



Australian Government  
National Capital Authority

# ANNUAL REPORT 2017-2018



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Reconciliation Place,  
Parkes.

Cover photo: International Flag Display,  
Commonwealth Place, Parkes,  
photographed by Martin Ollman, 2018.





## Australian Government

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## National Capital Authority

The Hon Michael McCormack MP  
Deputy Prime Minister  
Minister for Infrastructure, Transport  
and Regional Development  
Parliament House  
CANBERRA ACT 2600

The Hon Sussan Ley MP  
Assistant Minister for Regional  
Development and Territories  
Parliament House  
CANBERRA ACT 2600

Dear Ministers

I am pleased to present the Annual Report for the National Capital Authority (NCA) for the year ended 30 June 2018.

The report has been prepared in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

The report includes the NCA's audited financial statements prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

The annual performance statement in Chapter 3 of this report has been prepared in accordance with paragraph 39(1)(a) of the PGPA Act and accurately presents the NCA's performance for the 2017–18 financial year in accordance with subsection 39(2) of the PGPA Act.

Section 46 of the PGPA Act requires the accountable authority to give the report to you for presentation to the Parliament.

Yours sincerely

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

Terry Weber  
Chair

11 October 2018

Building the National Capital in the hearts of all Australians  
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# Contents

<b>Contact Information</b>	<b>iv</b>
<b>Message from the Chair of the Authority</b>	<b>v</b>
<b>Chief Executive's Foreword</b>	<b>ix</b>
<b>01. Overview of the National Capital Authority</b>	<b>1</b>
Roles and Functions	1
Mission	1
Key Strategic Objectives	1
Principal Functions and Services	2
Outcomes and Programs Administered by the NCA	3
Factors Contributing to Performance	3
The Structure of the NCA	4
Senior Executive and Their Responsibilities	5
Volunteer Contributions	6
<b>02. Management Committees and their Roles</b>	<b>9</b>
The Authority	9
Authority Membership	9
Committees	11
<b>03. 2017–18 Annual Performance Statements</b>	<b>13</b>
Purpose One – Plan and Design	14
Purpose Two – Inform and Educate	17
Purpose Three – National Land	21
<b>04. Management and Accountability</b>	<b>29</b>
Corporate Governance	29
Purchasing	30
Consultants	30
Exempt Contracts	31
Australian National Audit Office Access Clauses	31
<b>05. Procurement Initiatives to Support Small Business, Environmental Performance and External Scrutiny</b>	<b>33</b>
Small Business Support	33
Ecologically Sustainable Development and Environmental Performance	34
External Scrutiny	36
<b>06. Management of Human Resources</b>	<b>39</b>
Australia Day Achievement Medallion	39
Learning and Development	39
Staffing Summary and Profile	40
Staff Retention and Turnover	43
Workplace Diversity	44
Enterprise Agreements and Remuneration	44
Performance Management	45
Personnel Services and Salary Processing	45
Work Health and Safety	46
Disability Reporting	46
Asset Management	47
<b>07. Report on Financial Performance</b>	<b>49</b>
Financial Overview	49
Departmental Performance	50
Administered Performance	50
Cost Recovery	50
Entity Resource Statement 2017–18	51
Outcome Expense Statement 2017–18	52
<b>A1. Financial Statements</b>	<b>55</b>
Independent Auditor's Report	56
Statement by Accountable Authority and Chief Financial Officer	58
Financial Statements	59
<b>Glossary of Abbreviations, Acronyms and Terms</b>	<b>93</b>
<b>List of Requirements</b>	<b>97</b>
<b>Alphabetical index</b>	<b>101</b>

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

This report is also accessible from the NCA's website and is available in both PDF and HTML formats at [nca.gov.au](http://nca.gov.au)  

The NCA's Freedom of Information contact point is [foi@nca.gov.au](mailto:foi@nca.gov.au) or 02 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 02 6272 2902. The Cottage is open to the public on Saturdays (excluding public holidays) from 11.30 am to 2.30 pm, with tours operating at 11.30 am and 1.00 pm.

Online event registration for the use of venues on National Land can be found at our website [nca.gov.au](http://nca.gov.au).

Stage 88, Commonwealth Park, photographed by Martin Ollman.





# Message from the Chair of the Authority

The National Capital, Canberra, belongs to all Australians. Embedded in the design of its significant avenues, ceremonial lawns and sweeping vistas is the narrative of Australia's evolving story. The National Capital Authority (NCA) is committed to strategies that strengthen and protect this unique national landscape in ways that embrace Australia's heritage, values and aspirations, recognising the context of thousands of years and continuing Indigenous heritage in the Canberra region.

The year 2017-18 has been one of transition and renewal for the NCA. The Board has assumed our new role of accountable authority from 1 July 2018 and we have a full complement of Board members with the appointment of the very experienced public servant, Dennis Richardson and the new Chief Executive, Sally Barnes. Sally brings a wealth of experience in heritage management, ecotourism and management of cultural and environmentally sensitive areas. She has been a senior executive and leader in both the New South Wales and the Australian Governments for many years.

To be successful in its role, the NCA as an Australian Government entity, must take the long view as it works through planning and heritage matters. Please be assured that while the Board acts independently, my fellow Board members and I understand that decisions we take, underpinned by the National Capital Plan and government legislation and policies, will have enduring impacts on the National Capital - on the look and feel of the city, how it is viewed on the international and national stage and the pride Australians feel in their nation.

We are also conscious that we are part of a growing and vibrant city and regional area that is valued and loved by the people who live and work here and that is fast becoming a "must see" destination on the national and international stage. We are committed to working with the Australian Capital Territory (ACT) Government to deliver multiple outcomes and benefits for our citizens.

The NCA and the ACT Government are jointly developing the City to Gateway Urban Renewal Strategy (the Strategy). The Strategy provides the overarching plan to secure liveable spaces and places and high quality development along Northbourne Avenue, a major precinct in the National Capital Plan. The Strategy will guide the shape and form of the gateway from the New South Wales border right through to the city centre and is designed to reflect the importance of the avenues in the Griffin Plan. The draft Strategy was released in February for public consultation and should be finalised in 2018-19 with possible subsequent amendments to the National Capital Plan to guide its implementation. Community feedback to date has been positive. Local people and planning professionals have confirmed their passion and support for the Avenue to continue to represent the garden city and city beautiful principles while allowing for urban renewal and some increases to density the closer you get to the centre of Canberra.

How people move in and out and around the city and region will become even more important as the population and local economy of the ACT grows. We can see the impact of congestion on other cities and can learn from these experiences. Having worked closely with the ACT Government on Stage 1 of light rail from Gunghalin to the City to enhance the design and ensure a quality outcome along this very important main avenue, the NCA is now looking at the proposed next phase of the Canberra's intertown transport system from the City to Woden.

The NCA is acutely aware of the heritage values and sensitivities related to the proposed route and the potential changes to the fabric of the National Triangle and others parts of designated areas. We will utilise independent external expertise to carefully assess the heritage and landscape impacts to ensure the project has addressed and mitigated heritage impacts and is of the highest design standard.

If appropriate environment and heritage approvals and other standards have been met, the Board will consider whether to progress the project to the Minister for her consideration to take to the Parliament for its approval. If and when the project progresses it will be the greatest change to the Parliamentary Zone since the construction of new Parliament House over 30 years ago.

As Australia's National Capital, Canberra is home to many members of the diplomatic community. This was very evident at the launch of the expanded revitalised flag display at Commonwealth Place on the shores of Lake Burley Griffin in June 2018 when over 100 high commissioners, ambassadors and guests joined Minister the Hon Dr McVeigh MP and myself in friendship as we cut the ribbon on the newly expanded display. We now proudly fly flags of the 108 countries with representation in the National Capital.

The expanded flag display reflects the important role Canberra plays on the international stage. This role is also reflected in increasing demand by the international community for land to establish new or expand existing embassies. The current supply of land suitable for diplomatic purposes is nearly exhausted. To address this shortage and ensure Canberra continues to perform this important international role the NCA is currently investigating options for the establishment of a new diplomatic estate.

The National Capital continues to be the focal place for people from across the country to collectively pay respect to the efforts of fellow Australians. Our national memorials provide special places for all of us to remember those who served and to reflect on the sacrifices they made. The setting of memorials on national land provide opportunities for significant public ceremonies. This year the NCA worked with the Australasian Fire and Emergency Service Authorities Council Limited (AFAC) to complete works on the National Emergency Services Memorial in Commonwealth Park to include on the memorial the names of those who died on duty. Works were completed by the annual commemoration ceremony held in May 2018.

The NCA also finalised the stunning memorial to honour all Peace Keepers on Anzac Parade. In both cases the NCA worked with the Canberra National Memorials Committee of the Australian Parliament on the design and quality of these places.

We have worked with a range of other partners in 2017-18 on their major projects including the Australian National University on the development of a new masterplan and with staff from the Australian War Memorial as they scoped and shaped plans for their exciting expansion.

During the year the NCA provided submissions and appeared at hearings related to two inquiries being undertaken by the Joint Standing Committee on the National Capital and External Territories – the Inquiry into Canberra's National Institutions and the Inquiry into Commonwealth and Parliamentary approvals for the proposed Stage 2 of the Australian Capital Territory Light Rail Project. The NCA will work with the Australian Government to implement any recommendations that flow from these inquiries.

The Australian Government's funding injection of \$17.1 million over the next four years announced in the 2018-19 Budget in May 2018 is most welcome. It will support the continued renewal and revitalisation process required to manage successfully nearly \$900 million worth of assets, some nearing 60 years of age. The National Capital Exhibition at Regatta Point re-opened on 24 September 2018, bringing new life and technologies to make it a truly world class, interactive display that tells the story of Canberra. This will be matched by the next phase of conservation and landscape works at Blundells Cottage on Lake Burley Griffin due to be completed in October 2018. The cottage is one of the oldest buildings in Canberra and will become a must see destination and a valuable part of our important schools program.

In 2017-18 we started to scope and plan remedial works at the National Carillon on Lake Burley Griffin as part of a two year rolling program ahead of its 50th anniversary in 2020. The Carillon was a gift from the British Government to the people of Australia to commemorate Canberra's 50th birthday and was officially opened by Her Majesty, Queen Elizabeth II in 1970. Another priority this year has been conservation works at Stirling Ridge with an emphasis on protecting Aboriginal cultural heritage sites and threatened species. My thanks to the local Friends of the Grasslands for their efforts. Indeed my thanks goes to all of the committed and talented volunteers who play a vital role in delivering NCA programs and helping to achieve our outcomes.

I would like to thank my fellow Board members for their support and contribution over the year. I would also like to thank Andrew Smith for stepping into the role of Chief Executive from August 2017 until February 2018 and I welcome Sally Barnes to the role. Thanks also to the NCA staff for their ongoing contribution to our strategic goals and delivering on a range of major projects. It has been a very big year and we could not have achieved what we have achieved without our talented people.

I am confident that the NCA will go from strength to strength in leaving a positive legacy for Canberra as a city that all Australians can be proud of.



**Terry Weber**  
Chair  
National Capital Authority



Smoking ceremony  
performed by Paul House  
on Reconciliation Day,  
Reconciliation Place, Parkes.

## CASE STUDY

# National Capital Exhibition Redevelopment

*“I have planned a city that is not like any other in the world. I have planned it not in a way that I expected any government authorities in the world would accept. I have planned an ideal city – a city that meets my ideal of the city of the future.”*

Walter Burley Griffin - New York Times, 2 June 1912

**This vision is a story told in the redeveloped National Capital Exhibition (NCE) - the Story of Canberra. Canberra is unique in design and innovative in the history of town planning being the result of a worldwide competition.**

The winners of that competition, Walter and Marion Griffin, presented a design where the built and the natural landscapes have equal importance. They designed a city that fits in-between landmarks and remains in scale with humans. This story is one that is told through the National Capital Exhibition at Regatta Point for over 50 years.

With the co-location of the Canberra Region Visitor Centre in 2016 the NCE started the planning and subsequent commissioning of a new, modern and engaging exhibition to inform and educate the Nation about the Story of Canberra. An exhibition design was prepared for the replacement and fit-out of exhibits within the NCE, including the use of new digital display and the improvements to the ever popular Model of Canberra.

Having gone through a comprehensive review of other cultural institutions and the story that they tell, the NCE's objective is to tell the story of our unique National Capital, a city designed to unite Australians in shared ideals and aspirations. Canberra is a symbol of Australia's national identity now and into the future and represents our country to the rest of the world.



Artists impression of the new National Capital Exhibition, Regatta Point, Commonwealth Park.

The exhibition has five narrative themes including:

- **Orientation:** Who and what was in this region before the modern capital. This includes the Indigenous story.
- **Foundations of the Capital:** Canberra is important because it was born from the process of federation and continues to reflect national ideals.
- **Ideals and dreams/symbols:** The Griffins' design for Canberra was driven by ideas and aspirations for the new nation. Though the city has changed with the needs of the nation, their design created a world-class garden city, based on the best of international thinking.
- **Developing Canberra:** As the national capital, where key nation-making decisions, commemoration, protest and international relations happen.
- **The future of the Capital:** Canberra is not a museum piece but a living, working and evolving capital. As the custodian of the National Capital, the NCA aims to ensure that it continues to be a symbol of Australian national life.

In April 2018, the NCE began major redevelopment works to make this exhibit modern and engaging and enhance the story that was being told under the five narrative themes mentioned above.

This is the first extensive redevelopment to the exhibition in almost 20 years. The NCE welcomed new and repeat visitors when it reopened on 24 September 2018.



# Chief Executive's Foreword

## Overview of performance

As the recently appointed Chief Executive I often find myself asking what would Walter and Marion think of the National Capital, Canberra, today? The NCA, on behalf of the Australian Government and the Australian people, is the custodian of Walter Burley Griffin's and Marion Mahony Griffin's vision and the enduring legacy and principles for Canberra.

There is no doubt that Canberra's continuous growth brings challenges and interesting opportunities for the evolving city. The Griffins recognised such changes should be and must be accommodated. To my way of thinking the NCA's role is to maintain the "bones" and the character set out in their plans whilst we proactively and sensitively adapt to population growth, lifestyle changes and shifts in environmental conditions.

We have seen a considerable number of foundational changes to the city this past year, from Light Rail Stage 1 - Gungahlin to the City underway, to the completion of Stage 1 Henry Rolland Park in April 2018 and the beginning of planning for the proposed extension of light rail to Woden. The NCA continues to work collaboratively with the ACT Government to build a city that all Australians can be proud of.

We marked the ACT's inaugural Reconciliation Day on 28 May 2018 with an early morning event at Reconciliation Place. The intimate and meaningful event included a Welcome to Country by an Ngambri-Ngunnawal custodian, Paul House, a traditional smoking ceremony and an Indigenous dance performance. Following the ceremony, a free one hour guided walking tour was offered through Reconciliation Place, exploring the various Indigenous artwork. We will continue to build public awareness and opportunities for people to participate in this important day on National Land.

The NCA supports Australia's role on the international stage by supporting the embassies and high commissions in Canberra. These embassies play such an important role in reflecting their country's strong diplomatic, economic and cultural links with Australia. This year we signed leases with Serbia, Nepal and Qatar. I look forward to welcoming new nations to Canberra in the future.

I am continuously delighted by the care taken by the NCA team and our contractors to ensure that the National Capital looks its best so all Australians can be proud of the democratic heart of Australia. A priority for us this year has been to improve our asset management system so we can take an even more strategic, risk based approach to guide maintenance and renewal activities of our assets – memorials, roads and bridges, buildings, parks, Lake Burley Griffin, trees and gardens. We take the safety of our visitors, our staff and volunteers very seriously and our new systems will help us deliver our commitment to them.

In June 2018 we sought to find out what it was like doing business with us. We surveyed our customers – those who transact business with us. Overall the news was positive. People respect and like dealing with NCA staff. In general, they find them professional and responsive. They did however tell us that some of our processes seem overly cumbersome and that some of our systems were out of date. They encouraged us to continue to look at using digital platforms and technologies to streamline business systems. We are committed to making improvements as suggested.

We have a range of positive partnerships that enliven and activate our public places. This includes working with ACT Events on Floriade and Enlighten and the organisers of Contour 556 and Design Canberra.

We organised some popular events in the latter half of the year, including the inaugural Star Wars community concert, May The 4th Be With You, on 4 May 2018. The idea originated from the NCA's two junior Carillonists, Harrison Whalan and Peter Bray - they are the youngest Carillonists in the world. Media and public interest exceeded all of our expectations. On a rainy gloomy day, hundreds of people went to Aspen Island with many spectators remaining in their cars to hear the very familiar sounds of Star Wars.

Thank you to the passionate and dedicated staff and volunteers for welcoming me and for your efforts this year. You are a small team but a highly motivated and engaged group. You care and take pride in your work and making positive contributions to the lives of all Australians. A special thanks to the senior leadership team and to my executive colleagues, Chief Planner, Andrew Smith and Executive Director, National Capital Estate, Lachlan Wood.

I look forward to working with rest of the Board as we undertake our collective role as the accountable authority under the *Public Governance, Performance and Accountability Act 2013*.



**Sally Barnes**  
Chief Executive

His Excellency Mr Nasser bin Hamad Mubarak Al-Khalifa, Ambassador of the State of Qatar in Australia and NCA Chief Executive Ms Sally Barnes at the signing of their Crown Lease.





Former Minister for Regional Development, Territories and Local Government Hon Dr John McVeigh MP and NCA Chair Mr Terry Weber, opening the revitalised International Flag Display, Commonwealth Place, Parkes, photographed by Martin Ollman.

## CASE STUDY

# International Flag Display Revitalisation

On Wednesday 13 June 2018, the Minister for Regional Development, Territories and Local Government Hon Dr John McVeigh MP joined NCA Chair Terry Weber and NCA Chief Executive Sally Barnes to officially open and welcome ten new countries to the revitalised International Flag Display.

The International Flag Display (the Display) at Commonwealth Place pays tribute to all nations that have a diplomatic presence in the nation's capital.

In 2017-18 the NCA undertook enhancement works at the Display including the addition of ten new flag poles, the installation of new lighting, landscaping and interpretive works.

The revitalised Display now consists of 110 flags in total, representing 108 missions that have a diplomatic presence in the nation's capital as well as flags for the European Union and the United Nations.

The Display reflects our position on the world stage and the significant role of the nation's capital as the political and democratic heart of Australia.

The ten new countries added to the Display at Commonwealth Place included:

- Azerbaijan
- Belarus
- Costa Rica
- Côte d'Ivoire
- El Salvador
- Estonia
- Ethiopia
- Guatemala
- Sudan
- Zambia

The Display, which is a popular destination for tourists and locals, will continue to grow as the number of diplomatic missions in the nation's capital increases.

This important project was managed by the NCA and undertaken by Philip Leeson Architects, RAM Constructions, WSP Australia, Harris Hobbs Landscapes and Northrop Engineers.

Constitution Avenue,  
Campbell, photographed  
by John Gollings.

# Chapter



# Overview of the National Capital Authority

## Roles and Functions

The National Capital Authority (NCA) is established under the *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act). The NCA is a non-corporate Australian Government agency within the Infrastructure, Regional Development and Cities portfolio. At 30 June 2018, the NCA was responsible to the Minister for Regional Development, Territories and Local Government, with the Minister administering the PALM Act.

The NCA performs the 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; managing and enhancing the nationally significant parts of Canberra; and educating and informing people about Australia's National Capital.

## Mission

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

## Key Strategic Objectives

The key strategic objectives of the NCA are:

- **People** - enabling Australians to celebrate and share the story of our nation through Canberra, our National Capital
- **Place** - excellence in the care and custodianship of the National Capital's special and symbolic places
- **Plan** - strategic planning and oversight of the places and spaces of national importance in Canberra, with a focus on place-making and environmental sustainability.

