. In addition to these upgrade works, the NCA has been asked by the Department of Finance to incorporate additional works, which has extended the timeframe of the project, now expected to be completed in December 2016.

The National Capital is a Commonwealth asset and one that needs to be properly managed and maintained so that its important place values are reinforced. As such, the agency has commenced strategic master planning to inform future works in the important National Capital Estate precincts we manage. These long-term frameworks will assist in maintaining the quality of Canberra's built and natural landscape. The NCA has commenced creating a Kings and Commonwealth Avenue Place Renewal Plan to be released later this year.



These important avenues are key structural elements in Walter Burley Griffin's original formal plan for Canberra. However, their current character is not commensurate to this status, with their place values being eroded by the dominance of vehicular traffic.

The proposed design strategy presents a clear vision to strengthen the integrity and presence of the avenues into the next century and seeks to restore their status as memorable and public spaces as envisaged by Griffin.

Another long-term framework developed by the NCA is the Acton Peninsula Draft Structure Plan. This plan establishes clear urban design principles for shaping future growth and development at Acton Peninsula, one of Canberra's most prominent but underutilised locations on Lake Burley Griffin. The framework is the outcome of a close collaboration between the 'Peninsular Partners', who include the Land Development Agency, Australian National University, Australian Institute of Aboriginal and Torres Strait Islander Studies and the National Museum of Australia. Together, the Peninsula Partners have an exciting longterm aspiration for the Peninsula to guide the future development and use of the area. We look forward to presenting this draft plan for community consultation in late-2016.

In November 2015, the ACT Government and the NCA launched a national design competition to develop a landscape master plan and interpretive strategy to guide the next ten years of landscape development at the Mount Ainslie Summit. The competition attracted 17 entrants from across Australia. These were assessed by a panel of jurors from the Australian Institute of Landscape Architects, the NCA and the then Territory and Municipal Services. In February this year, the winning design by Sue Barnsley and Jane Irwin was announced. Their design was informed by the unique landscape of the National Capital and provided a vision for the northern termination of Canberra's central Land Axis.

Bowen Place Crossing, Parkes photographed by Brett Boardman One of the NCA's key challenges is the management of Commonwealth assets on National Land. As both the number of assets we manage increases and existing assets age, we need to be adroit in how we fund and program their management and replacement. During the last 12 months, the NCA has undertaken extensive upgrade works across the National Capital Estate, including the Captain Cook Memorial Jet and National Carillon upgrades, as well as the Regatta Point centre refurbishment.

The NCA brought forward its program of scheduled maintenance to the Jet last year to coincide with the vital restoration and upgrade works after the Jet became inoperable in June 2015. As the first major overhaul of the Jet in 20 years, the project's construction management and programming of works has been challenging, with multiple trades working concurrently. Further investigations of the Jet's aging infrastructure raised concerns regarding the compatibility of the new and old elements of the Jet. These issues have now been addressed and the community has been assured that we are working to get the Jet working as soon as possible. Work is anticipated to be completed in late-2016.

In June this year, major upgrade works commenced to revitalise the National Carillon to bring new life to the 46-year-old lakeside structure. These mark the first major upgrade of its kind in almost 15 years. The multidisciplinary works include audiovisual, lighting, security and data upgrades to support how performances are conducted on one of the world's largest musical instruments. These works will be finalised by Spring 2016.

Fostering awareness of Canberra as the National Capital continues to be a major focus, with the clear goal of strengthening the National Capital in the hearts of all Australians. A strategic project to achieve this is the Regatta Point refurbishment, which will see the co-location of the National Capital Exhibition and the Canberra and Region Visitors Centre. The NCA is looking forward to the opportunities this co-location provides. The shared aspiration of creating a meaningful experience for visitors is critical to both the NCA and VisitCanberra – one that will be taken to a new level through this exciting initiative. Visitors, including schoolchildren, will have the opportunity to learn the stories of the people, events, history and design of Canberra, which collectively contributed to the development of the National Capital, at the Exhibition, and then plan a truly memorable visit at the Visitor Centre. Building works commenced in March 2016 and were completed in August 2016.

Outlook for 2016-17

We look forward to advancing the National Capital as a highly valued and respected place for all Australians by ensuring it is planned, managed and promoted in a manner consistent with its enduring national significance.

To achieve this vision, we will:

- remain committed to managing our assets effectively
- support events on National Land
- manage the Pay Parking Scheme to ensure full accessibility for workers and visitors
- implement the Lake Burley Griffin Water Abstraction project
- plan a revitalised National Capital Exhibition which utilises digital technologies and provides an overview of the National Capital's evolution over its 100-year history
- continue our program of lighting upgrades to reduce our energy costs
- undertake Phase 2 planning initiatives for key precincts and places.

I would like to thank my hard-working team at the NCA for another year of achieving the agency's objectives and for their continued passion in making our capital one that all Australians can be proud of. Our people, who together realise our shared vision, are the NCA's most valuable asset.

Malcolm Snow Chief Executive





Artist's impression of the Regatta Point redevelopment, courtesy of AMC Architecture

Co-location Project at the National Capital Exhibition

Canberra and Region Visitor Centre Finds a New Home at Regatta Point

The National Capital Exhibition (NCE) building underwent significant changes this year. The expiration of the Canberra Business and Event Centre's sub-lease in August 2015 provided an opportunity for the NCA to secure a tenant that would compliment the already-successful NCE and Deck restaurant.

In mid-2015, discussions commenced with the ACT Government about the possibility of relocating the Canberra and Region Visitors Centre (CRVC) to Regatta Point. The NCA and the ACT Government believe this to be a positive partnership, with the CRVC providing information to tourists about the wonderful things to see and do in Canberra and then these visitors touring the NCE and learning about the history, planning and evolution of the Nation's Capital.

In late-2015 it was confirmed that the CRVC would relocate to Regatta Point. Building works commenced in late February 2016 with a view for the CRVC to be relocated by mid-2016. In June 2016 the majority of base building works were complete. The anticipated relocation date was August 2016. The NCA is looking forward to the opportunities this colocation provides. The site will provide an essential hub for national and international tourists and will enable the NCE to continue to foster awareness about the importance and significance of the National Capital.





CHAPTER 1

Overview of the NCA

Roles and Functions

The NCA is established under the Australian Capital Territory (Planning and Land Management) 1988 Act (PALM Act). The NCA performs a special role as trustee of the National Capital and in this capacity serves the interests of the Australian Government, the nation and its people. The NCA is responsible for shaping the National Capital into the future, as well as caring for the significant parts of Canberra and raising awareness of Canberra as Australia's capital.

Vision

To advance the National Capital as a valued and respected place for all Australians by ensuring it is planned, managed and promoted consistent with its enduring national significance.

Mission

The NCA's mission is to build the National Capital in the hearts of all Australians.

The objectives of the NCA are to:

- protect the national interest in the planning, development and heritage of the National Capital
- inform and educate Australians and visitors about the significance and role of Canberra as the National Capital
- develop and maintain the special character of the National Capital Estate.



Principal Functions and Services

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

- a. to prepare and administer a National Capital Plan
- b. to keep the Plan under constant review and to propose amendments to it when necessary
- c. on behalf of the Commonwealth, to commission works to be carried out in Designated Areas in accordance with the Plan where neither a Department of State of the Commonwealth nor any Commonwealth authority has the responsibility to commission those works
- d. to recommend to the Minister the carrying out of works that it considers desirable to maintain or enhance the character of the National Capital
- e. to foster an awareness of Canberra as the National Capital
- f. with the approval of the Minister, to perform planning services for any person or body, whether within Australia or overseas
- g. with the Minister's approval, on behalf of the Commonwealth, to manage National Land designated in writing by the Minister as land required for the special purposes of Canberra as the National Capital.



The National Capital Estate covers 1208 hectares, which is approximately 0.5 per cent of the total land area of the ACT. The NCA's strategic priorities over 2015–16 were to:

- increase awareness of our role and contribution to the National Capital
- make more effective use of leading-edge information and communication techniques
- continue to achieve productivity gains through innovative and efficient work practices
- continue to be responsive to community and client needs in the services we provide.

Outcomes and Programs Administered by the NCA

Outcome 1:

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

Program 1.1 National Capital Functions - \$21.794 million

Program 1.1 Objectives:

- Shape the National Capital into the future
- Care for the nationally significant parts of Canberra
- Educate all Australians and visitors about the National Capital.

Program 1.1 Deliverables:

In 2015–16 and the forward years, the NCA will:

- assess and approve applications to undertake works in Designated Areas, and prepare Development Control Plans, urban design guidelines, master plans and draft amendments to the National Capital Plan
- recommend and deliver works, and upgrade and manage assets (including Lake Burley Griffin, major roads, bridges, civil infrastructure, open spaces and heritage-listed landscaped areas) that are required for the special purposes of Canberra as the National Capital
- issue permits for the use of National Land, including events and temporary traders

- issue, renew and review licence fees for a number of NCA-managed premises to commercial operators and institutions for purposes including restaurants, cafes/coffee shops, office accommodation and an art gallery
- operate three visitor attractions (National Capital Exhibition, National Carillion and Blundell's Cottage), and deliver touring exhibitions with outreach education programs outside of Canberra
- administer and manage the Pay Parking Scheme to provide safe and convenient parking spaces.

Program 1.2 – National Capital Estate -\$24.144 million

Program 1.2 Objectives:

- Develop and review the special character of the National Capital Estate
- Mitigate risk associated with management of the National Capital Estate.

Program 1.2 Deliverables:

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

Factors Contributing to Performance

The NCA fulfilled its main purposes of maintaining the National Capital Plan, informing and educating the community about the importance of Canberra as the National Capital, and managing Commonwealth assets on National Land.

Many of the NCA's achievements are attributable to the skills, knowledge, experience and dedication of the NCA's staff. Many of the agency's achievements throughout 2015–16 would not have been realised without their commitment to getting the job done. This has been achieved in spite of some very adverse reactions from interest groups with very specific agendas and views that were often at odds with the Commonwealth, ACT Government and NCA's objectives. The availability and continued engagement of quality personnel is a challenge all government entities face.

Other factors that affected the NCA's projects and objectives were the availability of specific materials required to progress and complete projects. The delays in completing the upgrade of the Captain Cook Memorial Jet, for example, have been compounded by the unavailability of new power cabling to replace the current asbestos-covered cabling. After consultation with relevant stakeholders including ACTEW, the decision was taken to leave the old cabling buried, and to replace it with new cabling when the new cabling is available.

The NCA is also reliant on the input of a wide range of stakeholders to realise its goals and objectives. This is particularly true in how the National Capital Plan is interpreted and amended to meet the demands of the current community while ensuring that changes remain within the scope and intent of the Plan's original design. Consultations and any resulting amendments to the Plan must be coordinated, completed and then approved by the Commonwealth. These processes are time consuming and may create unexpected delays.

The NCA operates under a range of Commonwealth legislation and policy. The significant legislation, besides the PALM Act, includes:

- the Public Service Act 1999
- the Public Governance Performance and Accountability Act 2013 (PGPA Act)
- the Work Health and Safety Act 2011.

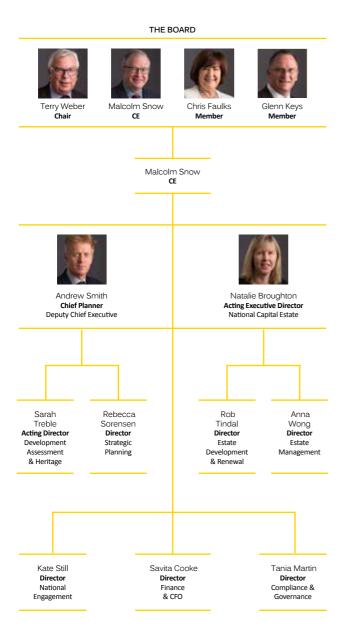
The NCA has in place policies, instructions and guidance relating, but not limited, to:

- recruitment and employment
- financial management, procurement and contract management
- workplace safety, both internal and external to the NCA.

Overall, the NCA has achieved many of its goals and objectives for the year 2015–16, within the environment within which it operates.

The Structure of the NCA

FIGURE 1: Organisational Structure



Senior Executive and Their Responsibilities

Malcolm Snow (Chief Executive)

The Chief Executive manages the affairs of the NCA under the general directions of the Authority.

As Chief Executive, Mr Snow is responsible for the overall leadership, strategic direction and operations of the NCA, an agency dedicated to the planning, estate management and promotion of the National Capital. In consultation with the Authority and the Executive team, Mr Snow determines the NCA's priorities and the allocation of resources and funding.

Andrew Smith (Deputy Chief Executive and Chief Planner)

Mr Smith leads the National Capital Plan Branch, which is responsible for keeping the National Capital Plan under constant review and for proposing amendments to it when necessary. This involves preparing planning policy (which forms the basis of amendments to the Plan), Master Plans, Development Control Plans; assessing works approval applications; and monitoring the quality of buildings and other developments once completed.

Natalie Broughton (Acting Executive Director, National Capital Estate)

Ms Broughton currently leads the National Capital Estate Branch responsible for all aspects of maintaining the National Capital Estate. This includes:

- Estate Development and Renewal
- Estate Management, including the Diplomatic Estate
- Administration of leases and licences
- Venue management.





"Through my whole working life I never once woke up and didn't want to go to work."

lan Galbraith

Ian Galbraith, Volunteer Guide

Ian Galbraith is a Volunteer Guide at the National Capital Exhibition (NCE). He turns 90 this year.

Volunteer Guides play an integral part in introducing visitors to the role, special importance and history of the National Capital. The primary role of a Volunteer Guide is to present education programs for school students.

Originally from Melbourne, lan's first job, in 1942 at the age of 16, was as a metal polisher. His second job was as a coil winder before he was accepted into a five-year Electrical Mechanic apprenticeship. In 1971 his company moved him to Canberra as Assistant General Manager. A few years later he went into a more hands-on job installing traffic signals, security systems and access control units. Ian installed the second set of traffic signals in Canberra, on

Commonwealth Avenue.

In 2003, three years after his retirement, lan's daughter encouraged him to go along to an information session for prospective volunteers at the NCE. By the end of the presentation he knew it was for him.

The thing lan remembers most fondly about the past 13 years of volunteering is the friendly environment and the staff. In turn, the staff like and respect lan and can see what a wonderful rapport he has with students. Ian is a people person and enjoys talking to visitors – young, old, everyone.

His favourite part of the NCE is the Canberra Sound and Light Display. This model demonstrates Griffin's geometric design and original plans for the city, and shows Canberra as it is today. Ian also enjoys telling people about Marion Mahoney Griffin, wife of Walter Burley Griffin, who was instrumental in the creation of the winning design for Canberra. He says that it took many years for Marion to be recognised for the true value of her contribution.

Volunteer Contributions

Volunteers

In 2000 the NCA established a volunteer program to complement its role of informing and educating Australians and visitors about Canberra as the National Capital. Volunteers come from the local community and contribute their experience and knowledge in a variety of ways. Volunteers are provided with a range of training opportunities to assist them to successfully undertake their role as ambassadors for Canberra. Volunteers also have the opportunity to participate in group activities, allowing them to expand their knowledge about the nation's capital in an informal and enjoyable manner. The NCA's volunteer program is now divided into three separate teams: Horticulture Volunteers, Volunteer Guides and Research Volunteers.

Horticulture Volunteers

Horticulture Volunteers undertake defined gardening activities in the Old Parliament House Gardens. Five teams of volunteers assist in looking after the Broinowski and Rex Hazlewood Rose Gardens in the Senate Garden, and the Macarthur and Ladies Rose Gardens in the Gardens of the House of Representatives.

During 2015–16, 62 Horticulture Volunteers contributed 2862 hours across 1431 shifts.

Volunteer Guides

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

During 2015–16, 18 Volunteer Guides contributed 1938 hours across 571 shifts.

Research Volunteers

Research Volunteers work within projects with specific research tasks. In 2015–16 this included documenting all written works held in the NCA Library collection, conducting extensive research related to Blundell's Cottage and providing administrative assistance for programs at the National Carillon.

During 2015–16, 7 Research Volunteers in 3 projects contributed 967 hours across 220 shifts.

National Workers Memorial, Kings Park



CHAPTER TWO

CHAPTER 2

Management Committees and their Roles

The Authority

The Australian Capital Territory (Planning and Land Management) Act 1988 (PALM Act) provides that the Authority consist of a Chair, a Chief Executive and up to three other members, all of whom are appointed by the Governor-General.

The Chief Executive is a full-time position and the other members serve on a part-time basis (section 33 of the PALM Act). The Chief Executive manages the affairs of the NCA under the general directions of the Authority (sections 45 and 46 of the PALM Act).

The Authority is the primary decision-making body and provides the NCA's strategic direction. During 2015–16, the Authority met seven times. The Authority keeps minutes of its meetings. A public record of each meeting is also produced and published on the NCA's website.

Authority Membership

In 2015–16, the Authority members were:

Chair

On 1 January 2015, **Mr Terry Weber** was appointed as Chair of the Authority, having accepted a five-year, part-time Authority membership on 12 June 2014.

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

From 2000 to 2008 Mr Weber was the Chief Executive Officer for UGL (United) Services, a leading global corporate real estate and outsourcing business services organisation. Mr Weber is an active member of several boards, including the Canberra Raiders, the Ricky Stuart Foundation and Australia21.





The NCA Board: Left to Right Mr Malcolm Snow, Mr Terry Weber, Mr Glenn Keys and Ms Chris Faulks

Chief Executive

Since 13 January 2014, **Mr Malcolm Snow** has been serving as the Chief Executive of the NCA as part of his five-year term.

Mr Snow joined the NCA following a diverse career working with, and being a member of, many statutory and commercial boards. Mr Snow has extensive senior executive experience, including a decade as Head of Urban Design with the City of Melbourne, Director of the international consulting firm Urbis, and as CEO of South Bank Corporation in Brisbane.

Mr Snow is one of Australia's leading place makers and managers. He was the inaugural Chairman of the Place Leaders Association and is acknowledged for the breadth of his place design and development experience and his advocacy for creating better cities. With qualifications in urban planning and landscape architecture and a career spanning nearly four decades, he has led major city revitalisation programs throughout Australia, Asia and the United Kingdom, both as an urban planning consultant and advisor to all spheres of government.

Members

On 18 September 2014, **Ms Chris Faulks** was appointed as a part-time member for five years.

Between 2007 and 2015 Ms Faulks was the Chief Executive Officer of the Canberra Business Council (now Canberra Business Chamber), an organisation that forms strategic alliances with industry and government to support Canberra's economic development.

Prior to this role, she spent 13 years as an adviser and chief of staff to federal government ministers and was General Manager, Public Affairs and Government Relations, at Diabetes Australia. Ms Faulks has been involved in a wide range of community organisations in Canberra for 38 years. Ms Faulks also holds a number of other board positions, including with Obesity Australia, where she is Director, and with the University of Canberra Council.

On 11 December 2014, **Mr Glenn Keys** was appointed as a part-time member for five years.

Mr Keys is the co-founder and Managing Director of Canberra-based Aspen Medical, one of the world's leading providers of outsourced healthcare solutions.

The Australian Hellenic Memorial, Anzac Parade



CHAPTER TWO

Prior to building and leading businesses in the private sector, Mr Keys had a distinguished career in the Australian Defence Force. His service saw him undertake a range of tasks from test flying and engineering to logistics support for Army aircraft.

Mr Keys is a passionate advocate of corporate social responsibility. He places social responsibility and community involvement at the heart of Aspen Medical's culture.

As the Chairman of Special Olympics ACT, Mr Keys has worked tirelessly to provide opportunities for athletes with a disability. He is also on a number of boards, including the National Disability Insurance Agency and ACT Canberra Business Council.

Committees

To support the Chief Executive, the NCA has a number of groups and committees:

- Executive Group
- Audit Committee
- Remuneration Board
- Authority Consultative Committee
- Health and Safety Committee
- ICT Steering Committee
- Finance Committee
- Projects Committee.

Executive Group

The Executive team comprises the Chief Executive, Deputy Chief Executive (Chief Planner), Executive Director National Capital Estate, Chief Finance Officer/Chief Information Officer, Director Compliance and Governance, and Director National Engagement. The Executive team meets regularly to share information about emerging and current issues facing the NCA and individual branches.

Following regular Executive Team meetings, individual branches hold debriefings with staff to discuss the outcomes and actions arising for the NCA.

Authority Consultative Committee

The Authority Consultative Committee represents all employees at the NCA who are covered by the National Capital Authority Enterprise Agreement 2011–14. It provides a forum for management and employees to discuss matters affecting the workplace. One of the committee's primary responsibilities is to monitor implementation of the enterprise agreement.

Membership of the Authority Consultative Committee comprises the Chief Executive (Chair), Director Corporate, two employee representatives and a representative from the Community and Public Sector Union.

Audit Committee

The Audit Committee provides independent assurance and assistance to the Chief Executive on the NCA's risk, control and compliance framework and its external accountability responsibilities.

In 2015–16, the Audit Committee comprised an independent Chair, one external, independent member and the NCA's Director Compliance and Governance. The Chief Finance Officer attends the meetings as an observer and the Australian National Audit Office has a standing invitation to attend committee meetings as an observer.

During 2015–16, the Audit Committee met four times to consider the internal audit plan, annual work program and internal audit reports on performance and compliance issues. The Audit Committee also reviewed the financial statements and continued to monitor implementation of the control framework, including the fraud control plan and risk management framework.



Lake Burley Griffin has 40.5 kilometres of shoreline.

Remuneration Board

The Remuneration Board is made up of the Chief Executive, Deputy Chief Executive (Chief Planner) and the Executive Director National Capital Estate.

The Board meets in June each year to discuss the performance of employees for the current financial year based on end-ofyear performance appraisal reports. These individual performance reports aid the Board in providing a final performance rating for each employee and set the employee's annual salary and other terms and conditions for the next financial year.

Health and Safety Committee

The NCA's Health and Safety Committee (HSC) is formed in accordance with the *Work Health* and Safety Act 2011 (WHS Act). Membership includes management, health and safety representatives, and employee nominees from across the NCA. The HSC is chaired by the Director Compliance and Governance.

The HSC facilitates discussion and cooperation about health and safety issues in the workplace between management, employees and others who work at NCA-occupied premises, including the Treasury Building, National Capital Exhibition, Blundell's Cottage and the depot.

