

ANNUAL REPORT

2016-2017





Australian Government
National Capital Authority

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Treasury Building, King Edward Terrace
Parkes ACT 2600
GPO Box 373, Canberra ACT 2601
P 02 6271 2888
F 02 6273 4427
natcap@nca.gov.au
nca.gov.au  

Cover photo: Constitution Avenue, Campbell
photographed by John Gollings, 2017



Australian Government
National Capital Authority

28 September 2017

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 2017.

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

Handwritten signature of Terry Weber in black ink.

Terry Weber
Chair

Handwritten signature of Andrew Smith in black ink.

Andrew Smith
Acting Chief Executive

Building the National Capital 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 | natcap@nca.gov.au | www.nca.gov.au



Captain Cook Memorial Jet, Lake Burley Griffin, photographed by Martin Ollman

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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@nca.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@nca.gov.au or +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).

Blundells 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 10.00 am to 2.00 pm, with scheduled tours available.

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



“We continue to be an agency that strives for excellence in both design and execution”

What a great year it has been for inspiring the people of Australia to live in, work in and visit our National Capital. With many transformative projects underway, Canberra continues to be a vibrant and dynamic place to be and it is set to become even more liveable into the next decades.

It is the decisions that the National Capital Authority (NCA) is making now that will affect how Australia's growing and evolving National Capital responds to future challenges and takes full advantage of its opportunities. As custodians of the National Capital interest, we aim to balance the need for growth with high-quality urban design and place management. Through our actions we protect and strengthen the nationally significant assets of our city and ensure that Canberra is a national capital of which all Australians can be proud.

Through active community consultation we are able to hear the voices of a large number of residents and understand what's important to them and to also ensure that design quality is commensurate with the standing of a National Capital. By engaging with the community we've been able to approve the design of new urban infrastructure.

With a substantial refurbishment of the Captain Cook Memorial Jet now completed, Australians can once again enjoy this iconic landscape feature, one that is firmly embedded in their hearts and minds. I was delighted this work has not only restored the jet to reach a height of 152 metres, but that it also has a new high tech lighting system that allows it to play a more visible role in National Capital celebrations.

Ambitiously, we embarked upon public consultation that will guide the agency's overarching planning and design for the landmark areas of the Central National Area. The Kings and Commonwealth Avenues Draft Design Strategy public consultation created an enlivened discussion across the Territory, with impassioned responses to what the future could hold for these much-loved avenues of the Parliamentary Triangle. The draft Acton Peninsula Design Strategy likewise engaged the community in robust discussion about the future of our National Capital and prompted thinking beyond the here and now.

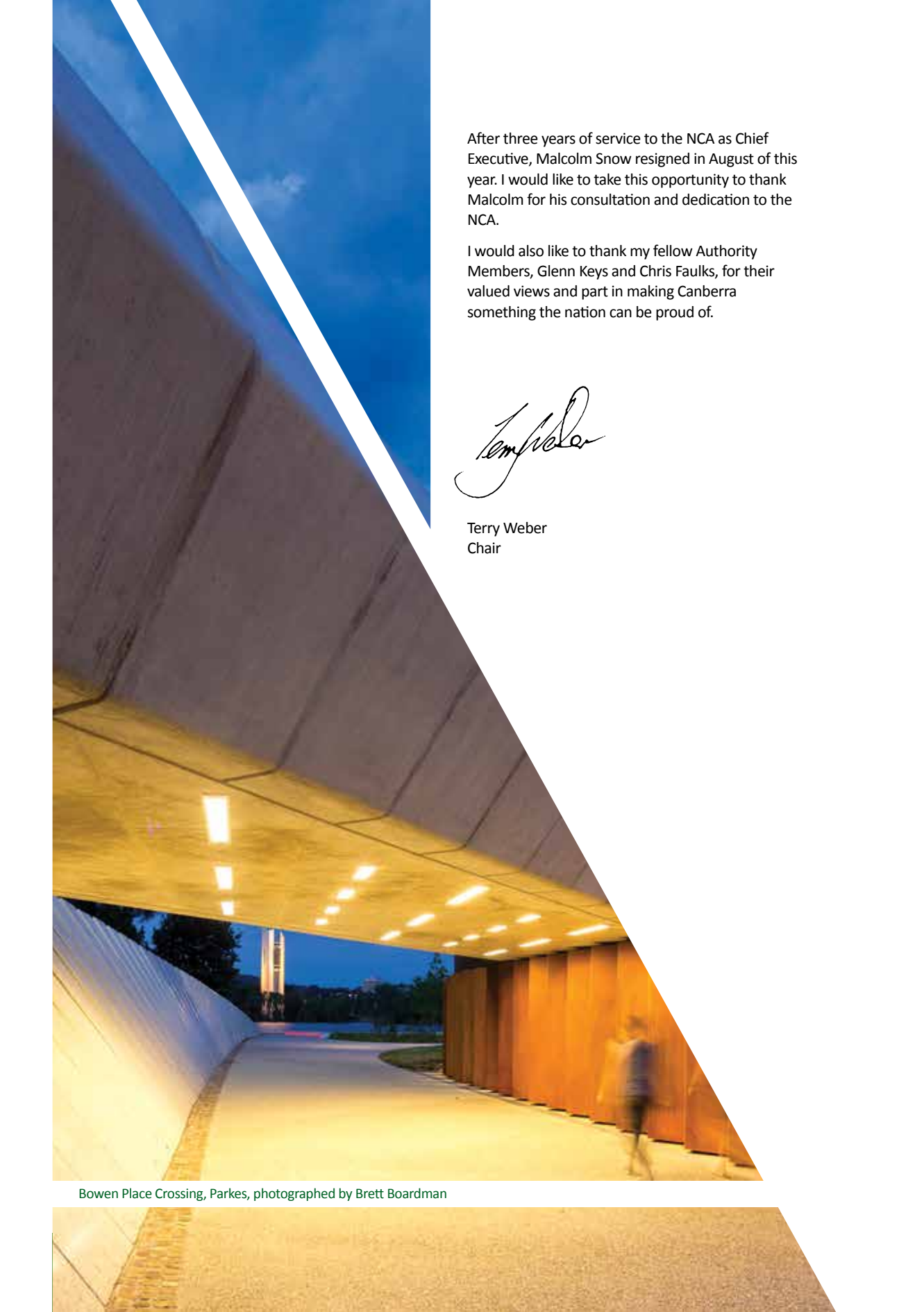
We've also made some important planning decisions, including changes to height restrictions in the Manuka Circle Precinct and released a discussion paper on options to preserve the environmental heritage of older suburbs that fall under our jurisdiction.

The ACT's most prestigious architectural award, the Canberra Medallion, was awarded to the NCA for the work instigated by the Authority on Constitution Avenue, an urban design project that realised the original vision of Walter Burley Griffin and Marion Mahoney Griffin. The jury applauded the NCA “for gathering a team of collaborators to achieve an outcome of immense public worth”.

The project was also awarded the Sir John Overall Award for Urban Design, which the jury stressed “negotiates the macro and micro scale with consistency, clarity and vision”.

Additionally, Bowen Place Crossing on Lake Burley Griffin was recently announced as the winner of the International Federation of Landscape Architect's Excellence for Infrastructure Award. These awards demonstrate, yet again, that we continue to be an agency striving for excellence in how we plan, design and maintain national land.

The NCA will continue to carefully consider and guide the future of this city, taking a strategic position to ensure its national significance remains secure, while also ensuring it continues to be one of Australia's most liveable places.

A photograph of the Bowen Place Crossing in Parkes, Australia, taken at dusk. The image shows a modern architectural structure with a curved, illuminated ceiling and a paved walkway. A person is walking on the path, and the background shows a dark sky and some trees. The image is split diagonally, with the top-left portion showing the sky and the bottom-right portion showing the walkway and the person walking.

After three years of service to the NCA as Chief Executive, Malcolm Snow resigned in August of this year. I would like to take this opportunity to thank Malcolm for his consultation and dedication to the NCA.

I would also like to thank my fellow Authority Members, Glenn Keys and Chris Faulks, for their valued views and part in making Canberra something the nation can be proud of.

A handwritten signature in black ink, reading "Terry Weber".

Terry Weber
Chair

Chief Executive's Foreword



“Cities are defined by their public environment and in this respect Canberra is no different”

The National Capital Authority has the important role of being the custodian of Canberra's most significant public spaces and places, and we seek to embrace that responsibility with care and distinction.

The face and form of Canberra is changing, as the city responds to the challenges and opportunities brought through growth. Light rail, urban renewal and new investment in the education sector, are just some of the factors that are influencing how the National Capital is being planned at both the strategic and local scales.

The NCA has provided strong leadership over the past year, formulating clear planning proposals for guiding how Canberra should be developed. The planning and design thinking behind these draft proposals has some central ambitions, to make our public spaces more accessible and more attractive to community use, and to also respect the legacy of how our National Capital was originally envisioned. Gaining community support for these and future proposals through active engagement, was and will continue to be, a key priority for the agency.

Draft master plans for Acton Peninsula and Kings and Commonwealth Avenues are recent examples of the NCA meeting its obligation to plan and manage assets, so as to strengthen their national significance, while also embracing the opportunities that collaboration with stakeholders offers.


A key focus for the agency over the past year has been on developing strong working partnerships with the other institutions that have a shared stake in the success of the National Capital. By working together, we have achieved improved outcomes.

Cities with aspirations of being more competitive while also meeting the expectations of their communities, must work together to determine how urban spaces are shaped and managed. As the manager of the National Capital Estate, the NCA continues to work to ensure Commonwealth assets support new investment in Canberra, and also sustain the city's enviable quality of life.

The landscaped settings the NCA provides in the form of parks, playgrounds and gardens, the roads, bridges and lake we maintain, and the events we support, all contribute to reinforcing the enduring sense of place and purpose of the capital, at a local and national level. Continuing to prudently invest Australian Government funding in maintaining our assets, is important so that future generations can enjoy the amenity and significance of what has been created. Our work in refurbishing the Captain Cook Memorial Jet was a very public example of this commitment and in its restored state will be admired for many more years.

Communicating the story of our National Capital, how it was conceived, and what it means to all Australians in the contemporary context, is our other critical role.

This year we continued to develop our community education and volunteer programs. It is a source of great pride to me personally, that we provide opportunities for the community to express, through their volunteer work, their great pride in our National Capital, and at the same time inform visitors of the importance of our city. I would like to acknowledge our more than 90 volunteers for the amazing contribution in time and effort they have made this year.



I must also acknowledge the incredible staff of the Authority. Their dedication, professionalism and commitment to the National Capital, and what it symbolises, is our organisation's greatest asset. I thank them for their great work over the past year.

Finally, I must also acknowledge the leadership of Mr. Malcolm Snow, who resigned as Chief Executive in August 2017. Mr Snow's leadership was an inspiration to all who worked with him at the NCA.



Andrew Smith
Acting Chief Executive

Constitution Avenue, Campbell, photographed by John Gollings



Boer War Memorial, Anzac Parade

CASE STUDY

National Boer War Memorial

For over 10 years the NCA has provided procurement advice and guidance to the key proponents for the National Boer War Memorial, culminating in the successful installation of a new national memorial on Anzac Parade. The Memorial is now located at the southern end of the Parade, Australia's premier commemorative way. It commemorates all those affected by the South African War of 1899–1902, commonly referred to as the Boer War. From 1901 the conflict became the first in which Australia fought as a nation.

The site for the Memorial was originally endorsed to be reserved on 1 March 2007 by the Canberra National Memorials Committee (CNMC). It was not until March 2010 that a national competition was run for the design of the Memorial, attracting 61 entries. Following the conclusion of this two-stage process, a design team was engaged to develop their design for the Memorial. On 24 November 2011, the preferred design was endorsed by the CNMC.

Off-site sculpture fabrication commenced in 2013. Construction on site commenced on 9 February 2017. The works were documented, project managed and superintended by National Boer War Memorial Association project team representatives.

The National Boer War Memorial is a synthesis of art and landscape. It was designed by GroupGSA

landscape architects in association with artist Jane Cavanough. The sculptor was Louis Laumen and the copper walling design was developed in collaboration with Misura Metal Design Studio.

The four bronze sculptures, central to the Memorial's design, represent a section of Australian mounted troopers, the standard sized patrol. When in action, generally three men would dismount to fight while the fourth would hold the horses. The dynamic placement of the sculptures reflects the role of mobility and observation so critical during all wars. The landscape setting of the Memorial is intended to be evocative of the semi-arid regions of Australia and South Africa – the outback and the veldt.

The memorial's design and construction was enabled through contributions from the Australian people, raised initially by the Royal Australian Armoured Corps Association and then by the National Boer War Memorial Association. The Australian Departments of Defence and Veterans' Affairs also provided grants on behalf of the Commonwealth.

The Memorial was dedicated on 31 May 2017 by His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd) Governor-General of the Commonwealth of Australia and Lady Cosgrove.

01



Lake Burley Griffin and Commonwealth Bridge, photographed by Adrian Kelson

Overview of the National Capital Authority

Roles and Functions

The NCA is established under the *Australian Capital Territory (Planning and Land Management) Act 1988* (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 NCA's strategic priorities over 2016–17 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.



Yarramundi Reach, Lake Burley Griffin

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 - \$21.046 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 2016–17 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 Carillon and Blundells 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 - \$25.548 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 2016–17 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.

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 2016–17, within the environment within which it operates.

DID YOU KNOW?

CAPTAIN COOK MEMORIAL



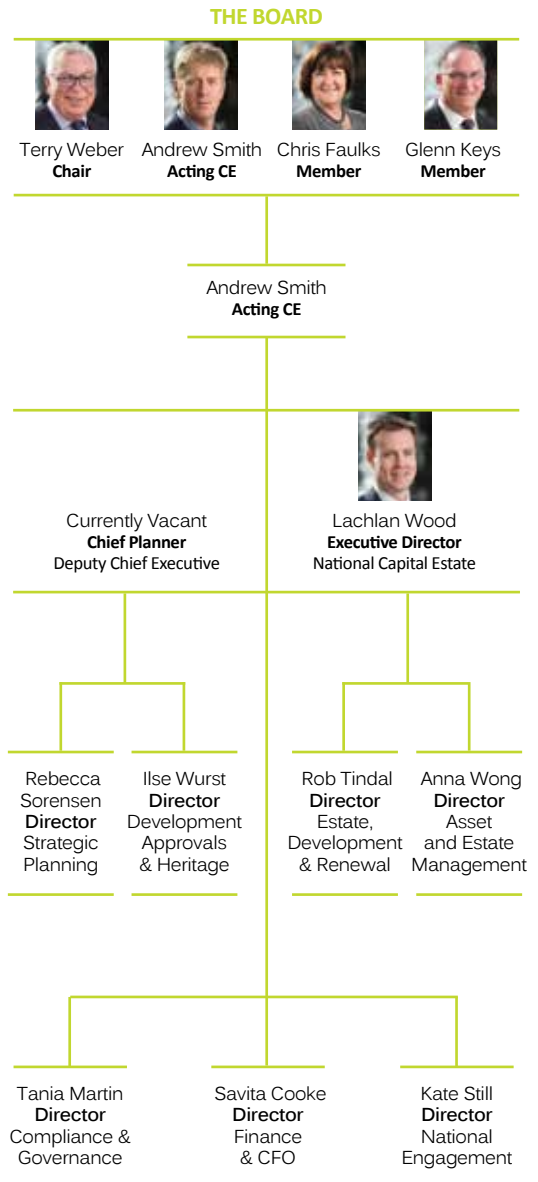
1970

inaugurated by
Her Majesty Queen Elizabeth II

**bi-centenary
commemoration**
of Cook's east coast navigation

The Structure of the NCA

FIGURE 1: Organisational Structure



Correct as at 12 September 2017

Senior Executive and Their Responsibilities

Andrew Smith (Acting Chief Executive)

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

As Acting Chief Executive, Mr Smith 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 Smith determines the NCA's priorities and the allocation of resources and funding.