## Principal Functions and Services

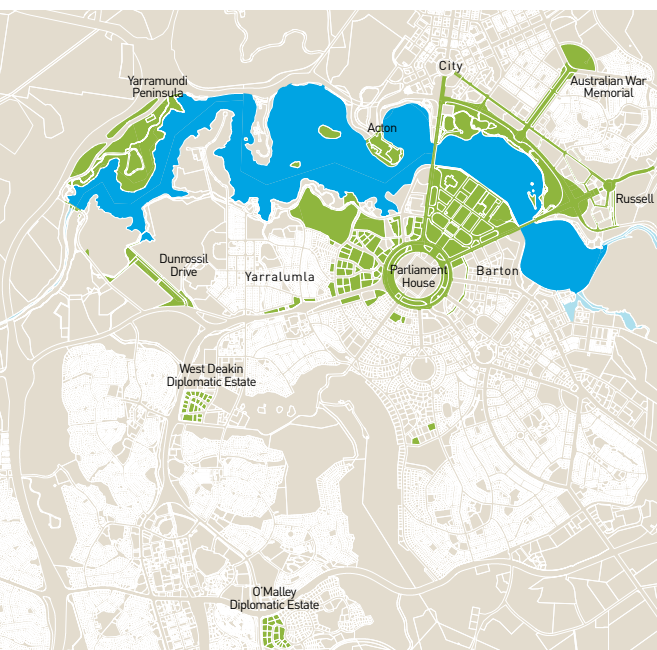
The functions of the NCA as set out in Section 6 of the PALM Act are to:

- a. prepare and administer a National Capital Plan (the Plan)
- b. keep the Plan under constant review and 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. recommend to the Minister the carrying out of works that it considers desirable to maintain or enhance the character of the National Capital

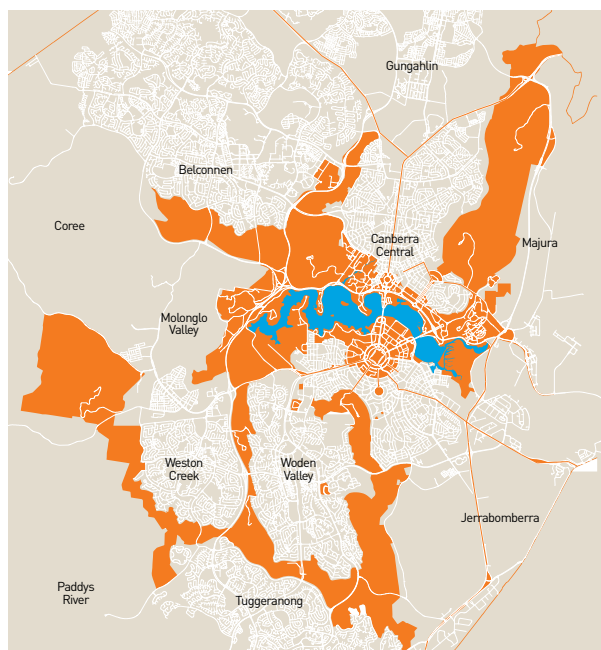
- e. foster an awareness of Canberra as the National Capital
- f. with the approval of the Minister, to perform planning services for any person or body, whether within Australia or overseas
- g. with the approval of the Minister, and excluding the management and regulation of the taking of water, manage National Land designated in writing by the Minister as land required for the special purposes of Canberra as the National Capital.

In addition, the *National Land (Road Transport) Ordinance 2014* established the NCA as the administering authority for enforcement of parking regulations on National Land.

The accountable authority for the NCA (for the purposes of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act)) transferred from the NCA's Chief Executive to the Authority on 1 July 2018.



Land Managed by the NCA



Designated Areas under NCA's detailed planning control

# Outcomes and Programs Administered by the NCA

Below are details of the NCA's outcomes and programs as set out in the NCA's 2017-18 Portfolio Budget Statement (published in May 2017) and the NCA Corporate Plan for 2017-18 to 2020-21 (published in August 2017).

## 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 \$24.587 million

### Program 1.1 Objectives:

- Planning and designing areas of special national importance in Canberra, and informing and educating the community about these areas, ensuring that the National Capital is planned and promoted consistent with its enduring national significance.

### Program 1.1 Deliverables:

In 2017–18 and the forward years, the NCA is committed to:

- implement a comprehensive planning framework for the Australian Capital Territory
- keep the National Capital Plan under constant review and, when required, propose, draft and consult on amendments to the National Capital Plan
- assess and manage applications to undertake works in Designated Areas to ensure that they are in accordance with the National Capital Plan
- provide, with Ministerial approval, consultancy services either within Australia or overseas
- maintain and manage the NCA's visitor services and attractions
- create and deliver the NCA's touring exhibitions with an educative focus
- foster an awareness of Canberra's role as National Capital.

## Program 1.2 – National Capital Estate \$34.959 million

### Program 1.2 Objectives:

- Manage and enhance the National Land program by ensuring that national assets are managed and renewed to enhance the character of the National Capital.

### Program 1.2 Deliverables:

In 2017–18 and the forward years, the NCA is committed to:

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

# Factors Contributing to Performance

In 2017-18, the NCA fulfilled its statutory role and principal functions outlined above.

The NCA operates in a complex and dynamic environment. Key aspects of the environment include: high expectations of the public and government; ageing NCA-managed assets; technological and environmental change; resource constraints; cost pressures; and increased usage of the assets by the Canberra community and visitors (domestic and international).

In addition to the PALM Act, the NCA operates within the framework of a range of Australian government legislation. Key elements of our legislative framework include:

- the PGPA Act
- the *Public Service Act 1999*
- the *Work Health and Safety Act 2011*.

The NCA has in place the required policies and procedural framework to provide the basis for legislative compliance and operational performance, including in the following areas:

- work health and safety
- financial management, procurement and contract management
- human resource management
- risk management
- fraud control.

Did You Know?

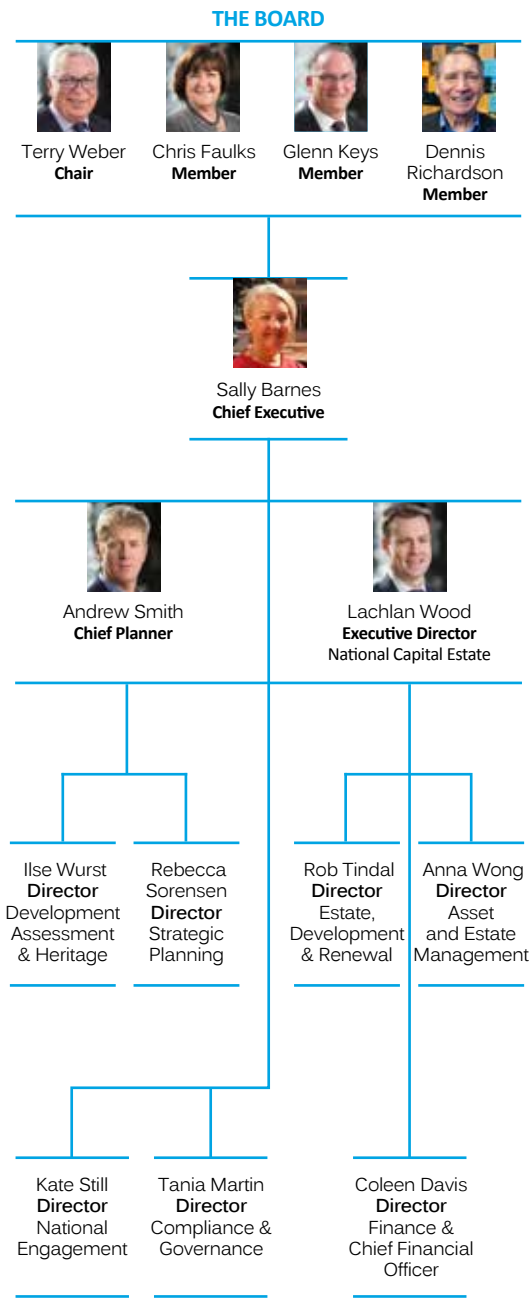


International Flag Display

The Swiss Flag is one of only two **square** sovereign-state flags, the other being the flag of Vatican City.

# The Structure of the NCA

FIGURE 1: Organisational Structure



Correct as at 30 June 2018.

## Senior Executive and Their Responsibilities

### **Sally Barnes (Chief Executive)**

Ms Barnes is the NCA's Chief Executive and an ex-officio member of the Authority.

The Chief Executive has responsibility as agency head of the NCA under the *Public Service Act 1999* and manages the affairs of the NCA, under the direction of the Authority.

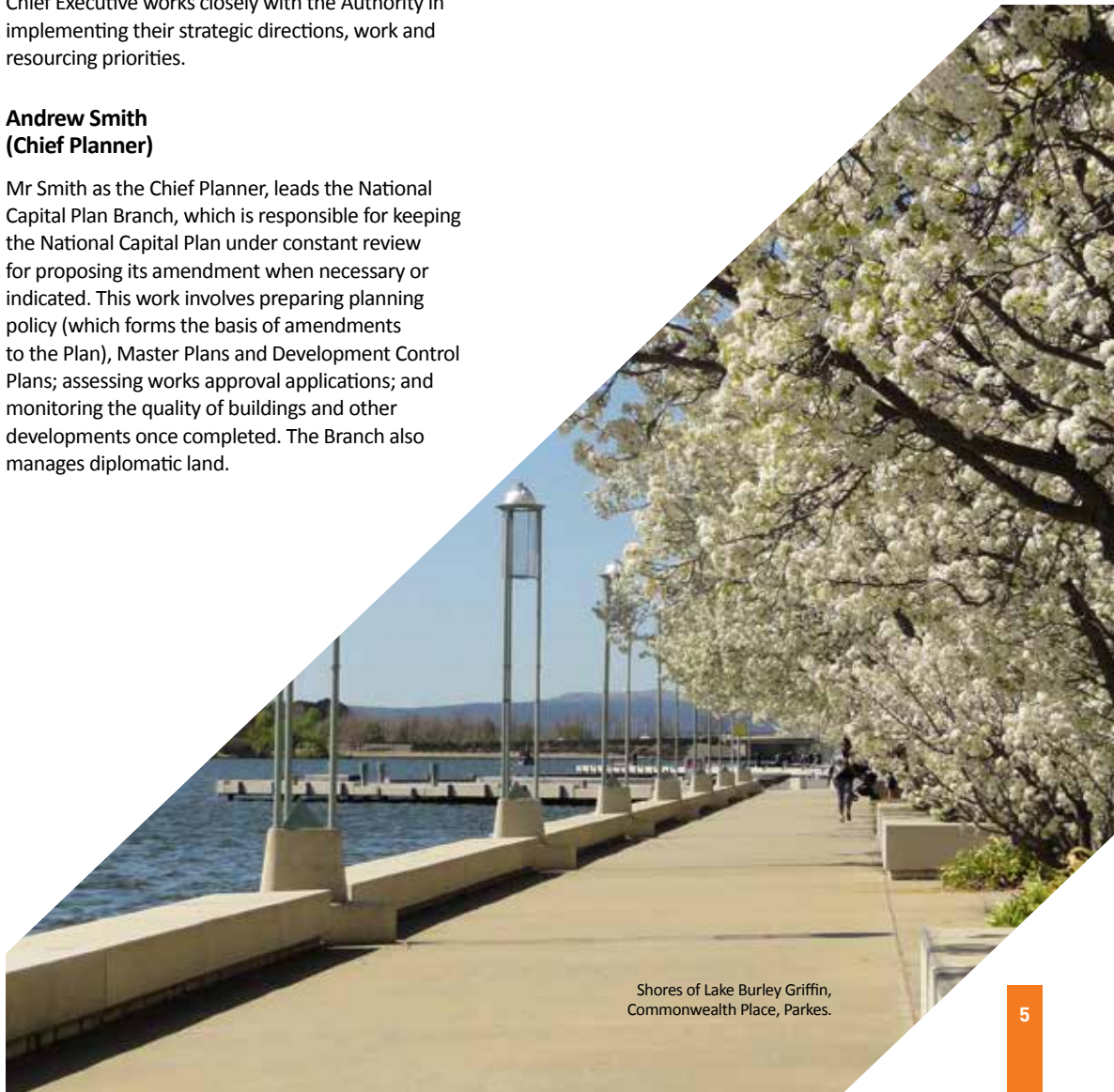
The NCA's Chief Executive may be given written directions by the Authority, which must be complied with unless they relate to the Chief Executive's duties under the *Public Service Act 1999*. In practice, the Chief Executive works closely with the Authority in implementing their strategic directions, work and resourcing priorities.

### **Andrew Smith (Chief Planner)**

Mr Smith as the Chief Planner, leads the National Capital Plan Branch, which is responsible for keeping the National Capital Plan under constant review for proposing its amendment when necessary or indicated. This work 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. The Branch also manages diplomatic land.

### **Lachlan Wood (Executive Director, National Capital Estate)**

Mr Wood leads the National Capital Estate Branch, which is responsible for the effective management and enhancement of the National Estate. This work involves providing safe, functional, accessible and attractive public spaces and infrastructure in the National Capital (including pay parking): developing and renewing assets that enhance the significance and amenity of the National Capital; facilitating appropriate recreational and commercial activities on National Land; protecting and advancing the Estate's natural, heritage and cultural features; and financial management.



Shores of Lake Burley Griffin,  
Commonwealth Place, Parkes.

# Volunteer Contributions

## NCA Volunteers

The NCA established its first volunteer program in 2001 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.

Through a recent Volunteer recruitment drive we were fortunate to gain an additional 11 horticulture volunteers who contribute significantly to the NCA's heritage rose gardens. Our Volunteer guides and Research Volunteers have remained steady over the last few years.

## Horticulture Volunteers

Since launching the program in 2004, the Horticulture Volunteers undertake defined gardening activities in the Old Parliament House Gardens. Five teams of volunteers help to look after the Broinowski and Rex Hazelwood Rose Gardens in the Senate Garden, and the Macarthur and Ladies Rose Gardens in the House of Representatives Garden.

During 2017–18, 68 Horticulture Volunteers contributed 3,038 hours across 1,519 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 2017–18, 19 Volunteer Guides contributed 1,727 hours across 487 shifts.

## Research Volunteers

Research Volunteers work within projects with specific tasks. In 2017–18 this included textiles work, conducting extensive research related to Blundells Cottage, cataloguing items for the NCA Library, and providing administrative assistance for programs at the National Carillon.

During 2017–18, two Research Volunteers contributed 183 hours across 74 shifts.

## Conservation Volunteers

To manage the conservation areas of the NCA's 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 NCA's Estate include such areas as Stirling Park, State Circle Grasslands and Yarramundi Grasslands.

The NCA utilises an Environmental Care Agreement with the Friends of Grasslands. The volunteers undertake works in partnership with the NCA in these conservation areas. They coordinate and supervise volunteers from Yarralumla residents to undertake weed control, native planting, sensitive species and weed surveys and provide a very positive advocacy role within this community. Some 133 volunteers registered over several work parties throughout the year, achieving 560 hours of conservation work.

The NCA also utilises the specialist skills of other volunteer groups such as the ACT Rural Fire Service to assist specific on-ground tasks specified in the Bushfire Operations Plan for NCA Conservation Areas. Approximately 544 hours were provided by the RFS this year over four hazard reduction burns. These burns included an Indigenous cool burning techniques workshop held in conjunction with the Molonglo Catchment Group and a local Indigenous Leader, Wally Bell. A hazard burn was undertaken as part of the Emergency Services Agency Fire Investigators Course Assessment.



*“Volunteering in the Old Parliament House Gardens is rewarding, you get to see what you’ve achieved and how you’ve made it a nicer place to visit.”*

Gwen Souter, Horticulture Volunteer, Macarthur Rose Garden Team Coordinator, Old Parliament House Gardens, Parkes.

## CASE STUDY

# Gwen Souter, Horticulture Volunteer

Old Parliament House Gardens Horticulture Volunteer and Macarthur Rose Garden Team Coordinator, Gwen Souter encourages her team to have a volunteer work and social life balance, saying that after a morning of hard work in the gardens “the coffee is as important as the pruning” – We couldn’t agree more, Gwen!

Gwen Souter was born in New Zealand and immigrated to Australia in 1949 for her father to work in the Snowy Mountain Scheme. Gwen moved to Canberra in 1964, for an 11 month program as a typist, just in time to see Lake Burley Griffin fill. From there, Gwen became a Steno Secretary for the Department of Social Services and later a Secretary for the old Canberra Hospital, a fabulous and busy job that gave her a lot of satisfaction.

In Canberra Gwen met her husband Duncan, who had moved to Canberra in 1959. They married and began their family, deciding Canberra is a great place to bring up children. From a young age, Gwen and Duncan began dancing together every week and this year celebrated 39 years dancing Old Time New Vogue Sequence Dancing. Dancing has taken Gwen and Duncan around Australia.

In addition to being available for their four grandchildren, volunteering in the rose gardens and dancing every week, Gwen also sings in the Canberra Community Voices Choir and is involved in a local social crafting and stitching group.

Having just retired, Gwen decided to join the newly formed Horticulture Volunteer Program in 2005, during one of the very first volunteer intakes. Gwen wanted to join the program due to a close connection with the roses, after donating two roses in memory of their daughter. Gwen values all she’s learnt from the program and now uses her expert knowledge in another community garden.

Gwen says volunteering in the gardens has been a great way to meet new friends, so much so she is still in touch with former volunteers. Gwen also enjoys making the Old Parliament House Gardens a beautiful place to visit and is frequently surprised by how many people don’t know about it, one of Canberra’s best kept secrets. Gwen is proud of the commitment of her team, showing up at 7.30am in the warmer months and 8am in the colder months. Even when it is -5°C in the middle of winter, they pile on the layers and get moving.

Boer War Memorial, Anzac  
Parade, photographed by  
Martin Ollman.





# Management Committees and their Roles

## The Authority

The *Australian Capital Territory (Planning and Land Management) Act 1988* (the 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 officer, while other members of the Authority serve on a part-time basis. The Chief Executive has the responsibility of an Agency Head under the *Public Service Act 1999* and manages the affairs of the NCA.

The Authority became the accountable authority for the purposes of the *Public Governance, Performance and Accountability Act 2013* from 1 July 2018. As part of the transition, the amending legislation (the *Australian Capital Territory (Planning and Land Management) Amendment Act 2018*) provided that the Authority would be responsible for the NCA's reporting obligations for the preceding period, including this report.

For 2017-18, the Authority provided the strategic leadership and direction of the NCA in the execution of its statutory functions. The Authority held six scheduled meetings over the course of 2017-18. The Authority maintains minutes of its meetings and also produces a summary public record of each meeting, which is available on the NCA's official website.

## Authority Membership

In 2017–18, the Authority members were:

### Chair

On 1 January 2015, **Mr Terry Weber** was appointed as Chair of the NCA, 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 a long-term Canberran and is currently serving on several boards, including the Canberra Raiders, the Ricky Stuart Foundation and Australia21.



The NCA Board: left to right, Mr Terry Weber, Ms Chris Faulks, Mr Glenn Keys, Mr Dennis Richardson and Ms Sally Barnes.

### Chief Executive

Since 12 February 2018, **Ms Sally Barnes** has been the Chief Executive of the NCA as part of her five-year term. Previously, Ms Barnes was the Director, National Parks in the Commonwealth Department of Environment and Energy. Ms Barnes is an experienced executive, and was the Chief Executive of the Office of Environment and Heritage in the NSW Government from 2012 to 2014. Ms Barnes was awarded the ACT Excellence in Women's Leadership award for 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 AO** 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 ACT Canberra Business Council.

On 18 September 2017, **Mr Dennis Richardson AO** was appointed as a part-time member for five years.

In May 2017, Mr Richardson retired as one of Australia's most respected public servants and diplomats, being a trusted adviser to the Australian Government for almost fifty years. Mr Richardson is a former Secretary of the Department of Defence and the Department of Foreign Affairs and Trade; Australian Ambassador to the United States, and Director-General of the Australian Security Intelligence Organisation.

Mr Richardson is a long-time Canberran and is currently serving on the Board of the ACT RSPCA, the Canberra Raiders and Linfox Australia.

## Committees

To support the Authority and Chief Executive in meeting their legislative functions and obligations, the NCA has the following committees in place. Details of the roles and responsibilities of key committees are set out below:

- Senior Executive
- Senior Leadership Team
- Audit Committee
- Work Health and Safety Committee
- Authority Consultative Committee
- Finance Committee
- Major Projects Committee.

### Senior Executive

The Senior Executive comprises the Chief Executive, Chief Planner and Executive Director, National Capital Estate. The Senior Executive meets on a regular basis to assist in the strategic management of the NCA.

### Senior Leadership Team

The Senior Leadership Team comprises the Chief Executive, Chief Planner, Executive Director - National Capital Estate and all NCA Directors. The Senior Leadership Team meets on a weekly basis to discuss current and emerging issues facing the NCA and individual teams.

### Audit Committee

The Audit Committee provides independent advice and assurance to the accountable authority on the NCA's risk, control and compliance framework and its external accountability responsibilities.

In 2017-18, the Audit Committee comprised three members: an external Chair; one external member; and one internal member – the NCA's Director, Compliance and Governance. The NCA's Chief Financial Officer and representatives of the Australian National Audit Office attend the Committee's meetings as observers.

During 2017-18, the Audit Committee met four times to consider the assurance and audit plan, the work program and audit reports on compliance and performance matters.

The Audit Committee also reviewed the NCA's financial statements and continued to monitor work on the NCA's control framework including the fraud control plan and risk management framework.

### Work Health and Safety Committee

The Work Health and Safety Committee is constituted 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. In 2017-18, the Committee was chaired by the Director, Compliance and Governance.

In accordance with the WHS Act, the Work Health and Safety Committee meets regularly to facilitate discussion and co-operation regarding health and safety issues in the workplace between management, employees and other relevant parties who work in NCA premises or other applicable work sites.