In accordance with the WHS Act, the committee meets regularly to discuss WHS issues and practices.



The Striped Legless Lizard, Delma impar, is found at Stirling Park and is listed as vulnerable.



Educational Program, Kings Park

CHAPTER TWO





Lake Burley Griffin foreshore remediation

Lake Burley Griffin Foreshore Remediation

In 2015–16 the NCA remediated various foreshore areas of Lake Burley Griffin. This remediation included the removal of woody and invasive weed species (including willows, black alders, ivy and blackberry), planting of native species to increase bird habitat, and a program of spraying of Alligator Weed.

The following areas were remediated during 2015–16:

- Weston Park West Clearing of weed species in conjunction with the installation of three rowing platforms to improve recreational amenity
- Lindsay Pryor National Arboretum Clearing of woody weed species to improve amenity
- Attunga Point Clearing of non-endemic species and an ecological burn to help retain the special conservation values of Stirling Ridge
- Lotus Bay Clearing of weed species and planting of macrophytes which help filter lake water to improve water quality

- Acton Peninsula East Clearing of weed species to improve the amenity of the area
- Weston Park East swimming area Clearing of weed species
- Yarramundi Reach Clearing of nonendemic species to help retain the high ecological values of the Yarramundi Grasslands
- Yarramundi Reach, Weston Park West, Acacia Inlet, Nursery Bay, and Tarcoola Reach – Spraying of Alligator Weed
- Two small islands within Central Basin (adjacent to Aspen Island) – Clearing of woody and invasive weed species, and then planting native grasses, shrubs and trees encourage bird populations and provide habitat away from predators.

These projects help conserve and improve the recreational, cultural, visual and environmental values of the Lake and are consistent with the Lake Burley Griffin Willows Management Plan and the Lake Burley Griffin and Adjacent Lands Heritage Management Plan.

Many of these activities were possible through partnerships with Rowing ACT, the Friends of the Grasslands, ACT Rural Fire Service and ACT Government City Services.

Bowen Place Crossing, Parkes photographed by Brett Boardman

12

CHAPTER 3

2015–2016 Annual Performance Statements

I, Malcolm Snow, as the accountable authority of the National Capital Authority (NCA), present the 1 July 2015 to 30 June 2016 NCA annual performance statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

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

Malcolm Snow Chief Executive September 2016

Purpose One – Plan and Design

NCA Corporate Plan 1:

Planning and designing the areas of special national importance in Canberra.

PBS Outcome 1

CHAPTER THREE

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

PBS Program 1.1: National Capital Functions

PBS Program 1.1: Objective: Shape the National Capital into the future



Performance Criteria

1.1 Develop and implement a comprehensive planning framework for the Australian Capital Territory

 The national significance of Canberra is appropriately reflected in the National Capital Plan.

1.2 Keep the National Capital Plan and its subordinate instruments under constant review

 The National Capital Plan reflects contemporary planning practices and meets the needs of the local and broader Australian community. The planning framework guides further development to ensure national capital values are strengthened.

1.3 Assess and manage applications to undertake works in Designated Areas in accordance with the National Capital Plan

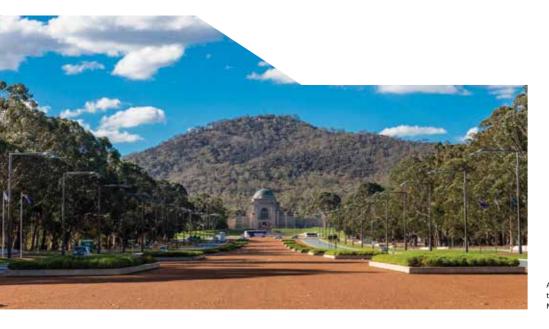
 Applications to undertake works (development) in Designated Areas are actioned in an efficient, timely and transparent manner and charges are commensurate with the Commonwealth's charges model.

1.4 When requested, and with Ministerial approval, provide consultancy services within Australia and overseas

 The NCA increases its contribution to the Australian Government's delivery of its policies and programs through the provision of quality consultancy services when requested.

Criteria Sources

- Subsections 6(a), 6(b), 6(f) and 6(g) of the PALM Act
- Corporate Plan 1
- PBS Outcome 1
- PBS Program 1.1



Results against Performance Criteria

Performance Criterion	Result	Achieved	Explanation
1.1 Develop and implement a comprehensive planning framework for the Australian Capital Territory	The consultation process on the revised National Capital Plan is completed by the final quarter of 2015	Y	Consultation on Draft Amendment 86 – Revised National Capital Plan undertaken between 1 October and 13 November 2015.
	The finalised National Capital Plan is referred to the Minister for approval by the final quarter of 2015	N	Draft Amendment 86 forwarded to Minister for consideration in first quarter of 2016.
1.2 Keep the National Capital Plan and its subordinate instruments under constant review	All required Development Control Plans have been prepared and approved in the second quarter of 2015	Y	The NCA completed two Development Control Plans in 2015–16.
	Two Master Plans and/or urban design guidelines have been developed in the second quarter of 2015	Y	The NCA finalised three major pieces of urban design work in 2015–16:
			 Acton Peninsula Structure Plan
			 Kings and Commonwealth Avenues Place Renewal Plan
			 Canberra Central Parklands Master Plan
	There is annual compliance with the Australian Government's Regulator Performance Framework (RFP)	-	NCA not identified as a regulator required to report against the framework.



Scrivener Dam is 24.7 metres above natural ground and 33 metres above natural rock.

1.3 Assess and manage applications to undertake works in Designated Areas in accordance with the National Capital Plan	All approved applications are consistent with the principles and policies of the National Capital Plan	Y	390 applications were assessed as being in accordance with the National Capital Plan and approved by the NCA in 2015–16.
	Stakeholders and the community consulted in accordance with the Commitment to Community Engagement	Y	Consultation on 15 Works Applications were undertaken in accordance with the Commitment to Community Engagement protocol.
	75%–85% of Works Approvals applications assessed against the National Capital Plan within 15 working days. In future years the targets will increase to 85%–90% of applications assessed within 15 working days	Ν	70.26% of Works Approval applications were processed within 15 working days (not including 'stop clock' requirements). Target not met due to unexpected staff shortages.
	80% of feedback from applicants about the level and quality of service provided by the NCA in processing Works Approvals applications is positive	Ν	No formal mechanism employed to determine whether this result was achieved. Anecdotally, based on general feedback from applicants, more than 80% of informal feedback is positive.
	A new electronic lodgement system for Works Approvals applications fully operational in the last quarter of 2015	Ν	E-lodgement system to be launched early in 2016–17 financial year.
	A review of fees and charges completed and implemented by the end of 2015–16	Y	Review completed in accordance with the Commonwealth Cost Recovery Guidelines. Fee changes implemented 1 December 2015.
1.4 When requested, and with Ministerial approval, provide consultancy services either within Australia or overseas	Responses to a survey of potential clients indicate an understanding of the professional capability available from the NCA	N	Survey not undertaken due to competing priorities.

Analysis of Performance Against Purpose

Amendment 86 – Revised National Capital Plan

The National Capital Plan (Plan) is the overarching legal instrument giving effect to the Commonwealth's interests and intentions for planning, designing and developing Canberra and the Territory as the National Capital. The NCA is undertaking a phased reform process to update the Plan. The Plan has not been holistically reviewed since it came into effect in 1990.

The approval of Amendment 86 – Revised National Capital Plan was the culmination of the first major stage of the review of the Plan.

Amendment 86 has created efficiencies and streamlined the strategic, statutory planning and administrative arrangements between the NCA and ACT Government. Amendment 86 also resulted in a clearer definition of the role of the Australian Government in land use planning in the ACT.

Works Approval performance

The target of processing and assessing 75%–85% of Works Approvals applications within 15 working days was not achieved due to staff resource matters. The resignation of team members and unexpected delays in recruiting suitable replacements reduced staff resources, as did internal movement of staff within the agency (for example, when Works Approval team members took on acting duties in other areas of the NCA).

Surveys to seek feedback from applicants regarding the quality of service provided by the NCA in assessing Works Approval applications and to establish whether potential clients understand the professional capability of the NCA were not undertaken due to competing priorities. The decision was made to focus on delivering statutory functions such as the processing of Works Approval applications and reviewing the National Capital Plan.



Purpose Two – Inform and Educate

NCA Corporate Plan 2:

Informing and educating the community about the importance of Canberra as the National Capital.

PBS Outcome 1:

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

Program 1.1: National Capital Functions

Program 1.1: Objective: Educate all Australians and visitors about the National Capital Performance criteria

DID YOU KNOW?

Stirling Park is predominantly Yellow Box and Red Gum Grassy Woodland, which is listed as a critically endangered ecological community under the *Environment Protection and Biodiversity Conservation Act 1999*, and listed as endangered under the *ACT Nature Conservation Act 2014*.

NCA Corporate Plan:

2.1 Develop and manage the NCA's visitor services and attractions

 Increased awareness of the special importance of Canberra as the National Capital as a result of visitor services and attractions

2.2 Create and deliver NCA touring exhibitions with an educative focus

- Outreach programs and exhibitions successfully staged in public venues nationally
- Increased community awareness of the NCA and its role, responsibility and attractions

2.3 Continue to engage and foster a local awareness of the NCA's roles and responsibilities

 Increased local participation in activities, including forums, community consultation and event activation.

Criteria Sources

- Subsection 6(e) of the PALM Act
- Corporate Plan 2
- PBS Outcome 1
- PBS Program 1.1

Results against Performance Criteria

Performance Criterion	Result	Achieved	Explanation
2.1 Develop and manage the NCA's visitor services and attractions	We have achieved a target audience of 160,000 visitors to the NCA's attractions in 2015–16	Y	Visitation across all NCA managed attractions reached 166,676, which includes the NCA's travelling exhibition program <i>Brick by Brick</i> . The main attraction, the National Capital Exhibition, reached 137,790 and was disrupted for 5 months during 2015–16 due to the renovation and base building works of the Regatta Point Building. These works were to accommodate the relocation of the Canberra and Region Visitor Centre.
	The National Capital Exhibition is considered for inclusion on the PACER Program	Ν	The issue was raised with the Department of Education in October 2015, which advised that no changes would be made to the PACER program in 2015–16.
	The National Capital Exhibition has been renewed	Ν	Preliminary works for the National Capital Exhibition were completed in 2015–16. However due to the Visitor Centre relocation, the National Capital Exhibition will undergo, planning, design and construction in 2016–17 and 2017–18.
	Each year there is an increased record number of event and people event bookings utilising National Capital Land	Y	Reported in NCA event approval systems.
	Exit surveys show a minimum client satisfaction rating of 80%	Y	92.7% of visitors surveyed rated their overall experience as 'excellent' or 'good'.
	New programs and activities are created and taken up by new and emerging audiences	Y	Walking tours were introduced.

Performance Criterion	Result	Achieved	Explanation
2.2 Create and deliver NCA touring exhibitions with an	A minimum of four venues host an NCA touring exhibition during	Y	<i>Brick by Brick</i> travelled to 9 venues in 2015–16:
educative focus	2015–16		 Kalgoorlie WA
			 Albany WA
			 Bunbury WA
			 Mandurah WA
			 Lismore NSW
			 Tweed Heads NSW
			 Murwillumbah NSW
			 Hervey Bay Qld
			 Bundaberg Qld.
	Qualitative survey results show that the awareness of Canberra in the locations that host the exhibitions has increased by 10%	Y	90.8% of teachers surveyed reported an increased awareness of the National Capital.
	Positive evaluation responses are received from venues based on a qualitative survey provided by the NCA	Y	All host venues reported favourable experiences with <i>Brick by Brick</i> . They really enjoyed the exhibition and the assistance offered from the NCA and its staff.
	The current exhibitions that are travelling nationally are evaluated annually	Y	Brick by Brick has been evaluated against visitation results, surveys and host venue reports.
	Programs are annually reviewed against visitor evaluations and adjusted accordingly.	Y	Feedback has indicated very high satisfaction with programs.

CHAPTER THREE	
CHAPTER THREE	7

Performance Criterion	Result	Achieved	Explanation
2.3 Continue to engage and foster a local awareness of the NCA's roles and responsibilities	The awareness of the Commonwealth's roles and responsibilities increased annually in parallel with the national perception survey	Y	Continued promotion and awareness about areas within Canberra that the NCA manages were delivered through targeted public relations, marketing and media opportunities.
	There is an annual increase in events held within the NCA's Estate	Y	Reported in NCA event approval systems.
	Community feedback monitored and recorded to ensure target audiences are being reached and new audiences are being identified	Y	Satisfaction with the NCA's programs and tours remains high. Walking tours were introduced to entice new and emerging audiences.
	Attendance to consultation and feedback sessions is consistent with the International Association for Public Participation spectrum	Y	Several consultations were held throughout the year and while attendance varied, the sessions were well received overall.
	A Public Forum to communicate NCA's corporate objectives is held annually	Ν	No Public Forum was held in 2015–16. Numbers to the forum had diminished considerably over the last 3 years and a decision was made to hold targeted regular public information sessions for key NCA projects to ensure the community was fully briefed on the NCA's ongoing projects.
	80% of Public Forum attendees are satisfied with the forum's agenda and content and participate actively	N/A	As above, no Public Forum was held.
	Public Forum attendees are provided with opportunities to reshape future forum agendas	N/A	As above, no Public Forum was held.

Analysis of Performance against Purpose

The National Engagement and Education function of the NCA continued to deliver its key objectives and targets throughout the year.

The National Capital Exhibition continued to perform strongly in the education market with a 6.4 per cent increase in the number of school children attending a school education program. Free and Independent Visitors showed a marginal decline. As mentioned in Performance Criterion 2.1, the building was a site compound and under major construction from late February 2016. Given the site works, the number of visitors matched our expectations. The inception of NCA walking tours this financial year saw approximately 1,180 people enjoy this new product offering. The popularity of these tours is growing.

Other NCA attractions including Blundell's Cottage and the National Carillon continued on trend, with Blundell's Cottage attracting 3,466 visitors, and the National Carillon attracting more than 11,000 spectators. Blundell's Cottage was re-opened on 20 May 2015 after undergoing conservation and interpretation works. It is open two days a week (Thursdays for school programs and Saturdays for the general public). Stage two of the project will commence in 2016–17 and will include the addition of the Oldfield and Blundell family history.

The Carillon features regular concerts performed from 12.30 pm to 1.20 pm each Wednesday and Sunday. There are concerts for special events such as Christmas and the Canberra International Music Festival. Ninety-two concerts were played at the Carillon in 2015–16. The Carillon was also visited by a number of high-profile guests, including the British Ambassador and the Swiss Ambassador, as well as the internationally renowned Carillonists Frank Steijns and Karel Kelderman.

The NCA's travelling exhibition *Brick by Brick* has been hugely popular in Queensland and Western Australia. The travelling exhibition attracted 13,240 visitors to local libraries across New South Wales, Queensland and Western Australia.



The Golden Sun Moth, Synemon plana, is found at Yarramundi Grassland and is listed as critically endangered.

A variation of *Brick by Brick* for toddlers and pre-schoolers also proved popular. Nine sessions were conducted during the year, with overall attendance of 350.

The NCA undertook a number of social media promotions and produced a number of promotional materials. Through targeted and integrated marketing communications channels, the NCA aims to inform and educate Canberrans and visitors about the nation's capital and about the projects and functions the NCA delivers.

The NCA engaged with the public through Twitter, the use of My Tours and Canberra Guide Apps, and self-guided tour brochures. In late-2015 it created a new Facebook account. The Twitter account has 2,821 followers and the Facebook page has 182 total page likes. The apps were used by 21,121 visitors.

The NCA continues to hold numerous community consultations and has an ongoing commitment to community engagement. While no Annual Public Forum was held due to declining numbers over several years, the NCA delivered a number of community information sessions, several of which pertained to major projects such as the National Capital Plan review and the Capital Metro Agency project. The NCA will continue to assess these sessions for relevance and interest and will be responsive in adapting to new ways in which the community and stakeholders wish to engage with the NCA.

National Capital Exhibition and Captain Cook Memorial Jet, Regatta Point



Purpose Three – National Land

NCA Corporate Plan 3:

Management and enhancement of National Land

PBS Outcome 1:

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

PBS Program 1.1: National Capital Function

PBS Program 1.1 Objective: Care for the nationally significant parts of Canberra

PBS Program 1.2: National Capital Estate

PBS Program 1.2: Objectives:

- Develop and renew the special character of the National Capital Estate
- Mitigate risk associated with management of the National Capital Estate

Performance criteria

NCA Corporate Plan:

3.1 Maintenance and renewal of existing assets

 National Land and assets are designed and presented in a condition commensurate with their national significance

3.2 Creation of new assets and improvement of existing assets

 Improvement of National Land and assets enhances the significance of the capital

3.3 Managing and promoting the use of National Land and property assets

- Attractive and functional public space and amenity that is accessible to Canberrans and visitors provided
- Lake Burley Griffin and Scrivener Dam set the benchmark for best practice for lake and dam management
- The management of the Diplomatic Estate is consistent with Commonwealth requirements
- Recreational and commercial activities on National Land and Lake Burley Griffin are facilitated.

Criteria Sources

- Subsections 6(a) and 6(b) of the PALM Act
- Corporate Plan 3
- PBS Program 1.1
- PBS Program 1.2
- Corporate Plan 1

Results against Performance Criteria

Performance Criterion	Result	Achieved	Explanation
3.1 Maintenance and renewal of existing assets	An Asset Management System to inform the Asset Management Plan and appropriate levels of service have been developed	Y	Stage 1 of 3 completed.
	All assets rated as a safety risk are assessed and actioned according to their risk profile	Y	Based on Condition Assessment Reports.
	All assets rated as a safety risk 'critical' are actioned within 6 months of the rating being applied	Y	Based on Condition Assessment Reports.
3.2 Creation of new assets and improvement of	A Capital Works Program (CWP) based on endorsed Master Plans and the Asset Management Plan is developed	Y	Stage 1 completed – 3-year ongoing project.
existing assets	Capital projects are delivered in accordance with the CWP	Y	2015–16 projects completed except where project parameters changed due to new information or due to events outside the NCA's control.
3.3 Managing and promoting the use of National Land and property assets	A safe and functional environment for events has been provided	Y	Delivered through National Capital Estate Maintenance Contract and NCA Outdoor Events Policy and Toolkit.
	Visitors to national institutions have access to safe, convenient and accessible car parks	Y	As supported by car park occupancy studies.
	The NCA is compliant with the Australian National Committee on Large Dams Incorporated Guidelines and the Dam Safety Management Plan	Y	As supported by the 2016 Annual Validation Audit.
	Recreational and commercial activities are regularly and safely conducted on National Land and Lake Burley Griffin	Y	As supported by estate usage.
	Timely and accurate responses are provided to the diplomatic community and stakeholders.	Y	As supported by feedback from stakeholders.

Analysis of Performance Against Purpose

An Asset Management System to inform the Asset Management Plan and appropriate levels of service have been developed

The NCA is undertaking a three-year project to update its Asset Management System based on the review and recommendation outlined in the Asset Management Strategy prepared in 2014–15. Stage 1 (2015–16) focused on:

- implementing the asset management framework
- developing the Asset Management Policy
- developing asset management accountabilities
- developing a risk-based decision-making process
- improving management of asset-related information
- documenting data management processes
- developing a consistent organisational approach to managing the asset lifecycle.

All assets rated as a safety risk were assessed and actioned according to their risk profile. All assets rated as a safety risk 'critical' were actioned within six months of the rating being applied. Maintenance and repair works of the National Capital Estate, Lake Burley Griffin, and Built Assets and Infrastructure were guided by Condition Assessment Reports and service level priorities.

Management of the National Capital Estate, including trees, horticulture, memorials, playgrounds and open space, was guided by an annual General Condition Report. Overall, 75% of capital works were generally aligned to the condition report. Of these, 90% were generally completed in line with the stated contract rectification timeframes based on the priorityrating hierarchy. The balance were generally 'reactive' works in nature.

Program and reactive works relating to Built Assets on National Land are managed in accordance with the National Capital Authority Condition Assessment – All Infrastructure Assets Report and the approved NCA Capital Works Plan. The focus for 2015–16 was on road, footpath and street lighting assets. One hundred per cent of condition assessments have been completed for the nominated class of assets. The monthly reports provided by the Managing Head Contractor identified all safety risks and 100 per cent of required works were actioned according to their risk profile. All safety risks identified as 'critical' were actioned within the prescribed six-month period of the ratings being applied.

The NCA is compliant with the Australian National Committee on Large Dams Incorporated Guidelines and the Dam Safety Management Plan (DSMP). The 2016 Annual Validation Audit of the DSMP was undertaken by the Scrivener Dam Independent Technical Advisor (GHD Pty Ltd) as a second party audit in accordance with the requirements of ISO 19011:2001 Guidelines for Auditing Management Systems. In summary, this audit has shown that the level and quality of documentation, both technical and nontechnical, and the ongoing management of this documentation is of a very high standard. The definition of tasks in the DSMP is clear. The standard dam operations and maintenance, and dam safety activities, including surveillance and emergency preparedness, meets current ANCOLD, Dams Safety NSW and the ACT Dam Safety Code guidelines and standards.

Recreational and commercial activities were regularly and safely conducted on National Land and Lake Burley Griffin. The Lake experienced fewer occurrences of sites being adversely affected by water quality issues (blue green algae or bacteria) during the 2015–16 recreational season (October–March) compared with any year since 2011. There were no contamination events from external sources. All sites around the lake remained open for 96 per cent of the season. The number of Boat Permits increased slightly this year: 112 C1 permits (rescue, coaching or judging boats supporting aquatic sports); 295 C2 permits (electric, solar or wind-powered boats); 21 C3 permits (boats used for lake management and special interest boats); and 6 C4 permits (commercial tourist use).

The events on Lake Burley Griffin have increased this year with several rowing or sailing regattas (such as the ACT Flying 15 Championships and ACT Youth Championships). Most notably, 40,800 people came to Lake Burley Griffin Central Basin to watch Skyfire.