Currently Vacant (Deputy Chief Executive and Chief Planner)

The Chief Planner 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 and Development Control Plans; assessing works approval applications; and monitoring the quality of buildings and other developments once completed.

Lachlan Wood (Executive Director, National Capital Estate)

Mr Wood is responsible for all aspects of maintaining the National Capital Estate. This includes:

- Estate development and renewal
- Estate management, including pay parking
- Venue management and licensing.



Bowen Place Crossing, Parkes, photographed by Brett Boardman

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 divided into a number of teams: Horticulture Volunteers, Volunteer Guides and Research Volunteers.

To manage the conservation areas of the National Capital Estate, the NCA has formed relationships with several volunteer groups to undertake on-ground works in these areas, obtaining separate grant funding for conservation works and assistance with public advocacy on conservation management. The conservation areas of the National Capital Estate include such areas as Stirling Park, State Circle Grasslands and Yarramundi Grasslands.

Horticulture Volunteers

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

During 2016–17, 59 Horticulture Volunteers contributed 2884 hours across 1442 shifts.

Volunteer Guides

Volunteer Guides share their time, skills and knowledge with visitors to the National Capital Exhibition and Blundells 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 2016–17, 21 Volunteer Guides contributed 2194 hours across 601 shifts.

Research Volunteers

Research Volunteers work within projects with specific research tasks. In 2016–17 this included documenting all written works held in the NCA Library collection, conducting extensive research related to Blundells Cottage and providing administrative assistance for programs at the National Carillon.

During 2016–17, 3 Research Volunteers in three projects contributed 478 hours across 107 shifts.

Conservation Areas Volunteers

The NCA maintains an Environmental Care Agreement with the Friends of Grasslands (FOG) where, for a small amount of financial support, the volunteers undertake works in partnership with the NCA in these conservation areas. They coordinate and supervise volunteers from Yarralumla and nearby areas to undertake weed control, native planting, and sensitive species and weed surveys and play a very positive advocacy role within this community. FOG provided approximately 563 hours (nine work parties, averaging 16 volunteers per work party) this year.

The NCA also uses the specialist skills of other volunteer groups such as the ACT Rural Fire Service and Conservation Volunteers to assist specific on-ground tasks specified in the Ecological Management Plan for NCA Conservation Areas. RFS provided approximately 650 hours (18–40 volunteers at each burn) this year during four hazard reduction burns.



CASE STUDY

Anne Bryant, Volunteer Guide

Anne Bryant, Volunteer Guide for the NCA

Volunteer Guides play an integral part in introducing visitors to the role, special importance and history of the National Capital. Anne presents education programs for school students at the National Capital Exhibition (NCE) at Regatta Point.

Originally from Perth WA, Anne trained as a nurse and qualified as a theatre sister before sailing to England on board the P&O Arcadia on a 'boomerang ticket'. This was a cheap fare with a condition that the traveller had to return to Australia within 18 months.

While in England, Anne met and married Chris, an Englishman. The following year Chris accepted a role as a lecturer at the Australian National University in Canberra. After the couple arrived in Canberra, Anne and Chris decided to make the city their permanent home. They raised their two children there and now have five grandchildren.

When Anne joined the NCA as a guide in 2010, she was looking for something different in a volunteering role. She had done a wide variety of volunteering work and always enjoyed it and the NCA program presented a new challenge.

Over the past seven years, Anne has committed to a weekly four-hour session at the NCE, mainly leading one-hour education programs with interstate school groups to teach them about the special importance of Canberra.

She also enjoys the challenge of taking tours of Blundells Cottage on a regular basis, and of the National Carillon on special occasions. In addition to this, Anne tried her hand at a specially developed two-hour tour around the Parliamentary Triangle for the Magna Carta's 800th anniversary. All of these tours involve training and background reading.

Anne has always enjoyed early Australian history and finds the history of Canberra particularly interesting. She says that among the benefits of NCA volunteering is the chance to meet such a wide cross section of people.

"I like to feel like I am helping to educate children and adults about the value of our capital city. It is very rewarding to show off its interesting and diverse attractions. So many tourists comment on how little they knew about Canberra and how impressed they are after having been here."

"I have lived in Canberra for 54 years and it has been a great experience to watch this city develop. Things such as the filling of Lake Burley Griffin, the installation of the first traffic lights on major roads like Barry Drive and Northbourne Avenue, and collecting mushrooms in the empty paddocks of Belconnen, all make me realise just how far this city has come in such a short time. Volunteering with the NCA allows me to tell others about this privileged experience."

02



Contour 556, Lake Burley Griffin, photographed by Sean Davey



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 2016-2017, 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 2016-17, 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 Terry Weber, Mr Andrew Smith, Ms Chris Faulks and Mr Glenn Keys

Chief Executive

Mr Malcolm Snow served as Chief Executive from 13 January 2014. Mr Snow resigned from the NCA, effective 28 August 2017.

Mr Andrew Smith, Chief Planner and Deputy Chief Executive, was appointed as Acting Chief Executive, effective 29 August 2017.

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.

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 the 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, 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.

Membership of the Authority Consultative Committee comprises the Chief Executive (Chair), Director Compliance and Governance, 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 2016–17, the Audit Committee comprised an independent Chair; one external, independent member; and the NCA's Director Compliance and Governance. The Chief Finance Officer and representatives of the Australian National Audit Office committee attend the meetings as observers.

During 2016–17, 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.

Remuneration Board

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

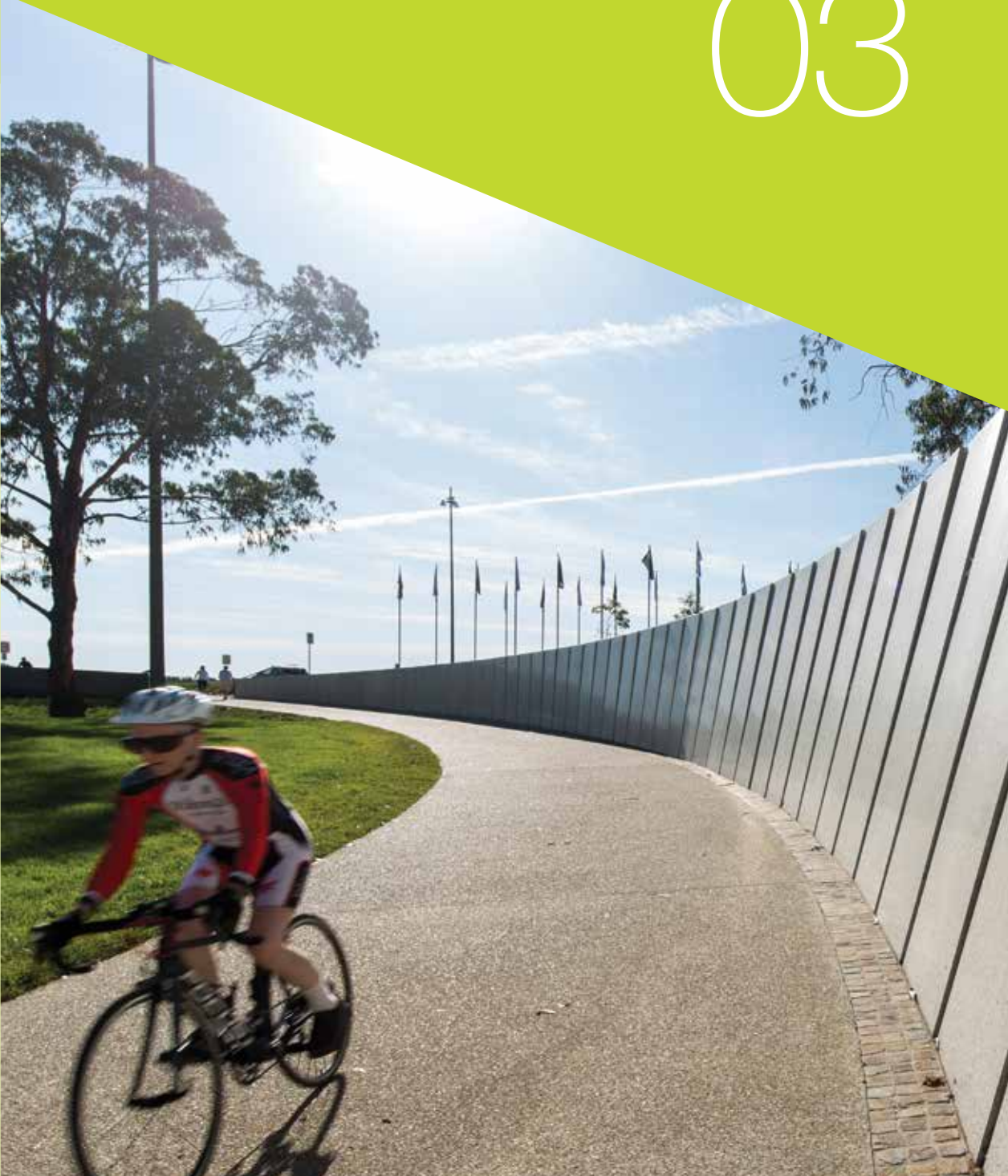
The Board meets in June each year to discuss the performance of employees for the current financial year based on end-of-year performance appraisal reports. These individual performance reports aid the Board in providing a final performance rating for each employee and set the employee's annual salary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

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



Bowen Place Crossing, Parkes, photographed by Brett Boardman



2016–2017 Annual Performance Statements

I, Andrew Smith, as the accountable authority of the National Capital Authority (NCA), present the 1 July 2016 to 30 June 2017 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.



Andrew Smith
Acting Chief Executive
12 September 2017



Purpose One – Plan and Design

NCA Corporate Plan 1:

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

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.

DID YOU KNOW?

NATIONAL BOER WAR MEMORIAL



2017

115 years after the end of the conflict

Anzac Parade

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 National Capital Plan has been comprehensively reviewed and the revised National Capital Plan was tabled in Parliament on 30 August 2016. The disallowance period concluded on 21 November 2016	Y	
	Studies and investigations undertaken during the 2016–17 will inform the next phase of planning renewal and reform	Y	Deakin Forrest residential precinct discussion paper released for consultation on 8 April 2017 and concluded on 27 May 2017.
1.2 Keep the National Capital Plan and its subordinate instruments under constant review	Referral to Minister of Draft Amendment 87 – relocation of indicative sites for Landmark Buildings	Y	Amendment 87 to the National Capital Plan was tabled in Parliament on 20 March 2017 (both Houses). The disallowance period concluded on 26 May 2017 in the House of Representatives and 20 June 2017 in the Senate.
	All required Development Control Plans are released for consultation	Y	The NCA released Manuka Circle DCP for public consultation on 3 March 2017. The consultation period closed on 30 April 2017.
	Two Master Plans and/or urban design guidelines have been prepared	Y	Draft Acton Peninsula Structure Plan was released on 2 May 2017. Draft Kings and Commonwealth Avenues master plans were released on 22 May 2017.
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	434 applications were assessed as being in accordance with the National Capital Plan and approved by the NCA in 2016–17.
	Consulting with the community in accordance with the commitment to community engagement.	Y	Consultation on 16 Works Applications were undertaken in accordance with the Commitment to Community Engagement protocol.

Performance Criterion	Result	Achieved	Explanation
	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	Y	77% of Works Approval applications were processed within 15 working days (not including 'stop clock' requirements).
	A new electronic lodgment system for Works Approvals applications implemented by the end of the 2016 calendar year	Y	The E-Lodgment system commenced operation in September 2016.
	Number of applications received via the electronic lodgment system increases to 90% by 2019–2020	Y	99.9% of applications were received via e-lodgment system.
1.4 When requested, and with Ministerial approval, provide consultancy services either within Australia or overseas	Provide relevant consultancy services that are within the scope of the NCA's capability to do so; and maintain the skills and capability of relevant staff who provide consultancy services.	Y	The NCA provided consultancy services to the Department of Environment to assist in the construction of new facilities at the Australian National Botanic Gardens.

and reform.

Analysis of Performance Against Purpose

Planning

The National Capital Plan (Plan) is the overarching legal instrument giving effect to the Commonwealth's interests and intentions for the planning, designing and developing of Canberra and the Territory as the National Capital. The NCA is undertaking a phased reform process to update the Plan. 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.

Studies and investigations undertaken during the past year will inform the next phase of planning renewal

Works Approval performance

The target of processing and assessing 75%–85% of Works Approvals applications within 15 working days was not achieved despite 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 1.1.3: Objective: Increased awareness of the special importance of Canberra as the National Capital

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 2016–2020
- PBS Outcome 1
- PBS Program 1.1



Blundells Cottage, Kings Park, photographed by Martin Ollman

Results against Performance Criteria

Performance Criterion	Result	Achieved	Explanation
2.1 Develop and manage the NCA's visitor services and attractions	Achieved the target of 160,000 visitors to the NCA's attractions in 2016–17, and increased the number of visitors by 4%	Y	Visitation across all NCA managed attractions reached 201,487, which includes the NCA's travelling exhibition program <i>Brick by Brick</i> and guided walking tours. The main attraction, the National Capital Exhibition, reached 169,061. Works were completed in 2016–17 to accommodate the relocation of the Canberra and Region Visitor Centre
	The National Capital Exhibition is considered for inclusion on the PACER Program	N	The NCA has contributed to the 2016 review of the PACER Program by the Department of Education
	The National Capital Exhibition has been renewed	N	Research and an assessment were undertaken, an interpretative strategy was prepared and preliminary designs for the renewal of the National Capital Exhibition were completed in 2016–17
	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	93.6% 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	Additional walking tours were introduced
2.2 Create and deliver NCA touring exhibitions with an educative focus	A minimum of four venues host an NCA touring exhibition during 2015–17	Y	<i>Brick by Brick</i> travelled to eight venues in 2016–17: <ul style="list-style-type: none"> • Riverton, Perth WA • Northam WA • Geraldton WA • Karratha WA • Gladstone QLD • Rockhampton QLD • Mackay QLD • Cairns QLD

Performance Criterion	Result	Achieved	Explanation
	Qualitative survey results show that the awareness of Canberra in the locations that host the exhibitions has increased by 10%	Y	96% of teachers and participants 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	<i>Brick by Brick</i> 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
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
	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	N	No Public Forum was held in 2016–17. Numbers to the forum had diminished considerably over previous 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 Inform and Educate 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 despite a 1.9 per cent decline in the number of school children attending a school education program. Free and independent visitors showed a significant increase since the co-location of the Canberra and Region Visitors Centre at Regatta Point. Non-school visitors have increased by 41.2 per cent.

We significantly increased the number of people taking NCA guided walking tours this financial year, with approximately 3739 people joining a tour, a 217 per cent increase over the previous year. Seventy-two per cent of walking tour participants were students. The guided tours included Anzac Parade, Reconciliation Place, The Old Parliament House Gardens and Lake Burley Griffin. The popularity of these tours will continue to grow.