### Authority Consultative Committee

In accordance with the NCA Enterprise Agreement 2018-21, the NCA maintains an Authority Consultative Committee. This Committee provides a forum for management and employees to discuss relevant matters affecting the workplace.



NCA Board Member Mr Glenn Keys, NCA Chair Mr Terry Weber and NCA Chief Executive Ms Sally Barnes at the National Capital Exhibition for the dismantling of the iconic *Canberra Model* for conservation and upgrade works, Regatta Point, Commonwealth Park.



Enlighten, Commonwealth  
Place, Parkes, photographed  
by Martin Ollman.



# 2017–18 Annual Performance Statements

I, Terry Weber, on behalf of the accountable authority of the National Capital Authority (NCA), present the 1 July 2017 to 30 June 2018 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.



**Terry Weber**  
Chair  
August 2018

# 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.

### 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

- All 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 or 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 *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act)
- NCA Corporate Plan 2017-21
- PBS Outcome 1
- PBS Program 1.1



Boundless Playground,  
Kings Park.

## Results against Performance Criteria

Performance Criterion	Result	Achieved	Explanation
<b>1.1 Develop and implement a comprehensive planning framework for the Australian Capital Territory</b>	Detailed planning policy within the National Capital Plan (the Plan) has been reviewed and amendments prepared to incorporate necessary changes in the Plan.	Yes	Program of the potential amendments to the National Capital Plan prepared.
	Stage Two of the Review of the Plan, which includes review of detailed planning and design policy for nationally significant areas of Canberra and the Australian Capital Territory.	Yes	Review of the planning provisions for the Deakin/Forrest Residential Precinct resulted in the release of Draft Amendment 89 – Deakin/Forrest Residential Precinct on 28 February 2018. In response to public feedback and further consideration of the matter, the NCA Board endorsed Landscape and Sustainability Guidelines for the Precinct.
		Yes	Draft Amendment 90 – Mint Administration Building was released for public consultation on 4 June 2018.
<b>1.2 Keep the National Capital Plan and its subordinate instruments under constant review</b>	All required Development Control Plans were prepared and approved by the end of the 2017-18 financial year.	Yes	Development Control Plan 17/01 for the Manuka Circle Precinct came into effect on 30 November 2017.
	Two master plans and/or urban design guidelines have been developed by the end of the 2017-18 financial year.	Yes	The City and Gateway Draft Urban Design Framework was released for public consultation between 1 March and 6 May 2018.
		Yes	Acton Peninsula Structure Plan was endorsed by the NCA Board in November 2017.
	A minimum of one amendment has been prepared for inclusion in the Plan in the 2017-18 financial year.	Yes	Amendment 88 – change in land use on Blocks 3 and 15 Section 22 – Barton was tabled on 12 February 2018. The disallowance period concluded on 22 May 2018 in the House of Representatives and 19 June 2018 in the Senate.
<b>1.3 Assess and manage applications to undertake works in Designated Areas in accordance with the National Capital Plan</b>	All approved applications are consistent with the principles and policies of the National Capital Plan.	Yes	481 applications were assessed as being in accordance with the NCP and approved. Eight applications were withdrawn/ not supported.
	Stakeholders and the community are consulted in accordance with the commitment to community engagement.	Yes	Extensive community consultation as a part of DA89, DA90 and DA91.

Performance Criterion	Result	Achieved	Explanation
<b>1.3 Assess and manage applications to undertake works in Designated Areas in accordance with the National Capital Plan</b>	75-85% of Works Approvals applications processed are assessed against the National Capital Plan within 15 working days with targets increasing to 85-90% of applications assessed within 15 working days in future years.	Yes	364 (76.8%) applications were assessed within 15 business days.  The three highest fees for applications approved in 2017-18, totalling \$194,475, were: ANU Student Accommodation, \$100,400 RMC Duntroon Health Centre, \$54,425; and ANU Health and Wellbeing Building, \$39,650.
	Number of applications received via the electronic lodgement system increases annually to 90% by 2019-20.	Yes	Achieved (100% lodgements).
<b>1.4 When requested, and with Ministerial approval, provide consultancy services either within Australia or overseas</b>	Providing relevant consultancy services that are within the scope of the NCA's capability to do so; and maintaining the skills and capability of relevant staff who provide consultancy services.	N/A	Not required.

## Analysis of Performance Against Purpose

### Planning

The National Capital Plan (the Plan) is the overarching legal instrument giving effect to the Commonwealth's interests and intentions for the planning, design and development of Canberra as the National Capital. The NCA has continued to review the Plan to ensure that it reflects contemporary planning practice and themes. This is reflected through the preparation of planning policy for the Deakin/Forrest Residential Precinct, and individual sites in Barton and Deakin.

The NCA shares planning responsibility for Canberra and the Territory with the ACT Government. The NCA has worked collaboratively with the ACT Government in regard to the City and Gateway Draft Urban Design Framework. Released for public consultation in March 2018, the Framework will set the overarching principles for urban renewal and growth in the city centre and along the corridor to achieve well designed and sustainable buildings, urban infrastructure, public places and streets that are appropriate for the gateway to the National Capital. The shared interests of the NCA and the ACT Government for the city and gateway corridor will be reflected in a single framework.

The NCA's commitment to design excellence is evident in both planning policy prepared to guide development in areas of national significance, and the establishment of an interim Design Review Panel (DRP) in conjunction with the ACT Government's planning authority. The NCA and ACT Government planning authority will continue to work together to formally establish the DRP with the aim of improving the quality of buildings, landscapes and public spaces across the National Capital.

### *Works Approval performance*

The target of processing and assessing 75–85 percent of Works Approvals applications within 15 working days was achieved (76.8 percent).

## Purpose Two – Inform and Educate

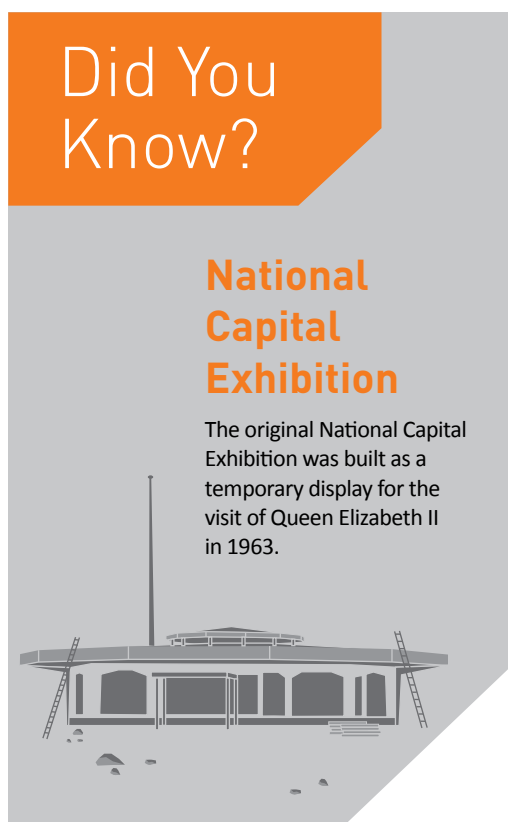
### NCA Corporate Plan 2:

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 1.3: Objective: Increased awareness of the special importance of Canberra as the nation's capital.



### NCA Corporate Plan:

#### 2.1 Develop, improve and manage our visitor services, attractions, and public and schools programs to be engaging and informative for our visitors

- Increased public awareness of the special significance of Canberra as the National Capital as a result of high-quality visitor services, attractions and programs.

#### 2.2 Create and deliver national touring exhibitions that educate Australians about the National Capital

- Outreach programs and exhibitions in public venues nationally.
- Increased community awareness of the National Capital, and the NCA and its role, responsibilities and attractions.
- Annual evaluation of touring exhibitions (taking into account visitor feedback).

#### 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
- NCA Corporate Plan 2017-21
- PBS Outcome 1
- PBS Program 1.1

## Results against Performance Criteria

Performance Criterion	Result	Achieved	Explanation
<b>2.1 Develop, improve and manage our visitor services, attractions, and public and schools programs to be engaging and informative for our visitors</b>	Achieved the target of 160,000 visitors to the NCA's attractions in 2017–18, and increased the number of visitors by 4%.	Yes	Visitation across all NCA managed attractions reached 179,635, 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 155,740. Works were commenced in 2017-18 to renovate and update the National Capital Exhibition.
	The National Capital Exhibition is considered for inclusion on the PACER Program.	No	The NCA has contributed to the 2018 review of the PACER Program by the Department of Education.
	The National Capital Exhibition has been renewed.	Underway	Work on the renewal commenced in April 2018.
	Each year there is a high level of event and people event bookings utilising National Capital Land.	Yes	Reported in NCA event approval systems.
	Exit surveys show a minimum client satisfaction rating of 80% with NCA attractions.	Yes	97% 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.	Yes	Additional walking tours were introduced.
<b>2.2 Create and deliver national touring exhibitions that educate Australians about the National Capital.</b>	A minimum of four venues host an NCA touring exhibition during 2017–18.	Yes	<i>Brick by Brick</i> travelled to seven venues in 2017–18: <ul style="list-style-type: none"> <li>• Townsville, QLD</li> <li>• Mt Isa, QLD</li> <li>• Port Hedland, WA</li> <li>• Broome, WA</li> <li>• Darwin, NT</li> <li>• Palmerston, NT</li> <li>• Alice Springs, NT.</li> </ul>
	Qualitative survey results show that the awareness of Canberra in the locations that host the exhibitions has increased by 10%.	Yes	88.9% 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.	Yes	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.	Yes	<i>Brick by Brick</i> has been evaluated against visitation results, surveys and host venue reports.

Performance Criterion	Result	Achieved	Explanation
	Programs are annually reviewed against visitor evaluations and adjusted accordingly.	Yes	Feedback has indicated very high satisfaction with programs.
<b>2.3 Continue to engage and foster a local awareness of the NCA's roles and responsibilities</b>	The awareness of the Commonwealth's roles and responsibilities increased annually in parallel with the National Perception Survey.	Yes	Continued promotion and awareness about areas within Canberra that the NCA manages were delivered through targeted public relations, marketing and media opportunities.
	The number of events held within the NCA's National Capital Estate remains high.	Yes	Reported in NCA event approval systems.
	Community feedback monitored and recorded to ensure target audiences are being reached and new audiences are being identified.	Yes	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.	Yes	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.	No	No corporate public forum was held in 2017-18. However regular public forums/ information sessions were held throughout the year for key NCA projects.
	80% of Public Forum attendees are satisfied with the forum's agenda and content and participate actively.	N/A	As above.
	Public Forum attendees are provided with opportunities to reshape future forum agendas.	N/A	As above.



National Carillon  
concert, Aspen Island.

## Analysis of Performance against Purpose

The NCA continues to foster an awareness of Canberra as the Nation's Capital. The NCA achieved its key objectives and targets throughout the year.

The National Capital Exhibition continued to perform strongly in the education market with a 3.6 percent increase in the participation in school education programs. Free and independent visitors were comparable to 2016-17 until the National Capital Exhibition closed and relocated temporarily for the redevelopment of the Exhibition at Regatta Point. As a result non-school visitors have decreased by 13.9 percent.

We continued to increase the number of people taking NCA guided walking tours this financial year, with approximately 5,321 people joining a tour, a 42.3 percent increase. Eighty percent of walking tour participants were students. The guided walking tours include Anzac Parade, Reconciliation Place, The Old Parliament House Gardens and Lake Burley Griffin.

The National Carillon attracted more than 10,000 spectators to the twice-weekly live performances by our carillonists, and to special events including the 2017 Christmas concert and the May The 4th Be With You - Star Wars community concert.

One hundred and four concerts in total were performed during the year and international guest carillonists included Hans Hielscher, Koen van Assche, Tiffany Ng, Anna Maria Reverte, Malgosia Fiebig, and Wesley Arai performed.

Blundells Cottage (the Cottage) was closed for part of 2017-18 for major conservation and landscape works. These new works will enable visitors to re-interpret the historical landscape and tell the Blundells family story. It is anticipated that the Cottage will be re-opened later in 2018.

The NCA's travelling exhibition *Brick by Brick* has successfully travelled throughout Queensland, Western Australia, and the Northern Territory. The NCA continues its travelling West Coast exhibition. However, the East Coast exhibition was retired in early 2018. The travelling exhibition attracted 5,687 visitors to seven local libraries across Queensland, Western Australia and the Northern Territory.

A variation of *Brick by Brick* for toddlers and preschoolers continues to be popular. Seven sessions were conducted during the year, with overall attendance of 78 people.

Throughout 2017-18 NCA continued its role and responsibility to increase the awareness of the National Capital through integrated and targeted marketing communications strategies including media, advertising and social media and tourism engagement activities.

Our engagement has continued to grow significantly on both Twitter (3,203 followers) and Facebook (over 2,400 followers). During 2017-18 our Facebook engagement grew by approximately 60 percent.

While no annual corporate public forum was held due to declining numbers over several years, the NCA delivered a number of community consultation sessions, several of which related to major projects such as Light Rail Stage One, Acton Peninsula Structure Plan, City and Gateway Urban Design Framework and a number of Draft Amendments including the Deakin/Forrest residential precinct.

The NCA will continue to assess the ways in which we engage with the community and listen to their views on how they would like us to communicate with them. We will aim to seek out and incorporate new ways of community engagement to ensure our communication is both adaptive and responsive to community needs.

## Purpose Three – National Land

### NCA Corporate Plan 3: Management and enhancement of Commonwealth Assets on 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:

- The management and enhancement of national land program by ensuring that national assets are managed and renewed to enhance the character of the National Capital.

### Performance criteria

#### NCA Corporate Plan:

##### 3.1 Maintenance and renewal of existing assets

- The design and presentation of National Land and assets is commensurate with their national significance.

##### 3.2 Creation of new assets

- Improvement of National Land and assets enhances the significance and amenity of the National Capital.

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

- The provision of attractive and functional public space and infrastructure that is accessible to all.
- The facilitation of appropriate recreational and commercial activities on National Land and Lake Burley Griffin.

### Criteria Sources

- Subsections 6(a) and 6(b) of the PALM Act
- NCA Corporate Plan 2017-21
- PBS Program 1.1
- PBS Program 1.2



People enjoying the shores of Lake Burley Griffin.

## Results against Performance Criteria

Performance Criterion	Result	Achieved	Explanation
<b>3.1 Maintenance and renewal of existing assets</b>	A strategic Asset Management System (AMS) has been implemented to inform strategic financial planning and programming of works.	Yes	The NCA has undertaken a series of AMS development activities in 2017-18. The asset management system, comprises over 55,000+ assets of varying value, type, scale and size. The four principal Asset Classes contained within the software include Buildings, Transport, Open Spaces, Dam & Lake.
	All assets rated as a safety risk are assessed and actioned according to their risk profile.	Yes	Maintenance and repair activities are prioritised based on risk.
	Asset maintenance and renewal is informed by a 'whole-of-life' costing regime.	Yes	Planned capital works projects have been progressed.
<b>3.2 Creation of new assets</b>	Capital projects are delivered in accordance with the Capital Works Plan (CWP).	Yes	Completed assets have met budget/ schedule expectations, enhance the significance and amenity of the National Capital.
	A Capital Works Plan (CWP) for the next five years is developed, aligning with the strategic financial framework and existing master plan.	Yes	A 10 year CWP has been developed. It assists the NCA to manage risk and guides works prioritisation and funding.
<b>3.3 Managing and promoting the use of National Land and property assets</b>	Levels of recreational and commercial activities remain high and events regularly and safely conducted on National Land and Lake Burley Griffin.	Yes	Over 500 public and private events were held on National Land and Lake Burley Griffin.
	The safe and functional environment for public use and events continues to be provided.	Yes	Risk management is considered in all event applications.
	Visitors to national institutions have access to safe, convenient and accessible car parks.	Yes	Utilisation rates of car parks remain at 70-80 percent.

## Analysis of Performance against Purpose

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

The NCA is undertaking a three-year project to update its Asset Management System based on the review and recommendation outlined in the Asset Management Strategy. In 2017–18 the NCA 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
- improving integrated workflow and reporting
- documenting data collection and 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 (the Lake), 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 percent of capital works were aligned to the condition report. Of these, approximately 90 percent were completed within the stated contract rectification timeframes based on the priority- rating hierarchy. The balance were principally ‘reactive’ works in nature. The NCA continues to implement works through its tree removal and replacement program to maintain the treed landscape in accordance with relevant heritage management plans.

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 2017–18 was on roads, footpaths and street lighting assets.

The monthly reports provided by the project’s managing head contractor identified all safety risks and 100 percent of required works were actioned according to their risk profile. All safety risks identified as ‘critical’ were actioned within the prescribed six-month period of the ratings being applied.

The NCA is compliant with the Australian National Committee on Large Dams Incorporated Guidelines and the Dam Safety Management Plan (DSMP). The 2018 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 Australian National Committee on Large Dams and the ACT Dam Safety Code guidelines and standards.

Recreational and commercial activities were regularly and safely conducted on National Land and the Lake.

The 2017-18 Lake recreational season (mid-October to mid-April) began with a few instances of adverse water quality issues. From mid-February dramatic growth in blue green algae was observed and all nine recreational sites were closed to primary contact activities due to the unsafe levels. Primary contact includes recreation where there is a high probability that water is swallowed or inhaled. The Lake experienced the highest number of closures due to blue green algae since the 2011-12 recreational season. The peak of the elevated blue green algae had passed by early April and all areas re-opened by the end of the recreational season. Environmental conditions, including below average rainfall in the Lake’s catchment over the preceding months were a contributing factor. All alerts and closures were in accordance with the *ACT Guidelines for Recreational Water Quality* (ACT Health, 2014). There were no contamination events from external sources. All sites around the Lake were open for recreation 80 percent of the season.

The NCA began using the Swim Guide for the reporting of recreational water quality for the Lake. The Swim Guide ([www.theswimguide.org](http://www.theswimguide.org)) provides up to date water quality information in a user friendly format, either online or via the free smartphone app. Recreational users can find their closest swimmable beach or search for their favorite location.

The number of Boat Permits increased again this year: 199 C1 permits (rescue, coaching or judging boats supporting aquatic sports); 413 C2 permits (electric, solar or wind-powered boats with auxiliary motors); 39 C3 permits (boats used for lake management and special interest boats); and six C4 permits (commercial tourist use).

The events on the Lake have increased by over 30 percent this year 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). Over 100,000 people came to the shores of Lake Burley Griffin to watch Skyfire.

Convenient visitor access to the national institutions continues to improve 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, however overall revenue has increased indicating a user demand for longer parking. Regular and consistent enforcement has improved user behaviour, consequently improving accessibility of parking spaces and protecting NCA infrastructure. Divestment of four carparks by Department of Finance saw the loss of approximately 617 pay parking spaces.

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. Usage of National Land for events remains high, with 539 events held on National Land in 2017-18. This included 416 Private and Exclusive Events, 22 Lake events, 27 ceremonial events, 13 commercial events and 61 charity and community events. The NCA also introduced an online payment portal, allowing users to pay through a dedicated website.

The NCA completed a review of its events fees and charges, including a consultation process with community and event organisers. The updated Events Fees and Charges were implemented on 1 July 2018.

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

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

The NCA is in the process of developing a new Asset Management System, which is helping to inform future capital works. As this system is developed, it will further inform capital works planning and delivery.

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 2017-18 Year Capital Works Plan informed by endorsed master plans included:

- carpark upgrade works
- International Flag Display Works
- Blundells Cottage works
- Canberra Central Parklands works.

### **Capital projects are delivered in accordance with the Capital Works Plan**

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

Construction was completed for the following projects:

- International Flag Display Extension and Lighting Works
- East Block, West Block and Dorothy Tangney Place carpark lighting replacement
- Scrivener Dam electrical control system replacement.

Construction was substantively advanced for the following projects:

- National Capital Exhibition replacement
- Blundells Cottage landscaping and slab shed works
- National Police memorial replacement works
- Sailability Jetty preparatory works on the Lake.

The following projects underwent preliminary development:

- National Library of Australia forecourt poplars replacement
- National Carillon instrument replacement works
- Commonwealth Park street furniture replacement.

The NCA collaborated on, facilitated or managed the following third party-initiated or funded projects:

- Australian Peacekeeping Memorial
- Boundless Playground additional works (Stages 2 and 3)
- National Emergency Services Memorial Enhancement Works
- Ian Potter National Conservatory (on behalf of the Australian National Botanic Gardens).

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

- lighting
- roadways and associated infrastructure
- irrigation services
- memorial works
- jetties
- Scrivener Dam components
- trees
- landscaping.

### **Key Project Outcome Clarification Summary**

NCA projects that have been completed or substantively completed have typically made significant improvements to public safety and/or amenity and/or operational effectiveness.

As part of conducting ongoing improvement works on its estate the NCA has replaced lighting in a number of key carparks. Replacement lighting works were completed in the Parliamentary Zone at the West Block carpark in August 2017, the Dorothy Tangney Place carpark in September 2017 and the East Block carpark in November 2017.

