



Australian Government
National Capital Authority

ANNUAL REPORT 2019-20



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Cover photo: National Reconciliation Week Illuminations 2020 at the National Carillon, Aspen Island. Photographed by Dom Northcott, 2020.

2000 Walks for Reconciliation – In this Together. Montage of various photographs by Glenn Campbell/Newspix, News Ltd/Newspix, Brian Condron/Newspix, Richard Cisar-Wright/Newspix.
Narrative created by Reconciliation Australia.



Australian Government

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 Nola Marino 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 2020.

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 2 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 2019–20 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.

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

Terry Weber
Chair

14 October 2020

Building the National Capital in the hearts of all Australians
(02) 6271 2888 | info@nca.gov.au
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Requests and enquiries concerning the contents of this report should be addressed to the Annual Report Officer on 02 6271 2888. This report is also accessible from the NCA's website (nca.gov.au) and at transparency.gov.au. The NCA's Freedom of Information contact point is foi@nca.gov.au or 02 6271 2888.

Further information about the National Capital is available from the National Capital Exhibition, Barrine Drive, Commonwealth Park, Canberra. Opening hours and other details for the Exhibition and other NCA attractions are available at nca.gov.au.

Online event registration for the use of venues on National Land can also be found at our website: nca.gov.au.

A photograph of the National Carillon, a tall, slender, modern tower with a central vertical opening, situated on Aspen Island in Canberra. The tower is reflected in the water of the lake in the foreground, where a black swan is swimming. The sky is blue with light clouds. The image is partially obscured by a large, stylized graphic of green and blue leaves in the bottom right corner.

National Carillon, Aspen Island, photographed by Dom Northcott

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Authority Chair's Foreword



The National Capital Authority (NCA) continued its focus on high quality design, landscaping and environmental and heritage management in the nationally significant areas of Canberra. It is more important than ever that over the long term we develop and maintain a capital that all Australians can be proud of.

As the nation's capital, Canberra hosts a wide range of functions that are unique. These functions include the Seat of Government, and many of the nation's government, judicial, cultural scientific, educational and military institutions.

Like many other national capitals, many foreign governments seek to establish their diplomatic missions and residences here. This year saw a major milestone achieved when land was secured to support the growth of the diplomatic community and the establishment of their official missions for at least the next 25 years. The NCA acquired 31.8 hectares of land in Curtin from the ACT Government in exchange for 2.86 hectares of Lake Burley Griffin that will be used for part of the City to Lake development in West Basin.

In 2019-20 the NCA prioritised the safety of the community and our staff and business continuity as it dealt with a unique set of circumstances, including the tail end of the drought, bushfires and a significant hailstorm, as well as COVID-19. We fast tracked our business systems to digital platforms and implemented our business continuity strategies to keep planning and works approvals and land management actions operating as efficiently as possible.

During the COVID-19 pandemic the NCA was able to support the majority of our contractors remain at work and together we managed and enhanced key assets including the Scrivener Dam, the walls of Lake Burley Griffin, the National Carillon and the high mast lights along the main routes to Parliament House.

In relation to our performance measures I am pleased to report the NCA successfully:

- Operated within agreed budget parameters and within government policies and procedures with no major safety issues recorded in relation to staff or visitors
- Processed works approvals within 15 days for 96 per cent of applications, receiving all works applications through our electronic portal system
- Completed our capital works program and responded to reported maintenance issues within agreed timeframes over 90 per cent of the time
- Achieved outstanding- rates of visitor satisfaction (99 per cent) at the National Capital Exhibition and other attractions run by the NCA.

On the planning front a number of amendments were made to the National Capital Plan. These included Amendment 92 that changed land use for uncommitted land adjacent to the Australian National University to facilitate additional student accommodation; Amendment 93 – City and Gateway Urban Design Provisions - Technical Changes; and Amendment 94 – to allow the National Arboretum to establish small scale, sustainable visitor accommodation as proposed in the original masterplan for the site. Draft Amendment 95 was released for public consultation in May 2020. The proposed amendment provides the planning framework to allow certainty to the international and Australian community regarding the availability and location of land for the establishment of new embassies in Curtin.

The Board also approved the NCA's first Tree Management Policy. The policy is a strategic approach to the retention and renewal of the landscapes we manage. It sets ambitious targets that aim to increase the tree canopy coverage in national areas from the current 33 per cent to 40 per cent over the next ten years, increase the age diversity of trees, and use a range of different species to ensure our key landscapes are more resilient.

During the year the Australian Parliament supported the establishment of additional works in the Parliamentary Zone: the National Gallery of Australia foreshore redevelopment to improve public safety and improve the visual and pedestrian link of the sculpture garden to Lake Burley Griffin; a sculpture of Sir John Gorton in front of the building named after him; and a landscaped commemoration of the 100 year anniversary of the National Party that includes a sculpture of Sir John McEwen between the National Australian Archives Building and Old Parliament House. All these works should be completed in the coming year.

The NCA continues to plan and support significant events and activities to promote the National Capital and to encourage Australians and overseas visitors to experience Canberra. This year saw a record number of visitors (500,000) come to Floriade, an ACT Government event held in Commonwealth Park, the return of the iconic and loved paddle boats to Lake Burley Griffin and the introduction of a new attraction, Aqua Park, to waters at Black Mountain Peninsula.

Whilst the pandemic has meant public events were restricted from March, I have great faith that the NCA is proactively planning for COVID-compliant events in an evolving operational environment. One such example this year was the lighting of the National Carillon to mark and celebrate National Reconciliation Week in May and early June 2020. It was held outdoors without large crowds in one place but was visually stunning and recognisable from many vantage points in Canberra. It was broadcasted around Australia for all to see and hopefully it generated conversations about reconciliation. I encourage you to read the full case study on this successful new event in this report.

In the 2019-20 budget the NCA received \$3.3 m to prepare a detailed business case to improve the safety and longevity of Commonwealth Avenue Bridge that could include strengthening works, additional safety works and improvements to pedestrian and cycling access. The detailed business case was completed and will be reviewed by Government as part of a future budget process.

Many thanks to Assistant Minister Nola Marino and her staff and the Secretary of the Department of Infrastructure, Transport, Regional Development and Communications, Simon Atkinson and his staff for their on-going support of the work of the NCA.

I must thank my fellow Board Members, Mr Dennis Richardson AC, Mr Glenn Keys AO and Ms Chris Faulks and Ms Sally Barnes. Chris and Glenn finished their terms as Board members this year. It has been a pleasure serving with both of them over the last five years. We welcomed Ms Jenny Smithson to the Authority on 11 June 2020 for a period of five years. Jenny is a qualified and experienced Town Planner and has served as a Commissioner of the New South Wales Land and Environment Court. Jenny's appointment continues the diversification of skills represented on the NCA's Board.

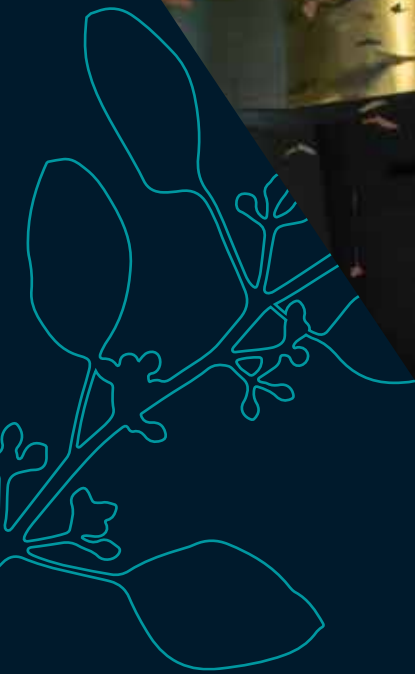
On behalf of the Board I would like to thank the dedicated staff at the NCA. It is a small and talented team who continue to deliver outstanding projects and programs. COVID-19 has certainly given us some interesting and challenging times. The Board noted on many occasions how well you have handled the situation - you were calm, methodical and most importantly you continued to deliver on important asset renewal and high priority projects, with public safety and support top of mind at all times. The calibre of the individuals within the NCA and the partnerships they have with other organisations, national institutions and community groups gives me confidence that the NCA will continue to shape a capital that is well planned, managed and promoted as a premier National Capital. My thanks also go to the many volunteers whose contribution to our outcomes is enormous and highly valued by the Board and NCA staff alike.

And lastly, congratulations to the team at the National Capital Exhibition who deliver walking tours of Reconciliation Place and Anzac Parade for school groups and other visitors to the capital. This year they won the ACT Tourism Visitor Education award – a very fitting role for the NCA and a reflection of the quality of work we do.



Terry Weber
Chair
National Capital Authority





01



Overview and Structure 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, Transport, Regional Development and Communications portfolio. At 30 June 2020, the NCA was responsible to the Assistant Minister for Regional Development and Territories, 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 fostering awareness of Canberra as Australia's National Capital.

Mission

To shape Canberra as a capital that all Australians can be proud of by ensuring it is well planned, managed and promoted consistent with its enduring national significance.

Key Strategic Objectives

The key strategic objectives of the NCA are:

- **People** – encouraging Australians and visitors to celebrate and share the story of our nation through Canberra, our National Capital
- **Place** – excellence in the care and stewardship of the National Capital's special and symbolic places
- **Plan** – strategic planning and oversight of the places and spaces of national importance in Canberra

Principal Functions

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

1. prepare and administer a National Capital Plan (the Plan)
2. keep the Plan under constant review and to propose amendments to it when necessary
3. 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
4. recommend to the Minister the carrying out of works that it considers desirable to maintain or enhance the character of the National Capital
5. foster an awareness of Canberra as the National Capital

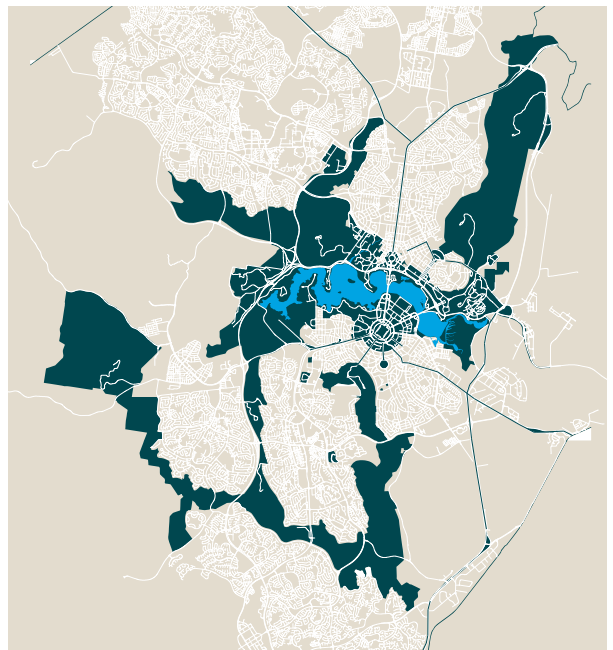
6. with the approval of the Minister, to perform planning services for any person or body, whether within Australia or overseas
7. with the approval of the Minister, and excluding the management and regulation of the taking of water, manage National Land designated in writing by the Minister as land 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) is the Authority.



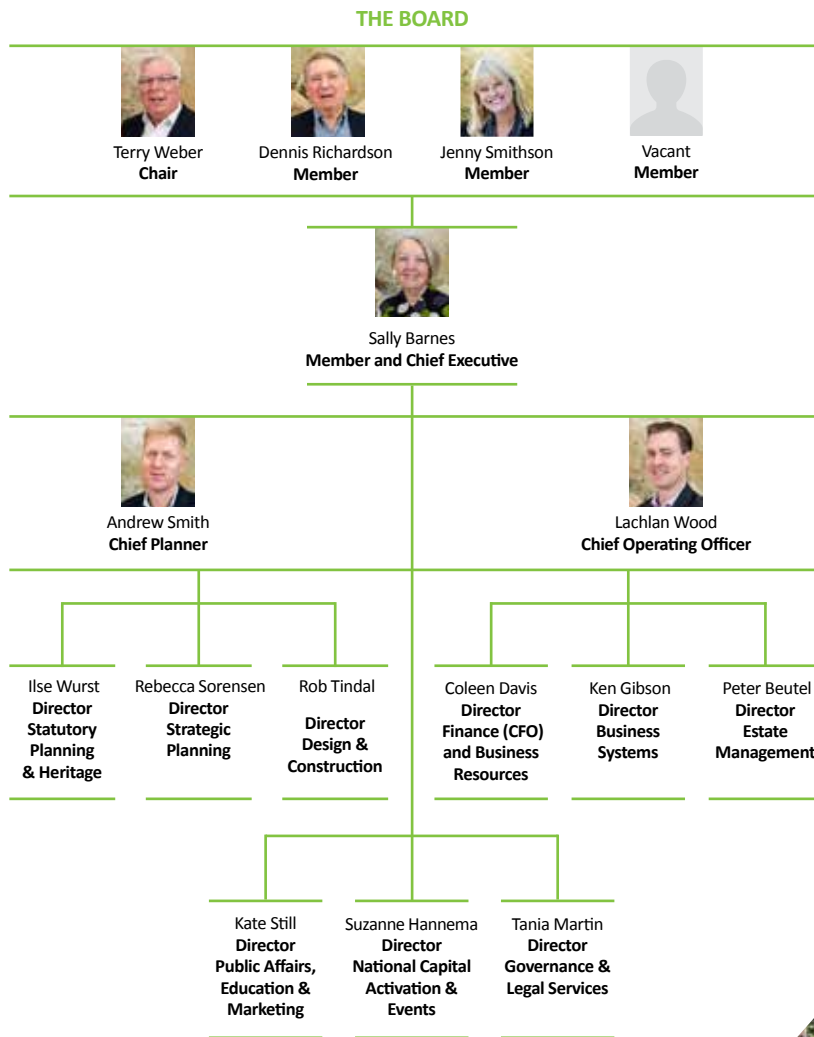
Land Managed by the NCA



Designated Areas under NCA's detailed planning control

The Structure of the NCA

Figure 1: Organisational Structure at 30 June 2020



Correct as at 30 June 2020

Trees at Lindsay Pryor Arboretum,
photographed by Dom Northcott



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 three other members, all of whom are appointed by the Governor-General. The Chief Executive is a full-time officer, while other members of the Authority serve on a part-time basis.