The National Carillon attracted more than 7000 spectators to the twice-weekly live performances by our carillonists, and to special events including the Christmas concert and the world premiere of ten works specially commissioned for the Carillon by Australian composers, which were performed as part of the Canberra International Music Festival. Seventy-nine concerts were performed during the year, and international guest performers included Frank Steijns, Karel Keldermans and Susan Bergren.

Blundells Cottage was closed for some of 2016–17 for repair work. Stage 2 of the interpretation of the cottage to include the addition of the Oldfield and Blundell family history was completed and the cottage reopened in August 2017, with further plans to restore and interpret the slab shed and landscape the cottage grounds.

The NCA's travelling exhibition *Brick by Brick* has been hugely popular in Queensland and Western Australia. The travelling exhibition attracted 21,496 visitors to eight local libraries across Queensland and Western Australia.

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 258.

We have continued to raise the profile of the NCA's role and the national capital through targeted and integrated marketing communications strategies including media, advertising and social media, and participating in tourism activities. Our engagement has continued to grow on Twitter (3000 followers) and Facebook (over 1500 followers).

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 related to major projects such as the Acton Peninsula draft structure plan and the Kings and Commonwealth Avenues draft design strategy. 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.



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

- Provide attractive and functional public space and amenity that is accessible to Canberrans and visitors
- 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

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 2 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 existing assets	A Capital Works Program (CWP) based on endorsed Master Plans and the Asset Management Plan is developed	Y	Stage 2 commenced – 3-year ongoing project
	Capital projects are delivered in accordance with the CWP	Y	2016–17 projects progressed or completed in accordance with individual project parameters
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, Built Infrastructure Maintenance Contract and the 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 2017 Annual Validation Audit
	Recreational and commercial activities are regularly and safely conducted on National Land and Lake Burley Griffin	Y	As supported by public, commercial and event use on National Land
	Timely and accurate responses are provided to the diplomatic community and stakeholders.	Y	As supported by feedback from stakeholders.

Analysis of Performance against Purpose

Maintenance and Renewal of Existing Assets

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 (2016–17) focused on:

- implementing the asset management framework
- developing the Asset Management Policy
- developing a risk-based decision-making process
- improving management of asset-related information
- documenting data management processes
- building an Asset Management System database.

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, irrigation, playgrounds and open space was guided by an annual General Condition Report. Overall, 85 per cent of capital works were aligned to the condition report. Of these, approximately 90 per cent were completed within the stated contract rectification timeframes based on the priority-rating hierarchy. The balance were principally ‘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 2016–17 was on roads, footpaths 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.

Creation of New Assets and Improvement of Existing Assets

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 2 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 2016–17 Financial Year Capital Works Plan informed by endorsed Master Plans included:

- car park upgrade works
- bridge replacement works
- International Flag Display works
- Blundells Cottage works
- Dunrossil Drive tree works
- Canberra Central Parklands works.

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:

- John Gorton Car park upgrade (substantively completed)
- Captain Cook Memorial Jet Major upgrade
- Anzac Parade street light luminaire replacement
- National Carillon Lighting and Audiovisual upgrade
- Commonwealth Avenue Bridge pedestrian temporary safety works
- Kings Avenue Overpass Pedestrian Safety works
- Dunrossil Drive tree replacement – Stage 2
- Road replacement works (Parkes Way and Parliamentary Zone).

Construction was substantively advanced for the following projects:

- Blundells Cottage underpinning.

The following projects underwent preliminary development:

- International Flag Display Extension and Lighting upgrade
- National Capital Exhibition upgrade
- Nerang Pool Bridge replacement works

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.
- Constitution Avenue Duplication Works.

In addition 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.

NCA projects that have been completed or substantively completed have typically made significant improvements to public safety and amenity. The National Boer War 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 were operationally complete by November 2016. The National Boer War Memorial was dedicated on 31 May 2017. The Australian Peacekeeping Memorial Stage 1 site works were completed in May 2017, with the remainder of the works anticipated to be completed by October 2017.

In the previous reporting year, Bowen Place Crossing was acknowledged with five design and construction industry awards for excellence. This year the Crossing gained a further four awards:

- **2016 Great Place Award**
Planning Institute of Australia, ACT Chapter
- **2016 National Landscape Architecture Award - Excellence in Infrastructure**
Australian Institute of Landscape Architects
- **2016 National Architecture Award - Walter Burley Griffin Award for Urban Design**
Australian Institute of Architects
- **2016 Australia Award for Urban Design, Delivered Outcome – Small Scale**
Australian Urban Design Awards

Captain Cook Memorial Jet major upgrade works were completed by March 2017. Works included the refurbishment and replacement of hydraulic, mechanical, electrical and fire protection services, and of equipment in the substation, pumps, pipeline, underground services and emergency access. In addition, capacity to illuminate the Jet with LED lighting was added and the operating height of the Jet was increased to 152 meters.

Anzac Parade street lighting replacement was completed in April 2017. Replacing 116 individual luminaires with LED fittings will reduce power usage by around 10 kw/h per pole. Improved remote monitoring and management of the street lights was also undertaken.

John Gorton Building car park upgrade works were operationally complete in June 2017. The John Gorton Building Communications Centre waterproof membrane replacement and associated works for the Department of Finance were substantively completed by June 2017.

Refurbishment of Scrivener Dam's sluice gate bulkhead and Flood Gate 4 was completed in November 2016 and April 2017 respectively. By June 2017, several condition assessments were completed, including flooding potential of the Dam's gallery and internal plumbing of the Dam's floating gate. Additionally, five existing hydrometric stations, the Dam's flood early warning system, were upgraded in the Dam's upper catchment. A new tailwater gauge and new hydrometric station below Scrivener Dam in the Molonglo River were also installed to better predict riverine flooding in the Molonglo Town Centre.

The second stage of removal and replacement of several hundred pine trees adjacent to Dunrossil Drive was completed in June 2017. The trees were replaced due to them becoming an increasing public safety risk. Replacement trees included 178 *Pinus canariensis* (Canary Island Pines) and 82 *Quercus engelmannii* (Engelmann Oak).

An additional eight flag poles are planned to be added to the eastern end of the International Flag Display, taking the total number of poles at the Display to 108. The additional poles will enable the growing number of diplomatic missions with a presence in Canberra to be represented at the Display. Design and documentation of the extension works was completed in May 2017. The works are scheduled to be completed by November 2017. As part of the project, existing lights located throughout the Display will also be upgraded.

In advance of major multi-year refurbishment works to the Commonwealth Avenue bridges over Lake Burley Griffin, a temporary pedestrian safety barrier was added to the northbound carriageway shared path in June 2017.

The new barrier has been designed to help prevent pedestrians and cyclists falling into the adjacent vehicle carriageway prior to the current barrier system being permanently upgraded. Commonwealth Avenue bridge upgrade works commencement will be subject to funding confirmation.

Blundells Cottage underpinning works were substantively completed in June 2017. These works are the first in a series of upgrade works in and around the Cottage. Further upgrade works are scheduled to commence in the second half of 2017.

Preliminary design planning in relation to the latest upgrade of the National Capital Exhibition was completed in March 2017. The upgrade involves a major revitalisation of the entire exhibition facility and its content. Proposed enhancements include a combination of digital, interactive, tactile and graphic displays, which will help improve the visitor experience. The upgrade will also improve visitor amenity and accommodate growing visitor numbers to the Exhibition. Design works are scheduled to be completed by December 2017, with construction completed in late 2018.



Captain Cook Memorial, Lake Burley Griffin, photographed by Martin Ollman

A program of bridge replacement works was completed in late 2016. Impact damage to Commonwealth Avenue and Kings Avenue road bridges struck by vehicles was repaired. The program also included remedial works to the Capital circle tunnel and repair of concrete cracking in conjunction with resurfacing on the seven-tonne bridge on RG Menzies walk.

A lighting, security and audiovisual upgrade at the National Carillon was substantively completed by December 2016. Lighting can now be programmed and operated remotely and more efficiently. The audiovisual upgrade allows for enhanced acoustic multi-instrument performances, performances to be viewed at ground level via screen and the potential for future streaming of performances to the internet.

The design of Nerang Pool Bridge replacement works was completed in early 2017. The design aligns with the pedestrian network goals of the Central Parklands Master Plan by providing a wider pedestrian thoroughfare, which adds amenity to this area of Commonwealth Park. Construction works are scheduled to commence in 2019.

Maintaining and Promoting the Use of National Land and Property Assets

The NCA is compliant with the Australian National Committee on Large Dams Incorporated Guidelines and the Dam Safety Management Plan (DSMP). The 2017 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 non-technical, 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 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. During the 2016–17 recreational season (mid-October to mid-April) the Lake was not adversely affected by blue green algae and there were only a few occurrences of sites that exceeded the bacterial benchmark within the ACT Guidelines for Recreational Water Quality (ACT Health, 2014). There were no contamination events from external sources. All sites around the Lake remained open for 94 per cent of the season.

The number of Boat Permits increased slightly this year: 120 C1 permits (rescue, coaching or judging boats supporting aquatic sports); 350 C2 permits (electric, solar or wind-powered boats); 34 C3 permits (boats used for lake management and special interest boats); and 6 C4 permits (commercial tourist use).

Events on Lake Burley Griffin increased by over 30 per cent in 2016–17, with several rowing or sailing regattas, an increase in lake swim events and the introduction of the Surf Nippers Program (Broulee Surf Life Saving Club). Most notably, over 100,000 people came to the shores of Lake Burley Griffin to watch Skyfire.

Access to national institutions remains improved following the commencement of pay parking on National Land in October 2014. The trend in overall ticket sales over the entire period has remained consistent, while overall revenue increased. This indicates a user demand for longer parking. Car park occupancy has been lower than expected due to changes in building occupancy and the relocation of agencies out of areas administered by the NCA, most notably in the vicinity of the Treasury Building, John Gorton Building and West Block. Regular and consistent parking enforcement has improved user behaviour, consequently improving accessibility of parking spaces and protecting NCA infrastructure.

Venues on National Land continue to be popular for major events including Floriade, Skyfire, Enlighten, Australia Day celebrations, Anzac Day Commemorations, Queen's Birthday celebrations, sporting and music festivals. The NCA issued approximately 330 permits for major events and facilitated approximately 800 private functions on National Land.

The NCA reviewed its Events Fees and Charges in 2016–17 and will commence a consultation process with the community and event organisers in 2017–18.



CASE STUDY

John Gorton Building Car Park Upgrade Works

(incorporating the JGB Communications Centre membrane replacement and associated works for the Department of Finance).

In 2016-17 the NCA substantively completed the upgrade to the car park precinct to the south of the John Gorton Building in the Parliamentary Zone, as part of its management of car parks located on National Land throughout Canberra's Central National Area. The Upgrade is a major civil and landscape construction project designed by GHD Pty Ltd that has reconfigured and made safe for public use:

- the main car park area located between the John Gorton Building and King George Terrace
- the end of Dorothy Tangney Place
- the service road immediately to the south of the John Gorton Building.

The Upgrade works include the following key initiatives:

- improved access and lighting for car parking in accordance with Australian Standards
- improved motorcycle, bicycle and accessible parking arrangements
- improved egress to and from the car park, including replacement footpaths and new raised crossings
- on and off street lighting and drainage improvements

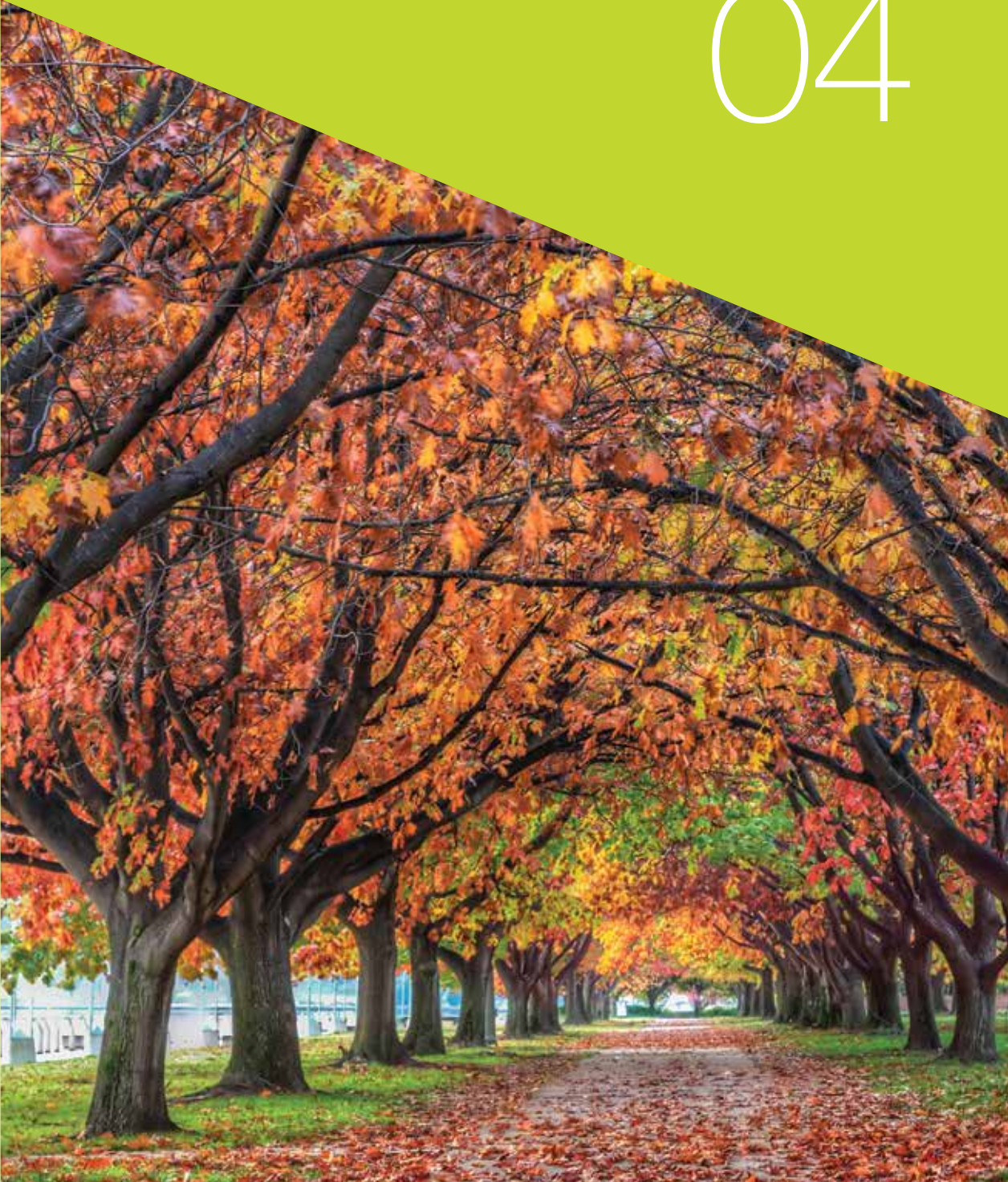
John Gorton Building car park upgrade works, Parkes

- replacement car park surfaces and line markings
- complementary soft landscaping including replacement trees
- improved public amenity including street furniture.