Access to national institutions has improved following commencement of pay parking on National Land in October 2014. Occupancy studies completed in late-2015 have shown that access to parking is no longer a barrier to visitation to national institutions, with average daily occupancy of car parks on National Land sitting at approximately 76 per cent. Occupancy is lower than initially estimated. This is due to a number of agencies relocating to accommodation outside of the NCA pay parking area, and to a general reduction in staffing within the area. Notably, the incidence of illegal and dangerous parking at major events on National Land has been significantly reduced. Overall, significant improvements have been made to control measures to address traffic management issues, noted as a risk for the NCA in previous years.

Events on National Land have continued to be held with great success. Risk management assessments for NCA-managed assets and event spaces have been completed. These risk assessments have provided baseline conditions to inform the event approval process and further refine event policy, asset protection measures and public safety. The NCA issued approximately 150 permits for major events and facilitated approximately 750 private functions on National Land.



Reconciliation Place, Parkes

A Capital Works Plan based on endorsed Master Plans and the Asset Management Plan is developed

The NCA's Capital Works Program includes the creation of new assets and the improvement or renewal of existing assets on National Land, primarily within the National Triangle and on Anzac Parade. The NCA's Capital Works Plan is a combination of rolling works programs and stand-alone project initiatives.

The NCA's Estate Management Branch has progressed Stage 1 of the NCA's new Asset Management Plan, which is helping to inform future capital works. As this Plan is developed, it will further inform capital works planning.

Existing Master Plans inform some but not all works in the Capital Works Plan for the National Capital Estate. Master Plans, such as those for Kings and Commonwealth Avenues, and Heritage Management Plans are continuing to be developed by the NCA to inform its future Capital Works Plans. Works in the 2015–16 Financial Year Capital Works Plan informed by endorsed Master Plans included:

- car park upgrade works
- Parliamentary Zone Ring Main Abstraction works
- bridge replacement works
- Constitution Avenue duplication works.

DID YOU KNOW?

With all gates fully open, Scrivener Dam is designed to pass 2,265 cubic metres per second – almost an Olympic swimming pool volume per second.

Capital projects are delivered in accordance with the Capital Works Plan

A range of NCA projects were progressed through the year to achieve compliance with current Australian standards, improve public amenity and establish sites of national significance.

Construction was completed for the following projects:

- Bowen Place Crossing
- 2004 Indian Ocean Tsunami Memorial
- Stage 88 upgrade
- Anzac Parade intersection safety works
- Car park lighting upgrades (Parkes, Russell, Barton)
- State Circle–Canberra Avenue intersection upgrade.

Construction was substantively advanced for the following projects:

- John Gorton Building car park upgrade
- Refurbishment of part of the Regatta Point Building for co-location of the ACT Canberra and Region Visitors Centre
- Captain Cook Memorial Jet
- Commonwealth Place jetty safety improvements
- Carillon lighting and audiovisual upgrade
- Various bridge remedial works in Parkes.

The following projects underwent preliminary development:

Bridge audits and assessment.

The NCA liaised, facilitated or managed the following third party–initiated or funded projects:

- National Boer War Memorial
- Australian Peacekeeping Memorial
- John Gorton Building Communications Centre waterproof membrane replacement and associated works.

Further to the above projects, the NCA managed a number of minor capital works across the National Capital Estate to upgrade or replace:

- pedestrian pavement finishes
- lighting
- roadways and associated infrastructure
- irrigation services
- flagpoles
- signage
- memorial works
- jetties
- Scrivener Dam components.

Key Project Outcome Clarification Summary

NCA projects that have been completed or substantively completed have typically made significant improvements to public safety and amenity. The 2004 Indian Ocean Tsunami Memorial has made a significant contribution to the symbolic and ceremonial role of the national capital.

The NCA has been working with key external stakeholders responsible for third party–funded projects to ensure appropriate outcomes. Constitution Avenue duplication works are well advanced and are expected to be completed in August 2016. The Australian Peacekeeping Memorial and National Boer War Memorial are expected to commence construction in the coming financial year.



The National Capital Plan was first gazetted on 21 January 1990. The refurbishment of Regatta Point constitutes a major upgrade of the facility to accommodate the Canberra Region and Visitors Centre and provides a major improvement in amenity for staff and visitors to the building. The refurbishment is scheduled for completion in July 2016.

The Captain Cook Memorial Jet is currently undergoing major upgrade works, including the refurbishment and replacement of hydraulic, mechanical, electrical and fire protection services, and equipment in the substation, pumps, pipeline, underground services and emergency access. The works are proposed to be completed in late-2016.

John Gorton Building car park upgrade works in the Parliamentary Zone were originally scheduled to be completed in June 2016, but from March 2016 were required to accommodate the John Gorton Building Communications Centre waterproof membrane replacement and associated works for the Department of Finance. The latter works are situated predominantly beneath the car park upgrade work site and required scoping, design and documentation prior to proceeding. By incorporating the membrane replacement works into the car park upgrade works, the Commonwealth is estimated to save in the order of \$2 million. The NCA's car park upgrade works are now scheduled for completion in late-2016.

Planned Commonwealth Place jetty safety improvements underwent an extensive assessment and prototyping phase prior to construction. These investigations led to an alternate solution being adopted to address safety issues. The alternate solution provided clear short and long-term benefits to the Commonwealth over the original concept. Completion is expected in July 2016. ANNUAL PERFORMANCE STATEMENTS

CHAPTER THREE



CASE STUD

Brick by Brick Travels North and West

As a result of the touring success of Brick by Brick: Build Your Own Capital through regional areas of the east coast of Australia, a second version was built to tour Western Australia. In November 2015, this travelling exhibition opened in the William Grundt Memorial Library in Kalgoorlie. Library staff reported, "It was a great quality display. There was plenty of Lego to go around", and "It was very informative and educational as well."

Since then it has travelled to Albany, Bunbury and Mandurah. Albany Library reported:

"The exhibition provided a very engaging learning platform which was very well received, I feel partly due to the quality of the exhibition and information provided, as well as the opportunity to participate in such a wonderful learning experience. These opportunities are often limited in remote areas including Albany and surrounding towns."

At the conclusion of its time at Albany Library, staff commented:

- "The public response was very positive. As previously mentioned there was a variety of people engaging with the exhibition, such as schools, travellers, students, seniors, families and homeless."
- "Very rewarding watching students build for our future in Canberra with LEGO!"

The majority of visitors to this exhibition reported that they have never been to Canberra. After participating in the education program associated with Brick by Brick, they now have a greater awareness of Canberra as the National Capital. The NCA intends to continue touring in regional Western Australia in order to inform and educate all Australians about their national capital, particularly those who may never visit Canberra.



MANAGEMENT AND ACCOUNTABILITY

CHAPTER FOUR

CHAPTER 4

Management and Accountability

Corporate Governance

Certification of Agency Fraud Control Arrangements

I certify, in accordance with Section 10 of the *Public Governance, Performance and Accountability Rule 2014*, that for the financial year 2015–16 the National Capital Authority:

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

Malcolm Snow Chief Executive September 2016



The NCA manages internal audit arrangements through its Audit Committee. The Audit Committee provides independent assurance and assistance to the Chief Executive on the NCA's risk, control and compliance framework and its external accountability responsibilities.

In 2015–16 the Audit Committee met four times and considered NCA's:

- internal audit plan and related audit reports
- annual work program
- Financial Statements
- annual Certificate of Compliance assurance framework
- Fraud Control Plan
- Risk Management Framework.



Significant Issues

During the period 2015–2016, the NCA reported no significant issues to the Minister under section 19(1)(e) of the PGPA Act relating to noncompliance with Finance law.

Structures and processes in place for the NCA to implement principles and objectives of corporate governance

The Enterprise Agreement, the Australian Workplace Agreements (AWA) and Section 24(1) Determinations attest to the NCA's commitment to, and compliance with, the APS Code of Conduct and APS Values. During their initial induction, the importance of the Code of Conduct and APS Values is outlined to each employee. The NCA's Performance Management and Appraisal Scheme (PMAS) emphasises the ongoing need for employees to comply with APS Values and the Code of Conduct.

The NCA's Fraud Control Plan and Learning and Development Plan also identify the importance of ongoing education and awareness of these APS attributes. Awareness materials and publications are also regularly provided or made available to employees to reinforce compliance.

The NCA is a member of the Australian Public Service Commission's Ethical Contact Officer Network. Employees are encouraged to access these services to discuss and seek advice on ethical issues that may arise in the workplace.

Purchasing

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

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

Consultants

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

- investigate or diagnose a defined issue or problem
- carry out defined reviews or evaluations
- provide independent advice, information or creative solutions to assist in the NCA's decision-making.

Before engaging consultants, the NCA takes into account the skills and resources required for the task, the skills available internally and the cost effectiveness of engaging an external consultant. The decision to engage external consultants is made in accordance with the Commonwealth Procurement Rules (CPRs) and relevant internal policies.

During 2015–16, eight new consultancy contracts were entered into involving total actual expenditure of \$0.099 million. There were four ongoing consultancy contracts carried over from the 2014–15 financial year involving total expenditure of \$0.038 million.

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

Commonwealth Place, Parkes



Exempt Contracts

No contracts were exempted on public interest grounds from publication with AusTender during 2015–16.

Australian National Audit Office Access Clauses

There were no contracts that did not provide for the Auditor-General to have access to the contractors' premises during 2015–16.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website.



Stirling Park contains the biggest population of Button Wrinklewort, *Rutidosis leptorrhynchoides*, an estimated 70,000 plants. Button Wrinklewort is listed as an endangered species under the EPBC Act and the NC Act.

Maintenance works at Scrivener Dam, Lake Burley Griffin







CHAPTER 5

Procurement Initiatives to Support Small Business, Environmental Performance and External Scrutiny

Small Business Support

The NCA supports small business participation in the Commonwealth Government procurement market. Small and medium-sized enterprise (SMEs) and small enterprise participation statistics are available on the Department of Finance's website at www.finance.gov.au.

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

The NCA provides guidance and instruction to its employees regarding procurement policy, procedure and best practice through its Accountable Authority Instructions (AAIs). It also provides procurement standard operating procedures (SOPs) and general guidance information through its information management system and its intranet. Anecdotally, NCA employees are encouraged to consider the inclusion of SMEs in all their procurement and purchasing undertakings.

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

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

WALLEAVE W

35

Advertising Campaigns

During 2015–16 the NCA did not conduct any advertising campaigns.

Grants

During 2015–16 the NCA did not award any grants.

Information Publication Scheme

The NCA is subject to the *Freedom of Information Act 1982* (FOI Act) and is required to publish information for public access as part of the Information Publication Scheme (IPS). The NCA's Agency Plan in relation to the IPS is located at www.nationalcapital.gov.au/index. php/freedom-of-information/agency-plan-toinformation-publication-scheme.

Ministerial Directions

On 5 May 2016, the Minister for Territories, Local Government and Major Projects acted under Subsection 20A (2) (a) and directed the NCA to disregard the objection from the Territory Planning Authority in regard to declaring Rural Blocks 1426, 1427, 1545, 1609 and 1630 as being included in the Urban Areas of the General Policy Plan.

Ecologically Sustainable Development and Environmental Performance

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

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

NCA Activities Against the Principles of ESD

The NCA undertakes activities such as managing National Land and carrying out works to maintain or enhance the character of the National Capital and administering the National Capital Plan in accordance with the principles of ESD outlined in the EPBC Act.

ESD considerations are incorporated into the NCA's policy framework, such as the National Capital Plan.

RG Menzies Walk, Lake Burley Griffin



Events on National Land.

minimise pollution

The NCA has in place other formal guidelines to facilitate staff consideration of ESD and the

principles of ESD when undertaking business

In all of our functions and operations, the NCA:

Develops and implements measures and

Complies with environmental laws, regulations, agreements and other

requirements either directly or through compliance by our contractors and suppliers

Systematically manages activities to achieve

setting environmental objectives and targets

and promote continual improvement by

and assessing our achievements.

The NCA and its employees are committed

to improved environmental performance.

NCA Outcomes Contributing to ESD

The NCA's outcomes provide the framework

for the NCA to 'manage the strategic planning,

National Capital for all Australians through the

promotion and enhancement of Canberra as the

development and administration of the National Capital Plan, operation of the National Capital

Exhibition, delivery of education and awareness

Implementing energy efficient LED lighting.

This change will have a significant impact on

the energy consumption of lights and reduce

Continuing its on-going management of sites

containing nationally threatened species and

threatened ecological communities declared

programs and works to enhance the character

Examples of NCA's ESD activities during

of the National Capital'.

maintenance costs

under the EPBC Act

2015-16 included:

environmentally friendly practices into everyday

It achieves this through embedding

activities.

adopts technologies to reduce waste, energy

and natural resource use, and to prevent and

activities. These guidelines include the Risk Management Framework and the Guidelines for CHAPTER FIVE

Brick by Brick: Build your own Capital, National Capital Exhibition Developing a feasibility study and design for lake water abstraction in the Parliamentary Zone to reduce the use of potable water.

DID YOU KNOW?

Warrina Inlet, a Lake Burley Griffin bay, located near Government House, is Aboriginal for 'place of rest'.

Effect of NCA Activities on the Environment

The NCA has established a number of corporate initiatives to minimise the impact of its activities on the environment. As a result of corporate environmental efficiency initiatives, the NCA has a work culture that:

- actively recycles paper, cardboard, toner cartridges and commingled waste
- promotes efficient use of water in kitchens and washrooms
- efficiently uses paper and office appliances
- has a conservative approach to the use of office lighting and air conditioning
- is committed to electronic record-keeping.

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

From July 2009, the NCA and other tenants of the Treasury Building have worked collaboratively on energy efficiency initiatives under a Green Improvement Agreement. The agreement was established in accordance with the Australian Government's Energy Efficiency in Government Operations Policy, which emphasises the energy efficiency of buildings. The NCA has significantly reduced the use of electricity and natural gas as a result of the Green Improvement Agreement.

To raise awareness of the impact of energy consumption on the environment, the NCA participated in the World Wide Fund for Nature's Earth Hour awareness event in March 2016. This is the ninth year the NCA has been involved in Earth Hour.

Measures Taken to Minimise the NCA's Impact on the Environment

The NCA undertook a range of sustainable practices in 2015–16 that minimised the impact of its activities on the environment. These included:

- Installation of over 800 energy efficient LED lights to replace metal halide, fluorescent and mercury vapour fittings, including RG Menzies Walk lighting and Tripod lighting along the Lake Burley Griffin foreshore and Federation Mall; the Kings Avenue Bridge handrail lighting and the Emergency Services Memorial lighting. This has resulted in 30 per cent energy efficiency improvements for these areas
- Grinding and screening felled trees and leaves on National Land for re-use as compost and mulch to improve soil condition in garden beds and around young trees. Approximately 6,700 cubic metres of mulch and 2,500 cubic metres of compost was produced
- Full implementation of an upgraded irrigation control system and installation of flow meters allowing easy identification of water leaks in the system and programing on-demand watering regimes. This has resulted in a 20 per cent reduction in water usage
- The systematic sampling and analysis of Lake Burley Griffin's water quality as outlined in the Lake Burley Griffin Water Quality Management Plan, which outlines monitoring regimes, response protocols and communication with regulatory agencies, stakeholders and the public
- Adherence to the Abstraction Guide for Lake Burley Griffin and the Reach of the Molonglo River Downstream of Oakes Estate (ACT EPA, 2014), which outlines what the EPA must consider while administering abstraction under the Water Act 2007. The Water Act aims to achieve water consumption and water level targets which are sustainable and compatible with broader catchment management regimes. On 17 December 2014, the responsibility for administering water abstraction from Lake Burley Griffin was given to the ACT Government after the Act was passed in December 2013.

- On-going partnership with the Friends of the Grasslands and Conservation Volunteers of Australia to undertake weed removal on conservation grasslands at Stirling Ridge and a locusts survey at Yarramundi Grasslands
- Fuel management which is consistent with the Bushfire Operations Plan for fire-prone areas of National Land, including the conservation grasslands. The **Conservation Management Plan for these** areas prescribes a number of principles to promote native grasses and lower the fuel load by managing the fire risks. In 2015–16 activities included fire trail maintenance, slashing of firebreaks and three hazard reduction and ecological burns with the assistance of the ACT Rural Fire Service volunteers at Yarramundi Grasslands, Lindsay Pryor National Arboretum and Stirling Ridge. Other burns were scheduled, however prevailing conditions prevented these from being undertaken. The NCA continues to implement policies to achieve a sensible balance between the use of the land and Lake Burley Griffin and protection of their environmental and heritage values as set out in the Heritage Management Plans.

Minimising the NCA's impact on the environment is a key objective of NCA's strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians.

Under the National Capital Plan, matters of national significance include 'development of a city which both respects environmental values and reflects national concerns with the sustainability of Australia's urban areas'. One of the key objectives of the National Capital Plan is to 'support and promote environmentally responsible urban development practices'.



PROCUREMENT INITIATIVES TO SUPPORT SMALL BUSINESS

CHAPTER FIVE

External Scrutiny

Judicial, Administrative Tribunal or Information Commissioner Decisions

During the period 2015–16 there were no judicial, administrative tribunal or Information Commissioner decisions significantly affecting the operations of the NCA.

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

During the period 2015–16 there were no reports on operations of the NCA by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman.



Springbank Island is named after Springbank Homestead, which was situated in this vicinity during the early days of Canberra.

Anzac Parade new LED light fitting inspection





CHAPTER 6

Management of Human Resources

Australia Day Achievement Medallion

In January 2016, Melanie Dodd was presented with an Australia Day Achievement Medallion for her outstanding contribution to the work of the NCA during the previous 12 months.

Learning and Development

The NCA's annual Learning and Development Plan identifies mandatory and priority in-house corporate and individual training activities for the current financial year. The Learning and Development Plan is based on individual development plans completed by each employee and on priority training identified by the Executive Team to develop immediate and future skills necessary for the NCA to deliver its organisational outcomes.

Where possible the NCA uses the expertise and skills of its own employees to meet specific training needs.

The NCA also provided study leave, financial support or both to employees to pursue training opportunities that were directly relevant to their current responsibilities or to their long-term career development.

Staffing Summary and Profile

At 30 June 2016, the NCA had 60 employees engaged under the *Public Service Act 1999* and 1 Chief Executive (CE) (see Table 1). The Chief Executive is appointed under the *Australian Capital Territory* (*Planning and Land Management*) *Act 1988*. All employees are located in Canberra.

Table 1: Total employee numbers at 30 June 2015 & 30 June 2016

	June 2015	June 2016
Ongoing	38	45
Non-ongoing	22	16
Total	60	61

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

Blundells Cottage, Kings Park





Kings Park

Table 2 and Table 3 provide a report on the number of employees in the NCA as at 30 June 2016 and 30 June 2015 by classification, employment category and gender.

Table 2: Ongoing and non-ongoing employees at 30 June 2016

Classification	Ν	/len	We	omen	Total
	Ongoing	Non-ongoing	Ongoing	Non-ongoing	
Chief Executive					
Full-time	0	1	0	0	1
Part-time	0	0	0	0	0
SES Band 1					
Full-time	1	0	1*	0	2
Part-time	0	0	0	0	0
EL 2					
Full-time	1	0	5	1	7
Part-time	0	0	0	0	0
EL 1					
Full-time	9	0	3	0	12
Part-time	1	0	1	0	2
APS 6					
Full-time	4	0	5	0	9
Part-time	0	0	1	0	1
APS 5					
Full-time	2	0	1	0	3
Part-time	0	0	1	0	1
APS 4					
Full-time	0	0	5	0	5
Part-time	0	0	0	1	1
APS 3					
Full-time	1	2	1	0	4
Part-time/Casual	0	1	0	2	3
APS 1-2					
Full-time	1	0	0	0	1
Part-time/Casual	0	0	1	8	9
Total	20	4	25	12	61

Classification	Ν	Men Women		omen	Total
	Ongoing	Non-ongoing	Ongoing	Non-ongoing	
Chief Executive					
Full-time	0	1	0	0	1
Part-time	0	0	0	0	0
SES Band 1					
Full-time	1	0	0	1	2
Part-time	0	0	0	0	0
EL 2					
Full-time	1	0	4	1	6
Part-time	0	0	1	0	1
EL 1					
Full-time	8	1	1	1	11
Part-time	0	0	1	1	2
APS 6					
Full-time	4	0	2	3	9
Part-time	0	0	1	0	1
APS 5					
Full-time	1	0	2	0	3
Part-time	0	0	1	1	2
APS 4					
Full-time	2	0	4	1	7
Part-time	0	0	0	0	0
APS 3					
Full-time	0	1	1	1	3
Part-time/Casual	0	1	1	1	3
APS 1-2					
Full-time	1	0	0	0	1
Part-time/Casual	0	1	1	6	8
Total	18	5	20	17	60

Table 3: Ongoing and non-ongoing employees at 30 June 2015

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

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

* The occupant of this position is on temporary reassignment and is subject to the NCA Enterprise Agreement

Table 4 and Table 5 provide a report on the number of employees in the NCA as at 30 June 2016 and at 30 June 2015 by classification and gender.

Table 4: Staffing numbers by classification and gender at 30 June 2016

Classification	Men	Women	Total
Chief Executive	1	0	1
SES Band 1	1	1	2
EL 2	1	6	7
EL 1	10	4	14
APS 6	4	6	10
APS 5	2	2	4
APS 4	0	6	6
APS 3	4	3	7
APS 1 - 2	1	9	10
Total	24	37	61

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

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

Classification	Men	Women	Total
Chief Executive	1	0	1
SES Band 1	1	1	2
EL 2	1	6	7
EL 1	9	4	13
APS 6	4	6	10
APS 5	1	4	5
APS 4	2	5	7
APS 3	2	4	6
APS 1 - 2	2	7	9
Total	23	37	60

Table 5: Staffing numbers by classification and gender at 30 June 2015

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

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

Staff Retention and Turnover

During 2015–16, there were 22 employees (8 ongoing and 14 non-ongoing) who commenced with the NCA and 21 employees (7 ongoing and 14 non-ongoing) who separated from employment with the NCA.