The Authority is the accountable authority for the purposes of the *Public Governance, Performance and Accountability Act 2013* and is therefore responsible for the strategic leadership, management and performance of the NCA.

The Chief Executive has the responsibility of an Agency Head under the *Public Service Act 1999* and manages the day-to-day affairs of the NCA.

The Authority held six regular meetings over the course of 2019-20. The Authority maintains minutes of these meetings and also prepares summary public records of each meeting, which are available on the NCA's website.

G Bell arrival at the National Carillon, Aspen Island, photographed by Dom Northcott

Authority Membership

Chair

Mr Terry Weber was re-appointed on 21 March 2019 as (part-time) Chair of the Authority for three years from 12 June 2019. Mr Weber has been a Member of the Authority since 12 June 2014 and Chair since 1 January 2015.

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 and the Ricky Stuart Foundation.

Members

Mr Dennis Richardson AC was appointed as a part-time Member of the Authority on 18 September 2017 for a period of five years.

Mr Richardson is a former Secretary of the Department of Defence, and 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 Canberra Raiders, Linfox Australia and several other Boards.



Ms Jenny Smithson was appointed as a part-time Member of the Authority on 11 June 2020 for a period of five years.

Ms Smithson is a qualified and experienced Town Planner and former, and current Acting, Commissioner of the New South Wales Land and Environment Court and former Sessional Member of the Western Australian State Administrative Tribunal. Ms Smithson is based in Sydney and was previously based in Perth.

Previous board positions include the Western Australian Land Development Authority (LandCorp); former Senior Principal of international engineering consultancy, Cardno BSD Pty Ltd; the Planning Institute of Australia and BSD Consultants.

Member and Chief Executive

Ms Sally Barnes commenced as the Chief Executive of the NCA on 12 February 2018, as part of a five-year appointment.

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 Whose Term Concluded in 2019-20

Ms Chris Faulks completed her five-year term as a part-time Member of the Authority on 17 September 2019.

Ms Faulks made an important contribution to the work of the Authority during her term, especially in the areas of activation of National Land, strategic vision and leadership, and stakeholder engagement. During her term, Ms Faulks was also a board member of the ACT Government's City Renewal Authority and helped promote productive linkages and communication between the two bodies.

Mr Glenn Keys AO completed his five-year term as a part-time Member of the Authority on 10 December 2019.

Mr Keys made a significant contribution to the work of the Authority during his term, especially through his energy and enthusiasm in promoting the role of the NCA and for new initiatives. Mr Keys contributed greatly to the vision of the NCA including in the areas of project delivery, social responsibility and community involvement.

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 the NCA's key committees are set out below.

Audit Committee

The NCA Audit Committee provides independent advice and assurance to the Authority on the NCA's financial and performance reporting, risk oversight and management and control and compliance framework.

The NCA Audit Committee's Charter can be found at: www.nca.gov.au/files/nca-audit-committee-charter-june-2020.pdf.

The NCA Audit Committee comprised three members in 2019-20. The Committee's ongoing external Chair, Mr Geoff Knuckey, and external member, Mr Stephen Sheehan were supplemented by a new external member, Ms Anne O'Donnell, on 13 February 2020, replacing Ms Chris Faulks. Further details of the NCA's Audit Committee members in 2019-20 is set out below:

- Mr Knuckey is an experienced chair and non-executive director with particular skills in financial reporting and analysis, risk management, corporate governance and internal audit. Mr Knuckey is a Fellow of the Institute of Chartered Accountants in Australia, a Graduate Member of the Australian Institute of Company Directors, and a member of the Institute of Internal Auditors. Mr Knuckey has a Bachelor of Economics degree and is a former Partner and Managing Partner in major accounting firm Ernst & Young. Mr Knuckey attended all four NCA Audit Committee meetings held in 2019-20. Mr Knuckey received total remuneration of \$7,500 for his work in 2019-20.
- Mr Sheehan is a Fellow of CPA Australia. Mr Sheehan has a Bachelor of Commerce degree, was previously an Australian Public Service senior executive and held the positions of Chief Financial Officer at the Commonwealth Departments of Immigration and Citizenship, and Health and Ageing. Mr Sheehan attended all four NCA Audit Committee meetings held in 2019-20. Mr Sheehan received total remuneration of \$3,625 for his work in 2019-20. Mr Sheehan was a member of the Australian Public Service until December 2019 and was not separately remunerated while employed in the APS.

- Ms O'Donnell has more than 40 years' experience in the finance sector and is an experienced executive and non-executive director in the listed, not-for-profit and mutual sectors. Ms O'Donnell holds a Masters of Business Administration, a Bachelor of Arts (Banking and Finance) and is a Senior Fellow of FINSIA and a Fellow of Australian Institute of Company Directors. Ms O'Donnell was appointed to the NCA Audit Committee on 1 February 2020 and attended the two meetings held between then and 30 June 2020. Ms O'Donnell received total remuneration of \$4,400 for her work in 2019-20
- Ms Chris Faulks left the NCA Audit Committee on completion of her term as a Member of the National Capital Authority in September 2019. She was not able to attend the only meeting in 2019-20 where she was a member of the Audit Committee. Ms Faulks did not receive any additional remuneration for her work on the Audit Committee – details of her remuneration as an Authority Member are included in the Executive Remuneration section of this Report.

The NCA's Chief Executive, Chief Financial Officer and representatives of the Australian National Audit Office regularly attend the Audit Committee's meetings as observers. With Ms Faulks concluding her term on the Authority and the Audit Committee, the Authority Chair, Mr Terry Weber, has attended Audit Committee meetings as an observer in order to promote the flow of information between the Authority and the Audit Committee.

During 2019-20, the Audit Committee met on four occasions to fulfil its statutory purpose and Charter requirements.



ICT Sub-Committee

An Information and Communication Technology (ICT) Sub-Committee was established in mid-2019. A particular focus for the Committee through 2019-20 was to provide oversight of the strategic planning, development and implementation of the NCA's ICT Modernisation Program including integration of business systems and establishment of a sustainable operating model to support new technologies; and to ensure its benefits will be fully realised.

The Committee comprises the NCA's Chief Operating Officer as Chair, the Chief Operating Officer of Geoscience Australia, the Chief Information Officer of Department of Infrastructure, Transport, Regional Development and Communications, and two NCA Directors as Members.

Senior Executive

The NCA Senior Executive comprises the Chief Executive, Chief Planner and Chief Operating Officer. 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, Chief Operating Officer and all NCA Directors. The Senior Leadership Team meets weekly to discuss current and emerging issues being addressed by the NCA and individual teams.

Work Health and Safety Committee

The Work Health and Safety Committee is constituted in accordance with the *Work Health and Safety Act 2011* (WHS Act). Membership includes management, health and safety representatives, and employee nominees from across the NCA. In 2019-20, the Committee was chaired by the NCA's Chief Operating Officer.

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 relevant 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.

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 is the Chief Planner and leads the Planning and Design Branch, which is responsible for keeping the National Capital Plan under constant review, 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 in the National Capital.

Lachlan Wood (Chief Operating Officer)

Mr Wood leads the Operations Branch, which is responsible for the effective management and enhancement of the National Estate, as well as the NCA's business systems and operations. 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; business system improvement; and human resource and financial management.



G Bell being lifted at the National Carillon, Aspen Island, photographed by Dom Northcott

Volunteer Contributions

NCA Volunteers

The NCA established its first volunteer program in 2001 to complement its role of fostering awareness 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 Horticulture Volunteers, Volunteer Guides and Greeters, and Research Volunteers.

The volunteer programs were interrupted this year due to COVID-19. Programs at the National Capital Exhibition were suspended from 16 March 2020, and volunteers only returned to the Exhibition in early 2020-21. The horticulture program was suspended from 30 March and resumed on 29 June 2020. Risk assessments were conducted and tailored training was provided to volunteers to ensure they could conduct their activities safely and in accordance with COVID-19 requirements.

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 2019-20, three new volunteers joined the horticulture volunteers. A total of 66 Horticulture Volunteers contributed 1, 482 hours across 741 shifts.

Volunteer Guides and Greeters

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 2019-20, 22 Volunteer Guides and Greeters contributed 737.5 hours across 247 shifts.

Research Volunteers

Research Volunteers work within projects with specific tasks. In 2019-20 this included photographing collection objects and identifying them, and editing research compiled about Blundells Cottage.

During 2019-20, one Research Volunteer contributed 130.45 hours across 40 shifts.

Conservation Volunteers

To help manage the conservation areas of the NCA's Estate, the NCA has partnerships with several volunteer groups to undertake on-ground works, obtaining separate grant funding for conservation works, and assistance with public advocacy on conservation management. The conservation areas of the NCA's Estate include Stirling Park, State Circle Woodland and Yarramundi Grasslands.

Through an Environmental Care Agreement with the Friends of Grasslands, some 100 volunteers have undertaken many hundreds of hours of works in partnership with the NCA in these conservation areas. Utilising expert volunteers and local residents, they undertake weed control, native planting, sensitive species and weed surveys, and provide a strong advocacy role within the community.

The NCA also utilises the specialist skills of other volunteer groups such as the ACT Rural Fire Service (RFS) to assist specific on-ground tasks specified in the Bushfire & Works Plan for NCA Conservation Areas.

The NCA received significant and greatly appreciated assistance of volunteers of ACT Wildlife, the ACT Government's Biosecurity Veterinary Officer and other vets of the ACT following the hailstorm in January 2020. ACT Wildlife volunteers cared for over 60 injured flying foxes, including adults, juveniles or pups until they were fit for release.



Blundells Cottage, Kings Park, Parkes, photographed by Martin Ollman

CASE STUDY

National Carillon and Aspen Island Upgrade Works



On 26 April 2020, the National Carillon celebrated its 50th anniversary. To mark this event the NCA undertook upgrade works to the Carillon instrument and Aspen Island landscaping in preparation for the 50th anniversary of the day of its donation by the British Government in 1970.

The Carillon works improved the musicality of the Carillon instrument, making it suitable for international music events, whilst the Aspen Island works enhanced the landscaping, audience space and visitor experience of the island.

The NCA contracted Taylor Bells Foundry, from Loughborough in the United Kingdom (UK), the original manufacturers of the Carillon bells, to undertake the bell works. This included a replacement clavier, a new practice clavier, a replacement transmission rig, new Westminster Chimes mechanisms and new bell clappers for all 57 bells. The aim of which was to improve instrument's playability, sound quality and optimise long-term maintenance outcomes.

However, and more importantly, Taylor Bells Foundry were asked to manufacture and install previously missing 'G' and 'D' bells to the existing suite of Carillon bells.

Introducing the new bells improved the tonal range of the Carillon, brought it in line with standard international pitch and will facilitate ensemble (multi-instrument) performances, bringing the instrument's playability into the 21st century.

The size of the 'D' bell was equivalent to an upside down pot plant and weighs about the same. The bronze 'G' bell weighs approximately six tonnes, occupies two cubic metres when 'packaged' for delivery and would not fit into the hold of a commercial airline. The NCA obtained assistance to use a RAAF transport aircraft to bring the 'G' bell from the United Kingdom to Canberra.

The NCA, in recognition of Traditional Owners of the land, named the 'G' bell the Ngunnawal Bell and asked Taylor Bells Foundry to cast the following inscription into the side of the bell:

**YUMALUNDI DHAWURA NGUNNAWALNGU NGANAA
GURALILI YARABI DHAWURA MANAGAY.**

**WELCOME TO NGUNNAWAL COUNTRY
YOU MAY LEAVE YOUR FOOTPRINTS ON OUR LAND**

On 31 January 2020, a RAAF C-17 carrying the Ngunnawal Bell landed at Fairbairn, Canberra. Three days later, on Monday 3 February 2020, the bell arrived on Aspen Island and before the public and media representatives and, following a smoking ceremony, the bell was hoisted into the Carillon.

In the meantime, landscape works to increase amenity on Aspen Island were nearing completion. The identity of Aspen Island as a place for musical performance and community engagement was enhanced with improvements to the existing beach, a weatherproof path around perimeter of the island, improved water edges and a re-shaping of the island's mounds to allow improved audience spaces and areas.

Taylor Bells Foundry staff were required to return to the UK in April 2020, delaying project completion. However, Carillonists were able to undertake some testing which informed future commissioning. Taylor Bells Foundry staff were able to return to Canberra in late August 2020 which allowed the project to be completed on 18 September 2020.



02



2019-20 Annual Performance Statements

I, Terry Weber, on behalf of the accountable authority of the National Capital Authority (NCA), present the 2019-20 annual performance statements of the NCA, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

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



Terry Weber
Chair
October 2020

NCA Performance

The sources of the NCA's performance criteria for 2019-20 are the NCA's statutory functions set out in Section 6 of the PALM Act (summarised in Chapter One of this Report), information set out in the NCA Portfolio Budget Statements (see below) and performance objectives included in the NCA Corporate Plan for 2019-20 to 2022-23.

The NCA's Corporate Plan for 2019-20 to 2022-23 states the NCA's mission as:

- 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.

For the purposes of identifying and reporting against the NCA's responsibilities and strategic priorities, the NCA's Corporate Plan for 2019-20 to 2022-23 combined the NCA's functions under the PALM Act and concomitant activities into three strategic objectives: People, Place and Plan. These objectives, their performance criteria and the NCA's results against the criteria are set out below.