In delivering the works, the NCA worked very closely with the Department of Finance (JGB building owner) and the Department of the Environment and Energy (major tenant) to ensure that key needs were met and to help minimise inconvenience. The Upgrade has already enhanced this precinct and, critically, enabled future development capability consistent with long-term planning goals envisioned for the precinct. Sustainable water management on site and robust finishes and fitments have resulted in a low maintenance outcome.

Upgrade construction works were commenced on site by Complex Civil Pty Ltd on 16 November 2015. The main car park area was returned to service on 11 April 2016 and substantively completed by June 2017. As part of undertaking the Upgrade, the NCA also managed the replacement of the JGB Communications Centre roof waterproof membrane and the reconstruction of the JGB forecourt over part of that membrane. These works were conducted concurrently during the Upgrade at the request of the Department of Finance and delivered cost savings in the order of \$2 million to the Commonwealth. The new JGB forecourt was designed by Jackson Architecture Pty Ltd. Inclusion of the membrane works deferred the completion of the NCA's car park upgrade works.

04



Trees next to the Australians of the Year Walk, Parkes, photographed by Adrian Kelson



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 2016–17 the National Capital Authority:

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



Andrew Smith
Acting Chief Executive
12 September 2017



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

The NCA maintained sound governance structures and arrangements during 2016–17, including our business planning and performance management frameworks, clear lines of authority and accountability, and supporting cross-agency committees and forums, as outlined in Chapter 2.

The NCA manages audit and assurance 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.

The Audit Committee met four times in 2016–17 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.

The NCA ensured sound risk management arrangements were in place during the year. The Executive Group actively monitored the NCA's strategic and other significant risks, and endorsed an updated Risk Management Policy and Framework.

The NCA maintained rigorous records of management arrangements in 2016–17. A major upgrade to our Electronic Document and Records Management System was completed, and we undertook rationalisation initiatives.

A strong ethical framework, based on the APS Values, Employment Principles and Code of Conduct, is upheld through a range of human resource policies and employment arrangements (such as the NCA Enterprise Agreement and the NCA's Performance Management and Appraisal Scheme (PMAS)), as well as awareness training at induction and through periodic updates and reminders.

The NCA completed a thorough Fraud Risk Assessment in 2016–17 and updated our Fraud Control Plan based on this analysis. The NCA maintains sound fraud control arrangements, including through a range of preventative controls, procedural arrangements and periodic awareness training.

The NCA maintained appropriate protective security arrangements in 2016–17, in line with requirements set out in the Australian Government's Protective Security Policy Framework. The NCA also maintains appropriate business continuity arrangements to ensure core functions and operations can be maintained in the context of a disruptive event, to the extent possible.

Significant Issues

During the period 2016–17, the NCA reported no significant issues to the Minister under section 19(1) (e) of the PGPA Act relating to non-compliance with Finance law.

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 2016–17, three new consultancy contracts were entered into involving total actual expenditure of \$0.071 million. There were zero ongoing consultancy contracts carried over from the 2015–16 financial year.

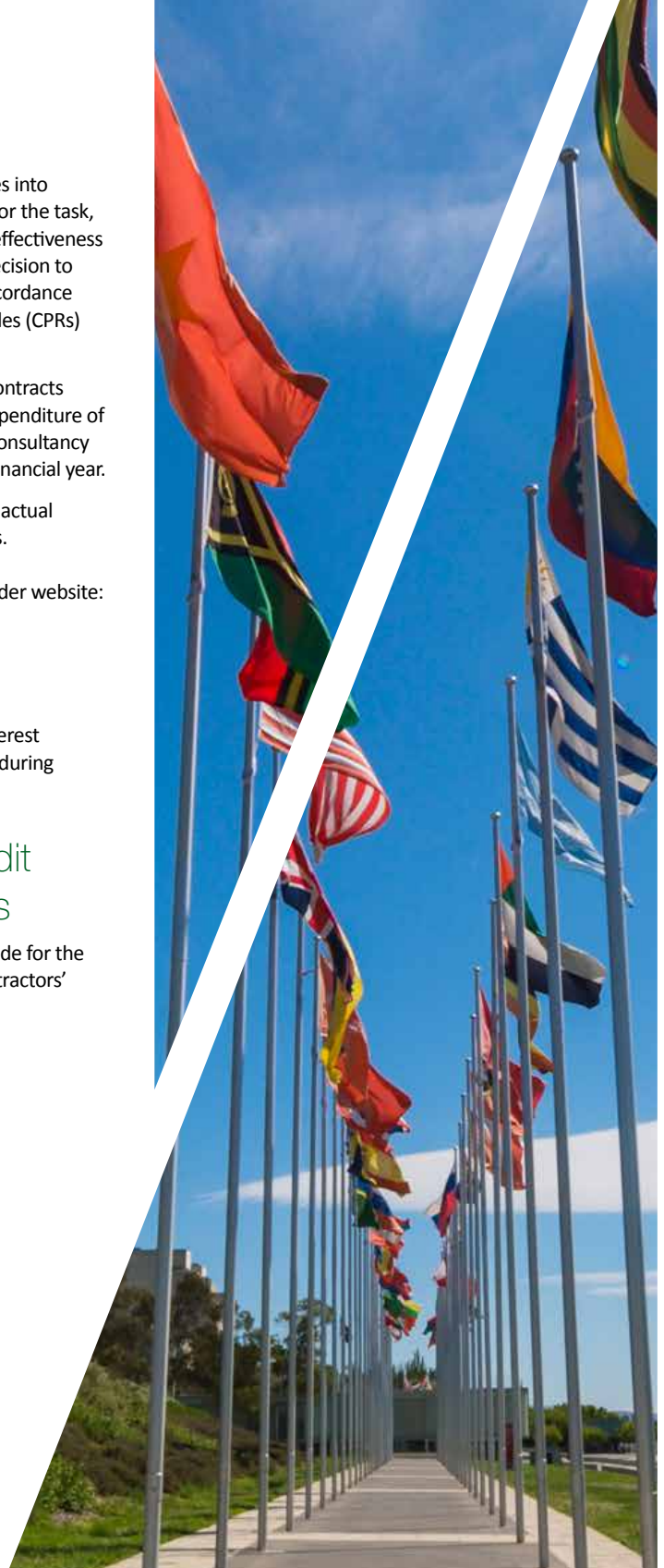
Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available from the AusTender website: www.tenders.gov.au.

Exempt Contracts

No contracts were exempted on public interest grounds from publication with AusTender during 2016–17.

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 2016–17.



International Flag Display, Commonwealth Place, Parkes



05



National Carillon and Kings Avenue, photographed by Adrian Kelson

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. 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 NCA complies with all payment requirements, ensuring that invoices that are correctly rendered are paid within 30 days of the date of receipt of the invoice.

DID YOU
KNOW?

INTERNATIONAL
FLAG
DISPLAY

1999

98 nations +
United Nations & European Union

Advertising Campaigns

During 2016–17 the NCA did not conduct any advertising campaigns.

Grants

During 2016–17 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-to-information-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.



Constitution Avenue, Campbell, photographed by John Gollings

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.

The NCA has in place other formal guidelines to facilitate staff consideration of ESD and the principles of ESD when undertaking business activities. These guidelines include the Risk Management Framework and the Guidelines for Events on National Land.

In all of our functions and operations, the NCA:

- Develops and implements measures and adopts technologies to reduce waste, energy and natural resource use, and to prevent and minimise pollution
- Complies with environmental laws, regulations, agreements and other requirements either directly or through compliance by our contractors and suppliers
- Systematically manages activities to achieve and promote continual improvement by setting environmental objectives and targets and assessing our achievements.

The NCA and its employees are committed to improved environmental performance. It achieves this through embedding environmentally friendly practices into everyday activities.

NCA Outcomes Contributing to ESD

The NCA's outcomes provide the framework for the NCA to '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'.



Examples of NCA's ESD activities during 2016–17 included:

- Implementing energy efficient LED lighting. This change will have a significant impact on the energy consumption of lights and reduce maintenance costs.
- Implementing efficient data loggers on water and power meters. This change will have a significant impact on the surveillance and monitoring of water and power consumption for irrigation and street lighting and reduce overall costs.
- Continuing its on-going management of conservation areas containing nationally threatened species and threatened ecological communities declared under the EPBC Act. An Ecological Management Plan for the NCA Conservation Areas was developed in 2016 providing practical guidance to meet best practice under the principles of the EPBC Act 1999 and *Nature Conservation Act 2014*.

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 2017. This is the tenth 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 2016–17 that minimised the impact of its activities on the environment. These included:

- Replacement of Anzac Parade lighting plasma luminaires with LED fittings. The new LED lights will provide a 43 per cent energy efficiency, and allow the NCA to reduce lighting levels when required. The LED lights also have a 20-year life span, reducing replacement and maintenance costs.
- 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.
- Full implementation of an upgraded irrigation control system with Cloud-based technology and installation of data loggers on water meters allowing easy identification of water leaks in the system. This has resulted in a further 15 per cent reduction in water usage from the previous year.
- The water within Lake Burley Griffin (the Lake) is observed, sampled and analysed to monitor the Lake's water quality in accordance with the Lake Burley Griffin Water Quality Management Plan and the ACT Guidelines for Recreational Water Quality (the Guidelines) (ACT Health, 2014). This provides information about the environmental health of the Lake, as well as providing information to Lake users on the suitability of water-based recreation during the recreational season (mid-October to mid-April). All responses and advisories issued due to adverse water quality are in line with protocols, legislation and the Guidelines.

- 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 using an Environmental Care Agreement with the Friends of Grasslands to undertake weed removal on conservation grasslands in the NCA Estate.
- Fuel management which is consistent with the Bushfire Operations Plan for fire-prone areas of National Land, including the conservation grasslands. The Ecological 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 2016–17 activities included fire trail maintenance, slashing of firebreaks and four hazard reduction and ecological burns with the assistance of the ACT Rural Fire Service volunteers at Yarramundi Grasslands, Guilfoyle Street Grasslands and Stirling Park. 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’.

External Scrutiny

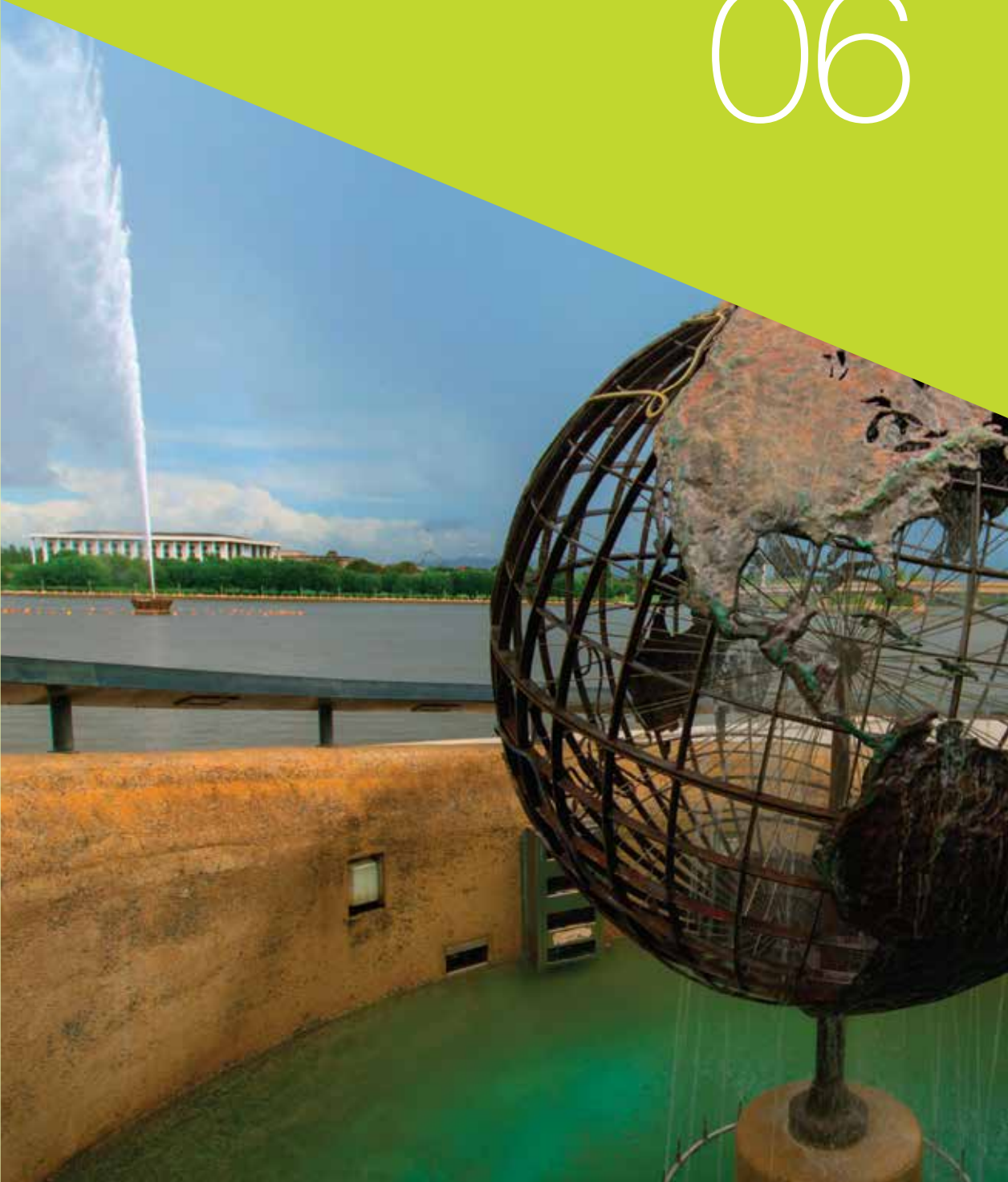
Judicial, Administrative Tribunal or Information Commissioner Decisions

During the period 2016–17 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 2016–17 there were no reports on operations of the NCA by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman.





Captain Cook Memorial, Lake Burley Griffin, photographed by Martin Ollman

Management of Human Resources

Australia Day Achievement Medallion

In January 2017, Eva Kirby 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 is committed to employees' development and recognises the importance of encouraging and supporting learning and development opportunities that are aligned to NCA priorities and the needs of the employee.

The NCA identifies mandatory and priority in-house corporate and individual training activities annually as part of the performance management framework. Employees and supervisors undertake individual development opportunities throughout the year 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 2017, the NCA had 67 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 2016 & 30 June 2017

	June 2016	June 2017
Ongoing	45	48
Non-ongoing	16	20
Total	61	68

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.

Table 2 and Table 3 provide a report on the number of employees in the NCA as at 30 June 2017 and 30 June 2016 respectively by classification, employment category and gender.



National Carillon Christmas Concert 2016, Aspen Island

Table 2: Ongoing and non-ongoing employees at 30 June 2017

Classification	Men		Women		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	2	0	0	0	2
Part-time	0	0	0	0	0
EL 2					
Full-time	3	0	6	0	9
Part-time	0	0	0	0	0
EL 1					
Full-time	8	1	4	0	13
Part-time	0	2	0	0	2
APS 6					
Full-time	3	2	6	1	12
Part-time	0	0	0	0	0
APS 5					
Full-time	2	0	3	1	6
Part-time	0	0	1	0	1
APS 4					
Full-time	0	0	3	1	4
Part-time	0	0	0	1	1
APS 3					
Full-time	1	0	1	0	2
Part-time/Casual	0	1	2	2	5
APS 1-2					
Full-time	1	0	0	0	1
Part-time/Casual	0	2	2	5	9
Total	20	9	28	11	68

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.