As the electrical system that controls the flood and sluice gates at Scrivener Dam (the Dam) did not meet current standards it was fully replaced to improve efficiency, safety and reliability for the next 50 years. The new system introduces computerised control of the Dam including the latest hardware and customised software for effective operations. On site works were completed in February 2018, with operating procedures, associated electrical drawings and other necessary operational documentation finalised by June 2018.

Other dam related projects completed by June 2018 included the Dam's:

- slipway winch replacement
- Sluice Gate 2 spindle replacement
- gangway trolleys replacement
- lighting replacement.

Additionally, the Dam's flood early warning system was upgraded to better predict inflows into the Lake. This included:

- works to the two existing hydrometric stations in the Dam's upper catchment
- installation of a new hydrometric station at Lower Woolshed Creek.

Construction commenced on an upgrade of the National Capital Exhibition (the Exhibition) in April 2018. The works involve a major revitalisation of the entire exhibition including a new array of digital, interactive, tactile and graphic displays to help improve the visitor experience. The works will facilitate growing visitor numbers to the Exhibition. The Exhibition was officially reopened on 24 September 2018.

The first major upgrade of the surrounding landscape at Blundells Cottage (the Cottage) commenced construction in April 2018. A key part of the works involves the conservation and restoration of the slab shed located immediately adjacent the Cottage.

The Cottage is scheduled to be officially reopened later in 2018.

Commemorative plaza replacement works commenced on site at the National Police Memorial in April 2018. The works were completed prior to key annual commemorative events at the Memorial on 15 September 2018.

The NCA is partnering with the Canberra Yacht Club and Sailability ACT to design and install a purposebuilt recreational sailing facility for members of the Canberra community who have a disability. The site for the new facility is in Lotus Bay on the southern foreshore of the Lake. This location will enable Sailability ACT operations to relocate from Lake Tuggeranong to a more central area within the broader Canberra community, allowing a greater number and range of people with accessibility issues to participate in sailing activities.

Site stabilisation enabling works were constructed in late 2017 and a custom shelter and associated hardstand installed in early 2018. The final phase of the works, involving a 'finger-jetty' pontoon system tailored to meet accessibility requirements, is scheduled to be installed in September-November 2018.

The Australian Peacekeeping Memorial was dedicated by the Governor-General and Lady Cosgrove on 14 September 2017. This new national memorial, located on Australia's premier commemorative way, has made a significant contribution to the symbolic and ceremonial role of the National Capital.

The NCA commenced planning for the removal and replacement of the stand of poplar trees located in the forecourt of the National Library of Australia. The works are scheduled to commence in March-May 2019 to enable advanced planting stock to be sourced and planting to occur at the optimum time.

In early 2018, the NCA began preliminary scoping discussions with John Taylor and Co, the United Kingdom contractor responsible for fabricating the original musical instrument located in the National Carillon on Aspen Island. The NCA intends to upgrade the instrument to address wear and tear and improve the ability for carillonists to play the instrument in time for the 50th anniversary of the National Carillon being opened, which occurs on 26 April 2020. The proposed works will include the full replacement of the original clavier used to play the instrument and parts of the transmission system connecting the clavier to the bells located overhead in the building's bell chamber.

Construction of street furniture replacement works including new seating, benches and picnic tables throughout Commonwealth Park East was commenced in June 2018 and completed in late 2018. The new street furniture replaces deteriorated street furniture in the precinct including localised replacement pavement finishes.

The clover leaf roadways which form on and off ramps to Commonwealth and Kings Avenue are lit at night from 30 metre high light towers, otherwise known as High Mast Lights. The NCA owns and manages 15 of these structures. In 2017-18 the NCA undertook design works for replacement light towers.

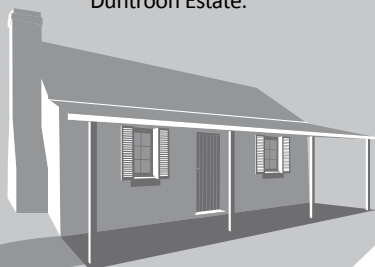
The NCA is managing the design development through to construction of the Ian Potter National Conservatory (the Conservatory) on behalf of the Australian National Botanic Gardens (ANBG). The Conservatory is intended to showcase Australian tropical flora, including threatened species from Kakadu, Cape York Peninsula and Christmas Island National Parks. The concept design was selected following a national design competition run by the ANBG in 2016.

A new memorial wall was dedicated on 1 May 2018 at the National Emergency Services Memorial at a commemorative service conducted by the Australasian Fire and Emergency Services Council (AFAC). The NCA managed the design and construction of the memorial wall on behalf of AFAC. The memorial wall recognises over 400 people who have died protecting Australian communities. There is capacity for further names to be commemorated, when this is required.

## Did You Know?

### Blundells Cottage

Is the last remaining original house close to the Lake, having been built in 1859 as part of the Duntroon Estate.





Kathleen Berg, Volunteer Guide, National Capital Exhibition, Regatta Point, Commonwealth Park.

## CASE STUDY

# Kathleen Berg, Volunteer Guide

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Born in Sydney, raised in Brisbane and coming from a long line of successful, hard working women, Kathleen Berg grew up knowing 'girls can do whatever they put their minds to'. Daring to challenge the status quo, she chose to follow in her father's footsteps and became a Civil Engineer, one of very few females in the field at that time.

Kathleen lived for six years in Papua New Guinea eventually working as the City Engineer for Port Moresby, with a break in London for her Post Graduate studies. In the 1980s and 90s Kathleen had two stints in Malaysia. On the first, her husband was on a Colombo Plan Aid posting, while on the second, they both were working as engineers. Kathleen has travelled all over Australia, living as far North as Cairns and as far South as Moruya. Since marrying her husband Harry in 1967, they have moved house over 20 times. They returned to Canberra in 1998, settling for good, and have travelled the world in their retirement.

Throughout her life, Kathleen has volunteered in many ways, including for Scouts, Girl Guides, School Committees, the 2000 Olympics and also for the Heart Foundation, and leading walks at Floriade. Kathleen's many hobbies include stamp and coin collecting, embroidery and knitting but her biggest love, other than her husband, three children and seven grandchildren, is walking.

Harry and Kathleen started the Canberra Walking Festival (Running is not permitted!) in 1992, an annual event later to become an internationally accredited festival; 50 international visitors attended in 2018. The group also run fortnightly walks. Their motto is "Fun, fitness and friendship through walking." Harry and Kathleen were awarded OAMs in 2013 for their services to recreational walking.

Kathleen first heard about volunteering for the National Capital Authority when the program was in its infancy and she joined in 2000 in the very first Interpretive Volunteer intake. Being a Guide ticked all of her boxes: walking; meeting new people; and sharing stories. Soon Kathleen realised the power she had to positively influence people's view of Canberra.

**" We share the stories of Canberra with others and they share their stories with us."**

Kathleen has really enjoyed her experience guiding over the past 18 years, leading tours of Anzac Parade, Reconciliation Place and Blundells Cottage. As the daughter of a returned World War II Rats of Tobruk soldier, Kathleen particularly sees the importance in sharing the messages from Anzac Parade with young people.

Boundless Playground,  
Kings Park.

# Chapter



# 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 2017–18 the National Capital Authority:

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



**Terry Weber**  
Chair  
August 2018

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

As part of a discrete project, the NCA reviewed and updated a range of corporate governance documents, instruments and processes, and undertook bespoke and general training, to ensure the Authority (the Board) made a successful transition to being the NCA's accountable authority on 1 July 2018.

The NCA manages audit and assurance arrangements through its Audit Committee. The Audit Committee provides independent assurance and assistance in relation to the NCA's risk, control and compliance frameworks and its external accountability responsibilities.

The Audit Committee met four times in 2017-18 and considered NCA's:

- internal audit plan and related audit reports
- annual work program
- Financial Statements
- Fraud Control Plan
- Risk Management Framework.

The NCA ensured sound risk management arrangements were maintained during the year. The Senior Leadership Team actively monitored the NCA's strategic and other significant risks. The NCA's Risk Management Policy and Framework was updated to reflect new standards and practices, and the new governance arrangements noted above.

The NCA maintained rigorous records management arrangements in 2017-18. The information management system continued to be refined and improved during 2017-18.

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), as well as awareness training at induction and through periodic updates and reminders.

The NCA updated its Fraud Control Plan in 2017-18 to take account of new governance arrangements referred to above. 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 2017-18, in line with requirements set out in the Australian Government's Protective Security Policy Framework. The NCA also maintained appropriate business continuity arrangements to ensure core functions and operations can be maintained in the context of a disruptive event, to the extent possible.

## Significant Issues

During the period 2017–18, 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:

- carry out defined reviews or evaluations
- provide advice, information or creative solutions to assist in the NCA's decision-making.

The decision to engage external consultants is made in accordance with the Commonwealth Procurement Rules and relevant internal policies.

During 2017-18, eight new consultancy contracts were entered into involving total actual expenditure of \$0.704 million. There were three ongoing consultancy contracts carried over from the 2016-17 financial year involving total actual expenditure of \$0.075 million.

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

## Exempt Contracts

No contracts were exempted on public interest grounds from publication with AusTender during 2017–18.

## 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 2017–18.



Conservation works to the slab shed at Blundells Cottage, Kings Park.

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



# Chapter



# 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](http://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.

## Advertising Campaigns

During 2017–18 the NCA did not conduct any advertising campaigns.

## Grants

During 2017–18 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](http://www.nationalcapital.gov.au/index.php/freedom-of-information/agency-plan-to-information-publication-scheme).

## Ministerial Directions

The NCA did not receive any Ministerial Directions in 2017-18.

# 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 in line with 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'.

## 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 percent green energy on all of its contestable sites managed under the Whole of Government Energy Contract.

To raise awareness of the impact of energy consumption on the environment, the NCA participated in the World Wide Fund for Nature's "Earth Hour" awareness event in March 2018. 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 2017–18 that minimised the impact of its activities on the environment. These included:

- 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.
- Ongoing use 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 percent reduction in water usage from the previous years.



Bowen Place Crossing, Parkes,  
photographed by Brett Boardman.

- The water within 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-April to mid-October). All responses and advisories issued due to adverse water quality are in line with protocols, legislation and the Guidelines.
- Ongoing partnership using an Environmental care agreement with the Friends of the Grasslands to undertake weed removal on conservation grasslands in the NCA National Capital 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 2017-18, 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, Scrivener's Hut Conservation Woodland and Stirling Park. The NCA continues to implement policies to achieve a sensible balance between the use of the land and the Lake 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 2017-18 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 2017-18 there were no reports on operations of the NCA by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman.

## Did You Know?

### National Carillon

That the Carillon is played with both your fists and your feet (Bells ranging from 7 kg to 6 tons).



Goats grazing on weeds on the shore of Lake Burley Griffin.



Before grazing.



After grazing.

## CASE STUDY

# NCA Trial Using Goats for Weed Management

The NCA engaged a contractor for three weeks as a trial of weed management using goat grazing. The contractor arrived on 8 November 2017 with 25 goats. An area of firm land, with access to water, no environmental sensitivities, and restricted vehicle access was selected.

Over that period the goats were penned into concentrated areas to target the weed species on the shoreline. The goats were moved once the weeds in the penned area had been sufficiently grazed or trampled down. Using this method over the three weeks, five pen areas were grazed.

Weed species targeted with success were blackberries, black alder and willow. The grazing of these weeds on the shore of Lake Burley Griffin allowed better access for the inspection, detection and treatment of Alligator Weed, a weed of national significance.

The use of goats is a more environmentally sustainable way of clearing large areas of invasive weed species at a reduced cost when compared to engaging manual crews. Another benefit is that there is no seed transfer as the seeds of the plants are destroyed in the gut of the goat.

The photos above illustrate the results. The before photos were taken prior to the goats entering the location. The after photos were taken once the goats had left the location.

Participants in the Lake Burley Griffin Water  
Week Challenge Cup, photographed  
by Martin Ollman.



# Chapter



# Management of Human Resources

## Australia Day Achievement Medallion

In January 2018, Michelle Jeffrey 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 each employee's 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

The NCA had an average staffing level (ASL) allocation of 57 for the 2017-18 year. As at 30 June 2018, the NCA's ASL was 57.34. The NCA's headcount at 30 June 2018 was 70 employees; 69 employees engaged under the *Public Service Act 1999* and 1 Chief Executive. The Chief Executive is appointed under the *Australian Capital Territory (Planning and Land Management) Act 1988*. All employees are located in Canberra. All staffing and profile tables within this report are based on headcount.

**Table 1: Total employee numbers at 30 June 2018 and 30 June 2017**

	June 2018	June 2017
Ongoing	47	48
Non-ongoing	23	20
Total	70	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.

Tables 2 and 3 provide a report on the number of employees in the NCA as at 30 June 2018 and 30 June 2017 respectively by classification, employment category and gender.

Enlighten, Commonwealth Place,  
Parkes, photographed  
by Martin Ollman.



**Table 2: Ongoing and non-ongoing employees at 30 June 2018**

Classification	Men		Women		Total
	Ongoing	Non-ongoing	Ongoing	Non-ongoing	
Chief Executive					
Full-time	0	0	0	1	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	1	0	4	1	6
Part-time	0	0	0	0	1
EL 1					
Full-time	7	1	5	0	13
Part-time	0	1	1	0	2
APS 6					
Full-time	4	1	3	1	9
Part-time	0	0	0	0	0
APS 5					
Full-time	2	0	3	1	6
Part-time	1	0	2	0	3
APS 4					
Full-time	0	0	5	1	6
Part-time	0	0	1	0	1
APS 3					
Full-time	0	0	5	1	1
Part-time/Casual	0	0	1	0	8
APS 1-2					
Full-time	1	0	0	0	1
Part-time/Casual	0	3	1	6	10
Total	18	7	29	16	70

**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 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	2	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.

# Staff Retention and Turnover

During the 2017–18 financial year, 27 employees (9 ongoing and 18 non-ongoing) commenced employment with the NCA, and 26 employees (16 ongoing and 10 non-ongoing) separated from employment with the NCA.

**Table 4: Employee Commencement and Separation in the 2017–18 financial year**

Classification	Men	Women	Total
<b>Chief Executive</b>			
Commencements	0	1	<b>1</b>
Separations	1	0	<b>1</b>
<b>SES</b>			
Commencements	0	0	<b>0</b>
Separations	0	0	<b>0</b>
<b>EL 1 - 2</b>			
Commencements	3	3	<b>6</b>
Separations	5	4	<b>9</b>
<b>APS 1 – 6</b>			
Commencements	7	13	<b>20</b>
Separations	6	10	<b>16</b>

**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.



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

# Workplace Diversity

The NCA continues to reflect a diverse workforce.

**Table 5: At 30 June 2018, NCA staff from diverse backgrounds**

Equal Employment Opportunity Group	Number	% Total Staff
Women	45	64.3%
Aboriginal and Torres Strait Islander descent	4	5.7%
People with a disability	5	7.1%
Culturally and linguistically diverse background	11	15.7%

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

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.

# Enterprise Agreements and Remuneration

A new NCA Enterprise Agreement (the Enterprise Agreement) was approved by Fair Work Australia on 6 March 2018 and commenced operating from 13 March 2018. The Enterprise Agreement provides a number of leave provisions aimed at providing a more flexible and family-friendly environment for employees. These include:

- entitlement to 24 months 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 Dets) and Individual Flexibility Agreements (IFAs) to provide for more flexible remuneration and employment conditions that meet the NCA's operational needs and suit individual employees.

Table 6 provides a summary of NCA employees covered by Section 24 Determinations and the Enterprise Agreement. As at 30 June 2018, the Chief Executive's remuneration was determined in accordance with the *Remuneration Tribunal Determination 2018/02 – Remuneration and Allowances for Holders of Full-Time Public Office*.

**Table 6: Employment Arrangements at 30 June 2018**

Classification	Enterprise Agreement	Enterprise Agreement and S24 Det/IFA	S24 Det
SES Band 1	0	0	2
EL 1 – 2	20	2	0
APS 1 – 6	45	0	0
<b>Total</b>	<b>65</b>	<b>2</b>	<b>2</b>

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

**Note:** These figures do not include personnel 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 Section 24 Determinations are set out in Table 7.

**Table 7: Salary ranges as at 30 June 2018**

Classification	Minimum	Maximum
SES Band 1	\$185,000	\$194,000
EL 2	\$112,805	\$144,889
EL 1	\$95,569	\$122,558
APS 6	\$75,785	\$90,556
APS 5	\$68,450	\$80,909
APS 4	\$61,400	\$67,351
APS 3	\$54,778	\$59,993
APS 2	\$48,163	\$53,542
APS 1	\$41,419	\$45,778

**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. Branch Business Plans underpin the NCA's Corporate Plan which sets out business outcomes and performance expectations.

Access to pay point advancement under the Enterprise Agreement is conditional upon the employee performing to a fully effective standard.

## Personnel Services and Salary Processing

Payroll processing and related services are provided by an authorised payroll provider, Aurion Pty Ltd.

## Work Health and Safety

The NCA is committed to providing a safe working environment, minimising any potential work health and safety (WHS) risks, and to facilitating work-life balance for employees.

During 2017-18, the NCA made significant progress in a major redevelopment and upgrade of our WHS arrangements across the NCA's operations. The program of work in implementing the 'CapSafe' framework involves a comprehensive review, upgrade of our policy and procedural documentation and a number of active WHS measures for staff, contractors and volunteers. The program of work is expected to be completed and implemented during 2018-19.

In May 2018, the NCA provided free influenza vaccinations for employees and volunteers. NCA employees and their family members continue to be provided with access to Employee Assistance Program, a service that provides free, confidential counselling and guidance.

First aid officers are located throughout NCA premises to ensure assistance is available when needed.

There were no notifications to Comcare of an injury or dangerous incident during 2017-18.

## Disability Reporting

The National Disability Strategy 2010-20 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, the Department of Social Services releases a high-level report tracking 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](http://www.dss.gov.au).



## Asset Management

One of the NCA's functions under the PALM Act 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 and the National Triangle (excluding the Parliamentary Precinct and immediate curtilages around national institutions)
- Anzac Parade, including its memorials
- Commonwealth, Kings and Constitution Avenues
- the Lake, including Scrivener Dam
- Commonwealth and Kings Parks, including Aspen Island and the National Carillon
- Dunrossil Drive, Yarralumla
- Acton Peninsula

- Yarramundi Grasslands
- 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*, the PALM Act 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 Management Plans for places it own 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.



Reconciliation Place, Parkes.

People walking on the  
shores of Lake Burley Griffin,  
Commonwealth Place, Parkes.

# Chapter





# Report on Financial Performance

## Financial Overview

As a 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.

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 2017-18, the NCA reported a departmental operating loss of \$2.887 million, compared to an operating loss of \$2.177 million in 2016-17. The NCA had an approved total comprehensive loss of \$1.890 million. After adding back unfunded depreciation and amortisation expenses of \$0.995 million, the NCA's actual operating loss was \$1.892 million. The loss was largely due to a timing difference relating to works on the National Police Memorial, where insurance funds were received (and recognised in the financial statements) in 2015-16 but the majority of the work was undertaken in 2017-18. Also contributing to the loss was the write-down and impairment of assets (including the replaced National Capital Exhibition fitout). Revenues and expenses both decreased in 2017-18 compared to the previous year. This is due to a decrease in third party funded construction works.

At 30 June 2018, the NCA's departmental net assets decreased by \$0.303 million. Financial assets decreased by \$1.922 million mainly due to a reduction in appropriations receivable.

Non-financial assets decreased compared to the previous year due to write-down and impairment of assets. This impact is reflected in the closing equity position at 30 June 2018.

## Administered Performance

In 2017-18, administered expenses increased by \$10.635 million, mainly due to an increase of \$8.925 million in the write-down and impairment of assets and an increase in depreciation charges of \$1.157 million. Depreciation and asset write-down and impairment do not have an associated cash flow impact.

In 2017-18, administered revenue decreased by \$41.547 million, mainly as a result of asset recognition for contributed revenue for sponsored works returning to normal levels.

During 2017-18, the NCA's administered assets were revalued, resulting in a revaluation adjustment of \$7.808 million. A comprehensive review of work-in-progress was completed which contributed to a \$9.995 million write-down and impairment of assets expense.

The net asset position decreased by \$13.977 million mainly due to the write-down and impairment of assets. 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.

Pay parking revenue and parking fines revenue increased by \$0.733 million and \$0.381 million respectively from the previous financial year. Rental income for commercial buildings and diplomatic sites remained largely unchanged. This revenue is paid directly to consolidated revenue.

## Cost Recovery

During 2017-18, the NCA recovered revenue through works approval cost recovery fees and charges. Cost recovery revenue increased by 22 percent from 2016-17 to \$1.2 million, due to increased activity.