The NCA has a single Outcome in the 2019-20 Portfolio Budget Statements (PBS) covering all NCA activities:

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.

The NCA has two programs set out in the 2019-20 Portfolio Budget Statement:

Program 1.1 – National Capital Functions – \$14.051 million

Planning and designing areas of special national importance in Canberra, and informing and educating the community about these areas, contributes to Outcome 1 ensuring that the National Capital is planned and promoted consistent with its enduring national significance.

Program 1.1 Deliverables

During 2019-20 and the forward years, the NCA committed to

- continue to develop and implement a comprehensive planning framework for the Australian Capital Territory
- keep the National Capital Plan (the Plan) under constant review and, when required, propose, draft and consult on amendments to the Plan
- assess and manage applications to undertake works in Designated Areas to ensure that they are in accordance with the Plan
- provide, with Ministerial approval, consultancy services either within Australia or overseas
- develop 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 – \$42.902 million

The management and enhancement of national land program contributes to Outcome 1 by ensuring that national assets are managed and renewed to enhance the character of the National Capital.

Program 1.2 Deliverables

During 2019-20 and the forward years, the NCA 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

The NCA operates within a complex and dynamic operational environment. Like our predecessor organisations, we maintain a national perspective and take the long-term view for all Australians when planning for the future of the National Capital. In our day-to-day operations we concentrate on areas of national significance and the development of strategies to maintain and enhance a substantial and rich heritage and asset base that make our areas of responsibility unique.

While regularly managing incidents and different operational challenges, the NCA like many other organisations in the ACT was effectively in incident management mode for most of the first half of 2020. Key staff were transferred to special roles or took on additional tasks to manage the impacts of bushfires and resultant air pollution, severe drought, a damaging hailstorm and the COVID-19 pandemic.

The pandemic in particular impacted on the NCA's performance such as through the closure of the National Capital Exhibition and the cancellation of many events.

The NCA is a relatively small organisation with around 57 staff. We outsource many on-ground activities and operate under a relatively flat structure reflecting the skill sets and responsibilities of our subject matter experts.

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 *Public Governance, Performance and Accountability Act 2013*
- 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.

Aerial view of central Canberra, photographed by Martin Ollman



Purpose 1 – People

Enabling Australians and visitors to celebrate and share the story of our nation through Canberra, our National Capital

Performance Criteria	Criteria Elements	Results
1.1 Welcome Australian and international visitors to the National Capital and NCA-managed lands, including for national events, respecting the location of Canberra on the land of Australia's Indigenous people	There is strong recognition of the perspective and contribution of Indigenous peoples in the NCA's activities, including through programs at the National Capital Exhibition	<p>Achieved – The NCA has a strong focus on Indigenous perspectives and contribution across our operations.</p> <p>National Capital Exhibition (NCE) programs include significant Indigenous content in telling the story of Canberra. The NCA, working with Reconciliation Australia and other Indigenous bodies and individuals, was a major contributor to Reconciliation Week activities in May-June 2020 through the lighting of the Carillon with a range of Indigenous artworks and messages. The new largest bell in the Carillon was named and inscribed as the Ngunnawal bell at its inauguration.</p>
	There is a high level of participation and engagement in NCA-managed events	Partially achieved – there was continued active participation and engagement in NCA-managed events and programs until the cancellation of events and closure of the NCE in March 2020 because of the COVID-19 pandemic.
	There is an increased number of visitors to NCA managed attractions, including the National Capital Exhibition, Blundells Cottage, the National Carillon, Anzac Parade, and the National Triangle	Not achieved – 97,054 people visited NCA-managed attractions in 2019-20, compared with 174,407 in 2018-19. The outcome reflects the closure of the NCE and other NCA-managed programs in March 2020 because of the COVID-19 pandemic. There was, however, a 12% increase in visitors over the period July 2019 to February 2020 compared with the equivalent period in 2018-19 (86,918). There were 407 events held on National Land in 2019-20, compared with 622 in 2018-19. There were an estimated 1.5 million visitors attending events on NCA-managed land in 2019-20.
	The visitor satisfaction and exit surveys show a client satisfaction rating of at least 90% across NCA-managed attractions	Achieved – 99% of visitors to the National Capital Exhibition and related programs rated their experience as either excellent or good.
	There is strong recognition of Canberra and its attractions in the National Capital in the Australian community	Achieved – 99% of visitors surveyed answered that their visit to the NCE had increased their awareness and had provided them with a greater appreciation of Canberra as Australia's National Capital. In 2019-20, the NCA captured and shared more video and photographic material of capital works projects, events and other NCA activities with an increased following on social media channels – NCA followers on Twitter increased by 6.1 per cent and on Facebook by 39.1 per cent.

Performance Criteria	Criteria Elements	Results
1.2 Maximise the use and presentation of National Land to tell the stories of all Australians	There are productive partnerships with key organisations and agencies including EventsACT, the Australia Day Council, the Reconciliation Council and Reconciliation Australia, and Canberra's National Institutions.	Achieved – the NCA has continued to build productive partnerships and relationships with relevant organisations including EventsACT, the Australia Day Council, the Reconciliation Council and Reconciliation Australia and Canberra's National Institutions. A multi-year agreement was reached with the organisers of the Spilt Milk festival. Reconciliation Australia and the ACT Reconciliation Council are now integrated into Reconciliation Week events on NCA-managed lands leading to a good outcome in 2019-20.
	There is strong recognition of events and their link to the National Capital	Achieved – By forging new relationships between the NCA and event producers, a Canberra season of many nationally-toured events such as Beer Fest, Spartan, concert tours and Drive-in Cinemas occurred for the first time, allowing the public to experience these events without having to go interstate. The NCA worked closely with producers who brought their events to Canberra for the first time to ensure these are financially successful and to increase the positive reputation of Canberra as a commercially viable city for new events within the industry. Events such as Tuff Nutterz, Beer Fest and Foam Fest have all planned multi-year returns after an inaugural 2019-20 year in Canberra.
	There is excellent presentation of National Land, commensurate with its national role and significance	Achieved – the NCA continued to ensure National Land is maintained and presented in excellent condition. National events such as Australia Day, Anzac Day and Reconciliation Week showcased Canberra in national media, highlighting its national role and significance.
	The NCA's committed and enthusiastic volunteers are recognised and supported in their work	Achieved – the NCA recognises and supports its valuable volunteer program including by providing relevant training and administrative support.
1.3 Provide enhanced opportunity for access to the experience of the National Capital and its story of the National Capital and its story of the Australian people, both physically and digitally	National Land supports Canberrans and visitors to be active, healthy and connected to one another through community and cultural events, and recreation activities	Achieved – National Lands were a focal point in 2019-20 for the Canberra and regional communities to be active, healthy and to stay connected, especially during times where COVID-19 restricted other family and community activities. There were an estimated 1.5 million visitors to events held on NCA-managed lands in 2019-20. The trial of the Aqua Park at Black Mountain Peninsula over the summer period provided an additional recreational opportunity.
	Stage 88 in Commonwealth Park hosts a strong summer concert series of national and international acts	Not Achieved – The venue was schedule to hold a series of concerts from late January to March 2020. However, smoke from bushfires and COVID-19 mass gathering restrictions required these events to be cancelled.

Performance Criteria	Criteria Elements	Results
	New large-scale and popular events are held on NCA-managed land	Partially achieved – new events were trialled but bushfire smoke and COVID-19 restrictions severely reduced the opportunity for holding new larger-scale events such as at Stage 88.
	A number of new events and visitor experiences have been trialled across the National Estate	Achieved – New events include Beer Fest, Spartan, Foam Fest, Drive-in Cinemas, Tuff Nutterz and Kanga Cup. Other new events were planned such as Cadbury Easter Egg Hunt, Hot Dub Wine Machine, Australian Open in the Gardens, but were cancelled due to COVID-19 restrictions on mass gatherings. The Aqua Park at Black Mountain Peninsula was successfully trialled over the summer period.
	New hospitality offerings are available at Regatta Point.	Partially achieved – significant planning, procurement and preparatory work took place in 2019-20; progress was slowed because of the impact of the COVID-19 pandemic; work continues in 2020-21. An outdoor coffee cart was secured to provide a hospitality offering to the public until the new facilities are available.
1.4 Collaborate with the national institutions, the ACT Government and other partners to collectively market the National Triangle	Linking National Institutions with the NCA to promote a unified and cohesive tourism message to attract visitors to the National Triangle	Partially achieved – detailed planning and preparation took place in 2019-20; a signage suite for the National Triangle has been developed and agreed, and will be progressively rolled out over coming years
	Continuing to support joint marketing initiatives with other cultural institutions (such as the Culture Loop Bus)	Partially achieved – the NCA continued to contribute to and otherwise support joint marketing initiatives in 2019-20. Further work has been delayed because of the impact of COVID-19.
	Exploring opportunities for new NCA outreach programs targeting regional and remote communities	Achieved – a number of programs and activities were released online and provided through digital channels.
	Advancing navigational and wayfinding signage throughout the National Triangle to enhance the national story	Achieved – a signage suite for the National Triangle has been developed and agreed, and will be progressively rolled out over coming years.
	Continuing to enhance the NCA's website structure, navigation and functionality based on feedback and user experience, including dedicated digital features such as video content which will assist with outreach in regional and remote Australia.	Achieved – a number of programs and activities were released online and provided through digital channels.

Analysis of Performance Against Purpose

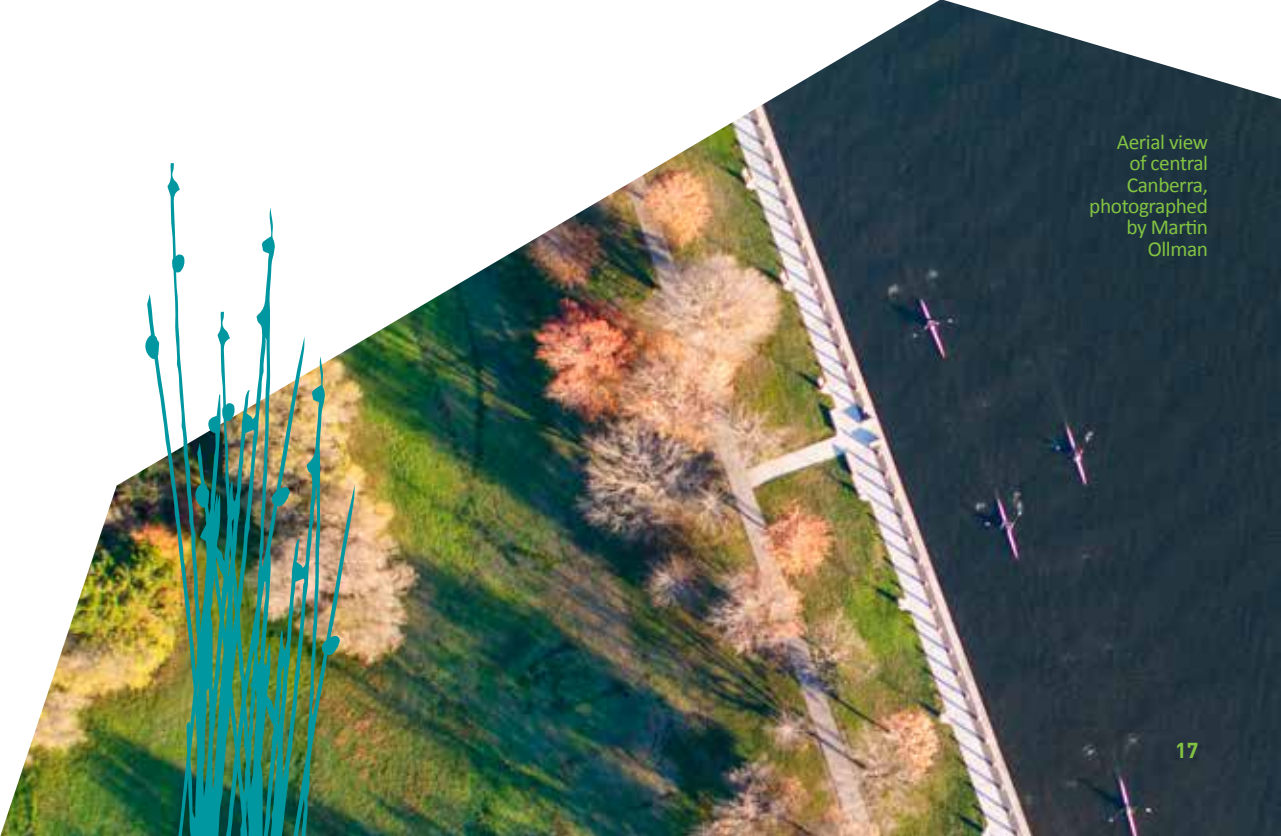
During 2019-20, the NCA continued to fulfil its role in encouraging Australians and visitors to celebrate the story of Canberra, Australia's National Capital.

Before the impact of the COVID-19 pandemic, the NCA was on track to achieve its visitation targets and increase the use of land for new and refreshed public events within the National Triangle. From March 2020, the pandemic forced the closure of the National Capital Exhibition (NCE) and the cancellation of a number of planned events and activities. NCA's public amenities such as playgrounds and toilets were required to close at that time in line with public health directives from the Commonwealth and ACT Governments.

Before the impact of the pandemic, the National Capital Exhibition (NCE) continued to perform strongly in the education market retaining its projected visitor numbers. Closed from March 2020 and needing to cancel all school programs, the NCE refocused its activities with the creation of new digital content. A number of programs and activities were released online and provided through digital channels including with the addition of the Story of Canberra film and a number of Little Griffins educational YouTube video content.