Table 3: Ongoing and non-ongoing employees at 30 June 2016

Classification	Men		Women		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	7
Part-time	0	0	1	0	0
EL 1					
Full-time	8	1	1	1	12
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	1
APS 4					
Full-time	2	0	4	1	5
Part-time	0	0	0	0	1
APS 3					
Full-time	0	1	1	1	4
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	9
Total	20	4	25	12	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.

Table 4 and Table 5 provide a report on the number of employees in the NCA as at 30 June 2017 and at 30 June 2016 respectively by classification and gender.

Table 4: Staffing numbers by classification and gender at 30 June 2017

Classification	Men	Women	Total
Chief Executive	1	0	1
SES Band 1	2	0	2
EL 2	3	6	9
EL 1	11	4	15
APS 6	5	7	12
APS 5	2	5	7
APS 4	0	5	5
APS 3	2	5	7
APS 1 - 2	3	7	10
Total	29	39	68

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.

Table 5: 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.

Staff Retention and Turnover

During 2016–17, there were 30 employees (13 ongoing and 17 non-ongoing) who commenced with the NCA and 18 employees (10 ongoing and 8 non-ongoing) who separated from employment with the NCA.

Workplace Diversity

The NCA continues to reflect a diverse workforce. As at 30 June 2017, the NCA staff profile consisted of 57.4 per cent female employees, 16.2 per cent of employees from a culturally or linguistically diverse background, 2.9 per cent of employees identified as having a disability and 4.4 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 6: 2016-17, Movements Into and Out of the NCA

Classification	Men	Women	Total
Chief Executive			
Commencements	0	0	0
Separations	0	0	0
SES			
Commencements	1	0	1
Separations	0	1	1
EL 1 - 2			
Commencements	5	3	8
Separations	2	2	4
APS 1 – 6			
Commencements	7	14	21
Separations	4	9	13

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

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

Table 7: At 30 June 2017, NCA staff from diverse backgrounds

Equal Employment Opportunity Group	Number	% Total Staff
Women	39	57.4%
Aboriginal and Torres Strait Islander descent	3	4.4%
People with a disability	2	2.9%
Culturally and linguistically diverse background	11	16.2%

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 (S24 Det) 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.

On 16 May 2017, a successful ballot was determined for a proposed new Enterprise Agreement. The proposed Agreement is currently with the Fair Work Commission for assessment.

Table 8 provides a summary of NCA employees covered by S24 Dets and the Enterprise Agreement. As at 30 June 2017, 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 2017

Classification	Enterprise Agreement	CLC/S24 Det	Total
SES Band 1	0	2	2
EL 1–2	24	0	24
APS 1 – 6	41	0	41
Total	65	2	67

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

Note: These figures do not include 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 and Dets are set out in Table 9.

Table 9: Salary ranges as at 30 June 2017

Classification	Minimum	Maximum
SES Band 1	\$165,000	\$194,000
EL 2	\$109,519	\$151,669
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 Branch Business Plans. The Corporate Plan ensures performance expectations are clearly identified and aligned with business outcomes.

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

Personnel Services and Salary Processing

Since 24 October 2014, payroll processing and related services have been provided by Aurion Pty Ltd.

Work Health and Safety

In 2016–17, 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 work-life 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 2017, 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 four notifications to Comcare of an injury or dangerous incident during the year.

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 reports will be made available and can be viewed at www.dss.gov.au.



Yarralumla Beach, Yarralumla

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
- Commonwealth, Kings and Constitution Avenues
- 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*, *Australian Capital Territory 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.

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1963

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£1,870,000



Gabrielle Le Grand - Horticulture Volunteer

CASE STUDY

Gabrielle Le Grand, Horticulture Volunteer

Gabrielle Le Grand is a Horticulture Volunteer for the National Capital Authority.

Horticulture Volunteers assist in the Old Parliament House Gardens. Five teams work on one morning each week to prune, weed and deadhead roses to beautify the gardens for their local, national and international visitors.

Gabrielle is part of the team that maintains the Rex Hazlewood Rose Garden. Originally from Brisbane, she moved to Wamboin, just outside of Canberra, in 2011. She is a historian and has also completed studies in Indonesia-Australia political and defence relations. As a Navy wife, the move to Wamboin was somewhat of a sea change for her. Gabrielle travels into Canberra every Thursday morning for an 8 am start and is also busy raising a baby, renovating her family's house and being President of the Bungendore Country Women's Association.

Gabrielle loves roses and has over 200 rose species at her home, ranging from climbers and David Austin's to shrubs and old-world roses. She also writes a blog called 'Home Among the Roses' that she describes as 'fun ramblings about gardening and homemaking'.

For years prior to joining the NCA's Volunteer Program, Gabrielle appreciated the Old Parliament House Gardens from afar, and enjoyed visiting them when she came to Canberra. On one of these visits, Gabrielle bumped into Nadene Edwards, then the Citywide Garden Team Leader. They discussed the overgrowth of rootstock and its negative effect on the roses and immediately struck up a friendship. Shortly after, Gabrielle joined the Rex Hazlewood Rose Garden Team and has since been able to get all the rootstock under control.

What drew Gabrielle to the program was being able to do something important for the health of the age-old cultivars. As a historian, Gabrielle sees these as both historically and horticulturally significant.

She says the most enjoyable aspects of her volunteering are being part of a great team and the satisfaction of seeing the results in the health of the roses. She also loves being trained under the guidance of Dennis Dempsey (our resident rose expert), and being trusted to care for the gardens. An added bonus is seeing her son Raphael play in the gardens, interacting with the volunteers in such a beautiful location.

"The Rex Hazlewood Garden is a living museum. It's not just a garden of pretty flowers. It tells a story." – Gabrielle Le Grand

07



Lake Burley Griffin, photographed by Adrian Kelson

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

The NCA receives administered appropriations to carry out activities on behalf of the Australian Government, 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 2016–17, the NCA reported a departmental operating loss of \$2.177 million compared to an operating surplus of \$0.499 million in 2015–16. After adding back unfunded depreciation and amortisation expenses of \$0.938 million and deducting asset revaluation movement of \$0.227 million, the NCA's actual operating loss is \$1.466 million mainly due to asset write-off arising from transfer of assets from Departmental to Administered programs and fitout relating to two renovated buildings. Revenues and expenses both increased in 2016–17 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 2017, the NCA's departmental net assets decreased by \$0.691 million. Financial assets decreased by \$0.885 million mainly due to a reduction in appropriations receivable. Non-financial assets decreased compared to the previous year due to asset write-offs and movement of assets between programs. This impact is reflected in the closing equity position at 30 June 2017.



Lake Burley Griffin, photographed by Martin Ollman

Administered Performance

In 2016–17, administered expenses increased by \$0.18 million. An increase in depreciation charges of \$0.561 million was offset by a reduction in asset write-downs of \$0.425 million. Supplier expenses increased by \$44,000. Depreciation and asset write-offs do not have cash flow effects.

In 2016–17, administered revenue increased by \$45.624 million, mainly as a result of asset recognition for the Constitution Avenue upgrade transferred by the ACT Government.

Pay parking revenue increased by \$0.718 million and parking fines revenue decreased by \$0.248 million from the previous financial year. Rental income for commercial buildings and diplomatic sites remained mostly unchanged.

During 2016–17, the NCA's administered assets were revalued, resulting in an increase in overall valuation of \$27.36 million. The majority of the increase of \$20.206 million, was caused by land valuations, which increased by 5 per cent, with a reduction of \$5.075 million in trees valuation.

A further increase of \$10.989 million in Plant and Equipment resulted from asset recognition relating to the Constitution Avenue upgrade.

The net asset position increased by \$69.596 million mainly as a result of asset recognition for the Constitution Avenue upgrade.

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 \$16.639 million mainly in property, plant and equipment. In addition, assets transferred from the departmental program totalled \$0.586 million and the Constitution Avenue asset transfer totalled \$44.800 million. This is offset by depreciation and amortisation charges of \$21.237 million and asset write-downs of \$1.042 million.

Cost recovery

During 2016–17, 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 for the full year in 2016–17 (new charges took effect on 1 December 2015). In addition, the NCA processed works approval for larger projects relating to ANU and the ACT Government.



Entity Resource Statement 2016–17

	Actual available appropriation for 2016–17 \$'000	Payments made 2016–17 \$'000	Balance remaining 2016–17 \$'000
	(a)	(b)	(a) - (b)
ORDINARY ANNUAL SERVICES¹			
Departmental appropriations			
Departmental appropriation ²	35,149	27,359	7,790
Total	35,149	27,359	7,790
Administered expenses			
Outcome 1 ³	23,276	20,470	
Total	23,276	20,470	
Total ordinary annual services	A 58,425	47,829	
OTHER SERVICES			
Administered non-operating			
Administered assets and liabilities ⁴	305	305	
Total	305	305	
Total other services	B 305	305	
Total available annual appropriations and payments A + B	58,730	48,134	
SPECIAL APPROPRIATIONS			
Repayments by the Commonwealth			
Public Governance, Performance and Accountability Act 2013 - s77	7	7	
Total special appropriations	C 7	7	
Total resourcing and payments A + B + C	58,737	48,141	

1 Supply Act (No.1) 2016–17 and Appropriation Act (No.1) 2016–17. This also includes prior year departmental appropriation and s74 retained revenue receipts.

2 Includes an amount of \$1.55m for the Departmental Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.

3 Includes an amount of \$18.53m for the Administered Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.

4 Appropriation Act (No.2) 2014-15.

Outcome Expense Statement 2016–17

EXPENSES FOR OUTCOME 1	Budget ¹	Actual Expenses	Variation
	2016–17 \$'000	2016–17 \$'000	2016–17 \$'000
	(a)	(b)	(a) - (b)
Outcome 1: Manage the strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians through the development and administration of the National Capital Plan, operation of the National Capital Exhibition, delivery of educational and awareness programs and works to enhance the character of the National Capital.			
Program 1.1: NATIONAL CAPITAL FUNCTIONS			
Departmental expenses			
Departmental appropriation ²	20,013	24,408	-4,395
Expenses not requiring appropriation in the budget year ³	1,033	2,444	-1,411
Total for Program 1.1	21,046	26,852	-5,806
Program 1.2: NATIONAL CAPITAL ESTATE			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	3,905	2,017	1,888
Expenses not requiring appropriation in the budget year ⁴	21,643	22,307	-664
Total for Program 1.2	25,548	24,324	1,224
Outcome 1 TOTALS BY APPROPRIATION TYPE			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	3,905	2,017	1,888
Expenses not requiring appropriation in the budget year ⁴	21,643	22,307	-664
Departmental expenses			
Departmental appropriation ²	20,013	24,408	-4,395
Expenses not requiring appropriation in the budget year ³	1,033	2,444	-1,411
Total expenses for Outcome 1	46,594	51,176	-4,582
	2015–16	2016–17	
Average Staffing Level (number)	56	56	

1 Full year budget, including any subsequent adjustment made to the 2016–17 budget at Additional Estimates.

2 Departmental appropriation combines ordinary annual services (Supply Act No.1 and Appropriation Act No. 1) 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.

A



Skyfire, Lake Burley Griffin, photographed by Martin Ollman

APPENDIX ONE

Financial Statements 30 June 2017

Independent Auditor's Report

To the Minister for Local Government and Territories

Opinion

In my opinion, the financial statements of the National Capital Authority for the year ended 30 June 2017:

(a) comply with Australian Accounting Standards — Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the National Capital Authority as at 30 June 2017 and its financial performance and cash flows for the year then ended.

The financial statements of the National Capital Authority, which I have audited, comprise the following statements as at 30 June 2017 and for the year then ended:

- Statement by 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 Financial Statements, comprising a summary of significant accounting policies and other explanatory information.

Basis for Opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the National Capital Authority in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* to the extent that they are not in conflict with the *Auditor-General Act 1997* (the Code). I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.



Accountable Authority's Responsibility for the Financial Statements

As the Accountable Authority of the National Capital Authority the Chief Executive 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 — Reduced Disclosure Requirements and the rules made under that Act. The Chief Executive is also responsible for such internal control as the Chief Executive 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.

In preparing the financial statements, the Chief Executive is responsible for assessing the National Capital Authority's ability to continue as a going concern, taking into account whether the entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive is also responsible for disclosing matters related to going concern as applicable and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's Responsibilities for the Audit of the Financial Statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Colin Bienke
Senior Director
Delegate of the Auditor-General
Canberra
13 September 2017

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCE OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2017 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.



Andrew Smith
Acting Chief Executive
13 September 2017



Savita Cooke
Chief Financial Officer
13 September 2017

STATEMENT OF COMPREHENSIVE INCOME

for the period ended 30 June 2017

		2017	2016	Original Budget 2017
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	5,086	5,256	5,966
Suppliers	1.1B	19,371	15,243	13,898
Depreciation and amortisation	3.2A	938	1,023	983
Finance costs	3.4A	3	3	3
Write-down and impairment of assets	1.1C	1,454	269	-
Total expenses		26,852	21,794	20,850
Own-Source Income				
Own-source revenue				
Sale of goods and rendering of services	1.2A	5,756	1,486	305
Fees	1.2B	1,389	583	835
Rental income	1.2C	696	1,199	1,326
Other revenue	1.2D	52	1,206	-
Total own-source revenue		7,893	4,474	2,466
Gains				
Other gains	1.2E	76	-	50
Total gains		76	-	50
Total own-source income		7,969	4,474	2,516
Net cost of services		(18,883)	(17,320)	(18,334)
Revenue from Government	1.2F	16,479	17,536	17,351
Surplus/(Deficit) on continuing operations		(2,404)	216	(983)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus	3.2A	227	283	-
Total other comprehensive income		227	283	-
Total comprehensive income/(loss) attributable to the Australian Government		(2,177)	499	(983)

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.1 for budgetary reporting information.

STATEMENT OF FINANCIAL POSITION

as at 30 June 2017

		2017	2016	Original Budget 2017
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial Assets				
Cash and cash equivalents		131	541	853
Trade and other receivables	3.1A	8,535	9,010	4,579
Total financial assets		8,666	9,551	5,432
Non-financial Assets				
Buildings	3.2A	12,964	12,581	10,514
Plant and equipment	3.2A	495	1,288	1,608
Heritage and cultural	3.2A	232	824	810
Computer software	3.2A	1,720	1,367	754
Prepayments		132	89	83
Total non-financial assets		15,543	16,149	13,769
Total assets		24,209	25,700	19,201
LIABILITIES				
Payables				
Suppliers	3.3A	3,106	3,486	225
Other payables	3.3B	3,839	4,223	3,113
Total payables		6,945	7,709	3,338
Provisions				
Employee provisions	6.1A	1,465	1,437	1,151
Other provisions	3.4A	-	64	60
Total provisions		1,465	1,501	1,211
Total liabilities		8,410	9,210	4,549
Net assets		15,799	16,490	14,652
EQUITY				
Contributed equity		8,635	7,149	7,775
Reserves		9,289	9,062	8,780
Retained earnings/(accumulated deficit)		(2,125)	279	(1,903)
Total equity		15,799	16,490	14,652

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.1 for budgetary reporting information.