## Entity Resource Statement 2017–18

	Actual available appropriation for 2017–18 \$'000	Payments made 2017–18 \$'000	Balance remaining 2017–18 \$'000
	(a)	(b)	(a) - (b)
<b>ORDINARY ANNUAL SERVICES<sup>1</sup></b>			
<b>Departmental appropriations</b>			
Departmental appropriation <sup>2</sup>	32,335	26,040	6,295
<b>Total</b>	<b>32,335</b>	<b>26,040</b>	<b>6,295</b>
<b>Administered expenses</b>			
Outcome 1 <sup>3</sup>	19,380	15,325	
<b>Total</b>	<b>19,380</b>	<b>15,325</b>	
<b>Total ordinary annual services</b>	<b>A</b>	<b>51,715</b>	<b>41,365</b>
<b>OTHER SERVICES</b>			
<b>Administered non-operating</b>			
Administered assets and liabilities	–	–	
<b>Total</b>	<b>–</b>	<b>–</b>	
<b>Total other services</b>	<b>B</b>	<b>–</b>	<b>–</b>
<b>Total available annual appropriations and payments A + B</b>	<b>51,715</b>	<b>41,365</b>	
<b>SPECIAL APPROPRIATIONS</b>			
<b>Repayments by the Commonwealth</b>			
<i>Public Governance, Performance and Accountability Act 2013 - s77</i>	25	12	
<b>Total special appropriations</b>	<b>C</b>	<b>25</b>	<b>12</b>
<b>Total resourcing and payments A + B + C</b>	<b>51,740</b>	<b>41,377</b>	

1 Appropriation Act (No.1) 2017-18. This also includes prior year departmental appropriation and s74 retained revenue receipts.

2 Includes an amount of \$2.430m for the Departmental Capital Budget and \$0.156m for Appropriation Act (No.2). For accounting purposes, this has been designated as 'contributions by owners'.

3 Includes an amount of \$13.648m for the Administered Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.

## Outcome Expense Statement 2017–18

<b>EXPENSES FOR OUTCOME 1</b>	Budget <sup>1</sup>	Actual Expenses	Variation
<b>Outcome 1:</b> 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.	2017–18 \$'000	2017–18 \$'000	2017–18 \$'000
	(a)	(b)	(a) - (b)
<b>Program 1.1: NATIONAL CAPITAL FUNCTIONS</b>			
<b>Departmental expenses</b>			
Departmental appropriation <sup>2</sup>	19,570	22,038	(2,468)
Expenses not requiring appropriation in the budget year <sup>3</sup>	1,033	2,549	(1,516)
<b>Total for Program 1.1</b>	<b>20,603</b>	<b>24,587</b>	<b>(3,984)</b>
<b>Program 1.2: NATIONAL CAPITAL ESTATE</b>			
<b>Administered expenses</b>			
Ordinary annual services (Appropriation Act No. 1)	3,435	2,570	865
Expenses not requiring appropriation in the budget year <sup>4</sup>	21,813	32,389	(10,576)
<b>Total for Program 1.2</b>	<b>25,248</b>	<b>34,959</b>	<b>(9,711)</b>
<b>Outcome 1 TOTALS BY APPROPRIATION TYPE</b>			
<b>Departmental expenses</b>			
Departmental appropriation <sup>2</sup>	19,570	22,038	(2,468)
Expenses not requiring appropriation in the budget year <sup>3</sup>	1,033	2,549	(1,516)
<b>Administered expenses</b>			
Ordinary annual services (Appropriation Act No. 1)	3,435	2,570	865
Expenses not requiring appropriation in the budget year <sup>4</sup>	21,813	32,389	(10,576)
<b>Total expenses for Outcome 1</b>	<b>45,851</b>	<b>59,546</b>	<b>(13,695)</b>
	<b>2016–17</b>	<b>2017–18</b>	
Average Staffing Level (number)	56	57	

1 Full year budget, including any subsequent adjustment made to the 2017–18 budget at Additional Estimates.

2 Departmental appropriation combines ordinary annual services (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.



Kids playing on the sensory garden, Boundless Playground, Kings Park.

## CASE STUDY

# Boundless Playground additional works (Stages 2 and 3)

The Boundless Playground (the Playground) was initiated as a project to celebrate Canberra's centenary and was made possible with generous support from the Canberra community. The Playground is Canberra's first all abilities playground, located at the eastern end of Kings Park in Parkes, ACT.

It is a place where the community's young and young at heart have the opportunity to play, socialise, explore and challenge physical limits. The Boundless experience is very much about fostering social inclusion.

The Playground features a diverse range of play structures and activities and has on site amenities including toilets. It caters for children and young people with vision, hearing and mobility impairments, as well as children with spectrum disorders. The Playground was originally opened on 11 October 2014.

The NCA and Boundless Canberra Incorporated signed a Memorandum of Understanding (MOU) in July 2017 for the NCA to manage the next stage of the Playground's development.

These new works included:

- a slide play structure with associated paths, pavements, seating, sunshading and landscaping
- a 'sensory garden' with a wheelchair accessible cubby house, balancing beams, tactile surfaces, musical equipment and landscaping.

The new works were commenced on site in early September 2017 and completed in late December 2017 when they were reopened to the public.

This was named the most popular playground in Canberra in the University of Canberra 'Canberra Destination' Playground Study report which surveyed 1300 people. The NCA is the custodian of the Playground on behalf of the Australian Government and is responsible for its ongoing maintenance.

Skyfire, Commonwealth  
Bridge, Lake Burley Griffin.



# Appendix



## APPENDIX ONE

Financial Statements  
30 June 2018

# INDEPENDENT AUDITOR'S REPORT



## INDEPENDENT AUDITOR'S REPORT

To the Assistant Minister for Regional Development and Territories

### Opinion

In my opinion, the financial statements of the National Capital Authority for the year ended 30 June 2018:

- (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 2018 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 2018 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to 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* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Accountable Authority's Responsibility for the Financial Statements

As the Accountable Authority of the National Capital Authority the Board 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 Board is also responsible for such internal control as the Board 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 Board 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 Board is also

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responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

#### **Auditor's Responsibilities for the Audit of the Financial Statements**

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

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with 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  
31 August 2018

## STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2018 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Capital Authority will be able to pay its debts as and when they fall due.



**Terry Weber**  
Chair  
30 August 2018



**Coleen Davis**  
Chief Financial Officer  
30 August 2018

## STATEMENT OF COMPREHENSIVE INCOME

for the period ended 30 June 2018

		2018	2017	Original Budget 2018
	Notes	\$'000	\$'000	\$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee benefits	1.1A	5,141	5,086	6,128
Suppliers	1.1B	16,945	19,371	14,624
Depreciation and amortisation	3.2A	995	938	983
Finance costs	3.4A	-	3	3
Write-down and impairment of assets	1.1C	1,506	1,454	-
<b>Total expenses</b>		<b>24,587</b>	<b>26,852</b>	<b>21,738</b>
<b>Own-Source Income</b>				
<b>Own-source revenue</b>				
Sale of goods and rendering of services	1.2A	2,240	5,756	305
Fees	1.2B	1,331	1,389	833
Rental income	1.2C	334	696	1,339
Other revenue	1.2D	112	52	-
<b>Total own-source revenue</b>		<b>4,017</b>	<b>7,893</b>	<b>2,477</b>
<b>Gains</b>				
Other gains	1.2E	229	76	50
<b>Total gains</b>		<b>229</b>	<b>76</b>	<b>50</b>
<b>Total own-source income</b>		<b>4,246</b>	<b>7,969</b>	<b>2,527</b>
<b>Net cost of services</b>		<b>(20,341)</b>	<b>(18,883)</b>	<b>(19,211)</b>
Revenue from Government	1.2F	17,093	16,479	17,093
<b>Deficit on continuing operations</b>		<b>(3,248)</b>	<b>(2,404)</b>	<b>(2,118)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve		361	227	-
<b>Total other comprehensive income</b>		<b>361</b>	<b>227</b>	<b>-</b>
<b>Total comprehensive loss</b>		<b>(2,887)</b>	<b>(2,177)</b>	<b>(2,118)</b>

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 2018

		2018	2017	Original Budget 2018
	Notes	\$'000	\$'000	\$'000
<b>ASSETS</b>				
<b>Financial Assets</b>				
Cash and cash equivalents		333	131	541
Trade and other receivables	3.1A	6,411	8,535	9,425
<b>Total financial assets</b>		<b>6,744</b>	<b>8,666</b>	<b>9,966</b>
<b>Non-financial Assets</b>				
Buildings	3.2A	9,322	12,964	12,553
Plant and equipment	3.2A	3,477	495	2,621
Heritage and cultural	3.2A	234	232	815
Computer software	3.2A	1,896	1,720	1,591
Prepayments	3.2B	18	132	89
<b>Total non-financial assets</b>		<b>14,947</b>	<b>15,543</b>	<b>17,669</b>
Assets held for sale		336	-	-
<b>Total assets</b>		<b>22,027</b>	<b>24,209</b>	<b>27,635</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	3.3A	1,588	3,106	298
Other payables	3.3B	3,539	3,839	9,011
<b>Total payables</b>		<b>5,127</b>	<b>6,945</b>	<b>9,309</b>
<b>Provisions</b>				
Employee provisions	6.1A	1,404	1,465	1,437
Other provisions	3.4A	-	-	64
<b>Total provisions</b>		<b>1,404</b>	<b>1,465</b>	<b>1,501</b>
<b>Total liabilities</b>		<b>6,531</b>	<b>8,410</b>	<b>10,810</b>
<b>Net assets</b>		<b>15,496</b>	<b>15,799</b>	<b>16,825</b>
<b>EQUITY</b>				
Contributed equity		11,221	8,635	11,221
Reserves		9,650	9,289	9,062
Retained earnings/(accumulated deficit)		(5,375)	(2,125)	(3,458)
<b>Total equity</b>		<b>15,496</b>	<b>15,799</b>	<b>16,825</b>

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 2018

	Retained earnings		Asset revaluation reserve		Contributed equity		Total equity	
	2018	2017	2018	2017	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>								
Balance carried forward from previous period	(2,125)	279	9,289	9,062	8,635	7,149	15,799	16,490
Adjustment to opening balance	(2)	-	-	-	-	-	(2)	-
<b>Adjusted opening balance</b>	<b>(2,127)</b>	<b>279</b>	<b>9,289</b>	<b>9,062</b>	<b>8,635</b>	<b>7,149</b>	<b>15,797</b>	<b>16,357</b>
<b>Comprehensive income</b>								
Other comprehensive income	-	-	361	227	-	-	361	227
Surplus/(Deficit) for the period	(3,248)	(2,404)	-	-	-	-	(3,248)	(2,118)
<b>Total comprehensive income</b>	<b>(3,248)</b>	<b>(2,404)</b>	<b>361</b>	<b>227</b>	<b>-</b>	<b>-</b>	<b>(2,887)</b>	<b>(2,118)</b>

### Transactions with owners

#### Contributions by owners

Departmental capital budget	-	-	-	-	2,430	1,486	2,430	1,486
Equity injection	-	-	-	-	156	-	156	-
<b>Total transactions with owners</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,586</b>	<b>1,486</b>	<b>2,586</b>	<b>1,486</b>
<b>Closing balance as at 30 June</b>	<b>(5,375)</b>	<b>(2,125)</b>	<b>(3,458)</b>	<b>9,289</b>	<b>9,062</b>	<b>8,635</b>	<b>15,496</b>	<b>16,825</b>

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 2018

	2018	2017	Original Budget 2018
	\$'000	\$'000	\$'000
<b>OPERATING ACTIVITIES</b>			
<b>Cash received</b>			
Appropriations	24,085	26,377	18,228
Sales of goods and rendering of services	3,151	6,523	2,477
Net GST received	1,675	1,344	-
Other	159	-	-
<b>Total cash received</b>	<b>29,070</b>	<b>34,244</b>	<b>20,705</b>
<b>Cash used</b>			
Employees	5,202	5,033	6,128
Suppliers	19,783	22,482	14,577
Section 74 receipts transferred to OPA	4,603	8,316	-
<b>Total cash used</b>	<b>29,588</b>	<b>35,831</b>	<b>20,705</b>
<b>Net cash used by operating activities</b>	<b>( 518)</b>	<b>(1,587)</b>	<b>-</b>
<b>INVESTING ACTIVITIES</b>			
<b>Cash received</b>			
Contributions revenue	887	2,200	-
<b>Total cash received</b>	<b>887</b>	<b>2,200</b>	<b>-</b>
<b>Cash used</b>			
Purchase of property, plant and equipment	1,626	1,015	2,586
Purchase of computer software	570	614	-
<b>Total cash used</b>	<b>2,196</b>	<b>1,629</b>	<b>2,586</b>
<b>Net cash from/(used by) investing activities</b>	<b>( 1,309)</b>	<b>571</b>	<b>(2,586)</b>
<b>FINANCING ACTIVITIES</b>			
<b>Cash received</b>			
Contributed equity	2,029	606	2,586
<b>Total cash received</b>	<b>2,029</b>	<b>606</b>	<b>2,586</b>
<b>Net cash from financing activities</b>	<b>2,029</b>	<b>606</b>	<b>2,586</b>
<b>Net increase/(decrease) in cash held</b>	<b>202</b>	<b>(410)</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period	131	541	541
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>333</b>	<b>131</b>	<b>541</b>

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 2018

		2018	2017	Original Budget 2018
	Notes	\$'000	\$'000	\$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Suppliers	2.1A	2,570	2,017	2,902
Depreciation and amortisation	4.2A	22,394	21,237	19,813
Write-down and impairment of assets	2.1B	9,995	1,070	2,000
<b>Total expenses</b>		<b>34,959</b>	<b>24,324</b>	<b>24,715</b>
<b>Income</b>				
<b>Revenue</b>				
<b>Non-taxation revenue</b>				
Rendering of services	2.2A	18,311	17,578	21,429
Fees and fines	2.2B	1,846	1,418	-
Rental income	2.2C	1,999	1,979	-
Other revenue	2.2D	2,748	45,386	60
<b>Total non-taxation revenue</b>		<b>24,904</b>	<b>66,361</b>	<b>21,489</b>
<b>Gains</b>				
Other gains	2.2E	4	95	-
<b>Total gains</b>		<b>4</b>	<b>95</b>	<b>-</b>
<b>Total income</b>		<b>24,908</b>	<b>66,456</b>	<b>21,489</b>
<b>Net (cost of)/contribution by services</b>		<b>( 10,051)</b>	<b>42,132</b>	<b>( 3,226)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve	4.2A	7,808	27,360	-
<b>Total comprehensive income/(loss)</b>		<b>(2,243)</b>	<b>69,492</b>	<b>( 3,226)</b>

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 2018

		2018	2017	Original Budget 2018
	Notes	\$'000	\$'000	\$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash and cash equivalents		107	1,349	87
Trade and other receivables	4.1A	1,962	1,886	1,667
<b>Total financial assets</b>		<b>2,069</b>	<b>3,235</b>	<b>1,754</b>
<b>Non-financial assets</b>				
Land	4.2A	440,538	441,922	436,855
Buildings	4.2A	16,686	17,766	
Property, plant and equipment	4.2A	358,768	368,875	311,058
Heritage assets	4.2A	48,538	45,769	44,044
Computer software	4.2A	944	480	220
<b>Total non-financial assets</b>		<b>865,474</b>	<b>874,812</b>	<b>792,177</b>
Assets held for sale		1,199	-	-
<b>Total assets administered on behalf of Government</b>		<b>868,742</b>	<b>878,047</b>	<b>793,931</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	4.3A	4,001	2,048	4,010
Other payables	4.3B	21,808	19,089	17,776
<b>Total payables</b>		<b>25,809</b>	<b>21,137</b>	<b>21,786</b>
<b>Total liabilities administered on behalf of Government</b>		<b>25,809</b>	<b>21,137</b>	<b>21,786</b>
<b>Net assets</b>		<b>842,933</b>	<b>856,910</b>	<b>772,145</b>

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

## ADMINISTERED RECONCILIATION SCHEDULE

	2018 \$'000	2017 \$'000
<b>Opening assets less liabilities as at 1 July</b>	<b>856,910</b>	787,314
<b>Net cost of services</b>		
Income	24,908	66,456
Expenses	(34,959)	(24,324)
<b>Other comprehensive income</b>		
Revaluations transferred to reserves	7,808	27,360
<b>Transfers (to)/from the Australian Government</b>		
Appropriation transfers from Official Public Account		
Administered assets and liabilities appropriations	-	305
Annual appropriations		
Administered expenses	3,210	2,045
Administered capital budget	11,608	18,442
Section 74A for recoverable GST	1,198	1,947
GST paid to the ATO	747	204
Special appropriations		
Section 77 repayments by the Commonwealth	13	7
Appropriation transfers to Official Public Account		
Transfers to OPA	(28,510)	(22,846)
<b>Closing assets less liabilities as at 30 June</b>	<b>842,933</b>	856,910

The above schedule should be read in conjunction with the accompanying notes.

### 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 2018

	2018 \$'000	2017 \$'000
<b>OPERATING ACTIVITIES</b>		
<b>Cash received</b>		
Sales of goods and rendering of services	27,459	22,353
Net GST received	151	493
Other cash received	-	1,245
<b>Total cash received</b>	<b>27,610</b>	<b>24,091</b>
<b>Cash used</b>		
Suppliers	1,679	2,248
Net GST paid	747	204
<b>Total cash used</b>	<b>2,426</b>	<b>2,452</b>
<b>Net cash from operating activities</b>	<b>25,184</b>	<b>21,639</b>
<b>INVESTING ACTIVITIES</b>		
<b>Cash used</b>		
Purchase of property, plant and equipment	14,185	20,201
Purchase of computer software	507	280
<b>Total cash used</b>	<b>14,692</b>	<b>20,481</b>
<b>Net cash flows used by investing activities</b>	<b>(14,692)</b>	<b>(20,481)</b>
<b>Net increase in cash held</b>	<b>10,492</b>	<b>1,158</b>
Cash and cash equivalents at the beginning of the reporting period	1,349	87
<b>Cash from Official Public Account</b>		
Appropriation transfers from Official Public Account		
Administered assets and liabilities appropriations	-	305
Annual appropriations		
Administered expenses	3,210	2,045
Administered capital budget	11,608	18,442
Section 74A for recoverable GST	1,198	1,947
GST paid to the ATO	747	204
Section 77 repayments by the Commonwealth	13	7
<b>Total cash from official public account</b>	<b>16,776</b>	<b>22,950</b>
<b>Cash to Official Public Account</b>		
Section 74A appropriations	100	493
Other transfers	28,410	22,353
<b>Total cash to official public account</b>	<b>28,510</b>	<b>22,846</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>107</b>	<b>1,349</b>

This schedule should be read in conjunction with the accompanying notes.

# 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); 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 section 83 under certain circumstances with payments for long service leave, goods and services tax (GST) and payments under determinations of the Remuneration Tribunal. No breaches of section 83 have been identified.

### Events After the Reporting Period

#### Departmental

No events have occurred after the reporting date that should be brought to account or noted in the 2017-18 Financial Statements.

#### Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2017-18 Financial Statements.

## 1. Departmental Financial Performance

This section analyses the financial performance of the NCA for the year ended 2018.

### Notes to and forming part of the Financial Statements

#### 1.1 Expenses

	2018 \$'000	2017 \$'000
<b>1.1A: Employee Benefits</b>		
Wages and salaries	3,801	3,652
Superannuation:		
Defined contribution plans	545	588
Defined benefit plans	305	354
Leave and other entitlements	490	482
Separation and redundancies	-	10
<b>Total employee benefits</b>	<b>5,141</b>	<b>5,086</b>

#### Accounting Policy

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

#### 1.1B: Suppliers

##### Goods and services supplied or rendered

Contractors	10,972	14,289
Property operating costs	285	255
Utilities	2,192	2,484
ICT services	1,633	1,024
Consultants	470	234
Associated employee costs	365	348
Legal services	144	102
Communications	142	187
Travel	33	40
Other	141	-

##### Total goods and services supplied or rendered

<b>16,377</b>	<b>18,963</b>
---------------	---------------

##### Goods supplied

99	115
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##### Services rendered

16,278	18,848
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##### Total goods and services supplied or rendered

<b>16,377</b>	<b>18,963</b>
---------------	---------------

##### Other suppliers

Operating lease rentals	346	241
Workers compensation expenses	222	167

##### Total other supplier expenses

<b>568</b>	<b>408</b>
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##### Total suppliers

<b>16,945</b>	<b>19,371</b>
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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	336	351
Between 1 to 5 years	702	1,185
More than 5 years	-	-

##### Total operating lease commitments<sup>1</sup>

<b>1,038</b>	<b>1,536</b>
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#### Notes:

1. The comparatives have been restated from \$4.389m (total) to remove commitments for lease payments that are subject to the exercise of future options.