NCA-guided walking tours include Anzac Parade, Reconciliation Place, the Old Parliament House Gardens, Commonwealth Park and Lake Burley Griffin. Walking tours made up 11 per cent of our overall visitation, an increase from 10 per cent in 2018-19. The NCA continued to have increased numbers of people taking NCA-guided walking tours in 2019-20, prior to the impact of the COVID-19 pandemic. The closure of the tours in March 2020 resulted in a 22 per cent year-on-year decline with 5625 people joining a tour in 2019-20. All NCA programs closed on 16 March 2020 and the exhibition closed from the 18 March 2020 in light of the pandemic.

Prior to its closure in September 2019 for refurbishment and improvements to the musicality of the instrument, the Carillon chimed for a number of performances and concerts twice a week from July 2019 until September 2019. A total of 18 concerts were held during this time.



Aerial view of central Canberra, photographed by Martin Ollman

A particularly memorable concert was held on UN International Day by Thomas Laue to remember victims of terrorism. From September, the NCA undertook Carillon bell installation works and Aspen Island renovations. Additional 'G' and 'D' Bells were added to complete the instrument's range – these two bells were not included in the original Carillon design and construction. The new 'G' bell is known as the Ngunnawal bell.

With some delays to the works with the pandemic and the bell manufacturers located in the UK, the NCA focused on improving the landscape and public spaces on Aspen Island. The Island has newly-created accessible grassed area, upgraded walking paths and safety improvements to the beach area.

Blundells Cottage was closed for most of 2019-20 because of extreme weather over the Christmas period and smoke affecting the capital and, in early 2020, as a result of the COVID-19 pandemic.

The NCA's travelling exhibition, Brick by Brick: Build Your Own Capital was officially retired in Queenstown, Tasmania. Having been to Hobart and Burnie earlier in the year and with the exhibition travelling throughout Australia over a seven-year period, it was time to officially retire the exhibition and donate the furniture to help schools and child care centres further engage in creative play. The NCA received an overwhelming response to the expression of interest for the furniture donation in Tasmania. The donation of the purpose built LEGO tables and exhibition materials will continue to keep the story of the National Capital alive for young Tasmanians.

Little Griffins, the learning and play program for toddlers and pre-schoolers continued to be popular. The program went online in April 2020 to enable parents and children to continue to take part in the program from their home. Monthly sessions were conducted, and when the program was hosted at the NCE, 143 children and adults attended the six face-to-face sessions. The online program was launched on 26 April and has continued to be released each month. By the end of the financial year, the April program had been watched 230 times and the May program had been watched 80 times. The total of 453 views and attendances is a 218% increase over 2018-19. Delivery online to an expanded audience has provided parents and carers with engaging activities during pandemic restrictions.

Panoramic view of central Canberra from Mount Ainslie, photographed by Dom Northcott



Throughout 2019-20, the 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 continued to grow on the NCA managed social media channels with Twitter followers up from 3,345 in 2018-19 to 3,550 in 2019-20 (a 6.1 per cent increase) and Facebook followers up from 3,261 in 2019-19 to 4,535 in 2019-20 (a 39.1 per cent increase). Our Facebook engagement continued to increase with regular comments and activity on all social media channels. Top performing posts in 2019-20 include the Reconciliation Week Carillon illuminations in May 2020, the build your own capital Lego Challenge in April 2020 and Parliamentary Zone activities in October 2019.

The very successful Tree Management Policy consultation and engagement strategy was undertaken in 2019-20. Having a lengthy consultation and engagement period and the release of a draft policy in February 2020, this policy will ensure that the treescape managed by the NCA continues to be one of the most remarkable in the world.

Through community consultation and engagement sessions throughout the year, the NCA received community views and actively engaged with stakeholders on a number of Works Approvals and Draft Amendments to the National Capital Plan. Some of the larger consultations included consultation on the former CSIRO Headquarters site in Campbell, the commercial accommodation proposal for the National Arboretum, trial of an Aqua Park at Black Mountain Peninsula, the public domain upgrade between the Lake and the National Gallery of Australia, Lake wall remediation program and the Regatta Point redevelopment. Comprehensive community consultation on Draft Amendment 95, the creation of a new diplomatic estate commenced in February 2020.

The COVID-19 pandemic has prompted the NCA to examine our communication and consultation methods and processes to seek the best ways to facilitate effective public engagement. The NCA will continue to assess the ways in which it engages to ensure it is adaptive and responsive to change.

Events that took place prior to mid-March 2020, experienced high levels of visitor participation. Floriade 2019 achieved its highest attendance ever with over 500,000 visitors. The Enlighten festival attracted 200,000 visitors.

New events to NCA-managed lands were successful – Beer Fest attracted 4,500 patrons, Spartan had 2,500 participants and Spilt Milk achieved its highest ticket sales at 32,000. The Cold Chisel concert in January 2020 sold over 12,000 tickets. Carols by Candlelight moved to a Saturday and achieved its highest attendance of 10,000. Summer events such as Australia Day and Open-Air Cinema were downsized due to smoke and any event that was scheduled after mid-March was cancelled due to COVID-19 restrictions, including events to celebrate the 50th anniversary of the Carillon.

Despite the challenging conditions in 2020, a total of 407 events and an estimated 1.5 million visitors attended events held on NCA-managed land in 2019-20, compared with 622 events in 2018-19.

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 was severely affected by smoke haze caused by the bushfires in 2019-20 as well as the mass gathering restrictions imposed on outdoor events due to COVID-19.

The NCA works closely with numerous commercial event operators and the ACT Government's events team to create safe and exciting festivals on National Land to support community wellbeing and to underpin the regional visitor economy.



DID YOU KNOW?

The design of Magna Carta Place is based on an ancient English funeral mound or barrow, which has been cut away to reveal the treasure inside (being the Magna Carta).

People SNAPSHOT

NCE VISITORS



97,054
TOTAL VISITORS
174,407K
IN 2018/19

99% OF VISITORS
Rated their experience
as excellent or good



99% OF VISITORS
AGREED THAT THEIR
VISIT TO THE NCE
GAVE THEM A GREATER
AWARENESS AND
APPRECIATION
OF CANBERRA

BRICK BY BRICK

Retirement and donation of
Travelling Exhibition in Tasmania

The National Capital Exhibition
Anzac Parade Memorials & Reconciliation Place
All added to the secondary tier of institutions
for the **PACER** Program.

EVENTS



66
WEDDINGS



57
SPORTING

622
IN 2018/19

407



Revenue
\$402K
\$313K
IN 2018/19

Total events held on
National Land attracting
an estimated
1.5 million patrons



16
MEMORIAL
CEREMONIES



97
NOT-FOR-
-PROFIT



Floriade's
largest
patronage
to date
500,000



Aqua Park at Black Mountain beach,
Lake Burley Griffin, photographed by Ilona Fraser

Purpose 2 - Place

Excellence in the care and stewardship of the National Capital's special and symbolic places

Performance Criteria	Criteria Elements	Results
2.1 Manage the NCA's substantial and ageing assets and significant sites to ensure their national importance, useability, heritage values and significance to the National Capital is maintained	At least 90% of capital improvements are advanced within target timeframes.	Achieved – 98% of capital improvements were advanced in 2019-20. This criterion has been achieved through the NCA's effective management, maintenance and renewal of sites and assets. The continuous assessment, prioritisation and refurbishment of significant assets is undertaken to ensure the usability and enjoyment of the National Estate, while protecting the special characters and values.
	The strategic Asset Management System (AMS) is fully integrated and used to inform strategic financial planning and programming of works	Partially achieved - The AMS is used to support delivery and planning of asset maintenance and is integrated with the financial system. More work is underway including further integration and developing long-term management programs for significant asset classes.
2.2 Provide safe, functional, accessible and attractive public spaces and infrastructure in the National Capital for recreation and public use	All safety hazards are assessed and actioned according to their risk profile	Achieved - Based on prioritisation, resources and risk, hazards are scheduled and actioned, maintaining a safe National Estate. Status updates are provided at each Board meeting.
	At least 90% of maintenance issues are addressed within target timeframes, according to safety risk and priority	Achieved – 95% of maintenance issues were addressed within target timeframes, either through being incorporated into a capital renewal program or as part of reactive maintenance, as appropriate.
	Injuries to visitors, contractors and staff are minimised through timely risk identification and mitigation	Achieved - Through the evaluation of identified hazards, analysis of risk and the assessment of consequence, appropriate mitigation strategies have been implemented or works scheduled. An online safety system has been implemented to improve management of hazards and risks. No major incidents were reported in 2019-20.
2.3 Protect and enhance the ecological integrity and resilience of land and waterbodies on the National Capital Estate	There is good accessibility and active use of National Land which allows the community to recognise and enjoy the natural environment	Achieved - National Land is managed and available for use. During the COVID 19 pandemic, NCA open space areas were used and valued as important assets for exercise and recreation.

Performance Criteria	Criteria Elements	Results
	Indigenous cultural heritage on National Land is identified, protected and valued	Achieved - Stakeholder consultation was sought to protect the indigenous values of Stirling Park prior to the commencement of work on the fire management tracks of this conservation area. An Indigenous cultural heritage study was undertaken in the lead up to planned development of a new carpark in Kings Park
	Biosecurity and ecological risks are actively and effectively managed	Achieved - Invasive weed management through goat grazing and invasive pest management through rabbit culling were undertaken. The efforts of ACT Wildlife volunteers (caring for the flying-fox camp in Commonwealth Park) following the January 2020 hailstorm were supported through the provision of supplies and equipment. Additionally, fruit was donated and collected for flying-foxes in the care of ACT Wildlife volunteers.

Analysis of Performance Against Purpose

COVID-19 Pandemic Response

The NCA and our maintenance and capital works contractors adapted work practices to continue to maintain and renew the National Capital Estate safely throughout the COVID-19 pandemic. The open space assets maintained by the NCA, including Commonwealth and Kings Parks, Lake Burley Griffin and surrounds, and the conservation areas of Stirling Park and Yarramundi Grasslands, provided vital amenity and recreational opportunities for the community during COVID-19 restrictions.

Asset Management System

The NCA has continued a three-year project to update its Asset Management System based on the review and recommendation outlined in the Asset Management Strategy. In 2019-20 the NCA:

- implemented the Integrated Asset Register to align all the financial and operational attributes across the asset base, enabling efficient interfacing between systems
- finalised strategic asset management plans for each asset class
- prepared for implementation of a cloud-based asset management system.

Renewal of Ageing Infrastructure

A major hailstorm in January 2020 caused substantial damage to many NCA assets. Windows, roofs and trees were significantly impacted, with assessments and repair work continuing into the 2020-21 financial year.

The 2019-20 lake wall renewal program prioritised sections of the stone walls around Lake Burley Griffin, identifying areas which required stabilising. The work involved injecting expanding resin into the soil above and below the water line. The non-invasive technique was proven successful during a pilot study in 2019. This project will extend the useful life of remediated sections of Lake wall by at least 50 years.

Scrivener Dam continues to be operated and managed in an efficient, effective and safe manner. The NCA is compliant with the Australian National Committee on Large Dams Incorporated Guidelines and the Dam Safety Management Plan (DSMP). The quality of documentation, both technical and non-technical, and the ongoing management of this documentation is of a very high standard. The definition and accountability of tasks in the DSMP are 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.

The Dam Safety Team meets monthly to review and assess all programmed capital upgrades and projects, as well the monthly safety and surveillance reports.

The NCA refurbished 17 high mast light masts located on and near Commonwealth and Kings Avenue, to improve public safety. The project included two fully replaced poles and new, energy efficient luminaires.

Following approval from the Australian Parliament, the NCA commenced safety improvement works to the primary foreshore shared path adjacent the National Gallery of Australia. The works include new lighting, pathway widening and improved public amenity.

As part of additional commemorative works to the Australian Merchant Navy Memorial, the NCA facilitated improved safe access to the main commemorative apron for people with a disability.

The NCA prepared a detailed business case to strengthen and widen Commonwealth Avenue Bridge.

Community Collaboration for Ecological Outcomes

The NCA continues to collaborate with community groups to achieve mutually beneficial outcomes. The NCA was able to continue work in conservation areas with the support of the Friends of Grasslands (FOG). In 2019-20 FOG conducted weed management and conservation activities in Stirling Ridge and Yarramundi Grasslands. FOG also lead community walks through these areas, explaining about the special histories, values, flora and fauna.

Today, the NCA is the custodian of more than 18,000 trees across the National Capital Estate, which provide a stunning setting for national institutions and memorials. Trees are also essential to the creation of the attractive parklands, streetscapes, and other spaces and the important provision of shade. To protect these valued assets into the future, the NCA has undertaken extensive community consultation across a range of stakeholders to develop a draft Tree Management Policy. The policy will provide a robust and consistent approach for the management of urban trees by the NCA in readiness for current and future challenges from the ageing tree population, climate changes, tree removal and replacement, water management, heritage preservation, and the development and utilisation of open space.

In accordance with the Tree Management Policy, the NCA removed 600 pine trees at Stirling Park between March and May 2020. Many of the trees were in decline, some had died and many were unsafe. In May 2020 the NCA, Friends of Stirling Ridge and Greening Australia planted 300 trees including native species found in the Box Gum Woodland on Stirling Ridge, an endangered ecosystem. More trees, shrubs and grasses will be planted in 2021 to complement and enhance the native vegetation on Stirling Ridge.

The NCA utilised goats for weed management in an area adjacent to Lady Denman Drive. Goats efficiently remove weed species with less environmental impact and significantly reduced costs than traditional mechanical clearing methods. The NCA also removed invasive weed tree species from Stirling Ridge, Yarramundi Grasslands and Attunga Point to improve natural species resilience.