Table 6: 2015–16, Movements Into and Out of the NCA

Classification	Men	Women	Total
Chief Executive			
Commencements	0	0	0
Separations	0	0	0
SES			
Commencements	0	0	0
Separations	0	1	1
EL 1 - 2			
Commencements	3	2	5
Separations	2	2	4
APS 1 – 6			
Commencements	4	13	17
Separations	3	13	16

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

Workplace Diversity

The NCA continues to reflect a diverse workforce. As at 30 June 2016, the NCA staff profile consisted of 60.7 per cent female employees, 11.5 per cent of employees from a culturally or linguistically diverse background, 4.9 per cent of employees identified as having a disability and 4.9 per cent of employees identified as having a disability and 4.9 per cent of employees identified as of Aboriginal and Torres Strait Islander descent (see Table 7).

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

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



Table 7: At 30 June 2015, NCA staff from diverse backgrounds

Equal Employment Opportunity Group	Number	% Total Staff
Women	37	60.7%
Aboriginal and Torres Strait Islander decent	3	4.9%
People with a disability	3	4.9%
Culturally and linguistically diverse background	7	11.5%

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

Enterprise Agreements and Remuneration

On 14 July 2011, the Enterprise Agreement was approved by Fair Work Australia and commenced operating from 21 July 2011. The Enterprise Agreement provides a number of attractive leave practices aimed at providing a more flexible and family-friendly environment for employees. These include:

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

In addition to the Enterprise Agreement, the NCA employs other employment arrangements, such as section 24 determinations (s24det) and Individual Flexibility Agreements (IFAs) to provide for more flexible remuneration and employment conditions that meet the NCA's operational needs and suit individual employees.

Table 8 provides a summary of NCA employees covered by S24 dets and the Enterprise Agreement.

As at 30 June 2016, the Chief Executive's remuneration was determined in accordance with the *Remuneration Tribunal Determination 2015/21 – Remuneration and Allowances for Holders of Full-Time Public Office.*

Table 8: Employment Arrangements at 30 June 2016

Classification	Enterprise Agreement	CLC/S24 Det	Total
SES Band 1	1	1	2
EL 1 – 2	19	0	19
APS 1 – 6	39	0	39
Total	59	1	60

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

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

The salary ranges for the NCA's classification levels covering the Enterprise Agreement, the AWA and CLC/S24 Dets are set out in Table 9.

Table 9: Salary ranges as at 30 June 2016

Classification	Minimum	Maximum
SES Band 1	\$192,887	\$194,093
EL 2	\$109,519	\$140,669
EL 1	\$92,785	\$122,558
APS 6	\$73,286	\$87,918
APS 5	\$66,456	\$70,884
APS 4	\$59,612	\$65,389
APS 3	\$53,183	\$58,246
APS 2	\$46,760	\$51,983
APS 1	\$40,213	\$44,445

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

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

Performance Management

The NCA's Performance Management and Appraisal Scheme (PMAS) links individual performance agreements to specific activities in the Business Plan. This ensures performance expectations are clearly identified and aligned with business outcomes.

Access to pay point advancement under the Enterprise Agreement are conditional upon the employee performing at a satisfactory level at a minimum.

In 2014–15, one employee received a bonus payment of \$3014. The payment was made in FY 2015-16 and related to the employee's performance in the 2014–15 financial year.

Personnel Services and Salary Processing

From 1 July 2011 to 23 October 2014, the Department of the Prime Minister and Cabinet provided payroll processing and related services to the NCA through a shared services arrangement. Since 24 October 2014, payroll processing and related services have been provided by Aurion Pty Ltd.

Work Health and Safety

In 2015–16, as part of the NCA's ongoing commitment to provide a safe working environment, minimise any potential work, health and safety risks, and to facilitate worklife balance, the NCA's Health and Safety Committee, in cooperation with management, undertook the following initiatives:

- Provision and training of NCA emergency contacts, including first aid officers, fire wardens, and harassment contact officers
- Annual safety inspections of NCA premises where employees or volunteers work
- Ongoing safety awareness training to NCA volunteers, with additional training provided to horticultural volunteers on the safe use of gardening tools.

In May 2016, the NCA provided free influenza vaccinations for employees and volunteers. NCA employees and their family members continue to be provided with access to EAP, a service that provides free and confidential counselling and guidance.

First aid officers are located throughout premises occupied by the NCA to ensure immediate assistance is available when needed (section 35 of the WHS Act). There were three notifications to Comcare of an injury or dangerous incident during the year.

There were no directions or notices issued to the NCA (sections 70, 85, 90, 191, 195 and 198 of the WHS Act).

Disability Reporting

The National Disability Strategy 2010–2020 sets out a ten-year national policy framework to improve the lives of people with a disability, promote participation and create a more inclusive society. Every two years, a high-level report will track progress against each of the six outcome areas of the strategy and present a picture of how people with a disability are faring. The second of these reports will be made available in late 2016 and can be viewed at www.dss.gov.au.

Asset Management

One of the NCA's functions under the Australian Capital Territory (Planning and Land Management) Act 1988 is to manage National Land within its area of responsibility. Asset management is a key aspect in meeting the NCA's commitment to maintaining high-quality public facilities across the National Capital Estate.

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

These assets include:

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

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

The NCA's Asset Management Framework, Asset Management Strategy, Capital Works Management Plan, Asset Register and Management Procedures assist the NCA in effectively managing its assets. The maintenance and upgrade of NCA assets is also guided by our statutory obligations under the *Environment Protection and Biodiversity Conservation Act 1999, Planning and Land Management Act 1988* and *National Land Ordinance 1989.* The management of conservation areas and heritage-listed assets are guided by conservation management plans and heritage management plans.

The NCA has a statutory obligation set out under Section 341ZA of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), to prepare heritage strategies for places it owns or manages that have Commonwealth Heritage Values. The NCA has a five-year program to prepare heritage assessments and Heritage Management Plans to protect and manage the Commonwealth Heritage places it owns or controls.

- The NCA is responsible for 19 listed, 5 nominated and 2 indicative places on the Commonwealth Heritage List, and 1 nominated and 2 listed places on the National Heritage List.
- The NCA's Heritage Strategy provides it with a strategic planning tool, setting out the approach to managing the heritage values of its property.
- The NCA has Heritage Management Plans for 17 of the listed places.

From time to time the NCA also collaborates in, or facilitates, works on its land instigated by third parties such as governments, institutions or a range of organisations. Such works are often commemorative in nature or are associated with institutional or public infrastructure.

50





2004 Indian Ocean Tsunami Memorial, Kings Park



2004 Indian Ocean Tsunami Memorial

On 1 April 2015, the then Prime Minister, The Hon Tony Abbott MP, announced plans for a memorial to acknowledge Australians lost in the 2004 Indian Ocean tsunami to be erected on the foreshore of Lake Burley Griffin.

On behalf of the Department of Prime Minister and Cabinet and the Department of Infrastructure and Regional Development, the NCA procured a design for the Memorial through a select design competition. The Memorial was proposed to be located centrally within Kings Park adjacent to the RG Menzies Walk. The Memorial's design was well integrated into the broader landscape setting while maintaining optimal views across the Lake Burley Griffin towards the Parliamentary Zone.

The siting and design character for the Memorial was endorsed by the Canberra National Memorials Committee on 15 June 2015. The design included a master plan for future memorial additions in line with its proposed commemorative intent.

Working closely with the project design team (landscape architects Tract Consultants Pty Ltd and artist DCG Design Pty Ltd) and key stakeholders, the NCA managed the design, documentation and construction of the Memorial within the required timeframe and budget.

Briarwood Pty Ltd (trading as RAM Constructions) commenced construction on site on 23 September 2015.

The Memorial was officially opened by the Prime Minister, The Hon Malcolm Turnbull MP, on 3 December 2015, with the Leader of the Opposition, The Hon Bill Shorten MP, also attending.

Key stakeholder feedback following the Memorial's opening has been very positive.



CHAPTER 7

Report on Financial Performance

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

The NCA uses this funding to deliver its two programs: National Capital Functions and National Capital Estate. Delivery of these programs includes administration and overhead costs required to run the agency's operations. The majority of costs incurred by the NCA relate to the maintenance and preservation of National Capital assets under its control.

Financial Overview

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

The NCA receives administered appropriations to carry out activities on behalf of the Australian Government, including management of pay parking. These activities primarily involve the construction and upgrade of assets in the National Capital, including the insurance and valuation of these assets. The NCA also manages land for diplomatic use and collects rental income from embassies on the Australian Government's behalf.

Departmental Performance

In 2015–16, the NCA reported a departmental operating surplus of \$216,000 compared to a budget deficit of \$983,000. After adding back unfunded depreciation and amortisation expenses of \$1,023,000 and asset revaluation movement of \$283,000 the surplus attributable to the NCA is \$1,239,000. This is mainly due to the receipt of unbudgeted settlement revenue. Revenues and expenses both increased in 2015–16 compared to the previous year. This is due to an increase in third party–funded construction works and renewal of managing contracts.

At 30 June 2016, the NCA's departmental net assets increased by \$1,259,000. Financial assets increased by \$4,119,000 due to funding retained for expenditure on third party works and settlement receipts. This was offset by a comparable increase in accrued expense and unearned revenue liabilities associated mainly with third party–sponsored works. Non-financial assets increased compared to the previous year due to capital building upgrades, works approval e-lodgement software and the development of the NCA's new website. The closing equity position at 30 June 2016 was stronger than the previous year due to the recognition of settlement funds as income.

Administered Performance

In 2015–16, administered expenses increased by \$212,000. An increase in depreciation charges of \$802,000 was offset by a reduction in asset write-downs of \$221,000 and supplier's expenses that were \$369,000 lower compared to the previous year. Depreciation and asset write-offs do not have associated cash flow.

In 2015–16, administered revenue increased by \$1,607,000. Pay parking revenue increased by \$4,539,000 over 12 months of operations during the year, compared to nine months of operations in the previous year. Rental income for commercial buildings and diplomatic sites remained mostly unchanged. A reduction in other revenue of \$2,930,000 was associated with reduced asset recognition. The Boundless playground assets valued at \$3,230,000 were recognised in 2014–15, compared to 2015–16 where the Natural Disasters memorials valued at \$300,000 was recognised. Both projects were funded by third parties and were recognised as administered assets via non-cash transactions.

During 2015–16, the NCA's administered assets were revalued, resulting in an increase in overall valuation of \$17,949,000. The majority of the increase (\$11,427,000) was caused by land valuations, which increased by 3 per cent.



The net asset position remained mostly unchanged from the previous year. The NCA's non-financial assets include land, buildings, infrastructure, plant, equipment and heritage assets on the National Capital Estate, all of which are subject to revaluation annually by an external valuer. New asset additions during the year totalled \$18,355,000. This was offset by depreciation and amortisation charges of \$20,676,000 and asset write-downs of \$1,439,000. The majority of the asset additions during the year related to property, plant and equipment with a value of \$16,376,000.

At 30 June 2016, administered liabilities increased by \$1,604,000, mainly in accrued supplier expenses arising from construction works and retentions relating to construction contracts that were active during the year.

Cost recovery

During 2015–16, the NCA recovered revenue through works approval cost recovery fees and charges. Cost recovery revenue increased from the previous year due to the implementation of revised works approval fees and charges that took effect on 1 December 2015. These fees and charges were reviewed for the first time since their initial implementation in 1991. In addition, the NCA processed the approval for Stage 1 of the Capital Metro light rail during the year.

Commonwealth Park



Entity Resource Statement 2015-16

		Actual	Payments	Balance
		available	made	remaining
		appropriation for 2015-16	2015-16	2015-16
		\$'000	\$'000	\$'000
		(a)	(b)	(a) - (b)
ORDINARY ANNUAL SERVICES ¹		(-)	(-)	(0) (0)
Departmental appropriations				
Departmental appropriation ²		30,749	22,257	8,492
Total		30,749	22,257	8,492
		30,749	22,237	0,492
Administered expenses		24 700	45 400	
Outcome 1 ³		21,788	15,133	
Total		21,788	15,133	
Total ordinary annual services	Α	52,537	37,390	
OTHER SERVICES				
Departmental non-operating				
Equity injections ⁴		114	114	0
Total		114	114	0
Administered non-operating				
Administered assets and liabilities ⁵		3,393	3,088	
Total		3,393	3,088	
Total other services	в	3,507	3,202	
Total available annual appropriations and payments A + B		56,044	40,592	
SPECIAL APPROPRIATIONS				
Repayments by the Commonwealth				
Public Governance, Performance and Accountability Act 2013 - s77		14	14	
Total special appropriations	С	14	14	
Total resourcing and payments A + B + C		56,058	40,606	
- · ·		•	•	

¹ Appropriation Act (No.1) 2015-16 and Appropriation Act (No.3) 2015-16. This also includes prior year departmental appropriation and s74 retained revenue receipts.

² Includes and amount of \$0.88m for the Departmental Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.

³ Includes and amount of \$18.05m for the Administered Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.

⁴ Appropriation Act (No.2) 2013-14.

⁵ Appropriation Act (No.2) 2014-15.

Outcome Expense Statement 2015-16

EXPENSES FOR OUTCOME 1	Budget ¹	Actual	Variation
Outcome 1: Manage the strategic planning, promoting and enhancement of	2015-16	Expenses 2015-16	2015-16
Canberra as the National Capital for all Australians through the development	\$'000	2013-18 \$'000	2013-16 \$'000
and administration of the National Capital Plan, operation of the National	ý coo	φ σσσ	<i>\</i>
Capital Exhibition, delivery of educational and awareness programmes and works to enhance the character of the National Capital.			
	(a)	(b)	(a) - (b)
Program 1.1: NATIONAL CAPITAL FUNCTIONS			
Departmental expenses			
Departmental appropriation ²	19,868	20,446	-578
Expenses not requiring appropriation in the budget year ³	1,033	1,348	-315
Total for Program 1.1	20,901	21,794	-893
Program 1.2: NATIONAL CAPITAL ESTATE			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	2,908	1,973	935
Expenses not requiring appropriation in the budget year ⁴	21,483	22,171	-688
Total for Program 1.2	24,391	24,144	247
Outcome 1 TOTALS BY APPROPRIATION TYPE			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	2,908	1,973	935
Expenses not requiring appropriation in the budget year ⁴	21,483	22,171	-688
Departmental expenses			
Departmental appropriation ²	19,868	20,446	-578
Expenses not requiring appropriation in the budget year ³	1,033	1,348	-315
Total expenses for Outcome 1	45,292	45,938	-646
	2014-15	2015-16	
Average Staffing Level (number)	53	56	

¹ Full year budget, including any subsequent adjustment made to the 2015-16 budget at Additional Estimates.

² Departmental appropriation combines ordinary annual services (Appropriation Act Nos. 1 and 3) and retained revenue receipts under section 74 of the Public Governance, Performance and Accountability Act 2013.

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

⁴ Administered expenses not requiring appropriation in the budget year is made up of depreciation and amortisation expenses and expenses related to write-down of assets.



58

5%L 110WE

Q

1.1

APPENDIX ONE

Financial Statements 30 June 2016

Independent Auditor's Report

To the Minister for Local Government and Territories

I have audited the accompanying annual financial statements of the National Capital Authority for the year ended 30 June 2016, which comprise:

- Statement by the Accountable Authority and Chief Finance 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 annual Financial Statements, including a Summary of Significant Accounting Policies.

Opinion

In my opinion, the financial statements of the National Capital Authority:

- a. comply with Australian Accounting Standards and the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015; and
- present fairly the financial position of the National Capital Authority as at 30 June 2016 and its financial performance and cash flows for the year then ended.

Accountable Authority's Responsibility for the Financial Statements

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

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Accountable Authority of the entity, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Australian National Audit Office

Sean Benfield Audit Principal Delegate of the Auditor-General Canberra 30 August 2016

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCE OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2016 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.

Malcolm Snow Chief Executive Accountable Authority August 2016

Savita Cooke Chief Financial Officer 2 August 2016

STATEMENT OF COMPREHENSIVE INCOME

for the period ended 30 June 2016

		2016	2015	Original Budget 2016
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses			5.040	- 000
Employee benefits	1.1A	5,256	5,216	5,800
Suppliers	1.1B 3.2A	15,243	13,485	13,738 983
Depreciation and amortisation Finance costs	3.2A 3.4A	1,023 3	1,110 3	983
Write-down and impairment of assets	3.4A 1.1C	269	3 562	3
	-			-
Total expenses	-	21,794	20,376	20,524
Own-Source Income				
Own-source revenue				
Sale of goods and rendering of services	1.2A	1,486	307	305
Fees	1.2B	583	228	340
Interest		-	-	-
Rental income	1.2C	1,199	1,294	1,310
Other revenue	1.2D	1,150	-	-
Total own-source revenue	-	4,418	1,829	1,955
Gains				
Other gains	1.2E	56	59	50
Total gains	-	56	59	50
Total own-source income	_	4,474	1,888	2,005
Net cost of services	_	(17,320)	(18,488)	(18,519)
Revenue from Government	1.2F	17,536	17,545	17,536
Surplus/(Deficit) on continuing operations	-	216	(943)	(983)
OTHER COMPREHENSIVE INCOME Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus	3.2A	283	248	-
Total other comprehensive income	-	283	248	-
Total comprehensive income/(loss) attributable to the Australian Government	ا _	499	(695)	(983)

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for budgetary reporting information.

STATEMENT OF FINANCIAL POSITION

as at 30 June 2016

		2016	2015	Original Budget 2016
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial Assets				
Cash and cash equivalents		541	853	459
Trade and other receivables	3.1A	9,010	4,579	3,930
Total financial assets	-	9,551	5,432	4,389
Non-financial Assets				
Buildings	3.2A	12,581	10,848	10,765
Plant and equipment	3.2A	1,288	1,801	1,909
Heritage and cultural	3.2A	824	824	1,227
Computer software	3.2A	1,367	793	577
Other non-financial assets	3.2B	89	83	91
Total non-financial assets	-	16,149	14,349	14,569
Total assets	-	25,700	19,781	18,958
LIABILITIES				
Payables				
Suppliers	3.3A	3,486	1,588	356
Other payables	3.3B	4,223	1,750	2,642
Total payables	-	7,709	3,338	2,998
Provisions				
Employee provisions	6.1A	1,437	1,151	1,275
Other provisions	3.4A	64	61	57
Total provisions	-	1,501	1,212	1,332
Total liabilities	-	9,210	4,550	4,330
Net assets	-	16,490	15,231	14,628
EQUITY				
Contributed equity		7,149	6,389	7,057
Reserves		9,062	8,779	8,531
Retained earnings		279	63	(960)
Total equity		16,490	15,231	14,628

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for budgetary reporting information.

STATEMENT OF CHANGES IN EQUITY

for the period ended 30 June 2016

	Reta	Retained earnings	sbu	Asset r	Asset revaluation surplus	surplus	Contrib	Contributed equity/capital	//capital		Total equity	
	2016	2015	Original Budget	2016	2015	Original Budget	2016	2015	Original Budget	2016	2015	Original Budget
	\$,000	\$,000	\$'000	000.\$	\$,000	\$,000	\$.000	\$,000	\$'000	000.\$	\$,000	\$,000
Opening balance Balance carried forward from previous period	63	1,006	23	8,779	8,531	8,531	6,389	5,713	6,389	15,231	15,250	14,943
Comprehensive income Other comprehensive income Surplus/(Deficit) for the period	- 216	- (943)	- (983)	283 -	248 -					283 216	248 (943)	- (983)
Total comprehensive income	216	(943)	(883)	283	248				•	499	(695)	(683)
Transactions with owners Contributions by owners Departmental capital budget							760	676	668	760	676	668
Total transactions with owners							760	676	668	760	676	668
Closing balance as at 30 June	279	63	(096)	9,062	8,779	8,531	7,149	6,389	7,057	16,490	15,231	14,628

Accounting Policy

Equity Injections

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

CASH FLOW STATEMENT

for the period ended 30 June 2016

		2016	2015	Original Budget 2016
	Notes	\$'000	\$'000	\$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		21,169	18,952	17,536
Sales of goods and rendering of services Net GST received		7,011 850	2,249 1,055	2,131 1,123
Other		1,150	-	-
Total cash received	-	30,180	22,256	20,790
Cash used				
Employees		5,235	5,234	5,800
Suppliers		15,446	14,589	14,923
Section 74 receipts transferred to OPA	-	7,992	2,093	-
Total cash used	-	28,673	21,916	20,723
Net cash from operating activities	5.4A	1,507	340	67
INVESTING ACTIVITIES Cash received				
Other		330	-	-
Total cash received	-	330		-
Cash used				
Purchase of property, plant and equipment		2,244	288	735
Purchase of computer software	-	838	394	-
Total cash used	-	3,082	682	735
Net cash used by investing activities	-	(2,752)	(682)	(735)
FINANCING ACTIVITIES				
Cash received			700	000
Contributed equity	-	933	736	668
Total cash received	-	933	736	668
Net cash from financing activities	-	933	736	668
Net increase/(decrease) in cash held	-	(312)	394	-
Cash and cash equivalents at the beginning of the reporting period		853	459	459
Cash and cash equivalents at the end of the reporting period	-	541	853	459

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2 for budgetary reporting information.

ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME

for the period ended 30 June 2016

		2016	2015	Original Budget 2016
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Suppliers	2.1A	1,973	2,342	2,908
Depreciation and amortisation	4.2A	20,676	19,874	19,483
Write-down and impairment of assets	2.1B	1,495	1,716	2,000
Total expenses	-	24,144	23,932	24,391
Income				
Revenue				
Non-taxation revenue				
Rendering of services	2.2A	16,881	12,521	25,076
Fees and fines	2.2B	1,670	1,510	2,400
Rental income	2.2C	1,981	1,964	1,460
Other revenue	2.2D	300	3,230	60
Total non-taxation revenue	-	20,832	19,225	28,996
Total income	_	20,832	19,225	28,996
Net cost of services	-	(3,312)	(4,707)	4,605
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus	4.2A	17,949	8,049	-
Total comprehensive income/(loss)	_	14,637	3,342	4,605

The above schedule should be read in conjunction with the accompanying notes. Refer to Note 8.2 for budgetary reporting information.

ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES

for the period ended 30 June 2016

		2016	2015	Original
				Budget
				2016
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash and cash equivalents		87	97	455
Trade and other receivables	4.1A	1,667	1,714	509
Total financial assets	-	1,754	1,811	964
Non-financial assets				
Land	4.2A	419,398	407,499	408,113
Buildings	4.2A	17,286	16,780	16,619
Property, plant and equipment	4.2A	326,196	324,697	309,876
Heritage assets	4.2A	44,579	44,245	42,941
Computer software	4.2A	247	296	278
Total non-financial assets	-	807,706	793,517	777,827
Total assets administered on behalf of Government	-	809,460	795,328	778,791
LIABILITIES				
Payables				
Suppliers	4.3A	4.010	2.312	50
Other payables	4.3B	18,136	18,230	21,707
Total payables	-	22,146	20,542	21,757
Total liabilities administered on behalf of Government	_	22,146	20,542	21,757
Net assets		787,314	774,786	757,034
	-	,•		

The above schedule should be read in conjunction with the accompanying notes. Refer to Note 8.2 for budgetary reporting information.

ADMINISTERED RECONCILIATION SCHEDULE

	2016 \$'000	2015 \$'000
Opening assets less administered liabilities as at 1 July	774,786	768,721
Net cost of services		
Income	20,832	19,225
Expenses	(24,144)	(23,932)
Other comprehensive income		
Revaluations transferred to reserves	17,949	8,049
Transfers to/from the Australian Government Appropriation transfers from Official Public Account		
Administered assets and liabilities appropriations Annual appropriations	3,088	3,308
Administered expenses	1,917	2,363
Administered capital budget	13,207	13,312
Section 74A for recoverable GST	1,714	1,780
GST paid to the ATO Special appropriations	335	-
Section 77 repayments by the Commonwealth	14	3
Appropriation transfers to Official Public Account Transfers to OPA	(22,384)	(18,043)
Closing assets less administered liabilities as at 30 June	787,314	774,786

The above schedule should be read in conjunction with the accompanying notes. Refer to Note 8.2 for budgetary reporting information.

Accounting Policy

Administered Cash Transfers to and from the Official Public Account

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

ADMINISTERED CASH FLOW STATEMENT

for the period ended 30 June 2016

· · ·		2016	2015
OPERATING ACTIVITIES	Notes	\$'000	\$'000
Cash received			
Sales of goods and rendering of services		22,071	17,145
Net GST received		313	898
Total cash received	-	22,384	18,043
Cash used		4 700	0.500
Suppliers Net GST paid		1,769 335	2,560 271
	-		
Total cash used	-	2,104	2,831
Net cash from operating activities	5.4B	20,280	15,212
INVESTING ACTIVITIES			
Cash used			
Purchase of property, plant and equipment		18,181	18,251
Purchase of computer software		-	42
Total cash used	-	18,181	18,293
Net cash flows used by investing activities	-	(18,181)	(18,293)
Net decrease in cash held	-	2,099	(3,081)
Cash and cash equivalents at the beginning of the reporting period		97	455
Cash from Official Public Account			
Appropriation transfers from Official Public Account			
Administered assets and liabilities appropriations Annual appropriations		3,088	3,308
Administered expenses		1,917	2,363
Administered capital budget		13,207	13,312
Section 74A for recoverable GST		1,714	1,780
GST paid to the ATO		335	-
Section 77 repayments by the Commonwealth		14	3
Total cash from official public account	-	20,275	20,766
Cash to Official Public Account			
Section 74A appropriations		313	898
Other transfers		22,071	17,145
Total cash to official public account	-	22,384	18,043
Cash and cash equivalents at the end of the reporting period		87	97

This schedule should be read in conjunction with the accompanying notes. Refer to Note 8.2 for budgetary reporting information.

Overview

Objectives of the National Capital Authority

The National Capital Authority (NCA) is an Australian Government controlled entity. It is a not-for-profit entity. The objectives of the NCA are to:

- · Shape the National Capital in the future;
- · Develop and care for the nationally significant parts of Canberra;
- · Inform and educate all Australians and visitors about the National Capital.

The NCA is structured to meet the following outcome:

Outcome 1: Manage the strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians through the development and administration of the National Capital Plan, operation of the National Capital Exhibition, delivery of education and awareness programs and works to enhance the character of the National Capital.

The continued existence of the NCA in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the NCA's administration and programs.

NCA activities contributing toward its outcome are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the NCA in its own right. Administered activities involve the management or oversight by the NCA, on behalf of the Government, of items controlled or incurred by the Government.

The NCA carries out administered activities on behalf of the Government involving construction and upgrade of assets and operation of a pay parking scheme, predominantly within the Parliamentary region of Canberra.

Basis of Preparation of the Financial Statements

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) Financial Reporting Rule (FRR) for reporting periods ending on or after 1 July 2015; and
- b) Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

New Australian Accounting Standards

Adoption of New Australian Accounting Standard Requirements

The NCA has elected to apply AASB 2015-7 Amendments to Australian Accounting Standards - Fair Value Disclosures for Not-for-Profit Public Sector Entities for this financial year, even though the standard's application date is for reporting periods beginning on or after 1 July 2016. The standard provides relief from disclosing quantitive information about significant unobservable inputs used in fair value where economic benefits are not primarily dependent on the asset's ability to generate net cash inflows.

Future Australian Accounting Standard Requirements

The NCA is currently exempt from AASB 124 *Related Party Disclosures*. From 1 July 2016, AASB 124 is extended to include application by not-for-profit public sector entities and the NCA will be required to disclose any related party transactions. Disclosure of comparative information is not required in the first year of application.

AASB 15 *Revenue from Contracts* with Customers is applicable to reporting periods beginning on or after 1 January 2017. The standard will replace AASB 111 *Construction Contracts* and AASB 118 *Revenue* and establishes principles for reporting information about the nature, amount, timing and uncertainty of revenue and cash flows arising from the NCA's contracts with customers, with revenue recognised as 'performance obligations' are satisfied.

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 below, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Events After the Reporting Date

Departmental

No events have occurred after the reporting date that should be brought to account or noted in the 2015-16 Financial Statements.

Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2015-16 Financial Statements.

1. Departmental Financial Performance

This section analyses the financial performance of the NCA for the year ended 2016.

Notes to and forming part of the Financial Statements

Notes to and forming part of the Financial Statements		
1.1 Expenses		
	2016	2015
	\$'000	\$'000
Note 1.1A: Employee Benefits		
Wages and salaries	3,668	3,713
Superannuation:	100	100
Defined contribution plans	488	462
Defined benefit plans	436	427
Leave and other entitlements	664	475
Separation and redundancies	<u> </u>	139
Total employee benefits	5,256	5,216
Accounting Policy		
Accounting policies for employee related expenses are contained in the F	eople and Relationships section.	
Note 1.1B: Suppliers		
Goods and services supplied or rendered		
Contractors	9,086	5,450
Property operating costs	772	2,430
Utilities	2,404	2,165
ICT services	867	767
Consultants	305	863
Associated employee costs	253	266
Legal services	246	224
Communications	173	151
Travel	47	42
Total goods and services supplied or rendered	14,153	12,358
Goods supplied	128	106
Services rendered	14,025	12,252
Total goods and services supplied or rendered	14,153	12,358
Other suppliers		
Operating lease rentals in conjunction with		
Minimum lease payments	738	790
Contingent rentals	200	200
Workers compensation expenses	152	137
Total other supplier expenses	1,090	1,127
Total suppliers	15,243	13,485
Leasing Commitments		., •••

The NCA, in its capacity as lessee of an office tenancy, is committed to lease rental payments of a fixed amount subject to review every two years. All market review increases are treated as contingent rental. The rent is not subject to fixed increases or CPI. The NCA is also committed to a number of minor building and vehicle leases.

Commitments for minimum lease payments in relation to non-cancellable operating

Accounting Policy		
Total operating lease commitments	662	1,755
Between 1 to 5 years	<u> </u>	678
Within 1 year	662	1,077
leases are payable as follows:		

Operating lease payments are expensed on a straight-line basis which is representative of the pattern of benefits derived from the leased assets. The NCA is only committed to operating leases.

1.1 Expenses (Con't)		
	2016	2015
	\$'000	\$'000
1.1C: Write-Down and Impairment of Assets		
Impairment on financial instruments	9	-
Write-down of buildings, property, plant and equipment	260	100
Write-down of heritage and cultural	-	462
Total write-down and impairment of assets	269	562
1.2 Own-source Revenue and Gains		
	2016	2015
	\$'000	\$'000
Own-Source Revenue		
1.2A: Sale of Goods and Rendering of Services		
Sale of goods	-	1
Construction works ¹	1,275	64
Service charges	207	206
Other revenue	4	36

Revenues and Expenses Relating to Assets Under Construction for Third Parties¹

Reciprocal Funding

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

Non-reciprocal Funding

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

Accounting Policy

Revenue from the sale of goods is recognised when:

- a) the risks and rewards of ownership have been transferred to the buyer;
- b) the NCA retains no managerial involvement or effective control over the goods.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear 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.

1.2 Own-source Revenue and Gains (Con't)		
	2016	2015
	\$'000	\$'000
Own-Source Revenue		
<u>1.2B: Fees</u>		
Works approval	581	227
Licences	2	1
Total fees	583	228
1.2C: Rental Income		
Operating leases	1,199	1,294
Total rental income	1,199	1,294
Dental la como Oconomitano esta		

Rental Income Commitments

The NCA, in its capacity as lessor, receives lease rental payments for the sublease of space within its office tenancy. The NCA also leases a number of other properties under its control in and around the centre of Canberra.

Commitments for lease rental income receivables are as follows:

Within 1 year	424	792
Between 1 to 5 years	569	728
Total rental income commitments	993	1,520
1.2D: Other Revenue		
Settlements	1,150	-
Total other revenue	1,150	-
Gains		
1.2E: Other Gains		
Audit fees received free of charge	56	56
Other gains	-	3
Total other gains	56	59
Resources Received Free of Charge Resources received free of charge are recognised as gains when, and only when, a fair valu and the services would have been purchased if they had not been donated. Use of those re	esources is recognise	ed as an
Resources received free of charge are recognised as gains when, and only when, a fair value	esources is recognise ending on their nature	ed as an
<u>Resources Received Free of Charge</u> Resources received free of charge are recognised as gains when, and only when, a fair valu and the services would have been purchased if they had not been donated. Use of those r expense. Resources received free of charge are recorded as either revenue or gains dep <u>Sale of Assets</u>	esources is recognise ending on their nature	ed as an
Resources Received Free of Charge Resources received free of charge are recognised as gains when, and only when, a fair value and the services would have been purchased if they had not been donated. Use of those mexpense. Resources received free of charge are recorded as either revenue or gains dep Sale of Assets Gains from disposal of assets are recognised when control of the asset has passed to the Revenue from Government	esources is recognise ending on their nature	ed as an
Resources Received Free of Charge Resources received free of charge are recognised as gains when, and only when, a fair value and the services would have been purchased if they had not been donated. Use of those mexpense. Resources received free of charge are recorded as either revenue or gains dep Sale of Assets Gains from disposal of assets are recognised when control of the asset has passed to the Revenue from Government 1.2F: Revenue from Government	esources is recognise ending on their nature	ed as an
Resources Received Free of Charge Resources received free of charge are recognised as gains when, and only when, a fair value and the services would have been purchased if they had not been donated. Use of those mexpense. Resources received free of charge are recorded as either revenue or gains dep Sale of Assets Gains from disposal of assets are recognised when control of the asset has passed to the	esources is recognise ending on their natur buyer.	ed as an e.
Resources Received Free of Charge Resources received free of charge are recognised as gains when, and only when, a fair value and the services would have been purchased if they had not been donated. Use of those mexpense. Resources received free of charge are recorded as either revenue or gains dep Sale of Assets Gains from disposal of assets are recognised when control of the asset has passed to the revenue from Government 1.2F: Revenue from Government Departmental appropriations	esources is recognise ending on their natur buyer. 17,536	ed as an e. 17,545

2. Income and Expenses Administered on Behalf of Government

"This section analyses the activities that NCA does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting."

Notes to the Schedule of Administered Items		
2.1 Administered - Expenses		
	2016 \$'000	2015 \$'000
2.1A: Suppliers		
Services rendered Consultants	50	150
Insurance	58 289	150 313
Parking management	1,181	1,597
Fees and charges	445	282
Total suppliers	1,973	2,342
2.1B: Write-Down and Impairment of Assets		
Impairment on financial instruments	56	78
Impairment of property, plant and equipment	1,439	1,638
Total write-down and impairment of assets	1,495	1,716
2.2 Administered - Income		
	2016	2015
	\$'000	\$'000
Revenue		
Non-Taxation Revenue		
2.2A: Rendering of Services		
Parking services	16,851	12,467
Other services	30	54
Total rendering services	16,881	12,521
Accounting Policy All administered revenues are revenues relating to ordinary activities performed by Government. As such, administered appropriations are not revenues of the NCA expenditure of the funds as directed.		
2.2B: Fees and Fines		
Licence fees	13	8
Fines	1,657	1,502
Total fees and fines	1,670	1,510
Accounting Policy		
Fees are charged for issuing licences to use or occupy property administered by the Fines are issued as part of the pay parking scheme operated in the central national		rnment.

Notes to the Schedule of Administered Items		
2.2 Administered - Income (Con't)		
	2016 \$'000	2015 \$'000
2.2C: Rental Income		
Operating lease Building rents	129	130
Diplomatic land rents	1,852	1,834
Total rental income	1,981	1,964
Subleasing Rental Income Commitments		
The NCA, in its capacity as lessor, administers a number of leases for land and buildings in th Canberra including cafes, restaurants, tennis courts and maintenance facilities. The NCA also diplomatic land leases with contract periods up to 99 years.		
Commitments for sublease rental income receivables are as follows:		
Within 1 year	1,783	1,794
Between 1 to 5 years	6,958	6,575
More than 5 years	63,635	65,258
Total sublease rental income commitments	72,376	73,627
2.2D: Other Revenue		
Contributions for externally sponsored works	300	3,230
Total other revenue	300	3,230
Accounting Policy		
Contributions for Construction of Externally Sponsored Works		
As externally sponsored works are constructed through the departmental program, the va		
recognised as an administered asset and brought to account in other revenue. Further in treatment of externally sponsored works is available at Note 1.2A.	normation relation	ng to the

This section analyses the NCA's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information, including employee provisions, is disclosed in the People and Relationships section.

Notes to and forming part of the Financial Statements

3.1 Financial Assets		
	2016	2015
	\$'000	\$'000
3.1A: Trade and Other Receivables		
Goods and Services	325	114
Appropriation receivable	8,492	4,306
Statutory receivables	163	120
Accrued revenue	38	32
Other	1	7
Total trade and other receivables (gross)	9,019	4,579
Less impairment allowance	(9)	-
Total trade and other receivables (net)	9,010	4,579
Trade and other receivables (net) are expected to be recovered		
No more than 12 months	9,010	4,575
More than 12 months	-	4
Total trade and other receivables (net)	9,010	4,579
Trade and other receivables (gross) are aged as follows		
Not overdue	8,931	4,519
Overdue by		
0 to 30 days	46	4
31 to 60 days	4	-
61 to 90 days		5
More than 90 days	38	51
Total trade and other receivables (gross)	9,019	4,579
Accounting Policy		
Loans and Receivables		
Trade receivables, loans and other receivables that have fixed or determinable paym market are classified as 'loans and receivables'. Loans and receivables are measure effective interest method less impairment.		
Impairments are aged at more than 90 days (2015: Nil). Credit terms for goods and s 30 days).	services were within 30 da	ys (2015:

Accounting Policy

Financial assets are assessed for impairment at the end of each reporting period.

3.2 Non-Financial Assets

3.2A: Reconciliation of the Opening and Closing Balances of Property, Plant, Equipment and Intangibles

Reconciliation of the opening and closing balances of property, plant equipment and intangibles for 2016

	Buildings	Plant & equipment	Heritage and cultural ¹	Computer Software ²	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2015					
Gross book value	10,932	1,857	826	1,667	15,282
Accumulated depreciation and amortisation	(84)	(56)	(2)	(874)	(1,016)
Net book value 1 July 2015	10,848	1,801	824	793	14,266
Additions Revaluations recognised in other	1,990	42	-	762	2,794
comprehensive income Impairments recognised in net cost of	246	24	13	-	283
services	-	(260)	-	-	(260)
Depreciation and amortisation	(503)	(319)	(13)	(188)	(1,023)
Total as at 30 June 2016	12,581	1,288	824	1,367	16,060
Total as at 30 June 2016 represented by:					
Gross book value	12,665	1,328	826	2,429	17,248
Accumulated depreciation and amortisation	(84)	(40)	(2)	(1,062)	(1,188)
Total as at 30 June 2016	12,581	1,288	824	1,367	16,060
Reconciliation of the opening and closing ba	alances of prop	oerty, plant equi	pment and int	angibles for 201	15
	Buildings	Plant &	Heritage	Computer	Total
		equipment	and	Software ²	
			cultural1		
	\$'000	\$'000	\$'000	\$'000	\$'000

	cultural ¹				
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2014					
Gross book value	11,186	2,152	1,244	1,309	15,891
Accumulated depreciation and amortisation	(88)	(57)	(3)	(643)	(791)
Total as at 1 July 2014	11,098	2,095	1,241	666	15,100
Additions	118	125	40	358	641
Revaluations recognised in other					
comprehensive income	208	18	22	-	248
Impairments recognised in net cost of					
services	(64)	(36)	(462)	-	(562)
Depreciation and amortisation	(524)	(338)	(17)	(231)	(1,110)
Other movements - Reclassifications	12	(12)	-	-	-
Disposal of assets	-	(51)	-	-	(51)
Total as at 30 June 2015	10,848	1,801	824	793	14,266
Net book value as of 30 June 2015					
represented by:					
Gross book value	10,932	1,857	826	1,667	15,282
Accumulated depreciation and amortisation	(84)	(56)	(2)	(874)	(1,016)
Total as at 30 June 2015	10,848	1,801	824	793	14,266

3.2 Non-Financial Assets (Con't)

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 computer software is all purchased software.

Property plant, equipment, heritage & cultural and computer software assets were tested for impairment at 30 June 2016. Assets found to be impaired were written down in accordance with the stated policy.

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

Revaluation of non-financial assets

Property plant, equipment and heritage & cultural assets were revalued by an independent valuer in accordance with the revaluation policy stated at Note 7.4.

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

	2016 \$'000	2015 \$'000
Minor building upgrades ICT equipment	673 13	33
	686	33

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 they 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 \$500, which are expensed in the year of acquisition (other than where they 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.

Revaluations

Following initial recognition at cost, property, plant and equipment is carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations were conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

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

3.2 Non-Financial Assets (Con't)

Accounting Policy (Con't)

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 class of depreciable asset are based on the following useful lives:

Asset Class	2016	2015
Buildings	10-100 Years	10-100 Years
Plant and equipment	3-20 Years	3-20 Years
Property	3-100 Years	3-100 Years
Heritage and cultural assets	10-100 Years	10-100 Years

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

Impairment

All assets were assessed for impairment at 30 June 2016. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

Derecognition

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

Heritage and Cultural Assets

The NCA's heritage and cultural assets comprise a heritage listed building and a number of individually valued artworks.

Intangibles

The NCA's intangibles comprise purchased 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. The useful lives of the NCA's software are 7 to 10 years (2014-15: 7 to 10 years). All software assets were assessed for indications of impairment as at 30 June 2016.

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, NCA buildings are purpose built and may in fact realise more or less in the market.

	2016 \$'000	2015 \$'000
3.2B: Other Non-Financial Assets		
Prepayments	89	83
Total other non-financial assets	89	83

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.

3.3 Payables		
	2016	2015
3.3A: Suppliers	\$'000	\$'000
Trade creditors	298	225
Accrued Expenses	3,188	1,363
Total suppliers	3,486	1,588
Suppliers are expected to be settled in no more than 12 months. Settleme	nt was usually made within 30 days.	
3.3B: Other Payables		
Wages and salaries	20	285
Unearned income	315	416
Funds received in advance for construction works	3,415	628
Funds received in advance for public artworks	337	387
Bonds and retentions	116	3
Lease incentive	16	31
Other	4	-
Total other payables	4,223	1,750
Other payables are expected to be settled		
No more than 12 months	4,060	1,521
More than 12 months	163	229
Total other payables	4,223	1,750
3.4 Other Provisions		
	2016	2015
	\$'000	\$'000
3.4A: Other Provisions		
Provision for Restoration		
As at 1 July	61	58
Unwinding of discount or change in discount rate	3	3
Total as at 30 June	64	61
Other provisions are expected to be settled		
No more than 12 months	64	-
More than 12 months	-	61
Total other provisions	64	61
• • • • • • • • • • • • • • • • • • • •		

The NCA has one agreement for the leasing of premises which has provisions requiring the NCA to restore the premises to their original condition at the conclusion of the lease. The NCA has made a provision to reflect the present value of this obligation.

4. Assets and Liabilities Administered on Behalf of Government

This section analyses assets used to conduct operations and the operating liabilities incurred as a result the NCA does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

Notes to the Schedule of Administered Items		
4.1 Administered - Financial Assets		
	2016	2015
	\$'000	\$'00
4.1A: Trade and Other Receivables Goods and services receivables	860	011
Fees	860 390	911 436
Fines	530	448
Statutory receivables	130	102
Total trade and other receivables (gross)	1,906	1,897
Less impairment allowance	(239)	(183
Total trade and other receivables (net)	1,667	1,714
Trade and other receivables (net) are expected to be recovered in no more to	that 12 months.	
Trade and other receivables (gross) aged as follows		
Not overdue Overdue by	1,370	1,367
0 to 30 days	75	104
31 to 60 days	52	75
61 to 90 days	90	101
More than 90 days	319	250
Total trade and other receivables (gross)	1,906	1,897
The impairment allowance aged as follows		
Not overdue	(10)	(16
Overdue by		·
61 to 90 days More than 90 days	(30)	(47
	(199)	(120
Total impairment allowance	(239)	(183
Credit terms for goods and services were within 30 days (2015: 30 days).		
Reconciliation of the Impairment Allowance	2016	2015
Movements for goods and services	\$'000	2015 \$'00
As at 1 July 2015	(183)	(105
Increase recognised in net surplus	(155)	(148
Amounts recovered and reversed	99	70
Total as at 30 June 2016	(239)	(183

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 way of an impairment allowance accounted for under AASB 137 Provisions, Contingent Liabilities and Contingent Assets.