STATEMENT OF CHANGES IN EQUITY

for the period ended 30 June 2017

	Retained earnings		Asset revaluation surplus		Contributed equity		Total equity	
	2017	2016	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance								
Balance carried forward from previous period	279	63	9,062	8,779	7,149	6,389	16,490	15,231
Comprehensive income								
Other comprehensive income	-	-	227	283	-	-	227	283
Surplus/(Deficit) for the period	(2,404)	216	-	-	-	-	(2,404)	216
Total comprehensive income	(2,404)	216	227	283	-	-	(2,177)	499
Transactions with owners								
Contributions by owners								
Departmental capital budget	-	-	-	-	1,486	760	1,486	760
Total transactions with owners	-	-	-	-	1,486	760	1,486	760
Closing balance as at 30 June	(2,125)	279	9,289	9,062	8,635	7,149	15,799	14,652

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.1 for budgetary reporting information.

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 2017

	2017	2016	Original Budget 2017
	\$'000	\$'000	\$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations	26,377	21,169	17,351
Sales of goods and rendering of services	6,523	7,011	2,466
Net GST received	1,344	850	-
Other	-	1,150	-
Total cash received	34,244	30,180	19,817
Cash used			
Employees	5,033	5,235	5,966
Suppliers	22,482	15,446	13,851
Section 74 receipts transferred to OPA	8,316	7,992	-
Total cash used	35,831	28,673	19,817
Net cash from/(used by) operating activities	(1,587)	1,507	-
INVESTING ACTIVITIES			
Cash received			
Other	2,200	330	-
Total cash received	2,200	330	-
Cash used			
Purchase of property, plant and equipment	1,015	2,244	618
Purchase of computer software	614	838	-
Total cash used	1,629	3,082	618
Net cash used by investing activities	571	(2,752)	(618)
FINANCING ACTIVITIES			
Cash received			
Contributed equity	606	933	618
Total cash received	606	933	618
Net cash from financing activities	606	933	618
Net decrease in cash held	(410)	(312)	-
Cash and cash equivalents at the beginning of the reporting period	541	853	853
Cash and cash equivalents at the end of the reporting period	131	541	853

The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.1 for budgetary reporting information.

ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME

for the period ended 30 June 2017

		2017	2016	Original Budget 2017
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Suppliers	2.1A	2,017	1,973	2,970
Depreciation and amortisation	4.2A	21,237	20,676	19,643
Write-down and impairment of assets	2.1B	1,070	1,495	2,000
Total expenses		24,324	24,144	24,613
Income				
Revenue				
Non-taxation revenue				
Rendering of services	2.2A	17,578	16,881	20,149
Fees and fines	2.2B	1,418	1,670	2,569
Rental income	2.2C	1,979	1,981	1,460
Other revenue	2.2D	45,386	300	60
Total non-taxation revenue		66,361	20,832	24,238
Gains				
Other gains	2.2E	95	-	-
Total gains		95	-	-
Total income		66,456	20,832	24,238
Net (cost of)/contribution by services		42,132	(3,312)	(375)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus	4.2A	27,360	17,949	-
Total comprehensive income/(loss)		69,492	14,637	(375)

The above schedule should be read in conjunction with the accompanying notes. Refer to Note 8.1 for budgetary reporting information.

ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2017

		2017	2016	Original Budget 2017
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash and cash equivalents		1,349	87	97
Trade and other receivables	4.1A	1,886	1,667	1,714
Total financial assets		3,235	1,754	1,811
Non-financial assets				
Land	4.2A	441,922	419,398	407,499
Buildings	4.2A	17,766	17,286	16,356
Property, plant and equipment	4.2A	368,875	326,196	310,065
Heritage assets	4.2A	45,769	44,579	43,700
Computer software	4.2A	480	247	269
Total non-financial assets		874,812	807,706	777,889
Total assets administered on behalf of Government		878,047	809,460	779,700
LIABILITIES				
Payables				
Suppliers	4.3A	2,048	4,010	2,312
Other payables	4.3B	19,089	18,136	17,870
Total payables		21,137	22,146	20,182
Total liabilities administered on behalf of Government		21,137	22,146	20,182
Net assets		856,910	787,314	759,518

The above schedule should be read in conjunction with the accompanying notes. Refer to Note 8.1 for budgetary reporting information.

ADMINISTERED RECONCILIATION SCHEDULE

	2017 \$'000	2016 \$'000
Opening assets less administered liabilities as at 1 July	787,314	774,786
Net cost of services		
Income	66,456	20,832
Expenses	(24,324)	(24,144)
Other comprehensive income		
Revaluations transferred to reserves	27,360	17,949
Transfers (to)/from the Australian Government		
Appropriation transfers from Official Public Account		
Administered assets and liabilities appropriations	305	3,088
Annual appropriations		
Administered expenses	2,045	1,917
Administered capital budget	18,442	13,207
Section 74A for recoverable GST	1,947	1,714
GST paid to the ATO	204	335
Special appropriations		
Section 77 repayments by the Commonwealth	7	14
Appropriation transfers to Official Public Account		
Transfers to OPA	(22,846)	(22,384)
Closing assets less administered liabilities as at 30 June	856,910	787,314

The above schedule should be read in conjunction with the accompanying notes. Refer to Note 8.1 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 2017

	2017	2016
	\$'000	\$'000
OPERATING ACTIVITIES		
Cash received		
Sales of goods and rendering of services	22,353	22,071
Net GST received	493	313
Other cash received	1,245	-
Total cash received	24,091	22,384
Cash used		
Suppliers	2,248	1,769
Net GST paid	204	335
Total cash used	2,452	2,104
Net cash from operating activities	21,639	20,280
INVESTING ACTIVITIES		
Cash used		
Purchase of property, plant and equipment	20,201	18,181
Purchase of computer software	280	-
Total cash used	20,481	18,181
Net cash flows used by investing activities	(20,481)	(18,181)
Net increase in cash held	1,158	2,099
Cash and cash equivalents at the beginning of the reporting period	87	97
Cash from Official Public Account		
Appropriation transfers from Official Public Account		
Administered assets and liabilities appropriations	305	3,088
Annual appropriations		
Administered expenses	2,045	1,917
Administered capital budget	18,442	13,207
Section 74A for recoverable GST	1,947	1,714
GST paid to the ATO	204	335
Section 77 repayments by the Commonwealth	7	14
Total cash from official public account	22,950	20,275
Cash to Official Public Account		
Section 74A appropriations	493	313
Other transfers	22,353	22,071
Total cash to official public account	22,846	22,384
Cash and cash equivalents at the end of the reporting period	1,349	87
This schedule should be read in conjunction with the accompanying notes. Refer to Note 8.1 for budgetary reporting information.		

Notes to and forming part of the Financial Statements

Overview

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) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) for reporting periods ending on or after 1 July 2015; and
- b) Australian Accounting Standards and Interpretations - Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

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

New Australian Accounting Standards

All new / revised / amending standards and / or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the NCA's financial statements.

Taxation

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

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

Reporting of Administered Activities

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

Except where otherwise stated 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.

Compliance with Statutory Conditions

Section 83 of the Constitution provides that no amount may be paid out of the Consolidated Revenue Fund except under an appropriation made by law. During 2012-13, the Department of Finance received additional legal advice that indicated there could be breaches of s83 under certain circumstances with payments for long service leave, goods and services tax (GST) and payments under determinations of the Remuneration Tribunal.

The NCA's testing of payments, made under the Remuneration Tribunal Act, in 2016-17, identified that there were 26 overpayments totalling \$11,747 to personnel that were calculated using the incorrect basis for superannuation salary. Further testing relating to prior years also identified 27 overpayments in 2015-16 totalling \$11,616, 12 overpayments in 2014-15 totalling \$3,593 and 12 overpayments in 2013-14 totalling \$3,492. In addition, testing of 2017-18 payments to the date of this report also identified five overpayments for superannuation totalling \$143 and one overpayment for gross salary totalling \$1,196. The superannuation and gross overpayments made under the Remuneration Tribunal were not in contravention of s83 of the Constitution.

Events After the Reporting Period

Departmental

The NCA's Chief Executive for the 2016-17 reporting period, Mr Malcolm Snow, resigned from his position effective 28 August 2017. The NCA's Chief Planner and Deputy Chief Executive Officer, Mr Andrew Smith, has been appointed by the Minister as Acting Chief Executive from 28 August 2017.

Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2016-17 Financial Statements.

1. Departmental Financial Performance

This section analyses the financial performance of the NCA for the year ended 2017.

Notes to and forming part of the Financial Statements

1.1 Expenses

	2017	2016
	\$'000	\$'000
Note 1.1A: Employee Benefits		
Wages and salaries	3,652	3,668
Superannuation:		
Defined contribution plans	588	488
Defined benefit plans	354	436
Leave and other entitlements	482	664
Separation and redundancies	10	-
Total employee benefits	5,086	5,256

Accounting Policy

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

Note 1.1B: Suppliers

Goods and services supplied or rendered

Contractors	14,289	9,086
Property operating costs	255	772
Utilities	2,484	2,404
ICT services	1,024	867
Consultants	234	305
Associated employee costs	348	253
Legal services	102	246
Communications	187	173
Travel	40	47
Total goods and services supplied or rendered	18,963	14,153

Goods supplied

	115	128
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Services rendered

	18,848	14,025
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Total goods and services supplied or rendered

	18,963	14,153
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Other suppliers

Operating lease rentals	241	938
Workers compensation expenses	167	152

Total other supplier expenses

	408	1,090
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Total suppliers

	19,371	15,243
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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 CPI review annually. 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 leases are payable as follows:

Within 1 year	339	662
Between 1 to 5 years	1,558	-
More than 5 years	2,492	-
Total operating lease commitments	4,389	662

Accounting Policy

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.

Notes to and forming part of the Financial Statements**1.1 Expenses (Con't)**

	2017	2016
	\$'000	\$'000
1.1C: Write-Down and Impairment of Assets		
Impairment on financial instruments	-	9
Write-down of property, plant and equipment	868	260
Write-down of heritage and cultural	586	-
Total write-down and impairment of assets	1,454	269

1.2 Own-source Revenue and Gains

	2017	2016
	\$'000	\$'000
Own-Source Revenue		
1.2A: Sale of Goods and Rendering of Services		
Construction works ¹	5,145	1,275
Rendering of service	598	207
Other revenue	13	4
Total sale of goods and rendering of services	5,756	1,486

Notes:**1. Revenues and Expenses Relating to Assets Under Construction for Third Parties***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.

Notes to and forming part of the Financial Statements

1.2 Own-source Revenue and Gains (Con't)

	2017	2016
	\$'000	\$'000
Own-Source Revenue (Con't)		
1.2B: Fees		
Works approval	1,079	581
Licences	310	2
Total fees	<u>1,389</u>	<u>583</u>
1.2C: Rental Income		
Operating leases	696	1,199
Total rental income	<u>696</u>	<u>1,199</u>
Rental Income Commitments		
The NCA, in its capacity as lessor, receives lease rental payments for a number of properties under its control in and around the centre of Canberra.		
Commitments for lease rental income receivables are as follows:		
Within 1 year	226	424
Between 1 to 5 years	197	569
Total rental income commitments	<u>423</u>	<u>993</u>
1.2D: Other Revenue		
Services received free of charge	52	56
Settlements	-	1,150
Total other revenue	<u>52</u>	<u>1,206</u>
Gains		
1.2E: Other Gains		
Reversal of provision for restoration	68	-
Recovery of impairment allowance	8	-
Total other gains	<u>76</u>	<u>-</u>

Accounting Policy

Services Received Free of Charge

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

Revenue from Government

1.2F: Revenue from Government

Departmental appropriations	16,479	17,536
Total revenue from Government	<u>16,479</u>	<u>17,536</u>

Accounting Policy

Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the NCA gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

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		
	2017	2016
	\$'000	\$'000
2.1A: Suppliers		
Services rendered		
Consultants	389	58
Insurance	237	289
Parking management	1,026	1,181
Fees and charges	365	445
Total suppliers	2,017	1,973
2.1B: Write-Down and Impairment of Assets		
Impairment on financial instruments	28	56
Impairment of property, plant and equipment	1,042	1,439
Total write-down and impairment of assets	1,070	1,495
2.2 Administered - Income		
	2017	2016
	\$'000	\$'000
Revenue		
Non-Taxation Revenue		
2.2A: Rendering of Services		
Parking services	17,569	16,851
Other services	9	30
Total rendering services	17,578	16,881
Accounting Policy		
All administered revenues are revenues relating to ordinary activities performed by the NCA on behalf of the Australian Government. As such, administered appropriations are not revenues of the NCA as the overseer of distributions or expenditure of the funds as directed.		
2.2B: Fees and Fines		
Licence fees	9	13
Fines	1,409	1,657
Total fees and fines	1,418	1,670
Accounting Policy		
Fees are charged for issuing licences to use or occupy property administered by the NCA on behalf of the Government. Fines are issued as part of the pay parking scheme operated in the central national area of Canberra.		

Notes to the Schedule of Administered Items**2.2 Administered - Income (Con't)**

	2017 \$'000	2016 \$'000
2.2C: Rental Income		
Operating lease		
Building rents	128	129
Diplomatic land rents	1,851	1,852
Total rental income	<u>1,979</u>	<u>1,981</u>

Subleasing Rental Income Commitments

The NCA, in its capacity as lessor, administers a number of leases for land and buildings in the central national area of Canberra including cafes, restaurants, tennis courts and maintenance facilities. The NCA also administers a number of diplomatic land leases with contract periods up to 99 years.

Commitments for sublease rental income receivables are as follows:

Within 1 year	1,774	1,783
Between 1 to 5 years	6,831	6,958
More than 5 years	62,012	63,635
Total sublease rental income commitments	<u>70,617</u>	<u>72,376</u>

2.2D: Other Revenue

Contributions for externally sponsored works	45,386	300
Total other revenue	<u>45,386</u>	<u>300</u>

Accounting Policy*Contributions for Construction of Externally Sponsored Works*

As externally sponsored works are constructed through the departmental program or when the NCA gains control of assets provided by a third party, the value of work complete or assets received is recognised as an administered non-financial asset and brought to account in other revenue. Further information relating to the treatment of externally sponsored works is available at Note 1.2A.

GAINS**2.2E: Other Gains**

Recovery of impairment allowance on financial instruments	95	-
Total other gains	<u>95</u>	<u>-</u>

3. Departmental Financial Position

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

	2017	2016
	\$'000	\$'000
3.1A: Trade and Other Receivables		
Goods and Services	212	325
Appropriation receivable	7,790	8,492
Statutory receivables	197	163
Accrued revenue	335	38
Other	1	1
Total trade and other receivables (gross)	8,535	9,019
Less impairment allowance	-	(9)
Total trade and other receivables (net)	8,535	9,010

Credit terms for goods and services were within 30 days (2016: 30 days).

Accounting Policy

Loans and Receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment.