To inform the draft Flying Fox Management Plan, the NCA undertook monitoring of the flying-fox camp in Commonwealth Park. Monitoring activities were to gauge the colony's reactions to large events in Commonwealth Park as well as general park maintenance activities. Due to bushfire smoke and COVID 19, many planned monitoring events were cancelled as events and concerts were not able to proceed.

The NCA wishes to thank the volunteers of ACT Wildlife, the ACT Government's Biosecurity Veterinary Officer and other vets of the ACT who assisted in the response following the catastrophic hailstorm in January 2020. As a direct result of the storm, more than 600 grey-headed flying-foxes were killed in Commonwealth Park. ACT Wildlife volunteers cared for over 60 injured adults, juveniles or pups until they were fit for release.

High Court and
Lake Burley Griffin,
photographed by
Dom Northcott



Place

SNAPSHOT

DESIGN & CONSTRUCTION

17
FEB

Regatta Point
Cafe Expansion
started

18
JUNE

NGA Foreshore
Upgrade started

Lake Walls
Renewal
Program
4km+
REINFORCED

98%

Capital Works in line
with Annual Plans

WILDLIFE ACTIVITIES

Commonwealth Park
grey headed flying-fox



1800 Population
in Dec 2019

JANUARY HAIL STORM

640 Estimated
total loss

100 In care with
ACT Wildlife

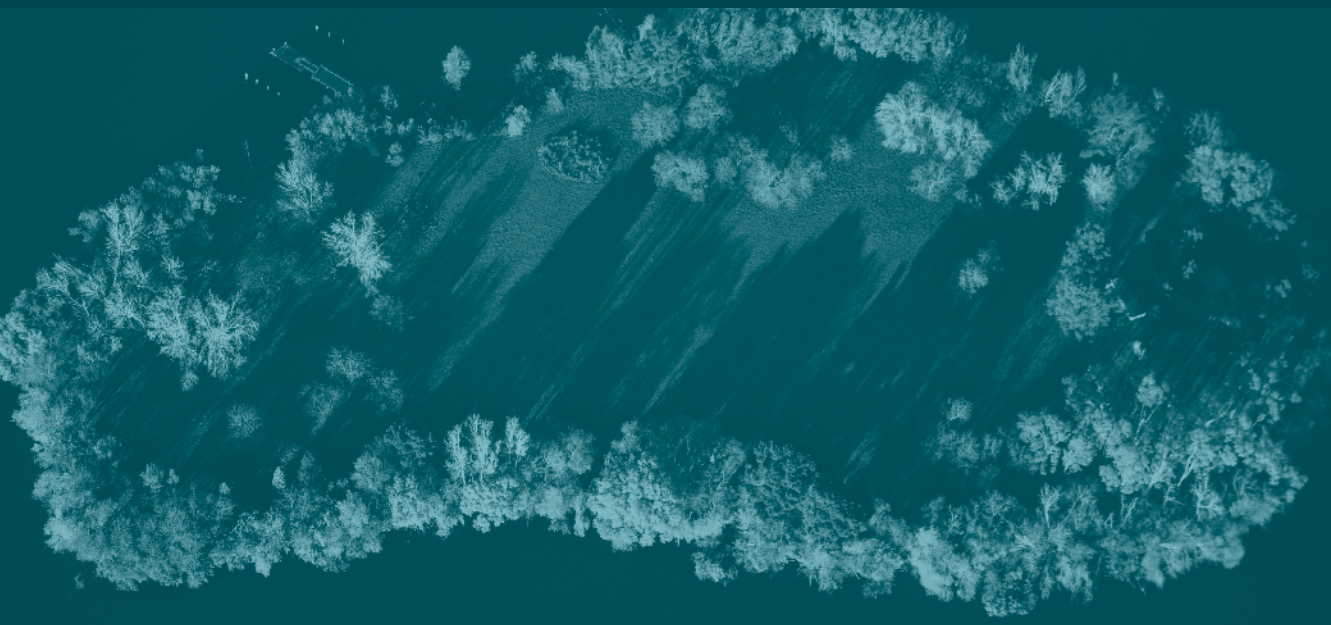
Fires and drought also effected
the flying-fox population before
the hail storm

ESTATE MAINTENANCE ENQUIRIES

95%



Maintenance
issues addressed
within target
timeframes



Purpose 3 – Plan

Strategic planning and oversight of the places and spaces of national importance in Canberra

Performance Criteria	Criteria Elements	Results
3.1 Ensure the National Capital can continue to perform its national and international functions effectively and efficiently	Reviewing the Guidelines for Commemorative Works in the National Capital in accordance with the Government's response to Joint Standing Committee's on the National Capital and External Territory's report, 'Etched in Stone'	Partially achieved – in 2019-20, the NCA commenced liaison with the Department of Infrastructure, Transport, Regional Development and Communications in preparation for this work to proceed in 2020-21.
	Addressing the need for more land for diplomatic purposes, working, especially, with the Department of Foreign Affairs and Trade	Achieved – in March 2020, the Australian Government declared approximately 31 hectares at North Curtin as National Land for the purposes of developing a new diplomatic estate. In May 2020, the NCA commenced the planning process necessary to change the land use policy of the Curtin site to allow for diplomatic uses.
	Establishing a program of review of the National Capital Plan's precinct codes	Not achieved – prioritisation of projects resulted in this work being rescheduled to commence in 2020-21.
	Planning for effective and safe movement systems within the National Triangle, especially in relation to the ACT Government's Light Rail and active travel plans	Achieved – The NCA continued to engage with the ACT Government to ensure appropriate planning, supported by robust data and analysis, is undertaken in the ACT Government's Light Rail and active travel plans. The NCA has not yet received a works approval application for the next stage of work on Light Rail.
	Assessing specific development proposals and works which may include developments around City Hill, on Constitution Avenue and at the Australian National University	Achieved – NCA officers have engaged with proponents and provided pre-application advice about the requirements of the National Capital Plan. Proposals assessed and approved include significant development at Section 100 City 'The Barracks', including the Edinburgh Avenue extension works, Section 3 Parkes 'The Griffin' on Constitution Avenue and SA8 student accommodation at the ANU.
	Considering longer term plans for possible institutions in the National Triangle, such as a National Resting Place for the ancestral remains of Indigenous people	Achieved – NCA officers engaged with and provided advice to the Australian Institute of Aboriginal and Torres Strait Islander Studies as an Initial Business Case was prepared to support a National Resting Place. The NCA was also represented on the National Resting Place Project Interdepartmental Committee.

Performance Criteria	Criteria Elements	Results
3.2 Engage and consult the Australian Community on future plans for the National Capital	<p>All required Plan Amendments, Development Control Plans, master plans and/or urban design guidelines have been prepared with input from the community in line with the NCA's Commitment to Community Engagement policy.</p>	<p>Achieved – The following Plan Amendments, Development Controls Plans, master plan and/or urban design guidelines came into effect during 2019-20:</p> <ul style="list-style-type: none"> • Development Control Plan 19/01 for Block 12 Section 111 and Block 2233 Jerrabomberra • Development Control Plan 19/02 for Blocks 4 and 5 Section 38 Campbell • Amendment 92 – Uncommitted Land Adjacent to the Australian National University • Amendment 93 – City and Gateway Urban Design Provisions Technical Changes • Amendment 94 – National Arboretum Commercial Accommodation. • Consultation on Draft Amendment 95 – North Curtin Diplomatic Estate and Urban Areas – commenced in 2019-20. <p>All consultation was undertaken in accordance with the NCA's 'Commitment to Community Engagement (August 2015)'.</p>
3.3 Plan for a changing climate and its impact on National Capital landscapes, infrastructure and waterways	<p>The National Capital Plan provides a leading practice statutory framework to guide urban development that respects environmental values and ensures resilience in the context of a changing climate</p>	<p>Achieved and ongoing – The Statement of Planning Principles in the National Capital Plan includes a principle requiring development to respect environmental values, including water catchments and water quality and ensure resilience to the impacts of climate change.</p> <p>This overarching principle is subsequently reflected in more detailed provisions of the Plan, such as requirements for the design and siting of development to be responsive to microclimate issues, and include design measures to provide protection from sun, wind, heat, etc.</p> <p>Future amendments to the National Capital Plan will include relevant consideration of a changing climate and environmental values.</p>

Performance Criteria	Criteria Elements	Results
	<p>Planning and design proposals are informed by policies on a changing climate and its impact on the natural and built environment</p>	<p>Achieved – An example of specific policy developed in 2019-20 is that incorporated into Amendment 94 – National Arboretum Commercial Accommodation. The design and planning of development proposals must address energy consumption, greenhouse gas emissions and incorporate water sensitive urban design measures, demonstrate consideration of climatic conditions including resilience to extreme weather events, and incorporate biophilic design principles including responsiveness to the natural environment.</p> <p>The NCA Tree Management Policy was developed, with extensive consultation and finalised by the Authority in late 2019-20. The Policy addresses resilience and climate change by setting targets for increased canopy cover, identifying suitable climate-adapted tree species, engaging with water sensitive design and managing pests and disease</p>
	<p>Changing climate and water quality predictions inform master plans for the National Triangle, including Barton, Lake Burley Griffin Foreshores and Aspen Island.</p>	<p>Achieved and ongoing – relevant environmental information is considered in developing master plans, development control plans, planning and design guidelines, and amendments to the National Capital Plan.</p>
<p>3.4 Encourage high quality design, landscaping, environmental management and heritage considerations in the National Capital</p>	<p>Works are recognised by industry and the community as being of high quality</p>	<p>Achieved and ongoing – the NCA receives positive feedback regarding design input and the outcomes of works approvals.</p>
	<p>Works incorporate leading practice initiatives concerning environment management and sustainability</p>	<p>Achieved – the NCA Chief Planner, alongside the ACT Government Architect, co-chairs the National Capital Design Review Panel. The Panel works to improve the quality of design of the urban environment through inclusion of sustainability initiatives such as sun shading, cross ventilation, material selection and soft landscaping.</p>
	<p>The heritage values of places managed by the NCA are integrated in relevant planning and management activities.</p>	<p>Achieved – the NCA has management plans (HMPs) to manage the heritage values for 19 of the 20 listed heritage places the NCA is responsible for. A rolling program of review and update is in place to ensure HMPs are current. Internal and external heritage advice, drawing upon HMP policies, was also provided to inform Aspen Island works, planning works for Kings and Commonwealth Parks, and Anzac Parade.</p>

Performance Criteria	Criteria Elements	Results
3.5 Assess and manage applications to undertake works in Designated Areas to ensure they are in accordance with the National Capital Plan	All approved applications are consistent with the principles and policies of the National Capital Plan	Achieved – 390 applications were assessed as being in accordance with the National Capital Plan and approved. A total of 63 applications were withdrawn or not supported.
	At least 75% of Works Approvals applications processed are assessed against the National Capital Plan within 15 working days	Achieved – 376 (96%) applications were assessed within 15 business days. The two highest fee payable applications approved in 2019-20 (totalling \$292,903) were: <ul style="list-style-type: none"> • Section 100 City (\$152,119) • Section 3 Parkes (\$140,784)
	Where possible, all applications are lodged, processed and managed using the NCA's Works Approval eLodgement system	Achieved – 100% of applications were lodged electronically via the NCA's Works Approval e-Lodgement system (WAeL). (Note: excludes event applications under 14 days.)


Analysis of Performance Against Purpose

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, and meets the evolving needs of a growing, modern city.

The NCA shares planning responsibility for Canberra and the Territory with the ACT Government. The NCA worked collaboratively with the ACT Government to ensure that the NCA can continue to uphold its role in ensuring that suitable land is available for diplomatic purposes. Under the Vienna Convention on Diplomatic Relations, Australia has an obligation to facilitate the acquisition of, or assist in obtaining, accommodation for diplomatic missions. This obligation was achieved through a land exchange whereby the Australian Government obtained approximately 31 hectares of land in Curtin for the purposes of establishing a new diplomatic estate. The establishment and growth of the diplomatic community in Canberra reflects one of the unique roles of the National Capital.

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

DID YOU KNOW?



Bill Neidjie artwork at Reconciliation Place features the spirit warrior figure (Mabbuyu) is reproduced from an ancient rock painting located at Ubirr (Obiri Rock) in Kakadu National Park, of which Bill was a traditional owner.

Plan

SNAPSHOT

WORKS APPROVALS

 **390** **426**
IN 2018/19
Applications approved

96% **76%**
IN 2018/19
APPLICATIONS
ASSESSED WITHIN
REQUIRED TIMEFRAME

12 Public
consultations  

HERITAGE

4 Heritage
Management
Plans under
review

DIPLOMATIC LAND

23
MAR Secured
31.6 hectares
for future
diplomatic
purposes



Aerial view of central Canberra, photographed by Martin Ollman



03



Management and Accountability

Corporate Governance

The NCA has a range of formal business planning arrangements in place to ensure we focus on our statutory responsibilities and strategic objectives. The NCA Corporate Plan 2019-20 to 2022-23 set out our core objectives for 2019-20 – the Performance Statement (Chapter 2) reconciles our planned work against outcomes achieved. The Corporate Plan is supplemented and detailed in Branch and Team Business Plans and in individual performance agreements. These arrangements set out their team and individual responsibilities and provide a line of sight for each staff member from their work to the NCA's organisational goals and objectives.

The NCA has committees in place to monitor and manage the NCA's work and oversight particular responsibilities and objectives– see Chapter 2. These structures provide cross-agency input and particular focus on key areas such as work health and safety.

The NCA has a defined corporate control framework in place to ensure the proper management of the agency. Key documents and instruments include Accountable Authority Instructions, Authority and Audit Committee Charters, a Risk Management Policy and Framework and delegation arrangements for relevant functions and operations.

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

The Audit Committee met four times in 2019-20, and considered and monitored the NCA's:

- financial reporting
- planning and performance matters
- risk management arrangements
- the NCA's control framework
- governance and compliance matters, including fraud control arrangements
- audit and assurance plans and reports.