#### 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 (Cont.)**

	2018	2017
	\$'000	\$'000
<b>1.1C: Write-Down and Impairment of Assets</b>		
Write-down of property, plant and equipment	1,506	868
Write-down of heritage and cultural	-	586
<b>Total write-down and impairment of assets</b>	<b>1,506</b>	<b>1,454</b>

**1.2 Own-Source Revenue and Gains**

	2018	2017
	\$'000	\$'000
<b>Own-Source Revenue</b>		
<b>1.2A: Sale of Goods and Rendering of Services</b>		
Construction works <sup>1</sup>	1,847	5,145
Rendering of service	393	598
Other revenue	-	13
<b>Total sale of goods and rendering of services</b>	<b>2,240</b>	<b>5,756</b>

**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 (Cont.)**

	2018	2017
	\$'000	\$'000
<b>Own-Source Revenue (Cont.)</b>		
<b>1.2B: Fees</b>		
Works approval	1,222	1,079
Licences	109	310
<b>Total fees</b>	<b>1,331</b>	<b>1,389</b>
<b>1.2C: Rental Income</b>		
Operating leases	334	696
<b>Total rental income</b>	<b>334</b>	<b>696</b>

**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	163	226
Between 1 to 5 years	34	197
<b>Total rental income commitments</b>	<b>197</b>	<b>423</b>

**1.2D: Other Revenue**

Services received free of charge	48	52
Insurance recovery	52	-
Other revenue	12	-
<b>Total other revenue</b>	<b>112</b>	<b>52</b>

**Gains****1.2E: Other Gains**

Reversal of provision for restoration	-	68
Recovery of impairment allowance	-	8
Refund from prior year	133	-
Other gains	96	-
<b>Total other gains</b>	<b>229</b>	<b>76</b>

**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	17,093	16,479
<b>Total revenue from Government</b>	<b>17,093</b>	<b>16,479</b>

**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 and forming part of the Financial Statements

#### 2.1 Administered - Expenses

	2018 \$'000	2017 \$'000
<b>2.1A: Suppliers</b>		
<b>Services rendered</b>		
Consultants	594	389
Insurance	261	237
Parking management	1,242	1,026
Fees and charges	473	365
<b>Total suppliers</b>	<b>2,570</b>	<b>2,017</b>
Goods supplied	-	-
Services rendered	2,570	2,017
<b>Total services rendered</b>	<b>2,570</b>	<b>2,017</b>
<b>Total suppliers</b>	<b>2,570</b>	<b>2,017</b>
<b>2.1B: Write-Down and Impairment of Assets</b>		
Impairment on financial instruments	125	28
Impairment of property, plant and equipment	9,870	1,042
<b>Total write-down and impairment of assets</b>	<b>9,995</b>	<b>1,070</b>

#### 2.2 Administered - Income

	2018 \$'000	2017 \$'000
<b>Revenue</b>		
<b>Non-Taxation Revenue</b>		
<b>2.2A: Rendering of Services</b>		
Parking services	18,302	17,569
Other services	9	9
<b>Total rendering services</b>	<b>18,311</b>	<b>17,578</b>

##### 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 that oversees the distribution or expenditure of the funds as directed.

#### 2.2B: Fees and Fines

Licence fees	56	9
Fines	1,790	1,409
<b>Total fees and fines</b>	<b>1,846</b>	<b>1,418</b>

##### Accounting Policy

Fees are charged for issuing licences to use or occupy property administered by the NCA on behalf of the Government. Fines are issued as part of the pay parking scheme operated in the central national area of Canberra. Administered revenue for parking fees is recognised daily when fees are credited in the bank. Infringement notices are recognised when issued (parking fines). Rents are charged monthly, quarterly or yearly in advance.

## Notes to and forming part of the Financial Statements

**2.2 Administered - Income (Cont.)**

	2018	2017
	\$'000	\$'000
<b>2.2C: Rental Income</b>		
<b>Operating lease</b>		
Building rents	128	128
Diplomatic land rents	1,871	1,851
<b>Total rental income</b>	<b>1,999</b>	<b>1,979</b>

**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	1,783	1,774
Between 1 to 5 years	6,726	6,831
More than 5 years	60,391	62,012
<b>Total sublease rental income commitments</b>	<b>68,900</b>	<b>70,617</b>

**2.2D: Other Revenue**

Contributions for externally sponsored works	2,742	45,386
Sale of assets	6	-
<b>Total other revenue</b>	<b>2,748</b>	<b>45,386</b>

**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: Reversal of write-downs and impairment**

Recovery of impairment allowance on financial instruments	4	95
<b>Total other gains</b>	<b>4</b>	<b>95</b>

### 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

	2018 \$'000	2017 \$'000
<b>3.1A: Trade and Other Receivables</b>		
Goods and Services	89	212
Appropriation receivable	5,963	7,790
Statutory receivables	130	197
Accrued revenue	122	335
Other	107	1
<b>Total trade and other receivables (gross)</b>	<b>6,411</b>	<b>8,535</b>
<b>Less impairment allowance</b>	<b>-</b>	<b>-</b>
<b>Total trade and other receivables (net)</b>	<b>6,411</b>	<b>8,535</b>

Credit terms for goods and services were within 30 days (2017: 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

Movements for goods and services	2018 \$'000	2017 \$'000
<b>As at 1 July</b>	<b>-</b>	<b>9</b>
Amounts recovered & reversed	-	(9)
<b>Total as at 30 June</b>	<b>-</b>	<b>-</b>

##### 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 2018

	Buildings	Plant and equipment	Heritage and cultural <sup>1</sup>	Intangibles <sup>2</sup>	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2017</b>					
Gross book value	13,047	513	232	2,960	16,752
Accumulated depreciation and amortisation	(83)	(18)	-	(1,240)	(1,341)
<b>Net book value 1 July 2017</b>	<b>12,964</b>	<b>495</b>	<b>232</b>	<b>1,720</b>	<b>15,411</b>
Additions by purchase	830	645	-	518	1,993
Revaluations recognised in other comprehensive income	(302)	34	2	-	(267)
Impairments recognised in net cost of services	(1,279)	(227)	-	-	(1,506)
Depreciation and amortisation	(505)	(145)	(3)	(342)	(995)
Accumulated depreciation - write back on revaluation	495	130	3	-	628
Other movements - reclassifications	(2,545)	2,545	-	-	-
Reclassify building - assets held for sale <sup>3</sup>	(336)	-	-	-	(336)
<b>Total as at 30 June 2018</b>	<b>9,322</b>	<b>3,477</b>	<b>234</b>	<b>1,896</b>	<b>14,929</b>
<b>Total as at 30 June 2018 represented by:</b>					
Gross book value	9,415	3,510	234	3,478	16,637
Accumulated depreciation and amortisation	(93)	(33)	-	(1,582)	(1,708)
<b>Total as at 30 June 2018</b>	<b>9,322</b>	<b>3,477</b>	<b>234</b>	<b>1,896</b>	<b>14,929</b>

#### Notes

1. Land, buildings and other property, plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.
2. The carrying amount of intangibles is all purchased software.
3. A building has been reclassified as Assets Held for Sale

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 June 2018. Assets found to be impaired were written down in accordance with the stated policy.

No property, plant and equipment, heritage and cultural, or intangible assets are expected to be sold or disposed of within the next 12 months, except for a building reclassified as Assets Held for Sale (see Note 3 above).

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

	2018	2017
	\$'000	\$'000
Minor building upgrades	103	116
ICT equipment	6	-
Computer software	1,981	-
<b>Total Commitments</b>	<b>2,090</b>	<b>116</b>

## Notes to and forming part of the Financial Statements

### 3.2 Non-Financial Assets (Cont.)

#### Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which 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 (2017: \$2,000), 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 is 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 reverse a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset 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	2018	2017
Buildings	<b>10-100 Years</b>	10-100 Years
Plant and equipment	<b>3-20 Years</b>	3-20 Years
Heritage and cultural assets	<b>10-100 Years</b>	10-100 Years
Intangible assets	<b>3-10 Years</b>	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 2018. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

## Notes to and forming part of the Financial Statements

### 3.2 Non-Financial Assets (Cont.)

#### Accounting Policy (Cont.)

##### 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](http://www.nca.gov.au) as follows:

- Parliament House Vista Heritage Management Plan;
- Anzac Parade Heritage Management Plan; and
- 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 2018.

##### Assets Held for Sale

Assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than continuing use and a sale is highly probable. These assets are measured at the lower of their carrying amount and fair value less costs to sell. Assets classified as held for sale are not depreciated or amortised.

#### 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 realise more or less in the market.

	2018	2017
	\$'000	\$'000
<b>3.2B: Other Non-Financial Assets</b>		
Prepayments	18	132
<b>Total other non-financial assets</b>	<b>18</b>	<b>132</b>

Other non-financial assets are expected to be recovered in no more than 12 months.

No indicators of impairment were found for other non-financial assets.

**Notes to and forming part of the Financial Statements****3.3 Payables**

	2018	2017
	\$'000	\$'000
<b>3.3A: Suppliers</b>		
Trade creditors	-	410
Accrued Expenses	1,588	2,696
<b>Total suppliers</b>	<b>1,588</b>	<b>3,106</b>

Settlement is usually made within 30 days.

**3.3B: Other Payables**

Salaries and wages	45	38
Superannuation	-	7
Unearned income	2,150	2,271
Funds received in advance for construction works	625	1,055
Funds received in advance for public artworks	337	337
Bonds and retentions	123	72
Lease incentive	140	59
Other	119	-
<b>Total other payables</b>	<b>3,539</b>	<b>3,839</b>

**3.4 Other Provisions**

	2018	2017
	\$'000	\$'000
<b>3.4A: Other Provisions</b>		
<b>Provision for Restoration</b>		
<b>As at 1 July</b>	-	64
Unwinding of discount or change in discount rate	-	3
Amounts reversed	-	(67)
<b>Total as at 30 June</b>	<b>-</b>	<b>-</b>

## 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 and forming part of the Financial Statements

#### 4.1 Administered - Financial Assets

	2018	2017
	\$'000	\$'000
<b>4.1A: Trade and Other Receivables</b>		
Goods and services receivables	903	924
Fees	547	490
Fines	562	422
Statutory receivables	11	98
<b>Total trade and other receivables (gross)</b>	<b>2,023</b>	<b>1,934</b>
<b>Less impairment allowance</b>	<b>( 61)</b>	<b>(48)</b>
<b>Total trade and other receivables (net)</b>	<b>1,962</b>	<b>1,886</b>

Credit terms for goods and services were within 30 days (2017: 30 days).

#### Reconciliation of the Impairment Allowance

Movements in relation to 2018	2018	2017
	\$'000	\$'000
<b>As at 1 July</b>	<b>( 48)</b>	<b>(239)</b>
Increase recognised in net contribution by services	( 125)	(28)
Amounts recovered and reversed	4	95
Amounts written off	108	124
<b>Total as at 30 June</b>	<b>( 61)</b>	<b>(48)</b>

#### Accounting Policy

##### Loans and Receivables

Where loans and receivables are not subject to concessional treatment, they are carried at amortised cost using the effective interest method. Gains and losses due to impairment, derecognition and amortisation are recognised through profit or loss.

##### Pay Parking Impairment Allowance

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

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

## 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 2018

	Land	Buildings	Property, Plant and Equipment	Heritage Assets <sup>1</sup>	Intangible Assets <sup>2</sup>	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2017</b>						
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)
<b>Total as at 1 July 2017</b>	<b>441,922</b>	<b>17,766</b>	<b>368,875</b>	<b>45,769</b>	<b>480</b>	<b>874,812</b>
Additions:						
Purchase	535	337	10,583	1,613	507	13,575
Externally sponsored works <sup>3</sup>	-	-	1,502	1,240	-	2,742
Revaluations recognised in other comprehensive income	30	(398)	(14,183)	44	-	(14,507)
Impairments recognised in net contribution by service	(750)	(1,017)	(7,985)	(125)	-	(9,877)
Depreciation and amortisation	-	(705)	(20,814)	(832)	(43)	(22,394)
Accum depreciation - write back on revaluation	-	703	20,783	829	-	22,315
Other movements - write back on asset write down	-	-	7	-	-	7
Reclassifications <sup>4</sup>	(1,199)	-	-	-	-	(1,199)
<b>Total as at 30 June 2018</b>	<b>440,538</b>	<b>16,686</b>	<b>358,768</b>	<b>48,538</b>	<b>944</b>	<b>865,474</b>
<b>Total as at 30 June 2018 represented by:</b>						
Gross book value	440,538	16,805	362,237	48,679	1,179	869,438
Accumulated depreciation and amortisation	-	(119)	(3,469)	(141)	(235)	(3,964)
<b>Total as at 30 June 2018</b>	<b>440,538</b>	<b>16,686</b>	<b>358,768</b>	<b>48,538</b>	<b>944</b>	<b>865,474</b>

#### 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 intangibles 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.
4. A land asset has been reclassified as Assets Held for Sale.

Property, plant and equipment, heritage and intangible assets were tested for impairment at 30 June 2018. Assets found to be impaired were written down in accordance with the policy stated at Note 3.2.

No property, plant and equipment, heritage or intangible assets are expected to be sold or disposed of within the next 12 months, except for land reclassified as Assets Held for Sale (see Note 4 above).

#### 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 and equipment and intangible assets

	2018 \$'000	2017 \$'000
Land and buildings	111	123
Infrastructure, plant and equipment	5,285	4,564
Heritage assets	781	16
Purchased software	267	-
<b>Total Commitments</b>	<b>6,444</b>	<b>4,703</b>

In 2017-18, significant commitments relate to the upgrade of Blundell's Cottage, Scrivener Dam and NCE building and digital display.

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

#### Accounting Policy

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

## Notes to and forming part of the Financial Statements

**4.3 Administered - Payables**

	2018	2017
	\$'000	\$'000
<b>4.3A: Suppliers</b>		
Trade creditors	-	1,055
Accrued expenses	4,001	993
<b>Total suppliers</b>	<b>4,001</b>	<b>2,048</b>
Settlement is usually made within 30 days.		
<b>4.3B: Other Payables</b>		
Unearned income	21,532	17,638
Retentions	220	205
Other	56	1,246
<b>Total other payables</b>	<b>21,808</b>	<b>19,089</b>

## 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 2018

	<i>Appropriation Act</i>	<i>PGPA Act</i>		<i>Appropriation applied in 2018 (current and prior years)</i>	<i>Variance<sup>2</sup></i>
	<b>Annual Appropriation<sup>1</sup></b>	<b>Section 74</b>	<b>Total appropriation</b>		
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Departmental</b>					
Ordinary annual services <sup>4</sup>	17,093	4,603	21,696	24,011	(2,315)
Capital budget <sup>3,4</sup>	2,430	-	2,430	2,029	401
Other Services					
Equity injections	156	-	156	-	156
<b>Total departmental</b>	<b>19,679</b>	<b>4,603</b>	<b>24,282</b>	<b>26,040</b>	<b>(1,758)</b>
<b>Administered</b>					
Ordinary annual services					
Administered items	3,435	-	3,435	3,716	(281)
Capital budget <sup>3</sup>	13,648	-	13,648	11,609	2,039
Other services					
Administered assets and liabilities	-	-	-	-	-
<b>Total administered</b>	<b>17,083</b>	<b>-</b>	<b>17,083</b>	<b>15,325</b>	<b>1,758</b>

##### 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.
- The above table reflects the original 2017-18 appropriation amounts. During 2016-17, the Finance Minister had approved the transfer of \$868,000 from ordinary annual services to capital with this amount made available to the NCA in 2017-18. Separately, in 2016-17, the Finance Minister had approved a reduction in the ordinary annual services appropriation of \$4,000 for the whole of government Govlink contract amendment. This variation was not applied until July 2018. As neither of these variations were effected by the Appropriation Acts during 2017-18 they are not reflected in the above table.

## Notes to and forming part of the Financial Statements

### 5.1 Appropriations (Cont.)

#### 5.1A (Cont.): Annual Appropriations ('Recoverable GST exclusive')

##### Annual Appropriation for 2017

	<i>Appropriation Act</i>	<i>PGPA Act</i>		<i>Appropriation applied in 2018 (current and prior years)</i>	
	<b>Annual Appropriation<sup>1</sup></b>	<b>Section 74</b>	<b>Total appropriation</b>	<b>(current and prior years)</b>	<b>Variance<sup>2</sup></b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Departmental</b>					
Ordinary annual services	17,351	8,316	25,667	26,753	(1,086)
Capital budget <sup>3</sup>	618	-	618	606	12
Other Services					
Equity injections	-	-	-	-	-
<b>Total departmental</b>	<b>17,969</b>	<b>8,316</b>	<b>26,285</b>	<b>27,359</b>	<b>(1,074)</b>
<b>Administered</b>					
Ordinary annual services					
Administered items	2,945	-	2,945	2,028	917
Capital budget <sup>3</sup>	13,693	-	13,693	18,442	(4,749)
Other services					
Administered assets and liabilities	-	-	-	305	(305)
<b>Total administered</b>	<b>16,638</b>	<b>-</b>	<b>16,638</b>	<b>20,775</b>	<b>(4,137)</b>

#### 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.  
**Departmental equity injections:** The variance results from the draw down of prior 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 (Cont.)

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

	2018 \$'000	2017 \$'000
<b>Departmental</b>		
<i>Appropriation Act (No. 1) 2016-17 - Cash at Bank<sup>2</sup></i>	-	131
<i>Supply Act (No. 1) 2016-17<sup>1</sup></i>	-	1,100
<i>Appropriation Act (No. 1) 2016-17<sup>1</sup></i>	-	6,621
<i>Appropriation Act (No. 1) 2016-17 - Capital Budget (DCB) - Non Operating</i>	-	73
<i>Appropriation Act (No. 1) 2017-18 - Cash at Bank<sup>2</sup></i>	333	-
<i>Appropriation Act (No. 1) 2017-18<sup>1</sup></i>	4,464	-
<i>Appropriation Act (No. 2) 2017-18 - Equity Injections</i>	156	-
<i>Appropriation Act (No. 1) 2017-18 - Capital Budget (DCB) - Non Operating</i>	1,342	-
<b>Total departmental</b>	<b>6,295</b>	<b>7,925</b>
<b>Administered</b>		
<i>Appropriation Act (No. 1) 2016-17 - Cash at Bank<sup>3</sup></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
<i>Appropriation Act (No. 1) 2017-18 - Cash at Bank<sup>3</sup></i>	107	-
<i>Appropriation Act (No. 1) 2017-18</i>	1,674	-
<i>Appropriation Act (No. 3) 2017-18</i>	142	-
<i>Appropriation Act (No. 1) 2017-18 - Capital Budget (DCB) - Non Operating</i>	2,132	-
<b>Total administered</b>	<b>4,055</b>	<b>3,913</b>

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

Authority	Type	Purpose	Appropriation applied	
			2018 \$'000	2017 \$'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.	13	7
<b>Total special appropriation applied</b>			<b>13</b>	<b>7</b>

#### Notes:

1. The NCA carries out construction works on behalf of other entities. When works are incomplete at the end of a reporting period, unexpended cash is retained in its departmental *Appropriation Act (No. 1)*.
2. Departmental cash at bank relates to deposits received during June that are subject to Section 74 of the *PGPA Act*.
3. Administered cash at bank relates to deposits received on 30 June that will be returned to the Official Public Account on 1 July.

## Notes to and forming part of the Financial Statements

**5.2 Regulatory Charging Summary**

	2018 \$'000	2017 \$'000
<b>Expenses</b>		
Departmental	1,533	1,293
<b>Total expenses</b>	<b>1,533</b>	<b>1,293</b>
<b>External revenue</b>		
Departmental	1,212	995
<b>Total external revenue</b>	<b>1,212</b>	<b>995</b>

**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**

	2018 \$'000	2017 \$'000
<b>Total comprehensive loss less depreciation/amortisation expenses previously funded through revenue appropriations</b>	<b>( 1,892)</b>	<b>(1,239)</b>
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	995	938
<b>Total comprehensive loss - as per Statement of Comprehensive Income</b>	<b>( 2,887)</b>	<b>(2,177)</b>

## 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

	2018 \$'000	2017 \$'000
<b>6.1A: Employee Provisions</b>		
Leave	1,404	1,465
<b>Total employee provisions</b>	<b>1,404</b>	<b>1,465</b>

#### 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 determined by reference to the shorthand method set out in the Resource Management Guide No. 125 *Commonwealth Entities Financial Statements Guide*. The estimate of the present value of the liability takes into account 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 any 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:

	2018 \$'000	2017 \$'000
Short-term employee benefits	738	854
Post-employment benefits	98	140
Other Long-term employee benefits	55	68
Total key management personnel remuneration expenses <sup>1</sup>	891	1,062

The total number of key management personnel that are included in the above table are 8 (2017: 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 2018, the NCA received declarations from its Key Management Personnel (KMP) in relation to related parties for the 2017-18 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; and
- 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:

	2018 \$'000	2017 \$'000
- Sponsored construction works	1,160	5,037
- Parking services	5,081	4,948
- Legal services	72	116
- Employer superannuation contributions	699	942
- Property lease arrangements	279	216

## 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 2018 (2017: Nil).

##### 7.1B: Administered - contingent assets and liabilities

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2018 (2017: Nil).