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

Notes to the Schedule of Administered Items

4.2 Administered - Non-Financial Assets

4.2A: Reconciliation of the Opening and Closing Balances of Property. Plant, Equipment and Intangibles

Land	Buildings	Property, Plant & Equip	Heritage Assets ¹	Computer Software ²	Total	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2015						
Gross book value	407,499	16,894	327,847	44,394	392	797,026
Accumulated depreciation and						
amortisation	-	(114)	(3,150)	(149)	(96)	(3,509)
Total as at 1 July 2015	407,499	16,780	324,697	44,245	296	793,517
Additions:						
Purchase	513	912	16,376	254	-	18,055
Externally sponsored works ¹	-	-	-	300	-	300
Revaluations recognised in other						
comprehensive income	11,427	284	5,346	892	-	17,949
Impairments recognised in net cost						
of service	(41)	-	(1,178)	(220)	-	(1,439)
Depreciation and amortisation	-	(690)	(19,045)	(892)	(49)	(20,676)
Total as at 30 June 2016	419,398	17,286	326,196	44,579	247	807,706
Total as at 30 June 2016						
represented by:						
Gross book value	419,398	17,401	329,412	44,725	392	811,328
Accumulated depreciation and						
amortisation	-	(115)	(3,216)	(146)	(145)	(3,622)
Total as at 30 June 2016	419,398	17,286	326,196	44,579	247	807,706

Reconciliation of the opening and closing balances of property, plant, equipment and intangibles for 2015

	Land	Buildings	Property,	Heritage	Computer	Total
			Plant & Equip	Assets ¹	Software ²	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2014						
Gross book value	408,113	17,152	323,877	43,627	350	793,119
Accumulated depreciation and						
amortisation	-	(113)	(2,940)	(148)	(44)	(3,245)
Total as at 1 July 2014	408,113	17,039	320,937	43,479	306	789,874
Additions:						
Administered assets	313	126	12,753	642	42	13,876
Externally sponsored works ¹	-	21	3,207	2	-	3,230
Revaluations recognised in other						
comprehensive income	-	320	6,664	1,065	-	8,049
Impairments recognised in net cost						
of service	(927)	(45)	(651)	(15)	-	(1,638)
Depreciation and amortisation	-	(681)	(18,213)	(928)	(52)	(19,874)
Total as at 30 June 2015	407,499	16,780	324,697	44,245	296	793,517
Total as at 30 June 2015						
represented by:						
Gross book value	407,499	16,894	327,847	44,394	392	797,026
Accumulated depreciation and						
amortisation	-	(114)	(3,150)	(149)	(96)	(3,509)
Total as at 30 June 2015	407,499	16,780	324,697	44,245	296	793,517
- Construction of Externally Sponsored	Works ¹					

<u>Construction of Externally Sponsored Works</u>' Where the NCA takes control of the finished asset at completion of a third party sponsored project, administered work in progress (WIP) is recognised as the asset is constructed.

Notes to the Schedule of Administered Items

4.2 Administered - Non-Financial Assets (Con't)

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 computer software is all purchased software.

Property plant, equipment, heritage & cultural and computer software assets were tested for impairment at 30 June 2016. Assets found to be impaired were written down in accordance with the policy stated at Note 3.2.

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

Revaluation of non-financial assets

Property plant, equipment and heritage & cultural assets were revalued by an independent valuer in accordance with the revaluation policy stated at Note 7.5.

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

	2016 \$'000	2015 \$'000
Land and building	504	171
Infrastructure, plant & equipment	7,441	7,308
Heritage assets	17	167
Computer software	-	34
	7,962	7,680

In 2014-15, the significant commitment was for construction of the Bowen Place pedestrian crossing adjacent to the National Gallery. Other major commitments were for bridge and road upgrades in the central national area.

In 2015-16, the significant commitments are for the refurbishment of the Captain Cook Memorial Jet, upgrade of the John Gorton building car park, replacement of international flag poles and road and intersection upgrades in the central national area.

Accounting Policy

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

.

...

Notes to the Schedule of Administered Items		
4.3 Administered - Payables		
	2016	2015
	\$'000	\$'000
4.3A: Suppliers		
Trade creditors	98	130
Accrued expenses	3,912	2,182
Total suppliers	4,010	2,312
Suppliers expected to be settled in no more than 12 months. Settlement was usually made w	vithin 30 days.	
4.3B: Other Payables		
Unearned income	17,785	17,987
Retentions	296	183
Other	55	60
Total other payables	18,136	18,230
Total other payables are expected to be settled		
No more than 12 months	1,051	948
More than 12 months	17,085	17,282
Total other payables	18,136	18,230

5. Funding

This section identifies the NCA's funding structure.

Notes to and forming part of the Financial Statements

5.1 Appropriations

5.1A: Annual Appropriations ('Recoverable GST exclusive')

Annual Appropriation for 2016

	Appropriation	PGPA		Appropriation	
	Act	Act		applied	
				in 2016	
	Annual	Section	Total	(current and	
	Appropriation ¹	74	appropriation	prior years)	Variance ²
	\$'000	\$'000	\$'000	\$'000	\$'000
DEPARTMENTAL					
Ordinary annual services	17,536	7,992	25,528	21,438	4,090
Capital budget ³	760	-	760	819	(59)
Other Services					
Equity injections	-	-	-	114	(114)
Total departmental	18,296	7,992	26,288	22,371	3,917
ADMINISTERED					
Ordinary annual services					
Capital budget ³	13,805	-	13,805	13,207	598
Administered items	2,883	-	2,883	1,926	957
Other services					
Administered assets and					
liabilities	-	-	-	3,088	(3,088)
Total administered	16,688	-	16,688	18,221	(1,533)

Notes:

1. No amounts of appropriation were withheld under Section 51 of the PGPA Act.

2. **Departmental ordinary annual services:** This variance related to the retention of s74 revenues for expenditure on future third party sponsored projects.

Departmental capital budget: This variance related to the draw down of prior year appropriations.

Departmental equity injections: This variance related to the draw down of prior year appropriations.

Administered ordinary annual services: These variances related to funds retained to make contract payments for liabilities accrued during 2015-16.

Administered assets and liabilities: This variance related to the draw down of retained appropriations to fund projects in accordance with the approved capital management plan.

3. 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.

5.1 Appropriations (Con't)

5.1A (Con't): Annual Appropriations ('Recoverable GST exclusive')

Annual Appropriation for 2015

	Appropriation Act	FMA Act		Appropriation applied	
				in 2015	
	Annual	Section	Total	(current and	
	Appropriation ¹	74	appropriation	prior years)	Variance ²
	\$'000	\$'000	\$'000	\$'000	\$'000
DEPARTMENTAL					
Ordinary annual services	17,552	2,093	19,645	18,528	1,117
Capital budget ³	676	-	676	737	(61)
Other Services					
Equity injections	-	-	-	-	-
Total departmental	18,228	2,093	20,321	19,265	1,056
ADMINISTERED					
Ordinary annual services					
Capital budget ³	14,176	-	14,176	13,312	864
Administered items	3,144	-	3,144	2,778	366
Other services					
Administered assets and					
liabilities	3,067	-	3,067	3,308	(241)
Total administered	20,387	-	20,387	19,398	989

Notes:

1. The departmental appropriation for ordinary annual services was quarantined by \$7,000 as part of whole of government Communications Functions Savings Measure (Cabinet Minute TA14/0181/CAB/02).

The administered appropriation for ordinary annual services - Administered items was quarantined by \$302,000 as part of whole of government Administered Program Indexation Pause (Estimates Memorandum 2014/25).

2. **Departmental ordinary annual services:** This variance related to the retention of s74 revenues for expenditure on future third party sponsored projects.

Departmental capital budget: This variance related to the draw down of prior year appropriations.

Administered ordinary annual services: These variances related to funds retained to make contract payments for liabilities accrued during 2014-15.

Administered assets and liabilities: This variance related to the draw down of retained appropriations to fund projects in accordance with the approved capital management plan.

3. Departmental and Administer 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.

Authority	2016	2015
	\$'000	\$'000
DEPARTMENTAL		
Appropriation Act (No. 2) 2013-14		114
Appropriation Act (No. 1) 2014-15 ¹	-	3,310
Appropriation Act (No. 1) 2014-15 - Cash at Bank ²	-	853
Appropriation Act (No. 1) 2014-15 - Capital Budget (DCB) - Non Operating	-	120
Appropriation Act (No. 3) 2014-15	-	762
Appropriation Act (No. 1) 2015-16 ¹	8,431	
Appropriation Act (No. 1) 2015-16 - Cash at Bank ²	541	
Appropriation Act (No. 3) 2015-16 - Capital Budget (DCB) - Non Operating	61	
Total departmental	9,033	5,159
ADMINISTERED		
Appropriation Act (No. 2) 2013-14	-	392
Appropriation Act (No. 1) 2014-15	•	477
Appropriation Act (No. 1) 2014-15 - Cash at Bank ³	-	97
Appropriation Act (No. 1) 2014-15 - Capital Budget (DCB) - Non Operating	•	1,344
Appropriation Act (No. 2) 2014-15	305	3,001
Appropriation Act (No. 3) 2014-15	-	369
Appropriation Act (No. 3) 2014-15 - Capital Budget (DCB) - Non Operating	-	2,900
Appropriation Act (No. 1) 2015-16	1,813	
Appropriation Act (No. 1) 2015-16 - Cash at Bank ³	87	
Appropriation Act (No. 1) 2015-16 - Capital Budget (DCB) - Non Operating	4,842	
Total administered	7.047	8.580

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

Authority	Туре	Purpose	Appropriation	n applied
			2016	2015
			\$'000	\$'000
Section 77, Public Governance, Performance and Accountability Act 2013 (refund provisions). Administered	Refund	To provide an appropriation where an Act or other law requires or permits the repayment of an amount received by the Commonwealth and apart from this section there is no specific appropriation for the repayment.	14	3
Total special appropriation applied	3		14	3

Notes:

1. The NCA carries out construction works on behalf of other entities. When works are incomplete at the end of a reporting period, unexpended cash is retained in its departmental *Appropriation Act (No. 1)*.

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

3. Administered cash at bank relates to deposits received on 30 June that will be returned to the Official Public Account on 1 July.

5.2 Regulatory Charging Summary		
	2016 \$'000	2015 \$'000
Expenses		
Departmental	811	506
Total expenses	811	506
External revenue		
Departmental	541	182
Total external revenue	541	182

Note:

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

Regulatory charging activities:

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

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

· Developers wishing to undertake major redevelopments;

Government entities (Commonwealth and Territory) or their contractors wishing to undertake construction or land
management activities;

Telecommunications providers undertaking excavations and installation of new infrastructure to improve communications networks; and

• Entities wishing to erect temporary event related structures.

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

http://nationalcapital.gov.au/index.php/works-approval/works-approval-fees

5.3 Net Cash Appropriation Arrangements		
	2016 \$'000	2015 \$'000
Total comprehensive income/(loss) attributable to the Australian Government	499	(695)
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	1,023	1,110
Total comprehensive income/(loss) plus depreciation/amortisation expenses previously funded through revenue appropriations	1,522	415
Less: Changes in asset revaluation reserve	(283)	(248)
Surplus attributable to the National Capital Authority	1,239	167

5.4 Cash Flow Reconciliation		
	2016	2015
	\$'000	\$'000
5.4A: Cash Flow Reconciliation		
Reconciliation of cash and cash equivalents as per Statement of Financial Position	on and Cash Flow St	atement
Cash and cash equivalents as per		
Cash flow statement	541	853
Statement of financial position	541	853
Discrepancy	-	
Reconciliation of net cost of services to net cash used by operating activities:		
Net cost of services	(17,320)	(18,488
Revenue from Government	17,536	17,545
Adjustments for non-cash items		
Depreciation / amortisation	1,023	1,110
Net write down of non-financial assets	260	562
Movement in assets and liabilities		
Assets		(a -
(Increase) in net receivables	(2,754)	(647
(Increase) / decrease in prepayments Decrease in other receivables	(6)	6
Liabilities		-
Increase / (decrease) in employee provisions	286	(124
Increase in supplier payables	1,906	121
Increase in other payables	573	250
Increase in provisions	3	3
Net cash used by operating activities	1,507	340
Notes to the Schedule of Administered Items		
	2016	2015
5.4B: Administered - Cash Flow Reconciliation	\$'000	\$'000
Reconciliation of cash and cash equivalents as per Administered Schedule of As	sets and I iabilities t	0
Administered Cash Flow Statement		
Cash and cash equivalents as per		
Administered cash flow statement	87	97
Administered schedule of assets and liabilities	87	97
Discrepancy		
Reconciliation of net cost of services to net cash from operating activities:		
Net cost of services	(3,312)	(4,707
Adjustments for non-cash items		
Depreciation/amortisation	20,676	19,874
Net write down of non-financial assets Resources received free of charge - assets	1,439 (300)	1,638 (3,230
	(000)	(0,200
Movement in assets / liabilities		
Movement in assets / liabilities Assets		
	1,600	352
Assets	1,600	352
Assets Decrease in net receivables	1,600	352 1,285

6. People and Relationships

This section describes a range of employment and post employment benefits provided to our people and our relations with other key people.

Notes to and forming part of the Financial Statements

6.1 Employee Provisions		
	2016	2015
	\$'000	\$'000
6.1A: Employee Provisions		
Leave	1,437	1,151
Total employee provisions	1,437	1,151
Employee provisions are expected to be settled		
No more than 12 months	1,287	971
More than 12 months	150	180
Total employee provisions	1,437	1,151

Accounting Policy

Liabilities for 'short-term employee benefits' and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

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

Leave

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

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

The liability for long service leave is based on the NCA's estimated liability at balance date of the long service leave entitlements of its employees, which have been calculated in accordance with the FRR and guidelines. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

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

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

The NCA makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The NCA accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the year.

6.2 Senior Management Personnel Remuneration		
	2016 \$'000	2015 \$'000
Short-term employee benefits	\$ 000	\$ 000
Salary	824	692
Motor vehicle and other allowances	39	33
Total short-term employee benefits	863	725
Post-employment benefits		
Superannuation	180	132
Total post-employment benefits	180	132
Other long-term employee benefits		
Annual leave	68	66
Long-service leave	28	21
Total other long-term employee benefits	96	87
Total senior management personnel remuneration expenses	1,139	944

7. Managing Uncertainties

This section analyses how the NCA manages financial risks within its operating environment.

7.1 Contingent Assets and Liabilities

7.1A: Contingent assets and liabilities

Quantifiable Contingencies

The NCA had no quantifiable contingencies at 30 June 2016 (2015: Nil).

Unquantifiable Contingencies

The NCA had no unquantifiable contingencies at 30 June 2016 (2015: One).

7.1B: Administered - contingent assets and liabilities

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2016 (2015: Nil).

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability 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 greater than remote.

7.2 Financial Instruments		
	2016 \$'000	2015 \$'000
7.2A: Categories of Financial Instruments	• • • • •	
Financial Assets		
Loans and receivables:		
Cash on hand or on deposit	541	853
Goods and services receivable	316	114
Total loans and receivables	857	967
Total financial assets	857	967
Financial Liabilities		
Financial liabilities measured at amortised cost:		
Trade creditors	(298)	(225)
Bonds and retentions	(116)	(3)
Total liabilities measured at amortised cost	(414)	(228)
Total financial liabilities	(414)	(228)

The net interest income/expense from financial assets and liabilities not at fair value through profit or loss is nil (2014-15: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2016 and 30 June 2015 approximate the fair value.

Accounting Policy

Financial assets

The NCA classifies its financial assets as 'loans and receivables'. Financial assets are recognised and derecognised upon trade date.

Financial assets are assessed for impairment at the end of each reporting period.

Financial Liabilities

Financial liabilities are classified as 'other financial liabilities'. Financial liabilities are recognised and derecognised upon 'trade date'.

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).

7.2 Financial Instruments (con't)

7.2B: Credit Risk

...

The NCA is exposed to minimal credit risk with the maximum exposure arising from potential default of a debtor. This amount is equal to the total amount of receivables for services of \$324,691 (2015: \$113,851).

The NCA has assessed the risk of the default on payment as low and has made a \$8,537 allocation in 2015-16 (2015: Nil) to an allowance for impairment account.

The NCA has no significant exposures to any concentrations of credit risk and holds no collateral to mitigate against credit risk.

Credit quality of financial instruments not past due or individually determined as impaired							
	Not past	Not past	Past due	Past due			
	due nor	due nor	or	or			
	impaired	impaired	impaired	impaired			
	2016	2015	2016	2015			
	\$'000	\$'000	\$'000	\$'000			
Trade receivables	237	54	88	60			
Total	237	54	88	60			

Ageing of financial assets that were past due but not impaired for 2016

	0 to 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	90+ days \$'000	Total \$'000
Trade receivables	46	4	-	29	79
Total	46	4	-	29	79

Ageing of financial assets that were past due but not impaired for 2015 0 to 30 31 to 60 61 to 90 90+ Total days days days days \$'000 \$'000 \$'000 \$'000 \$'000 Trade receivables 4 -5 51 60 Total 4 5 51 60

7.2C: Liquidity Risk

The NCA's financial liabilities are payables and other payables including credit cards with a facility limit \$200,000 (2015: \$200,000) and retentions. The maturities for financial liabilities are within one year in both the current and prior financial year.

The NCA has no derivative financial liabilities in either the current or prior financial year.

The NCA has sufficient available financial assets to meet all financial liabilities at 30 June 2016.

7.2D: Market Risk

The NCA holds basic financial instruments that do not expose the agency to certain market risks. The NCA is not exposed to currency or other price risks.

Notes to the Schedule of Administered Items		
7.3 Administered - Financial Instruments		
	2016 \$'000	2015 \$'000
7.3A: Categories of Financial Instruments		
Financial Assets Loans and receivables		
Cash on hand or on deposit	87	97
Goods and services receivable	1,147	1,176
Total loans and receivables	1,234	1,273
Total financial assets	1,234	1,273
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	(98)	(130)
Retentions	(296)	(182)
Total financial liabilities measured at amortised cost	(394)	(312)
Total financial liabilities	(394)	(312)

The net interest income/expense from financial assets not at fair value through profit or loss is nil (2014-15: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2016 and 30 June 2015 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 the Schedule of Administered Items

7.3 Administered - Financial Instruments (Con't)

7.3B: Credit Risk

The NCA is exposed to minimal credit risk with the maximum exposure arising from potential default of a debtor. This amount is equal to the total amount of receivables for services of \$1,537,442 (2015: \$1,795,130).

The NCA has assessed the risk of the default on payment as low and has made a \$239,135 allocation in 2015-16 (2015: \$183,194) to an allowance for impairment account.

The NCA has no significant exposures to any concentrations of credit risk and holds no collateral to mitigate against credit risk.

Credit quality of financial instruments not past due or individually determined as impaired

	Not Past Due	Not Past Due	Past due or	Past due or
	Nor Impaired	Nor Impaired	impaired	impaired
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Trade receivables	840	829	536	530
Total	840	829	536	530

Ageing of financial assets that were past due but not impaired for 2016					
	0 to 30	31 to 60	61 to 90	90+	Total
	days	days	days	days	
	\$'000	\$'000	\$'000	\$'000	\$'000
Trade receivables	75	52	60	121	308
Total	75	52	60	121	308

Ageing of financial assets that were	e past due but not impaired f	or 2015			
	0 to 30	31 to 60	61 to 90	90+	Total
	days	days	days	days	
	\$'000	\$'000	\$'000	\$'000	\$'000
Trade receivables	104	76	53	130	363
Total	104	76	53	130	363

7.3C: Liquidity Risk

The NCA's financial liabilities are trade and other payables. The maturities for financial liabilities are within one year in both the current and prior financial year.

The NCA has no derivative financial liabilities in either the current or prior financial year.

The NCA has sufficient available financial assets to meet all financial liabilities at 30 June 2016.

7.3D: Market Risk

The NCA holds basic financial instruments that do not expose the agency to certain market risks. The NCA is not exposed to currency or other price risks.

Notes to and forming part of the Financial Statements

7.4 Fair Value Measurements

The following tables provide an analysis of assets and liabilities that are measured at fair value. The remaining assets and liabilities disclosed in the statement of financial position do not apply the fair value hierarchy.

The different levels of the fair value hierarchy are defined below.

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the NCA can access at measurement date.
- Level 2: Inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

7.4A: Fair Value Measurements

	Fair value measurements at the end of the reporting period		-	r Levels 2 and 3 lue measurements	
	2016 \$'000	2015 \$'000	Category	Valuation Techniques	Inputs Used
Non-financial assets					
Buildings	12,581	10,848	Level 3	Cost approach	Not traded in the market and, in some instances, specialised assets. Depreciated replacement cost assessment.
Plant and equipment	1,288	1,801	Level 3	Cost approach	Not traded in the market place. Depreciated replacement cost assessment.
Heritage and cultural assets	824	824	Level 3	Cost approach	Not traded in the market and, in all instances, specialised assets. Depreciated replacement cost assessment.

No change in valuation technique occurred during the period.

The highest and best use of all non-financial assets are the same as their current use.

No departmental assets were transferred between level 1 and level 2 during 2016 (2015: Nil).

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

Accounting Policy

The NCA's policy is to carry out a full asset revaluation every three years and a desktop update on other years. On 30 April 2016, an independent valuer, PRP International Property Consultants, conducted a desk top revaluation of all noncurrent assets. On 30 June 2016, PRP provided confirmation that there was no indication that there would be any material difference between the current carrying amounts of the asset classes and any revalued amount at fair value.

Recurring and non-recurring Level 3 fair value measurements - valuation processes

The NCA procured valuation services from a registered valuer and relied on valuation models provided. The NCA tests the procedures of the valuation model at least once every 12 months. The valuer provided written assurance to the NCA that the model developed is in compliance with AASB 13.

Recurring Level 3 fair value measurements - sensitivity of inputs

Because the NCA uses a cost based approach to valuing its heritage and cultural assets, the fair value of these assets are not subject to market fluctuations that may be present should the valuations be based on private sales or professional appraisals of similar artwork.

Notes to the Schedule of Administered Items

7.5 Administered - Fair Value Measurements

The following tables provide an analysis of assets and liabilities that are measured at fair value. The remaining assets and liabilities disclosed in the statement of financial position do not apply the fair value hierarchy.

The different levels of the fair value hierarchy are as defined at Note 7.4.