Further details on the NCA Audit Committee are included in Chapter 1.

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 maintained appropriate records management arrangements in 2019-20 in accordance with the requirements of the *Archives Act 1983* and related Australian Government information management policy.

The NCA has a strong ethical framework, based on the APS Values, Employment Principles, and Code of Conduct. The framework 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 conducted a detailed Fraud Risk Assessment in mid-2019 and updated the Fraud Control Plan to reflect the Assessment. 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 2019-20, 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.

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 2019–20 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
October 2020

Ministerial Directions

The NCA did not receive any Ministerial Directions in 2019-20.

Finance Law – Significant Issues

During the period 2019-20, the NCA did not have any significant issues requiring reporting to the Minister under section 19(1) (e) of the PGPA Act relating to non-compliance with Finance law.

External Scrutiny

Judicial, Administrative Tribunal or Information Commissioner Decisions

During 2019-20 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 2019-20 there were no reports on operations of the NCA by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman.

Capability Reviews

During 2019-20 there were no capability reviews of the NCA.

Asset Management

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

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, carparks and civil infrastructure such as roads, bridges and street lighting.

The NCA's Asset Management Policy, underpinned by the Strategic Asset Management Plan, guides the approach to asset management, to ensure the NCA is able to effectively manage its assets. Asset Management Plans for each asset class are updated annually and provide more detailed tasks and activities that are undertaken by the NCA.

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's Asset Management System supports the maintenance and works undertaken across the National Estate.



Magna Carta Place, Parkes



The NCA has a statutory obligation set out in the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), to prepare Heritage Management Plans for places it owns or manages that have Commonwealth Heritage values. The NCA has a rolling 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 20 listed heritage places – 18 on the Commonwealth Heritage List and two on the National Heritage List. There are also four places that the NCA is responsible for that have been assessed to have heritage values but are not listed. These places are managed in accordance with heritage management principles set out under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The NCA's Heritage Strategy provides a strategic planning tool, setting out its approach to managing the heritage values of its property. The NCA has Heritage Management Plans (HMPs) for 19 of the listed places. A rolling program of review and update of HMPs is underway in accordance with EPBC Act obligations and best practice management.

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 2019–20, 27 new consultancy contracts were entered into involving total actual expenditure of \$1,315,415. There were two ongoing consultancy contracts carried over from the 2018-19 financial year involving total actual expenditure of \$422,083.

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

Exempt Contracts

No contracts were exempted on public interest grounds from publication with AusTender during 2019-20.

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 2019-20.

Small Business Support

The NCA supports small business participation in the Commonwealth Government procurement market. Small and medium-sized enterprise (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.

The NCA seeks to support SMEs, consistent with paragraph 5.4 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).

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

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

The NCA complies with all payment requirements, aiming to ensure that invoices that are correctly rendered are paid within 20 days of the date of receipt of the invoice. For 2019-20, the NCA paid 96% of invoices within 20 days.

During 2019-20 the NCA made total payments of \$12,010,308 to 235 small- and medium-sized enterprises.

School group at Reconciliation Place, Parkes

Advertising and Market Research

During 2019-20 the NCA did not conduct any advertising campaigns.

During 2019-20 the NCA has not made payments in relation to advertising or market research above the relevant disclosure threshold (\$14,000).

Grants

During 2019-20 the NCA did not award any grants.

Freedom of Information

The NCA is subject to the *Freedom of Information Act 1982* (FOI Act) and is required to publish information for public access as part of the Information Publication Scheme (IPS). The NCA's Agency Plan in relation to the IPS is located www.nca.gov.au/about-the-NCA/corporate-documents/our-policies/freedom-information/information-publication-scheme.



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 including 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 Policy and Framework, and the Guidelines for Events on National Land.

In all of our functions and operations, the NCA:

- Develops and implements cost efficient measures and adopts effective technologies to minimise 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, and 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 co-mingled recyclables
- collects and recycles compostable waste (eliminating it from the waste stream)
- collects and recycles soft plastics, batteries and light globes
- promotes efficient use of water in kitchens and washrooms
- efficiently uses recycled paper and office appliances
- has a conservative approach to the use of office lighting and air conditioning
- is committed to electronic record-keeping.

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

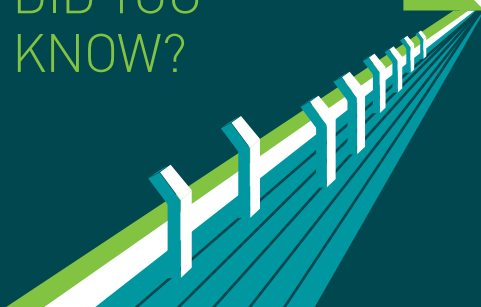
To raise awareness of the impact of energy consumption on the environment, the NCA participated in the World Wide Fund for Nature’s ‘Earth Hour’ awareness event in March 2020. This is the 12th year the NCA has been involved in Earth Hour.

Measures taken to minimise the NCA's Impact on the Environment

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. In 2019-20, these measures 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. These measures continued to achieve a reduction in water usage from the previous years. The majority of irrigation occurs at night, with only some exceptions such lawn remediation, during irrigation audit and repairs, or when additional water is applied to trees during extended dry periods.
 - 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-October to mid-April). All responses and advisories issued due to adverse water quality are in line with protocols, legislation and the Guidelines.
 - Lake water is used for all irrigation in Commonwealth Park instead of treated, potable water. This means water used on these gardens and lawns are not over-treated for this purpose.
 - Ongoing partnership using an Environmental Care Agreement with the Friends of the Grasslands to undertake weed management and re-planting on conservation grasslands in the NCA National Capital Estate.
 - Drafting of a new Environmental Care Agreement with ACT Wildlife. ACT Wildlife is able to provide specialist care and rehabilitation of sick and injured native fauna and release recovered animals back to habitat. This includes care for the grey headed flying-fox colony which camps in Commonwealth Park from spring to autumn each year.
- Fuel management which is consistent with the Bushfire and Works Plan for fire-prone areas of National Land, including the conservation grasslands. The Ecological Management Plan for these areas prescribes a number of principles to promote native grasses and lower the fuel load by managing the fire risks. In 2019-20, activities included fire trail maintenance, slashing of firebreaks and three hazard reduction and ecological burns with the assistance of the ACT Rural Fire Service volunteers at Yarramundi Grasslands, 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 applicable Heritage Management Plans.
 - Use of goats for weed management in external areas. Goat grazing on weed species creates less soil disturbance than manual removal methods, and reduces the amount of herbicides used.
 - 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.

DID YOU KNOW?



Along the Lake Burley Griffin pathway are five metal strips in the concrete, representing the five music stave lines. The plinths at the Australian of the Year Walk are placed in musical note position to the score of Advance Australia Fair.

- 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'.
- Active management of the colony of flying foxes in Commonwealth Park through preparing a draft Flying Fox Management Plan, with input from a range of community members and experts. Following events in 2019-20 (starvation, extreme heat and severe hail storm), an Extreme Weather Event Response Plan has been developed as an attachment to the Flying-Fox Management Plan.
- Finalising a Tree Management Policy to ensure a robust and consistent approach for the management of urban trees in readiness for current and future challenges.
- In Feb 2020, NCA renewed fleet vehicles with selections based on fit-for-purpose and low CO2 emissions.

Further activities that may be explored by the NCA include:

- preferring zero-emissions fleet vehicles with the aim of achieving an emissions-free fleet of vehicles and other modes of transport
- phasing out single use plastics by event operators and tenants in NCA-managed premises
- recommending that events do not use latex or rubber balloons
- installing recycling bins across the national estate.

The National Capital Authority would like to thank the following groups and artists for their support of this project:

Groups

- ACT Government
- ACT Reconciliation Council
- AIATSIS
- Australians for Native Title and Reconciliation (ANTaR)
- ATSIEB
- Gail Mabo
- National Portrait Gallery
- OATSIS
- Reconciliation Australia
- The Estate of Gordon Bennett
- Torres Strait Islander
- United Ngunnawal Elders Council
- WAM Clothing
- Winanggaay Language Group

Artists

- Richie Allan, Ngunnawal/Kamilaroi
- Lynnice Church, Ngunnawal/Wiradjuri/Kamilaroi
- Nikita Ridgeway, Biripi/Bunjalung
- Gordon Bennet

National Reconciliation Week Illuminations 2020 on the National Carillon, Aspen Island. Photographed by Dom Northcott. *Reconciliation, a continuing journey of growth and togetherness*, Nikita Ridgeway of Boss Lady Creative Designs. Narrative created by Reconciliation Australia.



CASE STUDY

Reconciliation Week Illuminations on the National Carillon

Traditionally, the National Capital Authority has been actively participating in National Reconciliation Week by hosting a smoking ceremony by the Ngunnawal community in the early morning of Reconciliation Day. With COVID-19 restriction on public gathering in 2020, the National Capital Authority sought an alternative and meaningful acknowledgement of the week that all Canberrans could enjoy.

In a striking symbol of the same intentions of the bridge walks, the National Carillon was used as a stunning electric canvas for the first time to project a fabulous series of narratives and imagery for Reconciliation Week 2020 in the capital. The projections have been prepared by architectural projectionists, The Electric Canvas, who are also responsible for the Enlighten projections.

As part of the National Carillon's 50th Anniversary year celebrations, the three-sided building became a 50-metre canvas, displaying an 8-night series of imagery and messaging to commemorate Reconciliation Week.

To assemble the meaningful messaging, the National Capital Authority collaborated with numerous contributors and Indigenous communities including Reconciliation Australia, the ACT Reconciliation Council, the United Ngunnawal Elders Council and Ngunnawal traditional owners, and members of Canberra's Aboriginal and Torres Strait Islander communities (listed below).

On each night, from 27 May to 3 June 2020, the Carillon showcased a different image overlaid by important messages about the nation's journey to Reconciliation. The event debuted with Nikita Ridgeway's (Biripi/Bunjalung artist) work celebrating the 2020 Reconciliation Week theme "In This Together", followed by works from other groups.

The series of illuminations captured the attention of media and the public, providing a platform for conversations about reconciliation and its place within Australia's future. The event was highly successful and has been nominated for an Australian Events Award.

Date	Artwork	Artist	Narrative
27 May 2020	Reconciliation, a continuing journey of growth and togetherness	Nikita Ridgeway of Boss Lady Creative Designs	Reconciliation Australia
28 May 2020	2000 Walks for Reconciliation	Montage of various photographs by Glenn Campbell/Newspix, News Ltd/Newspix, Brian Condrion/Newspix, Richard Cisar- Wright/Newspix)	Reconciliation Australia
29 May 2020	Voice, Treaty, Truth	The three themes of the Uluru Statement	ACT Reconciliation Council
30 May 2020	Sea of Hands	Australians for Native Title and Reconciliation (ANTaR)	ANTaR, Senator Pat Dodson, Dr Jackie Huggins AM
31 May 2020	Galambany	Richie Allan, Ngunnawal Kamilaroi artist	Winanggaay Language Group and the United Ngunnawal Elders Council
1 June 2020	Reconciliation	Lynnice Church, Ngunnawal Wiradjuri Kamilaroi artist	ACT Reconciliation Council
2 June 2020	Trio of Flags	Montage of the Australian Flag, Aboriginal Flag, Torres Strait Island Flag	ACT Reconciliation Council
3 June 2020	Eddie Mabo	Gordon Bennett with permission from NPG and The Estate of Gordon Bennett and Gail Mabo	



04



Management of Human Resources

Australia Day Achievement Medallion

In early 2020, Peter Beutel was presented with the Australia Day Achievement Medallion for his outstanding contribution to the management of the National Capital Estate during the previous 12 months.

Learning and Development

There are many benefits of our employees attending learning and development opportunities. Dedicated training and development increases job satisfaction, staff morale and performance levels. It also develops future skills necessary for the NCA to deliver on our organisational goals.

The NCA is attentive to employees' career development and recognises the importance of encouraging and promoting an individual's learning and development needs. These opportunities align with the NCA's priorities and the professional needs of each employee.

The NCA provides assistance for employees who wish to undertake studies with tertiary institutions, to obtain a degree, diploma, associate diploma or any other recognised qualification that is assessed as relevant to our employee's current position responsibilities or future career advancements.

Annually, the NCA requires all employees to attend priority in-house training activities as part of our performance management framework. Where possible the NCA uses the knowledge base and expertise of our own employees to meet specific training needs.

During 2019-20, NCA employees took part in 1466 hours of training in total, consisting of 906 hours individual training and 560 hours corporate training. This equates to around 26 hours of training per person.

The NCA's annual Learning and Development Plan identifies mandatory and priority corporate and individual training activities for the current financial year. Due to COVID-19 restrictions, the NCA was only able to provide some of the corporate training as identified by the plan; however, some of the training requirements were able to proceed through adaptable online forums (such as for mental health training).

Key corporate learning and development activities conducted during 2019–20 included:

- Cultural Appreciation
- Heritage
- TechOne Basics (the NCA's finance system)
- Understanding Workplace Mental Health and Wellbeing
- APS Online induction, consisting of 15 e-modules.

Staffing Summary and Profile

The NCA had an average staffing level (ASL) of 57.8 for 2019-20. The NCA's headcount at 30 June 2020 was 63 employees; 62 employees engaged under the *Public Service Act 1999* and the 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.

Tables 1 to 4 provide the number of employees in the NCA as at 30 June 2020 and 30 June 2019, respectively, by employment status, location and gender.