##### Accounting Policy

Contingent assets and contingent liabilities 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

	2018 \$'000	2017 \$'000
<b>7.2A: Categories of Financial Instruments</b>		
<b>Financial Assets</b>		
<b>Loans and receivables</b>		
Cash on hand or on deposit	333	131
Goods and services receivable	89	212
<b>Total loans and receivables</b>	<b>422</b>	<b>343</b>
<b>Total financial assets</b>	<b>422</b>	<b>343</b>
<b>Financial Liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors	-	(410)
Bonds and retentions	(123)	(72)
<b>Total financial liabilities measured at amortised cost</b>	<b>(123)</b>	<b>(482)</b>
<b>Total financial liabilities</b>	<b>(123)</b>	<b>(482)</b>

The net interest income/expense from financial assets and liabilities not at fair value through profit or loss is Nil (2017: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2018 and 30 June 2017 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 and forming part of the Financial Statements****7.3 Administered - Financial Instruments**

	2018 \$'000	2017 \$'000
<b>7.3A: Categories of Financial Instruments</b>		
<b>Financial Assets</b>		
<b>Loans and receivables</b>		
Cash on hand or on deposit	107	1,349
Goods and services receivable	1,404	1,298
<b>Total loans and receivables</b>	<b>1,511</b>	<b>2,647</b>
<b>Total financial assets</b>	<b>1,511</b>	<b>2,647</b>
<b>Financial Liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors	-	(1,055)
Retentions	(220)	(205)
<b>Total financial liabilities measured at amortised cost</b>	<b>(220)</b>	<b>(1,260)</b>
<b>Total financial liabilities</b>	<b>(220)</b>	<b>(1,260)</b>

The net interest income/expense from financial assets not at fair value through profit or loss is Nil (2017: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2018 and 30 June 2017 approximates the fair value.

**Accounting Policy**

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

## Notes to and forming part of the Financial Statements

### 7.4 Fair Value Measurements

#### Accounting Policy

##### Valuation of land, building and heritage and cultural assets

Independent valuations are obtained annually as at 30 June 2018 for land, buildings and heritage and cultural assets. These valuations include calculations of estimated market cash flows which are adjusted to take into account physical, economic and external factors relevant to the asset under consideration.

##### Valuation of infrastructure, plant and equipment

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

An independent valuation was undertaken for all assets except intangible assets as at 30 June 2018.

#### 7.4A: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2018 \$'000	2017 \$'000
<b>Non-financial assets</b>		
Buildings	9,322	12,964
Plant and equipment	3,477	495
Heritage and cultural assets	234	232

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

### 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	
	2018 \$'000	2017 \$'000
<b>Non-financial assets</b>		
Land	440,538	441,922
Buildings	16,686	17,766
Property, plant and equipment	358,768	368,875
Heritage assets	48,538	45,769

## 8. Other information

### Notes to and forming part of the Financial Statements

#### 8.1 Explanations of Major Budget Variances

The following provides explanations of major variances between original budget for the NCA as presented in the 2017-18 Infrastructure and Regional Development Portfolio Budget Statements (PBS) and the NCA's 2017-18 final outcome, as presented in accordance with Australian Accounting Standards. The budget is not audited. Major variances are those deemed relevant to an analysis of the NCA's performance and are not focused on merely numerical differences between budget and actual amounts.

##### Departmental Major Budget Variances

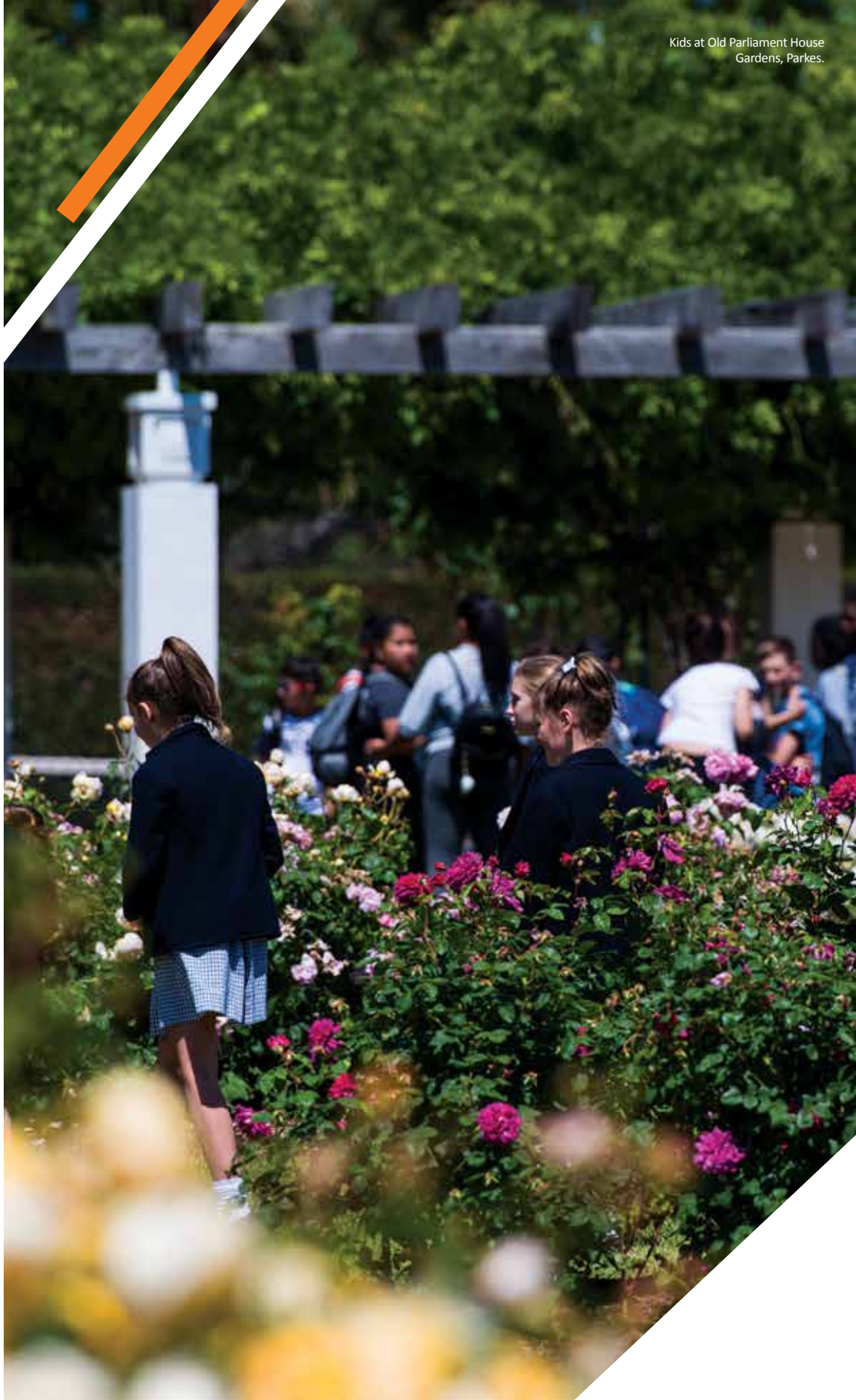
for the period ended 30 June 2018

Note	Explanation of major variances	Affected line item and statement
1.1A	Employee benefits were lower than estimated mainly due to some positions remaining unfilled throughout the year.	Employee benefits in the Statement of Comprehensive Income and Employees in the Statement of Cash Flows.
1.1B	Supplier expenses were higher 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 and 3.2A	Assets replaced in association with the redevelopment of the National Capital Exhibition were written down.	Write-down and impairment of assets in the Statement of Comprehensive Income. Plant and equipment in the Statement of Financial Position.
1.2A	Sale of goods and rendering of services was greater than estimated due to receipt of third party construction works funding.	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.
1.2B	Fees were higher than estimated due to a higher level of planning approval activity.	Fees
1.2C	Income on NCA controlled rental properties was below budget due to periods of vacancy.	Rental income in the Statement of Comprehensive Income.
1.2E	Other gains were higher than budgeted due to a refund of a previous year overpayment.	Other Gains
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	The value of non-financial assets declined due to depreciation, increased impairment and revaluations. Some items were also reclassified from buildings to plant and equipment.	Property, plant and equipment and Intangibles in the Statement of Financial Position.
3.3A	A number of large payments relating to operational contracts were accrued due to the timing of invoice receipts.	Supplier payables in the Statement of Financial Position.
3.3B	Unearned revenue was lower than estimated due to a lower amount than estimated of third party funds to deliver specific projects.	Other payables in the Statement of Financial Position.
6.1A	No material change	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.

## Notes to and forming part of the Financial Statements

**8.1 Explanations of Major Budget Variances (Cont.)****Administered Major Budget Variances***for the period ended 30 June 2018*

Note	Explanation of major variances	Affected line item and statement
2.1B	A comprehensive impairment review identified a greater value of assets to be written off than was anticipated in the budget.	Write-down and impairment of assets in the Administered Schedule of Comprehensive Income.
2.2A and 2.2B	No material change in parking fees and fines compared to 2016-17. Parking fees are lower than budgeted due to lower usage rates than expected.	Rendering of services and Fees & fines in the Administered Schedule of Comprehensive Income.
2.2C	No material change in rental income compared to 2016-17. This item was not budgeted for separately.	Rental income in the Administered Schedule of Comprehensive Income.
2.2D	Other revenue was higher than budgeted due to contributions for sponsored works that were capitalised.	Other revenue in the Administered Schedule of Comprehensive Income.
4.2A	Valuation of land, buildings, property, plant and equipment was greater than estimated due to asset revaluation and increased expenditure on capital programs.	Land, buildings, property, plant and equipment in the Administered Schedule of Assets and Liabilities.
4.3B	Unearned income was higher than budgeted due to the early payment of some diplomatic leases.	Other Payables: Unearned income in the Administered Schedule of Assets and Liabilities.



# Glossary of Abbreviations, Acronyms and Terms

<b>ACT Government</b>	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.
<b>Amendment of the National Capital Plan</b>	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.
<b>APS</b>	Australian Public Service
<b><i>Australian Capital Territory (Planning and Land Management) Act 1988</i></b>	Australian Government legislation that provides the overarching legal framework for planning and land management in the Australian Capital Territory.
<b>Australian Capital Territory</b>	The Australian Capital Territory was created to house the nation's capital, Canberra.
<b>AWA</b>	Australian Workplace Agreement
<b>Central National Area</b>	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.
<b>City to the Lake</b>	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.
<b>CLC</b>	Common Law Contract
<b>Designated Area</b>	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).
<b>Detailed conditions of planning design and development</b>	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.
<b>Development Approval</b>	An approval for works as defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .

<b>Development Control Plan (DCP)</b>	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.
<b>Diplomatic precincts</b>	Those areas of Yarralumla, West Deakin and O’Malley that have diplomatic uses permissible under the National Capital Plan.
<b><i>Environment Protection and Biodiversity Conservation Act 1999</i></b>	Australian Government legislation that provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places.
<b>ESD</b>	Ecologically sustainable development
<b>FOI</b>	Freedom of information
<b>Free and Independent Visitors (FIT)</b>	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.
<b>General Policy Plan – Australian Capital Territory</b>	Describes the National Capital Open Space System beyond the metropolitan areas. It is supported by principles and policies in the National Capital Plan.
<b>General Policy Plan – Metropolitan Canberra</b>	Describes areas planned for urban development, non-urban, rural, the open space system and the primary road and public transport system indicative routes.
<b>Griffin Plan/Legacy</b>	The framework to realise the grand civic design envisaged by Walter Burley Griffin and Marion Mahony Griffin.
<b>GST</b>	Goods and services tax
<b>KPI</b>	Key performance indicator
<b>Lease and development conditions</b>	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.
<b>Master Plans</b>	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.
<b>National and Arterial Road Systems</b>	Two separate road networks as defined in the National Capital Plan.
<b>National Capital Authority</b>	The Authority
<b>National Capital Estate</b>	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.
<b>National Capital Exhibition</b>	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.

<b>National Capital Open Space System</b>	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.
<b>National Capital Plan</b>	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> .
<b>National Land</b>	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.
<b>National road system</b>	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.
<b>National significance</b>	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.
<b>NCA</b>	National Capital Authority
<b>Parliamentary Approval</b>	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> .
<b>Parliamentary Precincts</b>	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.
<b>Parliamentary Zone</b>	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.
<b>PBS</b>	Portfolio budget statement
<b>PGPA Act</b>	<i>Public Governance, Performance and Accountability Act 2013</i>
<b>PMAS</b>	Performance Management and Appraisal Scheme
<b>Special requirements</b>	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.
<b>Temporary work</b>	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> .
<b>Territory</b>	Australian Capital Territory

<b>Territory Land</b>	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.
<b>Territory Plan</b>	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.
<b>Territory Planning Authority</b>	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.
<b>The Authority</b>	The Board of the National Capital Authority
<b>The Lake</b>	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.
<b>The Plan</b>	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.
<b>Variations to the Territory Plan</b>	These are prepared in accordance with relevant provisions of the <i>Planning and Development Act 2007 (ACT)</i> .
<b>Works</b>	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.
<b>Works Approval</b>	See Development Approval.

# List of Requirements

Part	Description	Page no.
<b>Letter of transmittal</b>		
	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the PGPA Act and any enabling legislation.	I
<b>Aids to access</b>		
	Table of contents.	III
	Alphabetical index.	101
	Glossary of abbreviations and acronyms.	93
	List of requirements.	96
	Details of contact officer.	IV
	Entity's website address.	IV
	Electronic address of report.	IV
<b>Review by accountable authority</b>		
	A review by the accountable authority of the entity.	V
<b>Overview of the entity</b>		
	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 entity.	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.	3
<b>Report on the Performance of the entity</b>		
<b>Annual performance Statements</b>		
	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the PGPA Rule.	13
<b>Report on Financial Performance</b>		
	A discussion and analysis of the entity's financial performance.	49
	A table summarising the total resources and total payments of the entity.	51
	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.	50

Part	Description	Page no.
<b>Management and Accountability</b>		
<b><i>Corporate Governance</i></b>		
	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
<b><i>External Scrutiny</i></b>		
	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	36
	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.	36
	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.	36
	Information on any capability reviews on the entity that were released during the period.	36
<b><i>Management of Human Resources</i></b>		
	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"> <li>▪ Statistics on staffing classification level</li> <li>▪ Statistics on full time employees</li> <li>▪ Statistics on part time employees</li> <li>▪ Statistics on gender</li> <li>▪ Statistics on staff location</li> <li>▪ Statistics on employees who identify as Indigenous.</li> </ul>	40-45
	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)	45
	The salary ranges available for APS employees by classification level.	45
	A description of non salary benefits provided to employees.	45
	Information on the number of employees at each classification level who received performance pay.	45

Part	Description	Page no.
	Information on aggregate amounts of performance pay at each classification level.	45
	Information on the average amount of performance payment, and range of such payments, at each classification level.	45
	Information on aggregate amount of performance payments.	45
<b>Assets Management</b>		
	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	47
<b>Purchasing</b>		
	An assessment of entity performance against the Commonwealth Procurement Rules.	30
<b>Consultants</b>		
	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).	31
	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
<b>Australian National Audit Office Access Clauses</b>		
	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
<b>Exempt contracts</b>		
	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
<b>Small business</b>		
	A statement that <i>"The National Capital Authority supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website."</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.”	33
<b>Financial Statements</b>		
	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	55
<b>Other Mandatory Information</b>		
	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.	46
	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
	Information required by other legislation*	
	Work health and safety (Schedule 2, Part 4 of the Work Health and Safety Act 2011)	46
	Ecologically sustainable development and environmental performance (Section 516A of the Environment Protection and Biodiversity Conservation Act 1999)	34
	Compliance with the agency’s obligations under the Carer Recognition Act 2010	N/A
	Spatial reporting – expenditure by program between regional and non-regional Australia.	N/A
	Ministerial Directions – Section 7 PALM Act	34

# Alphabetical index

## A

abbreviations, 93–96

Aboriginal and Torres Strait Islander employees, 44

Aboriginal cultural heritage sites, conservation of, vii

access clause, Australian National Audit Office, 31

accidents and injuries, employee, 46

accountable authority, transition to, v, x, 2, 9, 30

Accountable Authority Instructions, 30, 33

acronyms, 93–96

ACT Dam Safety Code guidelines, 23

ACT Events, partnership with, x

ACT Government planning authority, commitment to working with, v, 16

*ACT Guidelines for Recreational Water Quality*, 23, 36

Acton Peninsula, as an asset, 47; *see also* Acton Peninsula Structure Plan

Acton Peninsula Structure Plan, 15, 20

ACT Rural Fire Service, 6, 36

administered performance, 50, 51–52; *see also* financial statements

administrative tribunal decisions, 36

advertising campaigns, 34

Amendment 88 – change in land use on Blocks 3 and 15 Section 22 – Barton, approval of, 15

annual performance statements, 13–26

Annual Validation Audit, 23

annual work program, 30

Anzac Day Commemorations, 24

Anzac Parade, 47

walking tours, 20, 27

application fees, Works Approvals, 16, 50

asset management, 22, 23–26, 47

Asset Management Framework, 47

Asset Management Plan, 23, 24

Asset Management Policy, 23

Asset Management Strategy, 23, 47

Asset Management System, 22

updating of, x, 23, 24

Asset Register, 47

asset revaluation, 50; *see also* financial statements

Audit Committee, 11, 30

Auditor-General

access to contractors' premises, 31

reports by, 36

*see also* Australian National Audit Office

Aurion Pty Ltd, payroll processing services, 45

AusTender website, information on consultancies, 31

Australasian Fire and Emergency Services Authorities Council, vi, 26

Australia Day Achievement Medallion, 39

Australia Day celebrations, 24

Australian Capital Territory Light Rail Project, vi; *see also* light rail project

*Australian Capital Territory (Planning and Land Management) Act 1988 (PALM Act)*, 1, 3

appointment of Chief Executive under, 9

NCA functions under, 1–2, 47

as source of performance criteria, 14, 17, 21

*Australian Capital Territory (Planning and Land Management) Amendment Act 2018*, 9

Australian Capital Territory planning framework, 3, 14

Australian Government Protective Security Policy Framework, 30

Australian National Audit Office

access clause, 31

attendance at Audit Committee meetings, 11

independent audit report, 56–57

Australian National Botanic Gardens, construction of new facilities, 25, 26

Australian National Committee on Large Dams Incorporated Guidelines, 23

Australian National University

development of new master plan, vi

Works Approvals application fees, 16

- Australian Peacekeeping Memorial, vi, 25, 26
- Australian Public Service Code of Conduct, 30
- Australian Public Service Employment Principles, 30
- Australian Public Service Values, 30
- Australian War Memorial, plans for expansion, vi
- Authority Consultative Committee, 11
- Authority membership, v, 4, 9–10
- awareness of NCA roles and responsibilities, 18, 19

## B

- Barton, approval of land use changes, 15
- blue-green algae blooms, 23
- Blundells Cottage, 26
  - booking details, iv
  - restoration works, vi, 20, 24, 25
  - volunteer services, 6, 27
- Board members, v, 4, 9–10
- boat permits, 24
- Boundless Canberra Incorporated, MOU with, 53
- Boundless Playground, 25
  - case study, 53
- Brick by Brick* (touring exhibition), 18, 20
  - version for toddlers and pre-schoolers, 20
- Broinowski Rose Garden, 6
- Broulee Surf Life Saving Club, 24
- Built Assets and Infrastructure, condition reports, 23
- Bushfire Operations Plan, 6, 36

## C

- Canberra, promotion as National Capital, viii, 2, 3, 14, 17–20, 36
- Canberra Central Parklands, capital works, 24
- ‘Canberra Destination’ Playground Study report, 53
- Canberra National Memorials Committee, vi
- Canberra Region Visitor Centre, co-location with National Capital Exhibition, viii
- Canberra Yacht Club, 26
- Capital Works Management Plan, 47; *see also* Capital Works Plan
- Capital Works Plan, 22, 23, 24–25
- Capital Works Program, 24; *see also* Capital Works Plan
- CapSafe framework, 46
- Captain Cook Memorial Jet, 47

## carparks

- occupancy rates, 22, 24
- upgrades, 24, 25
- see also* pay parking on National Land

## case studies

- Boundless Playground, 53
- Horticulture Volunteer, 7
- International Flag Display, revitalisation of, xi
- National Capital Exhibition Redevelopment, viii
- NCA Trial Using Goats for Weed Management, 37
- Volunteer Guide, 27