7.5A: Administered - Fair Value Measurements

	Fair value measurements at the end of the reporting period		For Levels 2 and 3 fair value measurements		
	2016 2015 Category		Valuation	Inputs	
	\$'000	\$'000		Techniques	Used
Non-financial assets					
Land	419,398	407,499	Level 2	Market approach	Non-specialised assets assessed by observable market evidence (sales of similar assets).
Buildings	17,286	16,780	Level 3	Cost approach	Not traded in the market and, in some instances, specialised assets. Depreciated replacement cost assessment.
Property, plant and equipment	326,196	324,697	Level 3	Cost approach	Not traded in the market place. Depreciated replacement cost assessment.
Heritage assets	44,579	44,245	Level 3	Cost approach	Not traded in the market and, in all instances, specialised assets. Depreciated replacement cost assessment.

No change in valuation technique occurred during the period.

The highest and best use of all non-financial assets are the same as their current use.

No administered assets were transferred between level 1 and level 2 during 2016 (2015: Nil)

The remaining assets and liabilities reported are not measured at fair value in the administered schedule of assets and liabilities.

A reconciliation of movements of assets measured at fair value is included in Note 4.2A.

Accounting Policy

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

8. Other Information

Notes to and forming part of the Financial Statements

8.1 Reporting of Outcomes

The NCA is structured to meet Outcome 1 as described in the Overview. Revenues, expenses, assets and liabilities for departmental and administered programs are disclosed in the principal statements.

Net costs include intra-government costs that were eliminated in calculating the actual Budget Outcome.

Notes to and forming part of the Financial Statements

8.2: Explanations of Major Budget Variances

Departmental Major Budget Variances

for the period ended 30 June 2016	
Explanation of major variances	Affected line item and statement
A number of employee positions remained vacant during the year, resulting in a saving in employee costs.	Employee benefits in the Statement of Comprehensive Income and Statement of Cash Flows.
Supplier expenses were greater than originally expected due to renewal of services contracts resulting in price increases. Works funded by third parties were carried out in addition to routine works funded from appropriations.	Suppliers in the Statement of Comprehensive Income. Operating Cash Used - Suppliers in the Statement of Cash Flows.
Equipment assets held by the NCA were transferred to the control of other Government entities. Assets valued at \$0.27m were written down from the non-financial asset valuation.	Write-down and impairment of assets in the Statement of Comprehensive Income. Plant and equipment in the Statement of financial position.
Sale of goods and rendering of services is greater than originally estimated due to receipt of unexpected third party construction works funding.	Sale of goods and rendering of services in the Statement of Comprehensive Income and Cash Flow Statement.
Other revenue includes settlements that were not originally budgeted, placing the operating result in a surplus position	Other revenue in the Statement of Comprehensive Income and Other cash received in the Cash Flow
compared to the budgeted deficit. Income on NCA controlled rental properties reduced below budget due to periods of vacancy during the year.	Statement. Rental income in the Statement of Comprehensive Income.
Appropriations have been retained to pay out liabilities accrued during the year. Funding received from third parties during 2015- 16 has been retained for expenditure on construction projects in future periods.	Trade and other receivables in the Statement of Financial Position, specifically, Appropriation receivable.
Expenditure on building upgrades were greater than originally estimated due to receipt of third party funding. Appropriation funding was brought forward from future years to carry out urgent ICT upgrades.	Property, plant and equipment and Intangibles in the Statement of Financial Position.
A number of large payments relating to operational contracts were outstanding due to timing of invoice receipts.	Supplier payables in the Statement of Financial Position.
Unearned revenue increased due to retaining of third party funds to deliver specific projects.	Other payables in the Statement of Financial Position.
Employee provision increased due to commencement of new employees with significant leave balances.	Employee provisions in the Statement of Financial Position.
s74 cash receipts returned to the OPA to increase available appropriations are not included in the budgeted statements.	Operating Cash Received - Appropriations and Section 74 receipts transferred to OPA in the Cash Flow Statement.
Administered Major Budget Variances	
for the period ended 30 June 2016	
Explanation of major variances	Affected line item and statement
Pay parking fees and fines are lower than originally expected due to decreased occupancy rates. As a result, a \$5.6m reduction in the administered revenue budget was applied during the 2015-16 additional estimates.	Rendering of services and Fees and fines in the Administered Schedule of Comprehensive Income.
Trade and other receivables are greater than estimated due to outstanding pay parking fees and parking infringements subject to legal recovery.	Trade and other receivables in the Administered Schedule of Assets and Liabilities.
Valuation of land, buildings, property, plant and equipment was greater than originally estimated due to asset revaluation and	Land, buildings, property, plant and equipment in the Administered Schedule of Assets and Liabilities.

increased expenditure on capital programs. A number of large payments relating to construction contracts

were outstanding due to timing of invoice receipts.

Supplier payables in the Administered Schedule of Assets and Liabilities.

Glossary of Abbreviations, Acronyms and Terms

ACT Government	The body politic established under the <i>Australian Capital Territory (Self-Government) Act 1988</i> . Includes the Executive of that body, and agencies established by it, whether by enactment or otherwise.
Amendment of the National Capital Plan	A function of the NCA is to keep the National Capital Plan under constant review and to propose amendments to it as necessary. The statutory provisions for amending the Plan are set out in sections 14 to 22 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988.</i> The amendment process includes public consultation. After approval by the Minister, amendments are subject to disallowance by either House of the Australian Parliament.
APS	Australian Public Service
Australian Capital Territory (Planning and Land Management) Act 1988	Australian Government legislation that provides the overarching legal framework for planning and land management in the Australian Capital Territory.
Australian Capital Territory	The Australian Capital Territory was created to house the nation's capital, Canberra.
AWA	Australian Workplace Agreement
Central National Area	Includes the Parliamentary Zone and its setting, Lake Burley Griffin and its foreshores, Government House, the Australian National University, the Australian Defence Force Academy, Duntroon, Campbell Park, Canberra International Airport and the Royal Australian Air Force Base at Fairbairn.
	Also included are the diplomatic areas of Yarralumla, O'Malley and West Deakin, and individual diplomatic sites in the suburbs of Red Hill, Forrest and Deakin.
City to the Lake	An ACT Government strategy to repurpose under-utilised land in central Canberra to provide a direct link from the City to Lake Burley Griffin, creating a new active waterfront foreshore in West Basin.
CLC	Common Law Contract
Designated Area	An area of land specified as having the special characteristics of the National Capital as provided for by section 10(1) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988.</i> All 'works' in Designated Areas are subject to approval by the NCA (see also Works).

Detailed conditions of planning design and development	Section 10(2)(c) of the Australian Capital Territory (Planning and Land Management) Act 1988 states that the National Capital Plan may specify areas of land that have the special characteristics of the National Capital to be Designated Areas. The Act provides for the Plan to set out detailed conditions of planning, design and development in Designated Areas and to specify the priorities in carrying out planning, design, and development in Designated Areas.
Development Approval	An approval for works as defined in the <i>Australian Capital Territory</i> (<i>Planning and Land Management</i>) <i>Act 1988</i> .
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. Section 10(2)(d) of the Act details that Development Control Plans may be required in areas where 'Special Requirements' apply and may include maps, drawings, photographs, specifications and written statements. A Development Control Plan may apply to National Land or Territory Land sites (or areas) provided they are not included in Designated Areas.
Diplomatic precincts	Those areas of Yarralumla, West Deakin and O'Malley that have diplomatic uses permissible under the National Capital Plan.
Environment Protection and Biodiversity Conservation Act 1999	Australian Government legislation that provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places.
ESD	Ecologically sustainable development
FOI	Freedom of information
Free and Independent Visitors (FIT)	These visitors are independent, planning their own travel, itinerary or route, without the assistance of a group tour, pre-arranged schedule or other group setting.
General Policy Plan – Australian Capital Territory	Describes the National Capital Open Space System beyond the metropolitan areas. It is supported by principles and policies in the National Capital Plan.
General Policy Plan – Metropolitan Canberra	Describes areas planned for urban development, non-urban, rural, the open space system and the primary road and public transport system indicative routes. Figure 1 is supported by principles and policies in the National Capital Plan.
Griffin Plan/Legacy	The framework to realise the grand civic design envisaged by Walter Burley Griffin and Marion Mahony Griffin.
GST	Goods and services tax
HSC	Health and Safety Committee
КРІ	Key performance indicator
Lease and development conditions	Prepared for vacant land sites by the relevant planning authority before the sites are leased and developed. These conditions form the basis for considering development applications for approval.

Master Plans	Comprise area-specific policies intended to guide the planning, design and development of large site areas. Some Master Plans, once approved by the NCA, are given statutory effect by inclusion in the National Capital Plan.
National and Arterial Road Systems	Two separate road networks as defined in the National Capital Plan.
National Capital Authority	See Authority.
National Capital Estate	National land designated as land required for the special purposes of Canberra as the National Capital, according to the <i>Australian Capital</i> <i>Territory (Planning and Land Management) Act 1988</i> . This land includes the Parliamentary Zone, Lake Burley Griffin and parts of the foreshore, Anzac Parade and Diplomatic Estates in Yarralumla, Deakin and O'Malley.
National Capital Exhibition	The National Capital Exhibition tells the story of Canberra, Australia's National Capital. Through interactive displays, the Exhibition illustrates Canberra's vital role as a symbol of Federation.
National Capital Open Space System	The system of open space in the Territory comprising the Hills, Ridges and Buffer Spaces that surround and frame the Urban Areas, Lake Burley Griffin, the river corridors, and the mountains and bushlands to the west of the Murrumbidgee River.
National Capital Plan	The Australian Government's plan for the nation's capital prepared and administered by the NCA in accordance with Part III of the Australian Capital Territory (Planning and Land Management) Act 1988.
National Land	Used by, or on behalf of, the Australian Government. Some of that land is designated in writing by the Minister (under section 6(g) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i>) as land required for the special purposes of Canberra as the National Capital. This land is managed by the NCA.
National road system	Provides the principal means of access between the National Capital and the state capitals, and between Canberra and the major national highways; or is designed for symbolic, formal, or National Capital purposes; or provides access to National Capital facilities and vantage points within the Territory; or is located on National Land declared under the <i>Australian Capital Territory (Planning and Land Management) Act</i> <i>1988</i> . National roads include the Federal, Barton and Monaro highways, Canberra, Commonwealth and Northbourne avenues and State and Capital circles.
National significance	Section 9 of the Australian Capital Territory (Planning and Land Management) Act 1988 sets out the object of the National Capital Plan, which is to ensure that Canberra and the Territory are planned and developed in accordance with their national significance. The National Capital Plan sets out matters of national significance in the planning and development of Canberra and the Territory.
	development of earlochd and the ferritory.

Parliamentary Approval	Parliamentary Approval is required for works proposed within the Parliamentary Zone under the provisions of the <i>Parliament Act 1974</i> or the <i>Parliamentary Precincts Act 1988</i> .
Parliamentary Precincts	An area of land specified by the <i>Parliamentary Precincts Act 1988</i> . Parliamentary Precincts are part of the Parliamentary Zone and consist of all land contained within (the inner side of) Capital Circle surrounding Parliament House.
Parliamentary Zone	An area of land specified as the Parliamentary Zone by the Parliament Act 1974. It consists of the area bounded by the southern edge of Lake Burley Griffin, Kings Avenue, State Circle and Commonwealth Avenue.
PBS	Portfolio budget statement
PMAS	Performance Management and Appraisal Scheme
Special requirements	Those planning requirements as set out by section 10(2)(d) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . Developments in areas where special requirements apply must conform to a Development Control Plan unless otherwise specified in the National Capital Plan.
Temporary work	Work that is erected for a specific event and will be removed after the event has been held, under Regulation 2 of the <i>Australian Capital</i> <i>Territory (Planning and Land Management) Act 1988</i> .
Territory	Australian Capital Territory
Territory Land	Land administered by the ACT Government on behalf of the Australian Government. The classification of land as either Territory Land or National Land is provided for in the <i>Australian Capital Territory</i> <i>(Planning and Land Management) Act 1988</i> and relates entirely to land management and administration. The classification does not determine planning responsibilities, which are established separately under the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> and are subsequently expressed through the National Capital Plan and the Territory Plan.
Territory Plan	The plan prepared and administered by the Territory planning authority under Part IV of the <i>Australian Capital Territory (Planning and Land</i> <i>Management) Act 1988</i> . The Territory Plan cannot be inconsistent with the National Capital Plan.
Territory Planning Authority	The planning body established under Part IV of the <i>Australian Capital</i> <i>Territory (Planning and Land Management) Act 1988</i> in accordance with planning laws proclaimed under that Part by the Legislative Assembly for the Australian Capital Territory.
The Authority	The board of the National Capital Authority
The Lake	Lake Burley Griffin was named after Canberra's designer, Walter Burley Griffin. The Lake is Canberra's centrepiece with a significant number of national institutions and national public places located on or near its shores.

The Plan	The National Capital Plan made under Part III of the Australian Capital Territory (Planning and Land Management) Act 1988. See also National Capital Plan.
Variations to the Territory Plan	These are prepared in accordance with relevant provisions of the <i>Planning and Development Act 2007 (ACT)</i> .
Works	As defined in the Australian Capital Territory (Planning and Land Management) Act 1988, works include:
	(a) construction, alteration, extension or demolition of buildings or structures
	(b) landscaping
	(c) tree-felling
	(d) excavations
	but excludes anything done inside buildings or structures.
Works Approval	See Development Approval.

List of Requirements

Part	Description	Page no.		
Letter of transmittal				
	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation.	I		
Aids to access				
	Table of contents.	III		
	Alphabetical index.	111		
	Glossary of abbreviations and acronyms.	100		
	List of requirements.	105		
	Details of contact officer.	IV		
	Entity's website address.	IV		
	Electronic address of report.	IV		
Review	by accountable authority			
	A review by the accountable authority of the entity.	IX		
Overvie	w of the entity			
	A description of the role and functions of the entity.	1		
	A description of the organisational structure of the entity.	2		
	A description of the outcome and program structure of the entity.	2		
	A description of the purposes of the entity as included in corporate plan.	2		
	An outline of the structure of the portfolio of the department.	9		
	Where outcome and program structures differ from PB Statements/ PAES or other portfolio statements accompanying any other additional appropriation bills (other portfolio statements), include details of variation and reasons for change.	9		
Report	on the Performance of the entity			
Annual	performance Statements			
	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	13		
Report	on Financial Performance			
	A discussion and analysis of the entity's financial performance.	54		
	A table summarising the total resources and total payments of the entity.	56		

If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss and how the entity responses to that loss and any matter that will have a significant impact on the entity's future financial operations. Management and Accountability Corporate Governance	58
Corporate Governance	
Information on compliance with section 10 (fraud systems)	31
A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	31
A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	31
A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	31
An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	32
A statement of significant issues reported to Minister under section 19(1) (e) of the Act that relates to non compliance with Finance law and action taken to remedy non compliance.	32
External Scrutiny	
Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	39
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.	39
Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the Act), a Parliamentary Committee or the Commonwealth Ombudsman.	39
Information on any capability reviews on the entity that were released during the period.	39
Management of Human Resources	
An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	41
 Statistics on the entity's APS employees on an ongoing and non ongoing basis; including: Statistics on staffing classification level Statistics on full time employees Statistics on part time employees 	42-49
 Statistics on gender Statistics on staff location 	

• Statistics on employees who identify as Indigenous.

Part	Description	Page no.
	Information on any enterprise agreements, IFAs, common law determinations under 24(1) of the <i>Public Service Act 1999</i> , common law contracts and AWAs.	47
	Information on the number of SES and non SES employees covered by agreements etc. identified in 17AG(4)(c)	48
	The salary ranges available for APS employees by classification level.	48
	A description of non salary benefits provided to employees.	47
	Information on the number of employees at each classification level who received performance pay.	49
	Information on aggregate amounts of performance pay at each classification level.	49
	Information on the average amount of performance payment, and range of such payments, at each classification level.	49
	Information on aggregate amount of performance payments.	49
Assets M	anagement	
	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	50
Purchasii	ng	
	An assessment of entity performance against the Commonwealth Procurement Rules.	35
Consulta	nts	
	A summary statement detailing the number of new contracts engaging consultants let during the period; the total actual expenditure on all new consultancy contracts let during the period (inclusive of GST); the number of ongoing consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST).	32
	A statement that "During [reporting period], [specified number] new consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]".	32
	A summary of the policies, procedures and main categories for which consultants were selected and engaged.	32
	A statement that "Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website."	32
Australia	n National Audit Office Access Clauses	

Part	Description	Page no.
	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	33
Exempt	contracts	
	If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	33
Small b	usiness	
	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."	35
	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	35
	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."	35
Financi	al Statements	
	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	53
Other N	Nandatory Information	
	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."	N/A
	If the entity did not conduct advertising campaigns, a statement to that effect.	36
	A statement that "Information on grants awarded to [name of entity] during [reporting period] is available at [address of entity's website]."	N/A
	Outline of mechanisms of disability reporting, including reference to website for further information.	49
	effect. A statement that "Information on grants awarded to [name of entity] during [reporting period] is available at [address of entity's website]." Outline of mechanisms of disability reporting, including reference to	N/A

Part	Description	Page no.
	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of <i>FOI</i> can be found.	IV
	Correction of material errors in previous annual report	N/A
	Information required by other legislation*	
	Check these	3
	Work health and safety (Schedule 2, Part 4 of the Work Health and Safety Act 2011)	49
	Ecologically sustainable development and environmental performance (Section 516A of the Environment Protection and Biodiversity Conservation Act 1999)	36
	Compliance with the agency's obligations under the Carer Recognition Act 2010	N/A
	Spatial reporting – expenditure by program between regional and non- regional Australia.	N/A
	Ministerial Directions – Section 7 PALM Act	36

Alphabetical index

Abstraction Guide for Lake Burley Griffin and the Reach of the Molonglo River Downstream of Oakes Estate (ACT EPA, 2014), 38 Acacia Inlet remediation, 11 accountable authority, 13 Accountable Authority Instructions and purchasing, 32 from small business, 35 ACT Dam Safety Code and Dam Safety Management Plan, 25 ACT Flying 15 Championships, 26 **ACT Government City Services** and Lake Burley Griffin Foreshore Remediation, 11 **ACT Rural Fire Service** hazard reduction and ecological burns, 38 and Lake Burley Griffin Foreshore Remediation, 11 ACT Youth Championships, 26 Acton Peninsula, 50 Acton Peninsula Draft Structure Plan, x Acton Peninsula East remediation, 11 Acton Peninsula Structure Plan, 15 administered appropriations, 54 administered assets, 54 administered expenses, 54, 57 administered liabilities, 55 administered performance, 54-5 administered revenue, 54 advertising campaigns, 36 Agency Plan in relation to Information Publication Scheme, 36 Albany Library (Albany, WA) and Brick by Brick: Build Your Own Capital travelling exhibition, 29 Alligator Weed, 11 Amendment 86, vi-vii, 15, 17 annual Certificate of Compliance assurance framework, 31 Annual Performance Statements, 13-28 Annual Public Forum, 22

Annual Validation Audit 2016 Dam Safety Management Plan, 24, 25 annual work program, 31 Anzac Parade, 27, 50 and Volunteer Guides, 6 APS Code of Conduct and APS Values, 32 Aspen Island, 11, 50 asset management and upgrades, 2, 23, 24, 50, 54 Asset Management Framework, 50 Asset Management Plan, 24, 25 Asset Management Policy, 25 Asset Management Procedures, 50 Asset Management Strategy, 25, 50 Asset Management System, 24, 25 Asset Register, 50 attractions see visitor services and attractions Attunga Point remediation, 11 Audit Committee, 9 and internal audit, 31 Auditor-General and access to contractors' premises, 33 reports by, 39 Aurion Pty Ltd and personnel services and salary processing, 49 AusTender website and information re consultancies, 32, 33 Australia Day Achievement Medallion, 41 Australian Capital Territory planning framework for, 14, 15 Australian Capital Territory Government and landscape development at Mount Ainslie Summit, x and NCA, vii and water abstraction from Lake Burley Griffin, 38 Australian Capital Territory (Planning and Land Management) Act 1988 (PALM Act) and NCA, 1, 2, 3, 7, 42, 50 and performance criteria for Purpose One, 14 for Purpose Two, 18 for Purpose Three, 23 subsection 20A Objections to re-

submitted draft Plan (2)(a) to disregard the objection, 26 Australian Institute of Aboriginal and Torres Strait Islander Studies and Acton Peninsula Draft Structure Plan, x Australian Institute of Architects' ACT Architecture Awards Canberra Medallion Bowen Place Crossing, viii, ix Sir John Overall Award for Urban Design Bowen Place Crossing, viii, ix Australian Institute of Landscape Architects ACT Award of Excellence for Design in Infrastructure Bowen Place Crossing, viii, ix and national design competition for landscape development at Mount Ainslie Summit, x Australian National Audit Office and Audit Committee, 9 Australian National Audit Office Access Clauses, 33 Australian National Committee on Large Dams Incorporated (ANCOLD) and Dam Safety Management Plan, 25 Australian National Committee on Large Dams Incorporated Guidelines, 24, 25 Australian National University and Acton Peninsula Draft Structure Plan, x Australian Peacekeeping Memorial, 27, 28 Australian Public Service Commission's Ethical Contact Officer Network, 32 Australian Workplace Agreements, 32 Authority Consultative Committee, 9 awareness of NCA's roles and responsibilities, 2, 18, 21

Barnsley, Sue

and national design competition for
landscape development at Mount
Ainslie Summit, x

Blundell's Cottage, 3, 10

conservation and interpretation works, 22
and Research Volunteers, 6
visitors, 22
and Volunteer Guides, 6