Table 1: All Ongoing Employees Current Report Period (at 30 June 2020)

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
ACT	20	2	22	25	8	33	0	0	0	55

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

Table 2: All Non-Ongoing Employees Current Report Period (at 30 June 2020)

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time Casual	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
ACT	2	1	3	1	4	5	0	0	0	8

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

Table 3: All Ongoing Employees Previous Report Period (at 30 June 2019)

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time Casual	Total Indeterminate	
ACT	18	2	20	25	5	30	0	0	0	50

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

Table 4: All Non-Ongoing Employees Previous Report Period (at 30 June 2019)

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time Casual	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time Casual	Total Indeterminate	
ACT	1	6	7	4	8	11	0	0	0	19

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 5 to 8 provide the number of employees in the NCA as at 30 June 2019 and 30 June 2018, respectively, by classification and gender.

Table 5: Australian Public Service Act Ongoing Employees Current Report Period (at 30 June 2020)

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time Casual	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time Casual	Total Indeterminate	
SES 1	2	0	2	0	0	0	0	0	0	2
EL 2	3	0	3	5	1	6	0	0	0	9
EL 1	9	1	10	6	2	8	0	0	0	18
APS 6	2	0	2	5	1	6	0	0	0	8
APS 5	3	0	3	5	1	6	0	0	0	9
APS 4	0	1	0	4	0	4	0	0	0	4
APS 3	0	0	1	0	1	1	0	0	0	2
APS 2	1	0	1	0	2	2	0	0	0	3
Total	20	2	22	25	8	33	0	0	0	55

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 or the Chief Executive.

Table 6: Australian Public Service Act Non-Ongoing Employees Current Report Period (at 30 June 2020)

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time Casual	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time Casual	Total Indeterminate	
SES 1	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0
APS 5	1	0	1	0	0	0	0	0	0	1
APS 4	0	0	0	0	0	0	0	0	0	0
APS 3	1	1	2	0	1	1	0	0	0	3
APS 2	0	0	0	0	3	3	0	0	0	3
Total	2	1	3	0	4	4	0	0	0	7

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

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

Table 7: Australian Public Service Act Ongoing Employees Previous Report Period (at 30 June 2019)

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 1	2	0	2	0	0	0	0	0	0	2
EL 2	3	0	3	4	1	5	0	0	0	8
EL 1	6	2	8	5	1	6	0	0	0	14
APS 6	3	0	3	4	0	4	0	0	0	7
APS 5	3	0	3	7	1	8	0	0	0	11
APS 4	0	0	0	4	0	4	0	0	0	4
APS 3	0	0	0	1	1	2	0	0	0	2
APS 2	1	0	1	0	1	1	0	0	0	2
Total	18	2	20	25	5	30	0	0	0	50

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 or the Chief Executive.

Table 8: Australian Public Service Act Non-Ongoing Employees Previous Report Period (at 30 June 2019)

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 1	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	1	0	1	0	0	0	1
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	1	0	1	0	0	0	1
APS 5	0	0	0	1	0	1	0	0	0	1
APS 4	1	0	1	0	0	0	0	0	0	1
APS 3	0	1	1	0	2	2	0	0	0	3
APS 2	0	5	5	0	6	6	0	0	0	11
Total	1	6	7	3	8	11	0	0	0	18

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 or the Chief Executive.



Floriade boxes at Commonwealth Place, Parkes, photographed by Dom Northcott

Tables 9 and 10 provide the number of employees in the NCA as at 30 June 2020 and 30 June 2019, respectively, by full-time and part-time status.

Table 9: Australian Public Service Act Employees by Full-time and Part-time Status Current Reporting Period (at 30 June 2020)

Classification	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-Ongoing	
SES 1	2	0	2	0	0	0	2
EL 2	8	1	9	0	0	0	9
EL 1	14	3	17	0	0	0	17
APS 6	7	1	8	0	0	0	8
APS 5	9	1	10	1	0	1	11
APS 4	4	0	4	0	0	0	4
APS 3	0	2	2	1	2	3	5
APS 2	1	2	3	0	3	3	6
Total	45	10	55	2	5	7	62

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 or the Chief Executive.

Table 10: Australian Public Service Act Employees by Full-time and Part-time Status Previous Reporting Period (at 30 June 2019)

Classification	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-Ongoing	
SES 1	2	0	2	0	0	0	2
EL 2	7	1	8	1	0	1	9
EL 1	11	3	14	0	0	0	14
APS 6	7	0	7	1	0	1	8
APS 5	10	1	11	1	0	1	12
APS 4	4	0	4	1	0	1	5
APS 3	1	1	2	0	3	3	5
APS 2	1	1	2	0	11	11	13
Total	43	7	50	4	14	18	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 or the Chief Executive.

Tables 11 and 12 set out the location of NCA staff. All NCA staff are located in the ACT.

Table 11: Australian Public Service Act Employment Type by Location (at 30 June 2020)

	Ongoing	Non-ongoing	Total
NSW	0	0	0
Qld	0	0	0
SA	0	0	0
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	55	8	63
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
Total	55	8	63

Table 12: Australian Public Service Act Employment Type by Location (at 30 June 2019)

	Ongoing	Non-ongoing	Total
NSW	0	0	0
Qld	0	0	0
SA	0	0	0
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	50	19	69
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
Total	50	19	69



Paddle boats at Lake Burley Griffin, Parkes, photographed by Dom Northcott

Staff Retention and Turnover

During the 2019–20 financial year, 14 employees (5 ongoing and 9 non-ongoing) commenced employment with the NCA, and 22 employees (5 ongoing and 17 non-ongoing) separated from employment with the NCA.

Table 13: Employee commencement and separation in the 2019–20 financial year

Classification	Male	Female	Indeterminate	Total
SES				
Commencements	0	0	0	0
Separations	0	0	0	0
EL 1 - 2				
Commencements	3	1	0	4
Separations	2	1	0	3
APS 1 - 6				
Commencements	3	7	0	10
Separations	6	13	0	19

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 or the Chief Executive.



Workplace Diversity

The NCA continues to have a diverse workforce. Table 14 sets out NCA staff from diverse backgrounds as at 30 June 2020.

Table 14: Australian Public Service Act Staff Diversity (at 30 June 2020)

	Total
Women	38
People with a disability	3
Culturally and linguistically diverse background	12

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

Tables 15 and 16 provide a report on Indigenous employees in the NCA as at 30 June 2020 and 30 June 2019, respectively, by employment status.

Table 15: Australian Public Service Act Indigenous Employment Current Reporting Period (at 30 June 2020)

	Total
Ongoing	4
Non-Ongoing	0
Total	4

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

Table 16: Australian Public Service Act Indigenous Employment Previous Reporting Period (at 30 June 2019)

	Total
Ongoing	3
Non-Ongoing	2
Total	5

Note: These figures 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

The *NCA Enterprise Agreement 2018-2021* (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 uses 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 17 provides a summary of NCA employees covered by Section 24 Determinations and the Enterprise Agreement. As at 30 June 2020, the Chief Executive's remuneration was determined in accordance with the *Remuneration Tribunal Determination – Remuneration and Allowances for Holders of Full-Time Public Office 2019*.



Table 17: Employment Arrangements of SES and Non-SES employees at 30 June 2020

	SES	Non-SES	Total
Enterprise Agreement	0	52	52
Section 24(1) Determination	2	0	2
Enterprise Agreement plus supplementary agreement	0	8	8
Total	2	60	62

Key: SES – Senior Executive Service.

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

The salary ranges for the NCA’s classification levels covering the Enterprise Agreement and Individual Flexibility Agreements (IFAs) are set out in Table 18.

Table 18: Australian Public Service Act Employment Salary Ranges by Classification Level (Minimum/Maximum) Current Report Period (as at 30 June 2020)

Classification	Minimum Salary	Maximum Salary
SES 1	\$212,000	\$224,211
EL 2	\$116,211	\$149,265
EL 1	\$98,455	\$133,932
APS 6	\$77,764	\$99,856
APS 5	\$70,517	\$83,993
APS 4	\$63,255	\$69,385
APS 3	\$56,433	\$61,805
APS 2	\$49,617	\$55,159
APS 1	\$42,670	\$47,161

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

Note1: The table does not include the Chief Executive’s remuneration.

Note 2: Salaries ranges maybe higher than prescribed in the Enterprise Agreement.

Canberra Balloon Spectacular,
Parkes, photographed by
Martin Ollman



Executive Remuneration

During the reporting period ended 30 June 2020, the National Capital Authority had eight executives who meet the definition of key management personnel. Their names and the length of term as Key Management Personnel (KMP) are summarised below:

Table 19: NCA Key Management Personnel

Name	Position title	Term as KMP
Terence Weber	Authority Chair	Full year
Dennis Richardson	Member	Full year
Jenny Smithson	Member	Part year
Christine Faulks	Member	Part year
Glenn Keys	Member	Part year
Sally Barnes	Chief Executive	Full year
Andrew Smith	Chief Planner	Full year
Lachlan Wood	Chief Operating Officer	Full year

Table 20: NCA Key Management Personnel - Remuneration

Name	Position title	Short-term benefits			Post-employment Benefits	Other long-term benefits		Termination benefits	Total Remuneration
		Base salary	Bonuses	Other benefits and allowances	Super-annuation contributions	Long service leave	Other long term benefits		
Terence Weber	Authority Chair	61,244	-	-	25,875	-	-	-	87,119
Dennis Richardson	Member	24,505	-	-	3,721	-	-	-	28,226
Glenn Keys	Member	11,222	-	-	1,066	-	-	-	12,288
Christine Faulks	Member	5,516	-	-	436	-	-	-	5,951
Jenny Smithson	Member	1,310	-	-	202	-	-	-	1,511
Sally Barnes	Chief Executive	334,911	-	6,567	52,166	6,395	-	-	400,038
Andrew Smith	Chief Planner	241,934	9,991	26,503	39,971	22,365	-	-	340,764
Lachlan Wood	Chief Operating Officer	231,183	9,528	26,503	29,976	11,278	-	-	308,467
TOTAL		911,824	19,519	59,573	153,413	40,038	-	-	1,184,365

There were no other senior executives in NCA except those included in the above table.

There were no other highly paid staff with total remuneration exceeding the \$225,000 annual remuneration threshold.

Policies and Practices

The total remuneration of the Key Management Personnel were determined as follows:

Chief Executive - the total remuneration is in accordance with the Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office Determination 2019) which specifies an annual salary of \$332,550 with an additional fixed loading of \$55,380. No portion of the remuneration is 'at risk'.

Chief Planner and Chief Operating Officer - their total remuneration were determined in accordance with Section 24(1) of the *Public Service Act 1999* which provides that 'An Agency Head may from time to time determine in writing the terms and conditions of employment applying to an APS employee or APS employees in the Agency'.

Chair of the Authority - the total remuneration is in accordance with the Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office Determination 2019) which specifies a fixed annual salary of \$60,980. No portion of the remuneration is 'at risk'.

Members of the Authority - the total remuneration for Members is in accordance with the Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office Determination 2019) which specifies a fixed annual salary of \$24,400. No portion of the remuneration is 'at risk'.

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 (or higher) or where the Chief Executive considers the employee's performance has been of a standard that justifies the Pay Point Advancement or accelerated advancement.

Personnel Services and Salary Processing

An authorised payroll provider, Aurion Pty Ltd., provides payroll processing and related services to the NCA.

Pandemic Management Plan

The NCA finalised and began implementing the NCA Coronavirus (COVID-19) Pandemic Management Plan in March 2020. The Plan included direction for NCA managers and staff to meet Australian Government directions and expectations regarding the protection of our staff, contracted providers and the public while continuing to perform our functions and deliver our services to the best of our ability.

The NCA implemented working-from-home arrangements and a range of other risk-based measures such as physical distancing, enhanced hygiene procedures and additional cleaning as part of the Plan.

The NCA carefully monitored the situation through a range of arrangements which included conducting pulse surveys of staff and facilitating new working methods such as on-line business and team meetings.

Trees at Lindsay Pryor Arboretum, photographed by Dom Northcott



Work Health and Safety

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

During 2019-20, the NCA completed a major redevelopment and upgrade of our WHS arrangements across the NCA's operations. The program of work included implementing a comprehensive review and upgrade of our policy, process and procedural documentation and the introduction of a new cloud-based Workplace Health and Safety system. The new system includes a number of active WHS measures for staff, contractors and volunteers to identify, record and report hazards and issues. The new system also allows members of the public to report issues across the National Capital Estate. The program of work was completed and implemented during 2019-20.

The new WHS system has resulted in more detailed reporting including of hazards and 'near-misses', which enable issues to be addressed in a timely way. Most issues reported involved first-aid or medical treatment injuries by members of the public on the National Estate.

Hazardous materials surveys were undertaken during 2019-20 to assist in the management of all hazardous materials across the National Estate. This project resulted in the identification and removal of some hazardous materials in poor condition where exposure was assessed as a high risk. It also enabled the development and upgrading of all hazardous materials management plans and risk assessments for all National Estate precincts.

The NCA further developed a strong WHS awareness culture in light of the evolving COVID-19 pandemic. Compliance activities to support Commonwealth and Territory requirements and restrictions were in place and actively monitored.

In March 2020, the NCA provided free influenza vaccinations for NCA staff and volunteers. NCA employees and their family members continue to be provided with access to an Employee Assistance Program, a service that provides free, confidential counselling and guidance.

To ensure assistance is available when needed, the NCA has appropriately trained staff undertaking additional duties including:

- First Aid Officers;
- Harassment Contact Officers;
- Health and Safety Representatives; and
- Fire Wardens.

There were no notifications to Comcare of an injury or dangerous incident during 2019-20 involving NCA staff.

Disability Reporting

The *National Disability Strategy 2010–2020* is Australia's overarching framework for disability reform. It acts to ensure the principles underpinning the United Nations *Convention on the Rights of Persons with Disabilities* are incorporated into Australia's policies and programs that affect people with disability, their families and carers.