## Central National Area, 24

## Central Parklands, capital works, 24

## Certification of Agency Fraud Control Arrangements, 29

## Chair of the Authority, 4, 9

- certification of fraud control arrangements, 29
- message from, v–vii
- statement on financial statements, 58

## Chief Executive Officer, v, 10

- appointment under the PALM Act, 9
- foreword, ix–x
- remuneration, determination of, 44
- role and responsibilities, 5, 9, 11

## Chief Financial Officer, 11

- statement on financial statements, 58

## Chief Planner, 5, 11

## City and Gateway Draft Urban Design Framework, 15, 16

- public consultation on, 15, 16, 20

## City to Gateway Urban Renewal Strategy, v; *see also* City and Gateway Draft Urban Design Framework

## classifications, employee, 41–42

## client satisfaction surveys, x, 18, 19

## Comcare, notifications to, 46

## commencements, employee, 43

## commercial and recreational activities on National Land, 22–24, 36

## committees, management, 11

## Commonwealth Avenue, 47

- master plan, 24

## Commonwealth Contracting Suite, mandatory use of, 33

Commonwealth Heritage List, 47  
 Commonwealth Heritage Values, 47  
 Commonwealth Ombudsman, reports by, 36  
 Commonwealth Park East, street furniture replacement, 25, 26  
 Commonwealth Place, revitalisation of flag display, vi, xi, 4, 24  
 Commonwealth Procurement Rules, 30, 33  
 community consultation; *see* public consultation  
 community education program, 17–20  
 Condition Assessment Reports, 23  
 conservation areas, management of, vii, 6, 36, 47  
 Conservation Volunteers, 6  
 Constitution Avenue, as an asset, 47  
 consultancy services, NCA provision of, 14, 16  
 consultants, 30–31  
     expenditure, 31  
 contact details, iv  
 Contour 556, x  
 cool burning techniques workshop, 6  
 corporate governance, 29–30; *see also* management and accountability  
 Corporate Plan, 3  
     as source of performance criteria, 14, 17, 21  
 cost recovery, 50; *see also* financial statements  
 cultural heritage sites, conservation of, vii  
 culturally and linguistically diverse background, employees from, 44  
 customer survey, x; *see also* client satisfaction surveys

## D

Dam Safety Management Plan, 23  
 Deakin/Forrest residential precinct planning provisions, 15, 16, 20; *see also* Draft Amendment 89 – Deakin/Forrest Residential Precinct  
 deliverables, 3  
 departmental performance, 50, 51–52; *see also* financial statements  
 Department of Education, 18  
 Department of Finance, divestment of carparks, 24  
 Designated Areas, assessment of applications, 2, 3, 14, 15, 16  
 Design Canberra, x  
 Design Review Panel, 16

Development Control Plans, 15  
 Did you know?, 4, 17, 26, 36  
 diplomatic community, vi, ix  
 Diplomatic Estate  
     as an asset, 47  
     options for establishing new, vi  
 diplomatic sites, rental income from, 49, 50  
 Director, Compliance and Governance, 11  
 disability reporting, 46  
 diversity, workplace, 44  
 Dorothy Tangney Place carpark, lighting upgrade, 24, 25  
 Draft Amendment 89 – Deakin/Forrest Residential Precinct, 15; *see also* Deakin/Forrest residential precinct planning provisions  
 Draft Amendment 90 – Mint Administration Building, 15  
 Dunrossil Drive, Yarralumla, as an asset, 47

## E

Earth Hour, 35  
 East Block carpark, lighting upgrade, 24, 25  
 ecologically sustainable development and environmental performance report, 34–36  
 Ecological Management Plan for NCA Conservation Areas, 36  
 education and awareness programs, 17–20; *see also* schools programs  
 electronic application lodgement system, 16  
 Emergency Services Agency Fire Investigators Course Assessment, 6  
 Employee Assistance Program, 46  
 employment arrangements, 44–45  
 energy efficiency measures, 35  
 Enlighten, x, 24  
 Enterprise Agreement, 11, 30, 44–45  
 Entity Resource Statement 2017–18, 51; *see also* financial statements  
 Environmental Care Agreement, with Friends of Grasslands, 6, 36  
*Environment Protection and Biodiversity Conservation Act 1999*, 34  
     asset management obligations under, 47  
 event approval systems, 18, 19  
 event bookings, National Land, iv, 18, 19  
 events fees and charges, review of, 24

Executive Director, 5, 11

exempt contracts, 31

external scrutiny, 36

## F

Facebook, 20

factors contributing to performance, 3

Fair Work Australia, 44

feedback

on planning matters, v, 15

visitors, 18–19

see also client satisfaction surveys; public consultation

female employees, 41–43, 44

Finance Committee, 11

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

financial statements, 56–91

Audit Committee consideration, 30

independent audit report, 56–57

Statement by Accountable Authority and Chief Financial Officer, 58

first aid officers, 46

flag display, international, vi, xi, 4, 24

flexible working arrangements, 44

flood early warning system, upgrade, 25

Floriade, x, 24

Forrest planning provisions; see Deakin/Forrest residential precinct planning provisions; Draft Amendment 89 – Deakin/Forrest Residential Precinct

fraud control arrangements, certification of, 29

Fraud Control Plan, 30

freedom of information, contact point, iv

*Freedom of Information Act 1982*, 34

Friends of Grasslands, vii

Environmental Care Agreement with, 6, 36

fuel management, 36; see also hazard reduction burns

full-time employees, 41–42

## G

gender, employees, 41–43

General Condition Reports, 23

GHD Pty Ltd, 23

glossary, 93–96

goat grazing, as weed control measure, 37

grants, 34

grasslands, conservation management, vii, 6, 36

green energy usage, 35

Griffin, Marion Mahony, viii, ix; see also Griffin Plan

Griffin, Walter Burley, viii, ix; see also Griffin Plan

Griffin Plan, v

Guidelines for Events on National Land, 35

## H

hazard reduction burns, 6, 36

Health and Safety Committee, 11

Henry Rolland Park, Stage 1 completion, ix

Heritage Management Plans, 23, 24, 36, 47

heritage rose gardens, maintenance, 6, 7

Heritage Strategy, 47; see also Heritage Management Plans

High Mast Lights, replacement of, 26

Horticulture Volunteers, 6

case study, 7

House of Representatives Garden, 6; see also Old Parliament House Gardens

human resources management, 30, 39–47

## I

Ian Potter National Conservatory, 25, 26

Indigenous cool burning techniques workshop, 6

Indigenous employees, 44

Individual Flexibility Agreements, 44

influenza vaccinations, 46

Information Commissioner decisions, 36

Information Publication Scheme, 34

injuries and incidents, employee, 46

Inquiry into Canberra's National Institutions, NCA submission to, vi

Inquiry into Commonwealth and Parliamentary approvals for the proposed Stage 2 of the Australian Capital Territory Light Rail Project, NCA submission to, vi

insurance, for assets on National Land, 49, 50

internal audit plan, 30

International Association for Public Participation spectrum, 19

International Flag Display, revitalisation of, vi, 4, 24  
case study, xi  
invoice payment procedures, 33  
irrigation control systems, 35  
*ISO 19011:2001 Guidelines for Auditing Management Systems*, 23

## J

John Taylor and Co, 26  
Joint Standing Committee on the National Capital and External Territories, submissions to inquiries, vi  
judicial decisions, 36

## K

Kings Avenue, 47  
master plan, 24  
Kings Park, 47, 53

## L

Ladies Rose Garden, 6  
Lake Burley Griffin  
asset management, 23–24, 47  
recreational and commercial activities on, 23–24, 36  
walking tours on shores of, 20  
water quality monitoring, 23, 36  
Lake Burley Griffin Water Quality Management Plan, 36  
lake swim events, 24  
Landscape and Sustainability Guidelines, release of, 15  
learning and development, 39  
leave arrangements, employees, 44  
legislative framework, 3  
letter of transmittal, i  
light rail project, vi, ix  
heritage and landscape impacts, vi  
public consultation on, 20  
list of requirements, 97–100

## M

Macarthur Rose Garden, 6, 7  
Major Projects Committee, 11  
male employees, 41–43

management and accountability, 29–31; *see also* management committees and their roles  
management committees and their roles, 9–11; *see also* management and accountability  
Manuka Circle Precinct Development Control Plan, 15  
marketing and communication strategies, 20  
master plans, iv, 15, 24  
May the 4th Be With You, event, x, 20  
men employees, 41–43  
Minister for Regional Development, Territories and Local Government, 1  
ministerial directions, 34  
minor capital works, 25  
Mint Administration Building, release of draft amendment plan, 15  
mission, NCA, 1  
Molonglo Catchment Group, 6  
mulching practices, 35  
music festivals, x, 20, 24

## N

National Capital, v, vi  
as an asset, 47  
enhancing the character of, 1, 2, 3, 14, 17, 21  
*see also* Canberra, promotion as National Capital  
National Capital Authority Condition Assessment – All Infrastructure Assets Report, 23  
National Capital Authority Library, research volunteers in, 6  
National Capital Estate  
asset management obligations under PALM Act, 2, 47  
conservation areas, vii, 6, 36, 47  
management function, 23–25  
*see also* National Land; Program 1.2 National Capital Estate  
National Capital Exhibition, 17  
education programs, 18  
redevelopment, vi, 25  
case study, viii  
visitation rates, 18  
volunteer services, 6

National Capital Plan, v, 2, 14  
 amendments to, 15  
 and ecologically sustainable development, 36  
 review of, 3, 15

National Carillon, vii, 6, 36, 47  
 instrument upgrade, 25, 26  
 spectator numbers, 20

National Disability Strategy 2010–20, 46

National Emergency Services Memorial, Commonwealth Park, vi, 25, 26

National Heritage List, 47

National Land  
 events on, 18, 19, 20, 22–24  
 management of, 3, 22–27, 35–37, 47  
 permits for use of, 24  
*see also* National Capital Estate

*National Land Ordinance 1989*, 47

*National Land (Road Transport) Ordinance 2014*, 2

National Library of Australia, poplar tree replacements, 25, 26

national memorials, NCA role in managing, vi, ix, 23, 47, 49

National Perception Survey, 19

National Police Memorial, replacement works, 25

National Strategy for Ecologically Sustainable Development, 34

National Triangle, vi, 47; *see also* Parliamentary Zone

NCA Enterprise Agreement 2018–21, 11, 30, 44–45

Nepal, signing of lease with, ix

non-compliance issues, 30

non-ongoing employees, 40–42

notifiable incidents, 46

## O

Old Parliament House Gardens, 6, 7  
 walking tours, 20

ongoing employees, 40–42

organisational structure, 4

Outcome 1, 3  
 expenses, 52  
 as source of performance criteria, 14, 17  
*see also* Program 1.1 National Capital Functions; Program 1.2 National Capital Estate

outcome and program structure, 3

Outcome Expense Statement 2017–18, 52; *see also* financial statements

outreach education programs; *see Brick by Brick* (touring exhibition); education and awareness programs

## P

PACER Program, 18

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

parking fines, revenue from, 50

Parliamentary Committees, reports by, 36

Parliamentary Zone, vi, 25, 27, 47

part-time employees, 41–42

pay parking on National Land, 24  
 revenue from, 49, 50  
*see also* carparks

Peace Keepers memorial; *see* Australian Peacekeeping Memorial

people with a disability, employees, 44  
 national strategy for, 46

performance criteria  
 Purpose One – Plan and Design, 14  
 results against, 15–16  
 Purpose Three – National Land, 21  
 results against, 22  
 Purpose Two – Inform and Educate, 17  
 results against, 18–19  
 sources, 14, 17, 21

Performance Management and Appraisal Scheme, 30, 45

personnel services and salaries processing, 45

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

policies and procedures, 4

procurement initiatives to support small businesses, 33–34

procurement policy, 30

Program 1.1 National Capital Functions, 14, 21  
 deliverables, 3  
 expenses, 52  
 objectives, 3

Program 1.2 National Capital Estate, 21

deliverables, 3

expenses, 52

objectives, 3

protective security arrangements, 30

public consultation, 15, 19

on Acton Peninsula Structure Plan, 20

on City and Gateway Draft Urban Design Framework, v, 15, 16, 20

on Deakin/Forrest Residential Precinct, 15, 20

on Draft Amendment 90 – Mint Administration Building, 15

on events fees and charges, 24

on light rail, 20

Public Forum, 19

*Public Governance, Performance and Accountability Act 2013* (PGPA Act), x, 2, 3

Public Governance, Performance and Accountability Rule 2014, 29

*Public Service Act 1999*, 3, 5, 9, 40

purchasing policy, 30

Purpose One – Plan and Design, 14–16

analysis of performance against purpose, 16

performance criteria, 14

results against, 15–16

Purpose Three – National Land, 21–26

analysis of performance against purpose, 23–26

performance criteria, 21

results against, 22

Purpose Two – Inform and Educate, 17–20

analysis of performance against purpose, 20

performance criteria, 17

results against, 18–19

## Q

Qatar, signing of lease with, ix

Queen's Birthday celebrations, 24

## R

Reconciliation Day, ix

Reconciliation Place, ix

walking tours, 20, 27

recreational and commercial activities on National Land, 22–24, 36

recycling measures, 35

Regatta Point, vi; *see also* National Capital Exhibition

remuneration, Chief Executive's, determination of, 44; *see also* salaries, employee

*Remuneration Tribunal Determination 2018/02 – Remuneration and Allowances for Holders of Full-Time Public Office*, 44

rental income, 49, 50

Research Volunteers, 6

Resource Management Guide 420 Mandatory Use of Commonwealth Contracting Suite, 33

retention, staff, 43

Rex Hazelwood Rose Garden, 6

risk management, associated with managing National Land and National Capital Estate, 22, 23

Risk Management Framework, 30

RMC Duntroon Health Centre, Works Approvals application fees, 16

roles and functions, NCA, 1–2, 47

rowing and sailing regattas, 24

## S

safety, workplace, 46

safety risk assessments, of assets, 22, 23

Sailability Jetty, 25, 26

salaries, employee, 45

schools programs, vi, 17, 18

Scrivener Dam, 23

as an asset, 47

capital works projects, 24, 25

Scrivener Dam Independent Technical Advisor, 23

Scrivener's Hut Conservation Woodland, 36

section 24 determinations, 44, 45

Senate Garden, 6; *see also* Old Parliament House Gardens

Senior Executive (committee), 11; *see also* senior executives

senior executives

gender, 41, 42

roles and responsibilities, 5, 11

salaries, 45

Senior Leadership Team, 11, 30

separations, employee, 43

Serbia, signing of lease with, ix

significant issues reported to Minister, 30  
 Skyfire, 24  
 small and medium enterprises, support for, 33  
 social media presence, 20  
 sporting events, 23–24, 36  
 staff retention and turnover, 43  
 staff statistics, 40–44, 45  
 stakeholder consultation, 15; *see also* public consultation  
 Standard Operating Procedures, 33  
 Star Wars community concert, x, 20  
 State Circle Grasslands, conservation area, 6  
 Statement by Accountable Authority and Chief Financial Officer, 58  
 Stirling Park, conservation area, vii, 6, 36; *see also* Stirling Ridge, Yarralumla, as an asset  
 Stirling Ridge, Yarralumla, as an asset, 47; *see also* Stirling Park, conservation area  
 strategic objectives, NCA, 1  
 structure, organisational, 4  
 submissions, to Parliamentary inquiries, vi  
 Surf Nippers Program, 24  
 Swim Guide (online water quality reporting system), 23

## T

third party funded works, 25, 47, 50  
 threatened species and ecological communities, management of; *see* conservation areas, management of  
 touring exhibitions, 3, 18, 20; *see also* *Brick by Brick* (touring exhibition)  
 training activities, staff, 39  
 transmittal letter, i  
 travelling exhibitions; *see* *Brick by Brick* (touring exhibition); touring exhibitions  
 tree removal and replacement program, 23, 25, 26, 35  
 turnover, staff, 43  
 Twitter followers, 20  
 2017–18 Portfolio Budget Statements, 3  
 2018–19 Budget, funding injection, vi

## U

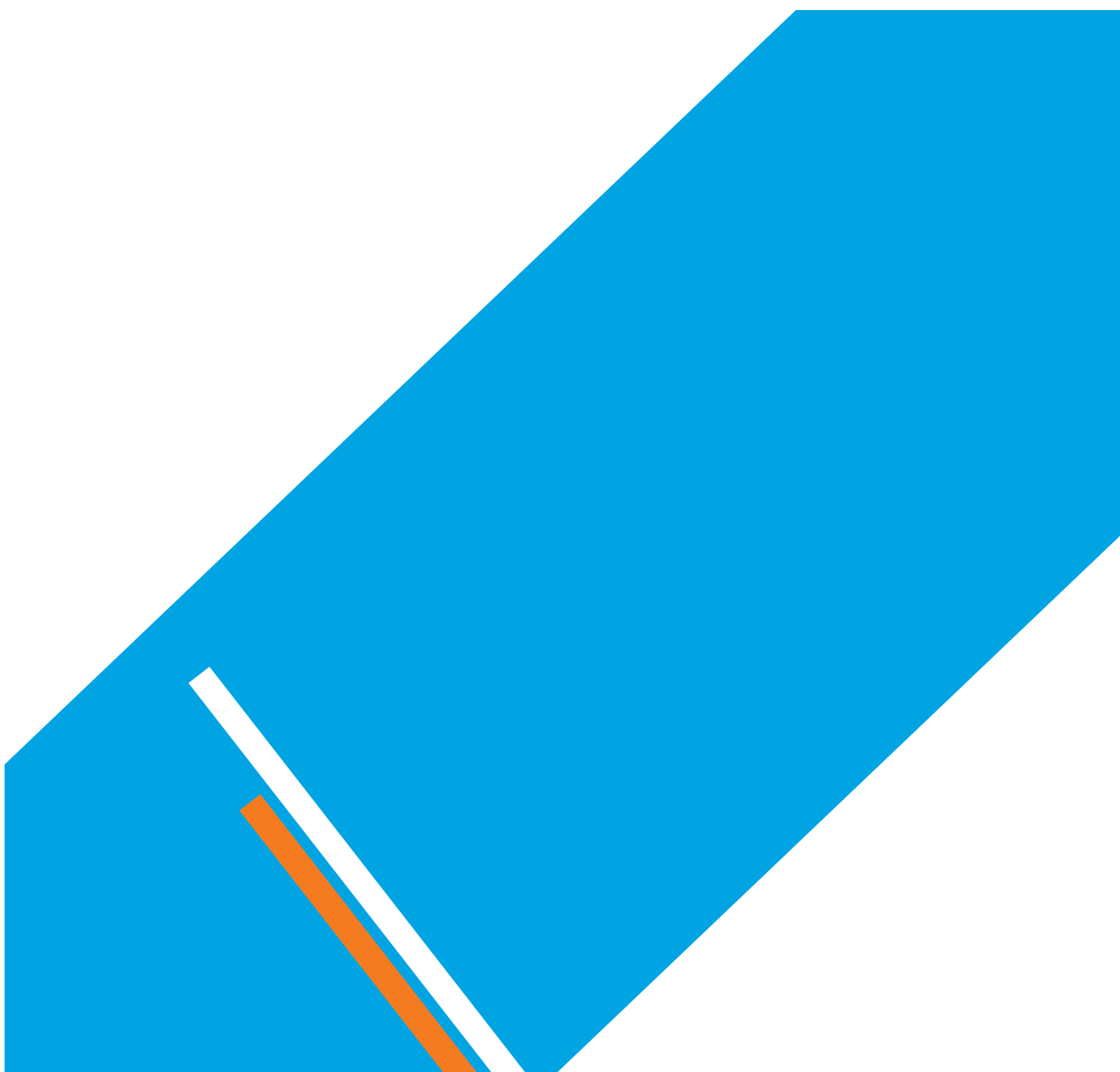
urban design guidelines, development of, 15;  
*see also* master plans

## V

visitor attractions  
     operation of, 18–20  
     visitation rates, 18, 20  
     *see also* Blundells Cottage; National Capital Exhibition; National Carillon  
 Volunteer Guides, 6  
     case study, 27  
 volunteer program, vii, 6

## W

walking tours, 6, 18, 20, 27  
 waste management, 35  
 water-based recreation activities, 23–24, 36  
 water conservation measures, 35–36  
 water quality monitoring, 23, 36  
 water sports, 23–24, 36  
 weed control, 6, 36  
     case study, 37  
 Welcome to Country, ix  
 West Block carpark, lighting upgrade, 24, 25  
 Whole-of-Government Energy Contract, 35  
 women employees, 41–43, 44  
 work health and safety, 46  
*Work Health and Safety Act 2011*, 3, 11  
 workplace diversity, 44  
 Workplace Diversity Plan, 44  
 Workplace Health and Safety Committee, 11  
 Works Approval applications, 16, 50  
 World Wide Fund for Nature Earth Hour, 35  
 Yarramundi Grasslands, conservation area, 6, 36  
     as an asset, 47



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