Boat Permits, 26
Boundless playground assets, 54
Bowen Drive, viii
Bowen Place Crossing, v, viii, ix, 27

awards, viii, ix

Briarwood Pty Ltd (trading as RAM Constructions) and 2004 Indian Ocean Tsunami Memorial, 51 Brick by Brick: Build Your Own Capital travelling exhibition, 19, 20, 22, 29 version for toddlers and pre-schoolers, 22 bridge audits and assessment, 27 bridge replacement works, 27 British Ambassador visit to National Carillon, 22 Broinowski and Rex Hazlewood Rose Gardens and Horticulture Volunteers, 6 Broughton, Natalie, 4 Built Assets and Infrastructure maintenance and repair works, 25 **Bushfire Operations Plan** and fuel management, 38 Button Wrinklewort, Rutidosis leptorrhynchoides, 33 cabling for Captain Cook Memorial Jet upgrade, 3 Canberra, v, vi, x as National Capital, vii, xi, 1, 2, 3, 6, 18, 29, 37, 38 see also National Capital Walter Burley Griffin's original formal plan for, x Canberra and Region Visitors Centre, xii co-location of with National Capital Exhibition, xi, xii, 19, 27, 28 **Canberra Business and Event Centre** and National Capital Exhibition, xii Canberra Central Parklands Master Plan, 15 Canberra Guide app, 22 Canberra International Music Festival, 22 Canberra National Memorials Committee and 2004 Indian Ocean Tsunami Memorial, 51 Canberra Sound and Light Display, 5 Capital Metro Agency project, 22, 55 see also Inter-Town Public Transport System; light rail network Capital Works Management Plan, 50 Capital Works Plan, 25, 27 Capital Works Program, 24, 27 capital works projects, v Captain Cook Memorial Jet, 50 upgrade, xi, 3, 27, 28 car parks, 24, 27

Carillon see National Carillon central Land Axis, x Central National Area, ix and Bowen Place Crossing, v Central Parklands, vi see also Commonwealth Park; Kings Park Certification of Agency Fraud Control Arrangements, 31 Chair of the Authority, 7 message from, v-vii see also Weber, Terry Chief Executive, 7, 8, 42 and Audit Committee, 9, 31 and Authority Consultative Committee, 9 and Executive Team, 9 remuneration, 47 and Remuneration Board, 10 year in review and outlook, ix-xi outlook, xi see also Snow, Malcolm Chief Finance Officer and Audit Committee, 9 and Executive Team, 9 Chief Information Officer and Executive Team, 9 Chief Planner see Deputy Chief Executive (Chief Planner) City to the Lake development, vii **Civil Contractors Federation Awards** Category 3 Award Bowen Place Crossing, viii client satisfaction surveys, 19 Comcare reported incidents, 49 Commitment to Community Engagement, 16 Commonwealth Avenue, vi, x, 27 see also Kings and Commonwealth Avenues Place Renewal Plan Commonwealth Contracting Suite, 35 Commonwealth Cost Recovery Guidelines, 16 Commonwealth Heritage List, 50 Commonwealth Heritage Values, 50 Commonwealth Ombudsman reports by, 39 Commonwealth Park, vi, 50 Commonwealth Place jetty safety improvements, 27, 28 Commonwealth Procurement Rules, 32, 35 Community and Public Sector Union, 9 community consultation see consultation and feedback sessions

community engagement, 22 **Condition Assessment Reports** maintenance and repair works, 25 safety risks, 24 conservation areas management of, 50 **Conservation Management Plan** and fuel management, 38 **Conservation Volunteers of Australia** and weed removal on conservation grasslands at Stirling Ridge and locusts survey at Yarramundi Grasslands, 38 **Constitution Avenue** upgrade, vi Constitution Avenue duplication works, 27, 28 consultancy services survey of potential clients, 16 consultants, 32 consultation and feedback sessions, 21, 22 corporate governance, 31-2 Corporate Plan 1 Purpose One – Plan and Design, 13, 14 Purpose Three - National Land, 23 Corporate Plan 2 Purpose Two – Inform and Educate, 18 **Corporate Plan 3** Purpose Three – National Land, 23 cost recovery, 55 Dam Safety Management Plan, 24, 25 Dams Safety NSW and Dam Safety Management Plan, 25 DCG Design Pty Ltd and 2004 Indian Ocean Tsunami Memorial. 51 Department of Education and PACER program, 19 Department of Finance and John Gorton Building **Communications Centre**, 28 and John Gorton Car Park Upgrade, x Department of Infrastructure and Regional Development and 2004 Indian Ocean Tsunami Memorial, 51 Department of the Prime Minister and Cabinet and 2004 Indian Ocean Tsunami Memorial, 51 and personnel services and salary processing, 49

departmental expenses, 57 departmental net assets, 54 departmental operating surplus, 54 departmental performance, 54 depot, 10 Deputy Chief Executive (Chief Planner), 10 and Executive Team, 9 and Remuneration Board, 10 Designated Areas under the Plan, 2, 14, 16 and City to the Lake project, vii Development Control Plans, 2, 15 diplomatic community, 24 Diplomatic Estate, 23, 50, 54 Director Compliance and Governance, 9 and Audit Committee, 9 and Executive Team, 9 and Health and Safety Committee, 10 **Director Corporate** and Authority Consultative Committee, 9 **Director National Engagement** and Executive Team, 9 disability reporting, 49 Dodd, Melanie Australia Day Achievement Medallion, 41 Dunrossil Drive, Yarralumla, 50 Earth Hour, 37 ecologically sustainable development and environmental performance, 36-8

activities against principles of ecologically sustainable development, 36-7 measures taken to minimise impact on environment, 38 outcomes contributing to ecologically sustainable development, 37 electronic lodgement system for Works Approvals applications, 16, 54 **Emergency Services Memorial** lighting, 38 endangered species and endangered ecological communities declared under the EPBC Act, 18, 22, 33 energy efficiency, 37, 38 **Energy Efficiency in Government Operations** Policy, 37 enterprise agreement see National Capital Authority Enterprise Agreement 2011–14 Entity Resource Statement 2015-16, 56 **Environment Protection and Biodiversity** Conservation Act 1999 (EPBC Act), 18, 33, 36, 37, 50

Estate Management Branch, 27 event approval systems, 19, 21, 26 events, 19, 21, 26 booking for, 19 see also recreational and commercial activities **Executive Director National Capital Estate** and Executive Team, 9 and Remuneration Board, 10 Executive Team, 9 and Learning and Development Plan, 41 exempt contracts, 33 Exposure Draft consultation process and Plan reform, vi-vii external scrutiny, 39 Facebook, 22 Fair Work Australia and enterprise agreement, 47 Faulks, Chris, 4, 8 Federation Mall lighting, 38 feedback, 16, 17, 20, 21, 24 see also consultation and feedback sessions fees and charges review of, 16, 55 financial overview. 54 financial performance report on, 53-7 financial statements, 59-99 Audit Committee and, 31 first aid officers, 49 flow meters, 38 fraud control arrangements, 31

fuel management Bushfire Operations Plan, 38 G Galbraith, Ian, Volunteer Guide, 5 General Condition Report National Capital Estate, 25 General Policy Plan Urban Areas, 36

Fraud Control Plan, 31, 32

Friends of the Grasslands

Remediation, 11

Freedom of Information Act 1982, 36

and Lake Burley Griffin Foreshore

and weed removal on conservation

grasslands at Stirling Ridge and locusts survey at Yarramundi Grasslands, 38

GHD Pty Ltd and Annual Validation Audit 2016 of Dam Safety Management Plan, 25 Golden Sun Moth, Synemon plana, 22 Governor-General and members of NCA, 7 grants, 36 Grassy Woodland see Yellow Box and Red Gum Grassy Woodland green energy, 37 Green Improvement Agreement, 37 Griffin, Marion Mahoney, 5 Griffin, Walter Burley original formal plan for Canberra, x, 5 Guidelines for Auditing Management Systems see ISO 19011:2001 Guidelines for Auditing Management Systems Guidelines for Events on National Land and ecologically sustainable development, 37 н

27, 28

hazard reduction and ecological burns, 38 Health and Safety Committee, 10, 49 Heritage Management Plans, 27, 38, 50 Heritage Strategy, 50 heritage-listed assets, 50 Horticulture Volunteers, 6 House of Representatives see Ladies Rose Garden; Macarthur Garden human resources management, 3, 41-50

Individual Flexibility Agreements, 47 Information Publication Scheme, 36 infrastructure management and upgrades, 2 internal audit. 31 International Association for Public Participation, 21 Inter-Town Public Transport System from the City to Gunghalin, vii see also Capital Metro Agency project; light rail network irrigation control system, 38 Irwin, Jane and national design competition for landscape development at Mount Ainslie Summit, x ISO 19011:2001 Guidelines for Auditing Management Systems, 25 John Gorton Building Communications Centre,

judicial, Administrative Tribunal or Information Commissioner decisions, 39 Kelderman, Karel visit to National Carillon, 22 Key Project Outcome Clarification Summary, 27 Keys, Glenn, 4, 8-9 King, Inge and Temple Gate sculpture, viii Kings and Commonwealth Avenues Place Renewal Plan, x, 15 Kings Avenue, v, vi, x, 27 Kings Avenue Bridge handrail lighting, 38 Kings Park, vi, 50 and 2004 Indian Ocean Tsunami Memorial, 51 L Ladies Rose Garden and Horticulture Volunteers, 6 Lahznimmo Architects and Bowen Place Crossing, viii Lake Burley Griffin, 9, 23, 24, 50 central basin, viii remediation of islands in, 11 Skyfire, 26 and Volunteer Guides, 6 foreshore, v, vi lighting, 38 maintenance and repair works, 25 and recreational and commercial activities, 25, 26 sampling and analysis of water quality, 38 West Basin Precinct, vii Lake Burley Griffin and Adjacent Lands Heritage Management Plan, 11 Lake Burley Griffin Foreshore Remediation, 11 Lake Burley Griffin Water Abstraction project, xi Lake Burley Griffin Water Quality Management Plan, 38 Lake Burley Griffin Willows Management Plan, 11 lake water abstraction in the Parliamentary Zone, xi, 37, 38 Land Development Agency and Acton Peninsula Draft Structure Plan, x and City to the Lake project, vii land-use planning, v Learning and Development Plan, 32, 41

John Gorton Car Park Upgrade, x, 27, 28

Lego and Brick by Brick: Build Your Own Capital travelling exhibition, 29 letter of transmittal, i licence fees for use of NCA-managed premises, 3 light rail network, vii see also Capital Metro Agency project; Inter-Town Public Transport System lighting assets, 25, 37, 38 lighting upgrades, xi, 27 Lindsay Pryor National Arboretum hazard reduction and ecological burns, 38 remediation, 11 Lotus Bay remediation, 11 Macarthur Garden and Horticulture Volunteers, 6 management and accountability, 31-3 management committees, 9-10 Managing Head Contractor monthly reports, 25 Master Builders Association ACT Awards **Civil Works** Bowen Place Crossing, viii Master Plans, 2, 15, 24, 27 master-planning work for Lake Burley Griffin foreshore, vi Minister direction by to disregard the objection from the Territory Planning Authority in regard to declaring certain Rural Blocks, 36 and NCA, 2, 14 and significant issues, 32 ministerial directions. 36 Mount Ainslie Summit landscape development at, x My Tours app, 22 National Boer War Memorial, 27, 28 National Capital, v, vii, x, xi, 1, 2, 18, 20 as asset, 50 see also Canberra National Capital Authority (NCA), 7 and ACT Government, vii Annual Performance Statements, 13-28 awareness of roles and responsibilities of, 2, 18, 21

financial performance

report on, 53-7

financial statements, 59-99 focus, ix human resources management, 3, 41–50 management and accountability, 31-3 membership, 7-9 and Minister, 2, 14 mission, 1 objectives, 1 organisational structure, 4 Outcomes and Programs, 2–3 overview, 1-6 and PALM Act, 1, 2, 3, 7 purposes, 3 responsibilities, v, xi roles and functions, v, 1, 2, 54 strategic priorities, 2 vision, xi, 1 National Capital Authority Condition Assessment – All Infrastructure Assets Report, 25 National Capital Authority Enterprise Agreement 2011–14, 9, 32, 47–8 National Capital Authority Library collection and Research Volunteers, 6 National Capital Estate, ix, xi, 1, 2, 3 maintenance and repair works, 25 see also Program 1.2 National Capital Estate National Capital Estate Maintenance Contract, 24 National Capital Exhibition, 2, 3, 10, 18, 19, 37 co-location of with Canberra and Region Visitors Centre, xi, xii, 19 and PACER program, 19 renewal of. 19 visitors, 22 Volunteer Guides, 5, 6 National Capital Functions see Program 1.1 National Capital Functions National Capital Plan, 2, 3, 17, 18, 28 administration of according to principles of ecologically sustainable development, 36, 37, 38 amendments to, 2, 3 see also Amendment 86 consultations re, 3 and light rail proposal, vii Phase 2, xi and Purpose One - Plan and Design, 14, 15 - 16reform of, vi-vii review of, v, vi, 15, 22

National Carillon, v, 3, 50 concerts, 22 guests, 22 and Research Volunteers, 6 spectators, 22 upgrade, xi, 27 and Volunteer Guides, 6 national design competition for landscape development at Mount Ainslie Summit, x National Disability Strategy 2010–2020, 49 National Engagement and Education, 22 National Gallery of Australia and Inge King Temple Gate sculpture, viii National Heritage List, 50 national institutions access to, 26 national interest places of, v National Land, xi, 2 and assets, 23, 24 bookings for use of, 19 grinding and screening felled trees and leaves on for compost, 38 management of according to principles of ecologically sustainable development, 36 pay parking on, x, 26 see also Pay Parking Scheme permits for use of, 2 and recreational and commercial activities, 25 see also Purpose Three - National Land National Land Ordinance 1989, 50 National Museum of Australia and Acton Peninsula Draft Structure Plan, х National Strategy for Ecologically Sustainable Development, 36 National Triangle, vi, 27 Natural Disasters memorials, 54 Nature Conservation Act 2014 (ACT), 18, 33 non-financial assets, 54, 55 Nursery Bay remediation, 11 Old Parliament House Gardens and Horticulture Volunteers, 6 and Volunteer Guides, 6 Oldfield and Blundell family history, 22

organisational structure, 4

Outcome 1, 2 expenses, 57 Purpose One – Plan and Design, 13, 14 Purpose Two – Inform and Educate, 18 Outcome Expense Statement 2015-16, 57 Outcomes and Programs, 2-3 see also Outcome 1; Program 1.1 National Capital Functions; Program 1.2 National **Capital Estate** Outdoor Events Policy and Toolkit, 24 outreach education programs outside of Canberra, 3, 18 PALM Act see Australian Capital Territory (Planning and Land Management) Act 1988 (PALM Act) paper usage, 37 Parliament and Civics Education Rebate (PACER) program and National Capital Exhibition, 19 parliamentary committees reports by, 39 Parliamentary Precinct, 50 Parliamentary Zone, v, 50 lake water abstraction in, xi, 37, 38 Parliamentary Zone Ring Main Abstraction works, 27 pay parking on National Land, x, 26, 54 Pay Parking Scheme, xi, 3 PBS Outcome 1 see Outcome 1 PBS Program 1.1: National Capital Functions see Program 1.1 National Capital Functions PBS Program 1.2: National Capital Estate see Program 1.2 National Capital Estate 'Peninsular Partners' and Acton Peninsula Draft Structure Plan, х performance factors contributing to, 3 see also Annual Performance Statements Performance Management and Appraisal Scheme, 49 and APS Code of Conduct and APS Values, 32 permits for use of National land, 2, 26 personnel services and salary processing, 49 place making, v places of national interest, v Plan see National Capital Plan Planning and Land Management Act 1988, 50 planning framework for the Australian Capital

Territory, 14, 15 planning system, vii policies, instructions and guidance, 3 principles of ecologically sustainable development activities against, 36-7 procurement initiatives to support small business, 35 Program 1.1 National Capital Functions, 2-3, 53 deliverables, 2-3 expenses, 57 Objectives Educate all Australians and visitors about the National Capital Performance criteria, 18 Shape the National Capital into the future, 13 Purpose One – Plan and Design, 13, 14 Purpose Two – Inform and Educate, 18 Purpose Three – National Land, 23 Program 1.2 National Capital Estate, 3, 53 expenses, 57 Objectives, 23 Purpose Three – National Land, 23 promotional materials, 22 **Public Forum** to communicate NCA's corporate objectives, 21 Public Governance, Performance and Accountability Act 2013 (PGPA Act), 3, 13, 31, 32 Public Service Act 1999, 3, 42 Section 24(1) Determinations, 32, 47 purchasing, 32 Purpose One – Plan and Design, 13–17 analysis of performance against, 17 NCA Corporate Plan 1, 13 PBS Outcome 1, 13 PBS Program 1.1: National Capital Functions, 13 **Objective: Shape the National Capital** into the future, 13 performance criteria, 14 criteria sources, 14 results against, 15-16 Purpose Two – Inform and Educate, 18–22 analysis of performance against, 22 NCA Corporate Plan 2, 18 PBS Outcome 1, 18 PBS Program 1.1: National Capital

Functions, 18 Objective: Educate all Australians and visitors about the National Capital Performance criteria, 18 performance criteria, 18 criteria sources, 18 results against, 19-21 Purpose Three – National Land, 23–8 analysis of performance against, 25-8 NCA Corporate Plan 3, 23 PBS Outcome 1, 23 PBS Program 1.1: National Capital Functions, 23 Objective: Care for the nationally significant parts of Canberra, 23 PBS Program 1.2: National Capital Estate, 23 Objectives, 23 performance criteria, 23 criteria sources, 23 results against, 24 R

RAM Constructions see Briarwood Pty Ltd (trading as RAM Constructions) **Reconciliation Place** and Volunteer Guides, 6 recreational and commercial activities, 24, 25 - 6see also events recycling, 37 Red Gum see Yellow Box and Red Gum Grassy Woodland **Regatta Point** refurbishment, xi, xii, 19, 27, 28 see also National Capital Exhibition **Regulator Performance Framework**, 15 remuneration, 47-8 Remuneration Board, 10 Remuneration Tribunal Determination 2015/21 – Remuneration and Allowances for Holders of Full-Time Public Office, 47 rental income from embassies and commercial buildings, 54 Research Volunteers, 6 Resource Management Guide 420 Mandatory Use of the Commonwealth Contracting Suite. 35 **RG** Menzies Walk and 2004 Indian Ocean Tsunami Memorial, 51

lighting, 38

risk management assessments for assets and event spaces, 26 Risk Management Framework, 31 and ecologically sustainable development, 37 risk profile of assets, 24, 25 Rowing ACT and Lake Burley Griffin Foreshore Remediation, 11 rowing or sailing regattas, 26 safety risks of assets, 24, 25, 26 'critical', 24, 25 sailing see rowing or sailing regattas school education program, 22 Scrivener Dam, 15, 23, 27, 50 Scrivener Dam Independent Technical Advisor (GHD Pty Ltd) and Annual Validation Audit 2016 of Dam Safety Management Plan, 25 Section 24(1) Determinations, 32, 47 self-guided tour brochures, 22 Senate Garden see Broinowski and Rex Hazlewood Rose Gardens senior executives, 4 significant issues reported to Minister, 32 Skyfire, 26 small business participation in the Commonwealth Government procurement market. 35 Smith, Andrew, 4 Snow, Malcolm, xi, 4, 8, 13, 31 see also Chief Executive social media promotions, 22 Spackman Mossop and Michaels Landscape Architects and Bowen Place Crossing, viii Springbank Homestead, 39 Springbank Island, 39 staff retention and turnover, 46 staffing summary and profile, 42-5 Stage 88 upgrade, 27 stakeholders, 3, 24 State Circle–Canberra Avenue intersection upgrade, 27 Steijns, Frank visit to National Carillon, 22 Stirling Park and Button Wrinklewort, Rutidosis leptorrhynchoides, 33 and Striped Legless Lizard, Delma impar, 10

and Yellow Box and Red Gum Grassy Woodland, 18 Stirling Ridge, 50 hazard reduction and ecological burns, 38 weed removal on conservation grasslands at, 38 strategic master planning, x strategic planning, v Striped Legless Lizard, Delma impar, 10 Survey of Australian Government Payments to Small Business, 35 Swiss Ambassador visit to National Carillon, 22 Tarcoola Reach remediation, 11 Temple Gate sculpture (Inge King), viii Territory and Municipal Services and national design competition for landscape development at Mount Ainslie Summit, x **Territory Planning Authority** direction by Minister to disregard the objection of in regard to declaring certain Rural Blocks, 36 third party-funded projects, 28 threatened species and threatened ecological communities declared under the EPBC Act, 37 touring exhibitions, 3, 18, 19, 20 see also Brick by Brick: Build Your Own Capital travelling exhibition Tract Consultants Pty Ltd and 2004 Indian Ocean Tsunami Memorial. 51 Treasury Building, 10, 37 Treasury website and Survey of Australian Government Payments to Small Business, 35 Twitter, 22 2004 Indian Ocean Tsunami Memorial, 27, 28, 51 **Urban Areas** General Policy Plan, 36 urban design guidelines, 2 urban design projects, v VisitCanberra, xi visitor services and attractions, 18, 19 see also Blundell's Cottage; National Capital Exhibition; National Carillon

Volunteer Guides, 5, 6 volunteer program, 6 walking tours, 19, 21 Warrina Inlet, 37 Water Act 2007, 38 water management and Bowen Place Crossing, viii water usage, 37 watering regimes, 38 Weber, Terry, vii, 4, 7 see also Chair of the Authority website, 7, 54 West Basin Precinct, vii West Basin Precinct Guidelines, vii Weston Park East swimming area remediation, 11 Weston Park West remediation, 11 Whole-of-Government Energy Contract, 37 William Grundt Memorial Library (Kalgoorlie, WA) and Brick by Brick: Build Your Own Capital travelling exhibition, 29 Woden Contractors Pty Ltd and Bowen Place Crossing, viii work health and safety, 49 reported incidents, 49 Work Health and Safety Act 2011, 3, 10, 49 workplace diversity, 46-7 Workplace Diversity Plan, 46 Works Applications, 16 Works Approval performance, 17 Works Approvals applications, 16, 17 and City to the Lake project, vii and Stage 1 light rail, vii World Wide Fund for Nature Earth Hour, 37 Yarramundi Grassland and Golden Sun Moth, Synemon plana, 22 hazard reduction and ecological burns, 38 locusts survey at, 38

Yarramundi Peninsula, 50 Yarramundi Reach remediation, 11 Yellow Box and Red Gum Grassy Woodland Stirling Park, 18

National Capital Authority

GPO Box 373, Canberra ACT 2601 P: +61 2 6271 2888 F: + 61 2 6273 4427 E: **natcap@natcap.gov.au**

www.nca.gov.au