Reconciliation of the Impairment Allowance

	2017	2016
	\$'000	\$'000
Movements for goods and services		
Opening balance	9	-
Amounts recovered & reversed	(9)	-
Increase recognised in net surplus	-	9
Closing balance	-	9

Accounting Policy

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

Notes to and forming part of the Financial Statements

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 2017

	Buildings	Plant & equipment	Heritage and cultural ¹	Computer Software ²	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2016					
Gross book value	12,665	1,328	826	2,429	17,248
Accumulated depreciation and amortisation	(84)	(40)	(2)	(1,062)	(1,188)
Net book value 1 July 2016	12,581	1,288	824	1,367	16,060
Additions by purchase	988	5	-	523	1,516
Revaluations recognised in other comprehensive income	162	60	5	-	227
Impairments recognised in net cost of services	(272)	(596)	-	-	(868)
Assets transferred to administered	-	-	(586)	-	(586)
Depreciation and amortisation	(495)	(227)	(11)	(205)	(938)
Other movements - reclassifications	-	(35)	-	35	-
Total as at 30 June 2017	12,964	495	232	1,720	15,411
Total as at 30 June 2017 represented by:					
Gross book value	13,047	513	232	2,960	16,752
Accumulated depreciation and amortisation	(83)	(18)	-	(1,240)	(1,341)
Total as at 30 June 2017	12,964	495	232	1,720	15,411

Notes:

- 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.
- 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 2017. 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

	2017 \$'000	2016 \$'000
Minor building upgrades	116	673
ICT equipment	-	13
Total Commitments	116	686

Notes to and forming part of the Financial Statements

3.2 Non-Financial Assets (Con't)

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 \$2,000 (2016: \$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 are 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.

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	2017	2016
Buildings	10-100 Years	10-100 Years
Plant and equipment	3-20 Years	3-20 Years
Heritage and cultural assets	10-100 Years	10-100 Years
Computer software	3-10 Years	3-10 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 2017. Where indications of impairment exist, the asset's recoverable amount was estimated and an impairment adjustment made if the asset's recoverable amount was 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.

Notes to and forming part of the Financial Statements

3.2 Non-Financial Assets (Con't)

Accounting Policy (Con't)

Derecognition

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

Heritage and Cultural Assets

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

Management plans relating to these assets are available on the NCA's website www.nca.gov.au as follows:

- Parliament House Vista Heritage Management Plan
- Anzac Parade Heritage Management Plan
- Blundells Cottage Heritage Management Plan

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. All software assets were assessed for indications of impairment as at 30 June 2017.

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.

Notes to and forming part of the Financial Statements

3.3 Payables

	2017	2016
	\$'000	\$'000
3.3A: Suppliers		
Trade creditors	410	298
Accrued Expenses	2,696	3,188
Total suppliers	3,106	3,486

Settlement was usually made within 30 days.

3.3B: Other Payables

Salaries and wages	38	17
Superannuation	7	3
Unearned income	2,271	315
Funds received in advance for construction works	1,055	3,415
Funds received in advance for public artworks	337	337
Bonds and retentions	72	116
Lease incentive	59	16
Other	-	4
Total other payables	3,839	4,223

3.4 Other Provisions

	2017	2016
	\$'000	\$'000
3.4A: Other Provisions		
Provision for Restoration		
As at 1 July	64	61
Unwinding of discount or change in discount rate	3	3
Amounts reversed	(67)	-
Total as at 30 June	-	64

Other provisions are expected to be settled in no more than 12 months.

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 made a provision to reflect the present value of this obligation. The obligation expired in March 2017.

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		
	2017	2016
	\$'000	\$'000
4.1A: Trade and Other Receivables		
Goods and services receivables	924	860
Fees	490	390
Fines	422	526
Statutory receivables	98	130
Total trade and other receivables (gross)	1,934	1,906
Less impairment allowance	(48)	(239)
Total trade and other receivables (net)	1,886	1,667
Credit terms for goods and services were within 30 days (2016: 30 days).		
Reconciliation of the Impairment Allowance		
Movements for goods and services		
	2017	2016
	\$'000	\$'000
As at 1 July	(239)	(183)
Increase recognised in net contribution by services	(28)	(155)
Amounts recovered and reversed	95	99
Amounts written off	124	-
Total as at 30 June	(48)	(239)
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 <i>AASB 137 Provisions, Contingent Liabilities and Contingent Assets</i> .		
AASB 137 requires that the amount recognised as a provision is a best estimate of the amount required to settle the obligation at the end of the reporting period. Where the provision being measured involves a large population of items, the obligation is estimated by weighting all possible outcomes 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****Reconciliation of the opening and closing balances of property, plant, equipment and intangibles for 2017**

	Land	Buildings	Property, Plant & Equip	Heritage Assets ¹	Computer Software ²	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2016						
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 1 July 2016	419,398	17,286	326,196	44,579	247	807,706
Additions:						
Purchase	860	868	14,081	550	280	16,639
Externally sponsored works ³	6,594	-	38,206	-	-	44,800
Assets transferred from departmental	-	-	-	586	-	586
Revaluations recognised in other comprehensive income	15,131	315	10,989	925	-	27,360
Impairments recognised in net contribution by service	(61)	(11)	(970)	-	-	(1,042)
Depreciation and amortisation	-	(692)	(19,627)	(871)	(47)	(21,237)
Total as at 30 June 2017	441,922	17,766	368,875	45,769	480	874,812
Total as at 30 June 2017 represented by:						
Gross book value	441,922	17,883	372,313	45,907	672	878,697
Accumulated depreciation and amortisation	-	(117)	(3,438)	(138)	(192)	(3,885)
Total as at 30 June 2017	441,922	17,766	368,875	45,769	480	874,812

Notes:

1. Land, buildings and other property, plant and equipment that met the definition of a heritage item were disclosed in the heritage asset class.
2. The carrying amount of computer software is all purchased software.
3. 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.

Property, plant, equipment, heritage and computer software assets were tested for impairment at 30 June 2017. Assets found to be impaired were written down in accordance with the policy stated at Note 3.2.

No property plant, equipment, heritage 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 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

	2017	2016
	\$'000	\$'000
Land and building	123	504
Infrastructure, plant & equipment	4,564	7,441
Heritage assets	16	17
Total Commitments	4,703	7,962

In 2016-17, significant commitments relate to upgrade of car parks, parliamentary zone lighting, Scrivener dam and exhibition displays.

In 2015-16, the significant commitments relate to 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

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

Notes to the Schedule of Administered Items**4.3 Administered - Payables**

	2017	2016
	\$'000	\$'000
4.3A: Suppliers		
Trade creditors	1,055	98
Accrued expenses	993	3,912
Total suppliers	<u>2,048</u>	<u>4,010</u>

Settlement was usually made within 30 days.

4.3B: Other Payables

Unearned income	17,638	17,785
Retentions	205	296
Other	1,246	55
Total other payables	<u>19,089</u>	<u>18,136</u>

Total other payables are expected to be settled

No more than 12 months	2,201	1,051
More than 12 months	16,888	17,085
Total other payables	<u>19,089</u>	<u>18,136</u>

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 2017

	Appropriation Act	PGPA Act	Total appropriation \$'000	Appropriation applied in 2017 (current and prior years) \$'000	Variance ² \$'000
	Annual Appropriation ¹ \$'000	Section 74 \$'000			
Departmental					
Ordinary annual services ⁴	17,351	8,316	25,667	26,753	(1,086)
Capital budget ^{3,4}	618	-	618	606	12
Total departmental	17,969	8,316	26,285	27,359	(1,074)
Administered					
Ordinary annual services					
Administered items	2,945	-	2,945	2,028	917
Capital budget ³	13,693	-	13,693	18,442	(4,749)
Other services					
Administered assets and liabilities	-	-	-	305	(305)
Total administered	16,638	-	16,638	20,775	(4,137)

Notes:

- No amounts of appropriation were withheld under Section 51 of the PGPA Act.
- Departmental ordinary annual services:** The variance results from the drawing down of prior year appropriations.
Departmental capital budget: The variance results from undrawn current year appropriations.
Administered items: The variance results from undrawn current year appropriations.
Administered capital budget: The variance results from the draw down of prior year appropriations.
Administered assets and liabilities: The variance results from the draw down of retained appropriations to fund projects in accordance with the approved capital management plan.
- 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.
- Finance Minister's approval was obtained during 2016-17 for the transfer of \$868,000 from ordinary annual services to capital budget and, separately, the ordinary annual services appropriation was reduced by \$4,000 for the whole of government Govlink contract amendment. These variations were not determined at law at 30 June and are not reflected in the appropriation disclosures.

Notes to and forming part of the Financial Statements

5.1 Appropriations (Con't)

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

Annual Appropriation for 2016

	Appropriation Act	PGPA Act	Total appropriation \$'000	Appropriation applied in 2016 (current and prior years) \$'000	Variance ² \$'000
	Annual Appropriation ¹ \$'000	Section 74 \$'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					
Administered items	2,883	-	2,883	1,926	957
Capital budget ³	13,805	-	13,805	13,207	598
Other services					
Administered assets and liabilities	-	-	-	3,088	(3,088)
Total administered	16,688	-	16,688	18,221	(1,533)

Notes:

- No amounts of appropriation were withheld under Section 51 of the PGPA Act.
- Departmental ordinary annual services:** The variance results from the retention of s74 revenues for expenditure on future third party sponsored projects.
Departmental capital budget: The variance results from the draw down of prior year appropriations.
Departmental equity injections: The variance results from the draw down of prior year appropriations.
Administered ordinary annual services: These variances results from funds retained to make contract payments for liabilities accrued during 2015-16.
Administered assets and liabilities: The variance results from the draw down of retained appropriations to fund projects in accordance with the approved capital management plan.
- 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.

Notes to and forming part of the Financial Statements

5.1 Appropriations (Con't)

5.1B: Unspent Annual Appropriations ('Recoverable GST exclusive')

	2017 \$'000	2016 \$'000
Departmental		
<i>Appropriation Act (No. 1) 2015-16 - Cash at Bank²</i>	-	541
<i>Appropriation Act (No. 1) 2015-16¹</i>	-	8,431
<i>Appropriation Act (No. 3) 2015-16 - Capital Budget (DCB) - Non Operating</i>	-	61
<i>Appropriation Act (No. 1) 2016-17 - Cash at Bank²</i>	131	-
<i>Supply Act (No. 1) 2016-17¹</i>	1,100	-
<i>Appropriation Act (No. 1) 2016-17¹</i>	6,621	-
<i>Appropriation Act (No. 1) 2016-17 - Capital Budget (DCB) - Non Operating</i>	73	-
Total departmental	7,925	9,033
Administered		
<i>Appropriation Act (No. 1) 2014-15</i>	-	305
<i>Appropriation Act (No. 1) 2015-16 - Cash at Bank³</i>	-	87
<i>Appropriation Act (No. 1) 2015-16</i>	-	1,813
<i>Appropriation Act (No. 1) 2015-16 - Capital Budget (DCB) - Non Operating</i>	-	4,842
<i>Appropriation Act (No. 1) 2016-17 - Cash at Bank³</i>	1,349	-
<i>Appropriation Act (No. 1) 2016-17</i>	1,536	-
<i>Appropriation Act (No. 3) 2016-17</i>	935	-
<i>Appropriation Act (No. 1) 2016-17 - Capital Budget (DCB) - Non Operating</i>	93	-
Total administered	3,913	7,047

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

Authority	Type	Purpose	Appropriation applied	
			2017 \$'000	2016 \$'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.	7	14
Total special appropriation applied			7	14

Notes:

- 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)*.
- Departmental cash at bank relates to deposits received during June that are subject to Section 74 of the *PGPA Act*.
- Administered cash at bank relates to deposits received on 30 June that will be returned to the Official Public Account on 1 July.

Notes to and forming part of the Financial Statements

5.2 Regulatory Charging Summary

	2017 \$'000	2016 \$'000
Expenses		
Departmental	1,293	811
Total expenses	<u>1,293</u>	<u>811</u>
External revenue		
Departmental	995	541
Total external revenue	<u>995</u>	<u>541</u>

Note:

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

Regulatory charging activities:

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

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

- Developers wishing to undertake major redevelopments;
- Telecommunications providers wishing to undertake 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

	2017 \$'000	2016 \$'000
Total comprehensive income/(loss) less depreciation/amortisation expenses previously funded through revenue appropriations	(1,239)	1,522
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	938	1,023
Total comprehensive income/(loss) - as per Statement of Comprehensive Income	<u>(2,177)</u>	<u>499</u>

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

	2017	2016
	\$'000	\$'000
6.1A: Employee Provisions		
Leave	1,465	1,437
Total employee provisions	<u>1,465</u>	<u>1,437</u>

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 minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

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

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

The liability for long service leave is based on the NCA's estimated liability at balance date of the long service leave entitlements of its employees, which have been 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.

Notes to and forming part of the Financial Statements

6.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including and director (whether executive or otherwise) of the entity. The NCA has determined the key management personnel to be the Authority Chair, independent Authority Members, Chief Executive and Executive Directors. Key management personnel remuneration is reported in the table below:

	2017 \$'000	2016 \$'000
Short-term employee benefits	854	969
Post-employment benefits	140	192
Other Long-term employee benefits	68	96
Total key management personnel remuneration expenses ¹	<u>1,062</u>	<u>1,257</u>

The total number of key management personnel that are included in the above table are 8 (2016: 8).

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

6.3 Related Party Disclosures

The NCA is an Australian Government controlled entity. Related parties to the NCA are its Key Management Personnel including the Portfolio Minister, Authority and Executive, and other Australian Government entities.

Transactions with related parties:

Key management personnel

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions may include the payment or refund of taxes, receipt of a Medicare rebate or higher education loan. Such transactions are not separately disclosed in this note.

At 30 June 2017, the NCA received declarations from its Key Management Personnel (KMP) in relation to related parties for the 2016-17 financial year. The declarations included the identification of:

- * the KMP's close family members;
- * entities controlled by the KMP or close family member;
- * entities over which the KMP or close family member have significant influence;
- * transactions over a \$50,000 threshold between the KMP or close family member or an entity controlled or significantly influenced by the KMP or close family member and the NCA.

No transactions were identified that are required to be reported in this note.

Other Australian Government entities

The following significant transactions with other Australian Government entities occurred during the financial year:

	2017 \$'000	2016 \$'000
* Sponsored construction works	5,037	1,274
* Parking services	4,948	4,714
* Legal services	116	206
* Employer superannuation contributions	942	924
* Property lease arrangements	216	899

7. Managing Uncertainties

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

Notes to and forming part of the Financial Statements

7.1 Contingent Assets and Liabilities

7.1A: Contingent assets and liabilities

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2017 (2016: Nil).

7.1B: Administered - contingent assets and liabilities

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2017 (2016: 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

	2017	2016
	\$'000	\$'000
7.2A: Categories of Financial Instruments		
Financial Assets		
Loans and receivables:		
Cash on hand or on deposit	131	541
Goods and services receivable	212	316
Total loans and receivables	<u>343</u>	<u>857</u>
Total financial assets	<u>343</u>	<u>857</u>
Financial Liabilities		
Financial liabilities measured at amortised cost:		
Trade creditors	(410)	(298)
Bonds and retentions	(72)	(116)
Total liabilities measured at amortised cost	<u>(482)</u>	<u>(414)</u>
Total financial liabilities	<u>(482)</u>	<u>(414)</u>

The net interest income/expense from financial assets and liabilities not at fair value through profit or loss is nil (2016: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2017 and 30 June 2016 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).

Notes to the Schedule of Administered Items**7.3 Administered - Financial Instruments**

	2017	2016
	\$'000	\$'000
7.3A: Categories of Financial Instruments		
Financial Assets		
Loans and receivables		
Cash on hand or on deposit	1,349	87
Goods and services receivable	1,298	1,147
Total loans and receivables	2,647	1,234
Total financial assets	2,647	1,234
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	(1,055)	(98)
Retentions	(205)	(296)
Total financial liabilities measured at amortised cost	(1,260)	(394)
Total financial liabilities	(1,260)	(394)

The net interest income/expense from financial assets not at fair value through profit or loss is nil (2016: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2017 and 30 June 2016 approximates the fair value.

Accounting Policy

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

7.4 Fair Value Measurements**Accounting Policy**

The NCA's policy is to carry out a full asset revaluation every three years and a desktop update on other years. In 2016-17, 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.

On 30 April 2017, the NCA's independent valuer, PRP International Property Consultants, conducted a full revaluation of all non-current assets. On 30 June 2017, 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.

7.4A: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2017	2016
	\$'000	\$'000
Non-financial assets		
Buildings	12,964	12,581
Plant and equipment	495	1,288
Heritage and cultural assets	232	824

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

Notes to the Schedule of Administered Items**7.5 Administered - Fair Value Measurements****Accounting Policy**

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

7.5A: Administered - Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2017	2016
	\$'000	\$'000
Non-financial assets		
Land	441,922	419,398
Buildings	17,766	17,286
Property, plant and equipment	368,875	326,196
Heritage assets	45,769	44,579

8. Other information

Notes to and forming part of the Financial Statements

8.1 Explanations of Major Budget Variances

Departmental Major Budget Variances

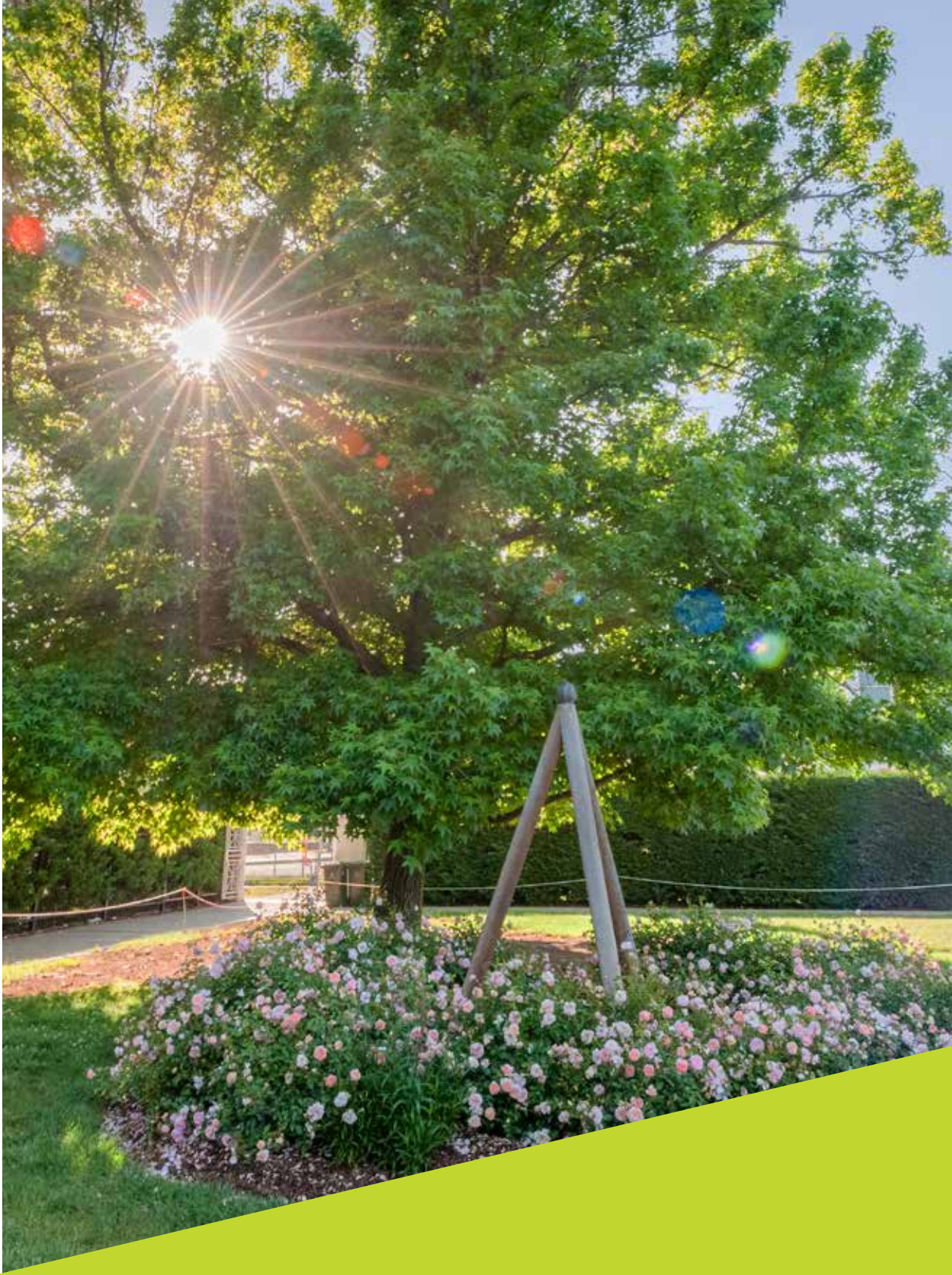
for the period ended 30 June 2017

Note	Explanation of major variances	Affected line item and statement
1.1A	Leave expenses reduced as a result of movement in leave liability provisions arising from a lower discount factor.	Employee benefits in the Statement of Comprehensive Income and Employees in the Statement of Cash Flows.
1.1B	Supplier expenses were greater than expected due to price increases in renewed services contracts and additional third party funded construction works.	Suppliers in the Statement of Comprehensive Income. Operating Cash Used - Suppliers in the Statement of Cash Flows.
1.1C	A departmental heritage building was transferred to the and NCA's administered program and obsolete assets	Write-down and impairment of assets in the Statement of Comprehensive Income.
3.2A	replaced in association with office upgrades were written down.	Plant and equipment in the Statement of Financial Position.
1.2A	Sale of goods and rendering of services is greater than estimated due to receipt of third party construction works funding and receipts associated with expenses recognised in earlier reporting periods.	Sale of goods and rendering of services in the Statement of Comprehensive Income. Operating Cash Received - Sale of goods and rendering of services in the Cash Flow Statement.
1.2C	Income on NCA controlled rental properties was below budget due to periods of vacancy.	Rental income in the Statement of Comprehensive Income.
3.1A	Appropriations have been retained to pay out liabilities accrued during the year. Funding received from third parties has been retained for future expenditure on construction projects.	Trade and other receivables in the Statement of Financial Position, specifically, Appropriation receivable.
3.2A	Expenditure on building upgrades was greater than estimated due to receipt of third party funding. Obsolete ICT equipment was written down and a heritage building was transferred to the NCA's administered program.	Property, plant and equipment and Intangibles in the Statement of Financial Position.
3.3A	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.
3.3B	Unearned revenue increased due to retaining of third party funds to deliver specific projects.	Other payables in the Statement of Financial Position.
6.1A	Employee provision increased due to commencement of employees with retained leave balances.	Employee provisions in the Statement of Financial Position.
Cash Flow	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 2017

Note	Explanation of major variances	Affected line item and statement
2.2A	Pay parking fees and fines are below budget due to lower than expected occupancy rates. As a result, a \$3.3m reduction in the administered revenue budget was applied during the 2016-17 additional estimates.	Rendering of services and Fees & fines in the Administered Schedule of Comprehensive Income.
2.2D	The NCA gained control of \$45m road infrastructure assets from the ACT Government.	Other revenue in the Administered Schedule of Comprehensive Income.
4.2A	Valuation of land, buildings, property, plant & equipment was greater than estimated due to asset revaluation, increased expenditure on capital programs and gaining control of infrastructure assets from the ACT Government.	Land, buildings, property, plant and equipment in the Administered Schedule of Assets and Liabilities.
4.3A	A smaller number of payments than estimated were outstanding in relation to construction contracts .	Supplier payables in the Administered Schedule of Assets and Liabilities.



Old Parliament House Gardens, Parkes

Glossary of Abbreviations, Acronyms and Terms

ACT Government	The body politic established under the <i>Australian Capital Territory (Self-Government) Act 1988</i> . Includes the Executive of that body, and agencies established by it, whether by enactment or otherwise.
Amendment of the National Capital Plan	A function of the NCA is to keep the National Capital Plan under constant review and to propose amendments to it as necessary. The statutory provisions for amending the Plan are set out in sections 14 to 22 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . The amendment process includes public consultation. After approval by the Minister, amendments are subject to disallowance by either House of the Australian Parliament.
APS	Australian Public Service
<i>Australian Capital Territory (Planning and Land Management) Act 1988</i>	Australian Government legislation that provides the overarching legal framework for planning and land management in the Australian Capital Territory.
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 <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> states that the National Capital Plan may specify areas of land that have the special characteristics of the National Capital to be Designated Areas. The Act provides for the Plan to set out detailed conditions of planning, design and development in Designated Areas and to specify the priorities in carrying out planning, design, and development in Designated Areas.
Development Approval	An approval for works as defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .

Development Control Plan (DCP)	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.
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	Australian Government legislation that provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places.
ESD	Ecologically sustainable development
FOI	Freedom of information
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
KPI	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	the 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 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 <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .
National Land	Used by, or on behalf of, the Australian Government. Some of that land is designated in writing by the Minister (under section 6(g) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i>) as land required for the special purposes of Canberra as the National Capital. This land is managed by the NCA.
National road system	Provides the principal means of access between the National Capital and the state capitals, and between Canberra and the major national highways; or is designed for symbolic, formal, or National Capital purposes; or provides access to National Capital facilities and vantage points within the Territory; or is located on National Land declared under the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . National roads include the Federal, Barton and Monaro highways, Canberra, Commonwealth and Northbourne avenues and State and Capital circles.
National significance	Section 9 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> sets out the object of the National Capital Plan, which is to ensure that Canberra and the Territory are planned and developed in accordance with their national significance. The National Capital Plan sets out matters of national significance in the planning and development of Canberra and the Territory.
NCA	National Capital Authority
Parliamentary Approval	Parliamentary Approval is required for works proposed within the Parliamentary Zone under the provisions of the <i>Parliament Act 1974</i> or the <i>Parliamentary Precincts Act 1988</i> .
Parliamentary Precincts	An area of land specified by the <i>Parliamentary Precincts Act 1988</i> . Parliamentary Precincts are part of the Parliamentary Zone and consist of all land contained within (the inner side of) Capital Circle surrounding Parliament House.
Parliamentary Zone	An area of land specified as the Parliamentary Zone by the <i>Parliament Act 1974</i> . It consists of the area bounded by the southern edge of Lake Burley Griffin, Kings Avenue, State Circle and Commonwealth Avenue.
PBS	Portfolio budget statement
PMAS	Performance Management and Appraisal Scheme
Special requirements	Those planning requirements as set out by section 10(2)(d) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . Developments in areas where special requirements apply must conform to a Development Control Plan unless otherwise specified in the National Capital Plan.
Temporary work	Work that is erected for a specific event and will be removed after the event has been held, under Regulation 2 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .
Territory	Australian Capital Territory

Territory Land	Land administered by the ACT Government on behalf of the Australian Government. The classification of land as either Territory Land or National Land is provided for in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> and relates entirely to land management and administration. The classification does not determine planning responsibilities, which are established separately under the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> and are subsequently expressed through the National Capital Plan and the Territory Plan.
Territory Plan	The plan prepared and administered by the Territory planning authority under Part IV of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . The Territory Plan cannot be inconsistent with the National Capital Plan.
Territory Planning Authority	The planning body established under Part IV of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> in accordance with planning laws proclaimed under that Part by the Legislative Assembly for the Australian Capital Territory.
The Authority	The board of the National Capital Authority
The Lake	Lake Burley Griffin was named after Canberra's designer, Walter Burley Griffin. The Lake is Canberra's centrepiece with a significant number of national institutions and national public places located on or near its shores.
The Plan	The National Capital Plan made under Part III of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . See also National Capital Plan.
Variations to the Territory Plan	These are prepared in accordance with relevant provisions of the <i>Planning and Development Act 2007 (ACT)</i> .
Works	As defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> , works include: (a) construction, alteration, extension or demolition of buildings or structures (b) landscaping (c) tree-felling (d) excavations but excludes anything done inside buildings or structures.
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.	100
	Glossary of abbreviations and acronyms.	92
	List of requirements.	96
	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.	V
Overview of the entity		
	A description of the role and functions of the entity.	1
	A description of the organisational structure of the entity.	4
	A description of the outcome and program structure of the entity.	3
	A description of the purposes of the entity as included in corporate plan.	3
	An outline of the structure of the portfolio of the department.	4
	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.	4
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.	51
	A table summarising the total resources and total payments of the entity.	54
	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 responds to that loss and any matter that will have a significant impact on the entity's future financial operations.	54

Part	Description	Page no.
Management and Accountability		
Corporate Governance		
	Information on compliance with section 10 (fraud systems)	29
	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	29
	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.	29
	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	29
	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	30
	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.	30
External Scrutiny		
	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	37
	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.	37
	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.	37
	Information on any capability reviews on the entity that were released during the period.	37
Management of Human Resources		
	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	39
	Statistics on the entity's APS employees on an ongoing and non ongoing basis; including: <ul style="list-style-type: none"> ▪ Statistics on staffing classification level ▪ Statistics on full time employees ▪ Statistics on part time employees ▪ Statistics on gender ▪ Statistics on staff location ▪ Statistics on employees who identify as Indigenous. 	40-46
	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.	45
	Information on the number of SES and non SES employees covered by agreements etc. identified in 17AG(4)(c)	46
	The salary ranges available for APS employees by classification level.	46
	A description of non salary benefits provided to employees.	46
	Information on the number of employees at each classification level who received performance pay.	46

Part	Description	Page no.
	Information on aggregate amounts of performance pay at each classification level.	46
	Information on the average amount of performance payment, and range of such payments, at each classification level.	46
	Information on aggregate amount of performance payments.	46
Assets Management		
	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	48
Purchasing		
	An assessment of entity performance against the Commonwealth Procurement Rules.	33
Consultants		
	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).	30
	A statement that <i>"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]"</i> .	31
	A summary of the policies, procedures and main categories for which consultants were selected and engaged.	30
	A statement that <i>"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."</i>	31
Australian National Audit Office Access Clauses		
	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	31
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.	31
Small business		
	A statement that <i>"[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."</i>	33
	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	33

Part	Description	Page no.
	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.”	34
Financial Statements		
	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	59
Other Mandatory 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.	34
	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.	47
	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI can be found.	IV
	Correction of material errors in previous annual report	N/A
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	<i>Ecologically sustainable development and environmental performance (Section 516A of the Environment Protection and Biodiversity Conservation Act 1999)</i>	35
	<i>Compliance with the agency’s obligations under the Carer Recognition Act 2010</i>	N/A
	<i>Spatial reporting – expenditure by program between regional and non-regional Australia.</i>	N/A
	<i>Ministerial Directions – Section 7 PALM Act</i>	34

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National Capital Authority

Treasury Building, King Edward Terrace

Parkes ACT 2600

GPO Box 373, Canberra ACT 2601

P 02 6271 2888

F 02 6273 4427

natcap@nca.gov.au

nca.gov.au  