All levels of government will continue to be held accountable for the implementation of the strategy through biennial progress reporting to the Council of Australian Governments. Progress reports can be found at dss.gov.au.

Disability reporting is included the Australian Public Service Commission's State of the Service reports and the *APS Statistical Bulletin*. These reports are available at www.apsc.gov.au.

People walking on the shores of Lake Burley Griffin, Parkes, photographed by Martin Ollman



CASE STUDY

Tree Management Policy

During 2019-20, the NCA developed its first Tree Management Policy.

The policy will guide the consistent and comprehensive long-term management of our treescapes and will be reviewed in ten years. An extensive community and stakeholder engagement process was conducted to develop the policy. Initiatives to achieve a comprehensive and wide-reaching consultation process included:

- Developing a dedicated website,
- Conducting a key stakeholders workshop (55 attendees),
- Using local print and radio media, and
- Conducting three online surveys.

The 'Our Trees' website, ourtrees.com.au, was developed to engage with the Australian community about the history and issues associated with tree management in the Central National Area (CNA) of Canberra. It has hosted three surveys: one to gather information about how people use the CNA and their views about the treescape, a second to obtain feedback on the Issues Paper, and a third to seek feedback on the draft Policy.

Responses to all surveys highlight the desire of many in the community for the NCA to protect the CNA's heritage values as well as address issues such as a changing climate and making provision for wildlife.

The key objectives of the new policy are:

- **To build resilient landscapes** so that the current and future benefits of NCA's trees are maximised for the community and the environment.
- **To protect and manage the existing treescape** for the diversity of benefits it offers for shade, amenity, heritage or biodiversity.
- **Growing the future treescape** through proactive planning, replacing removed trees and planting additional trees where appropriate.
- **To demonstrate leading urban tree management practice** and embed it into daily decision-making and providing leadership for other land managers.
- **To continue to monitor and evaluate** the status of the treescape and the tree management program to continually improve decision making.

There are three policy targets to achieve during its ten years term:

- Tree canopy cover will increase from 33 per cent to 40 per cent by 2030.
- Improve the age diversity of the treescape by ensuring at least 10 per cent of the population are juvenile.
- Improve the existing diversity of species so that no one species represents more than 10 per cent of the tree population.

In 2020-21, the NCA will commence a range of initiatives to implement the new policy. Further information can be found at: ourtrees.com.au

Interesting facts:

- There are over 18,627 trees on NCA-managed land.
- In May 2020 the NCA planted 300 trees at Stirling Park with the Yarralumla Residents Association and Greening Australia.
- There is 33 per cent tree canopy cover across NCA-managed land.
- The NCA aims to increase canopy cover to 40 per cent by 2030.
- There are 1,738 Eucalyptus mannifera (Red Spotted Gum) on NCA-managed land.

Commonwealth Avenue Bridge, Parkes,
photographed by Martin Ollman



05



Report on Financial Performance



Financial Overview

As a not-for-profit statutory authority, 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, from processing works approval applications and from events held on National Land.

The NCA uses this funding to deliver one of its programs, National Capital Functions, including administration and overhead costs required to run the agency's operations.

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 and to deliver its second program, National Capital Estate. These activities primarily involve the maintenance and operation of the National Capital Estate and construction, preservation and upgrade of assets in the National Capital. The NCA manages land for diplomatic use and collects rental income from embassies on the Australian Government's behalf. The NCA also manages parking services within the National Capital Estate on the Australian Government's behalf.

Departmental Performance

In 2019-20, the NCA reported a departmental operating loss of \$1.879 million, compared to an operating loss of \$0.667 million in 2018-19. After adding back unfunded depreciation and amortisation expenses of \$1.358 million, less principal repayments on leased assets of \$0.323 million, the NCA had an actual operating loss of \$0.844 million. The loss is mainly attributable to reduced own source revenue resulting from the COVID-19 pandemic.

At 30 June 2020, the NCA's departmental net assets increased by \$0.374 million. Financial assets decreased by \$1.003 million mainly due to the reduction of appropriation receivables.

Non-financial assets increased by \$2.144 million compared to the previous year mainly due to the increase in intangible assets (business systems). This impact is reflected in the closing equity position at 30 June 2020.

Administered Performance

In 2019-20, administered expenses increased by \$5.261 million. This was due to an increase of \$10.886 million in supplier expenses (following the transfer of funding for maintenance and operation costs for the National Capital Estate from Departmental to Administered), partially offset by a decrease in write-down and impairment of assets expense of \$5.220 million.

Depreciation and asset write-down and impairment do not have an associated cash flow impact.

In 2019-20, total administered revenue decreased by \$0.832 million, mainly due to a reduction in pay parking revenue during the COVID-19 pandemic. Rental income for commercial buildings and diplomatic sites remained largely unchanged. This revenue is paid directly to consolidated revenue.

During 2019-20, the NCA's administered assets were revalued, resulting in a revaluation adjustment of \$129.172 million.

The net asset position increased by \$120.145 million mainly due to the revaluation 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.

Cost Recovery

During 2019-20, the NCA recovered revenue through works approval cost recovery fees and charges. Cost recovery revenue was \$0.791 million, compared to \$0.768 million in 2018-19.



Entity Resource Statement 2019–20

	Actual available appropriation for 2019–20 \$'000	Payments made 2019–20 \$'000	Balance remaining 2019–20 \$'000
	(a)	(b)	(a) - (b)
ORDINARY ANNUAL SERVICES¹			
Departmental appropriations			
Departmental appropriation ²	23,623	16,500	7,123
Total	23,623	16,500	7,123
Administered expenses			
Outcome 1 ³	41,421	33,213	
Total	41,421	33,213	
Total ordinary annual services	A 65,044	49,713	
OTHER SERVICES			
Administered non-operating			
Administered assets and liabilities	–	–	
Total	–	–	
Total other services	B –	–	
Total available annual appropriations and payments A + B	65,044	49,713	
SPECIAL APPROPRIATIONS			
Repayments by the Commonwealth			
<i>Public Governance, Performance and Accountability Act 2013 - s77</i>	25	4	
Total special appropriations	C 25	4	
Total resourcing and payments A + B + C	65,069	49,717	

1 *Appropriation Act (No.1) 2019-20*. This also includes prior year departmental appropriation and s74 retained revenue receipts.

2 Includes an amount of \$2.161m for the Departmental Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.

3 Includes an amount of \$18.368m for the Administered Capital Budget. For accounting purposes, this has been designated as 'contributions by owners'.



Outcome Expense Statement 2019–20

EXPENSES FOR OUTCOME 1	Budget*	Actual Expenses	Variation
	2019–20 \$'000	2019–20 \$'000	2019–20 \$'000
	(a)	(b)	(a) - (b)
Outcome 1: Manage the strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians through the development and administration of the National Capital Plan, operation of the National Capital Exhibition, delivery of educational and awareness programs and works to enhance the character of the National Capital.			
	(a)	(b)	(a) - (b)
Program 1.1: NATIONAL CAPITAL FUNCTIONS			
Departmental expenses			
Departmental appropriation ¹	12,963	13,032	(69)
Expenses not requiring appropriation in the budget year ²	1,096	1,122	(26)
Total for Program 1.1	14,059	14,154	95
Program 1.2: NATIONAL CAPITAL ESTATE			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	18,064	18,536	(472)
Special Appropriations Public Governance, Performance and Accountability Act 2013	25	4	21
Expenses not requiring appropriation in the budget year ³	26,678	23,833	2,845
Total for Program 1.2	44,767	42,373	2,394
Outcome 1 TOTALS BY APPROPRIATION TYPE			
Departmental expenses			
Departmental appropriation ¹	12,963	13,032	(69)
Expenses not requiring appropriation in the budget year ²	1,096	1,122	(26)
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	18,963	18,536	(427)
Special Appropriations Public Governance, Performance and Accountability Act 2013	25	4	21
Expenses not requiring appropriation in the budget year ³	26,678	23,833	2,845
Total expenses for Outcome 1	58,826	56,527	2,299
	2019–20	2019–20	
Average Staffing Level (number)	59	58	

* Full year budget, including any subsequent adjustment made to the 2019-20 budget at Additional Estimates.

1 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*.

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

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

CASE STUDY

Lake Walls Remediation



Man kayaking at Lake Burley Griffin

A feature of Canberra's Central National Area, Lake Burley Griffin, is often seen as the 'Grande Dame' of the nation's capital. At over 56 years of age, large sections of the lake's ageing stone and concrete walls needed remediation to extend their useful life for another 50 years. Since the lake was filled in 1963, wind and wave attrition have weakened mortar joints between rocks, leading to the loss of soil from behind the walls. In some cases, stones have dislodged, and paving has become loose on the top of walls.

The NCA has initiated a three-year program to remediate and improve the condition of the walls of Lake Burley Griffin. Innovative processes such as ground-penetrating radar and resin injection are being used to improve wall stability. The total program cost is around \$3 million.

This program included:

- Over four kilometres of rock and stone lake wall has been strengthened through expanding resin injection

- A large number of holes have been drilled at a depth of 1.5 metres behind the lake walls. About 4,000 holes were required to inject the resin over a distance of six kilometres
- 3.4 km of walls were scanned with Ground Penetrating Radar
- Over 40 tonnes of resin has been used through to the end of August 2020
- 72 trip hazards will be repaved along the RG Menzies Walk and Lennox Gardens by the end of September 2020

The resin injection works were completed in 21 weeks. An arborist has assessed fifty trees adjacent to the lake walls. Three dying trees will be removed. Repairs and remediation are planned to be finalised late 2021.

While the age and condition profiles of NCA's lake walls are regularly checked, the NCA works to keep the lake walls in excellent condition. Therefore, ongoing maintenance and management of Lake Burley Griffin and its associated infrastructure, such as the lake walls, is required to keep it in a safe and serviceable condition for all to enjoy.



Lake Walls next to Regatta Point, Parkes

Scrivener Dam, Lake Burley Griffin,
photographed by Dom Northcott



A1



Financial Statements 30 June 2020



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 (the Entity) for the year ended 30 June 2020:

- (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 Entity as at 30 June 2020 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2020 and for the year then ended:

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

Accountable Authority's responsibility for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Australian National Audit Office



Colin Bienke
Audit Principal

Delegate of the Auditor-General

Canberra
1 September 2020

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2020 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
31 August 2020



Coleen Davis
Chief Financial Officer
31 August 2020

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	6,916	6,240	6,971
Suppliers	1.1B	5,832	13,418	5,989
Depreciation and amortisation	3.2A	1,358	1,100	1,088
Finance costs	1.1C	9	-	3
Impairment loss on financial instruments	1.1D	23	-	-
Write-down and impairment of other assets	1.1E	16	81	-
Total expenses		14,154	20,839	14,051
Own-Source Income				
Own-source revenue				
Revenue from contracts with customers	1.2A	811	1,263	2,155
Fees and fines	1.2B	896	879	-
Rental income	1.2C	178	272	339
Other revenue	1.2D	56	549	-
Total own-source revenue		1,941	2,963	2,494
Gains				
Other gains	1.2E	-	18	50
Total gains		-	18	50
Total own-source income		1,941	2,981	2,544
Net costs of services		(12,213)	(17,858)	(11,507)
Revenue from Government	1.2F	10,419	17,202	10,419
Total Revenue from Government		10,419	17,202	10,419
Surplus/(Deficit) on continuing operations		(1,794)	(656)	(1,088)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus		(85)	(21)	-
Total other comprehensive income		(85)	(21)	-
Total comprehensive loss		(1,879)	(677)	(1,088)

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

STATEMENT OF FINANCIAL POSITION

as at 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
ASSETS				
Financial Assets				
Cash and cash equivalents	3.1A	191	112	333
Trade and other receivables	3.1B	7,040	8,122	6,396
Total financial assets		7,231	8,234	6,729
Non-Financial Assets¹				
Buildings	3.2A	10,516	10,223	10,088
Plant and equipment	3.2A	2,430	2,023	5,492
Heritage and cultural	3.2A	202	235	230
Intangibles	3.2A	3,528	2,073	2,192
Prepayments	3.2B	55	33	18
Total non-financial assets		16,731	14,587	18,020
Total assets		23,962	22,821	24,749
LIABILITIES				
Payables				
Suppliers	3.3A	1,070	1,263	1,588
Other payables	3.3B	3,157	3,043	3,540
Total payables		4,227	4,306	5,128
Interest bearing liabilities				
Leases	3.4A	339	-	-
Total interest bearing liabilities		339	-	-
Provisions				
Employee provisions	6.1A	2,012	1,505	1,404
Total provisions		2,012	1,505	1,404
Total liabilities		6,578	5,811	6,532
Net assets		17,384	17,010	18,217
EQUITY				
Contributed equity		15,573	13,412	16,469
Reserves		9,544	9,629	9,650
Retained earnings/(accumulated deficit)		(7,733)	(6,031)	(7,902)
Total equity		17,384	17,010	18,217

1. Right-of-use assets are included in the Buildings line item.

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

STATEMENT OF CHANGES TO EQUITY

for the year ended 30 June 2020

	Retained Earnings		Asset revaluation reserve		Contributed equity		Total equity	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Opening balance								
Balance carried forward from previous period	(6,031)	(5,375)	9,629	9,650	13,412	11,221	17,010	15,496
Adjustment on initial application of AASB 16	92	-	-	-	-	-	92	-
Adjusted opening balance	(5,939)	(5,375)	9,629	9,650	13,412	11,221	17,102	15,496
Comprehensive income								
Surplus/(Deficit) for the period	(1,794)	(656)	-	-	-	-	(1,794)	(656)
Asset revaluation movements	-	-	(85)	(21)	-	-	(85)	(21)
Total comprehensive income	(1,794)	(656)	(85)	(21)	-	-	(1,879)	(677)
Transactions with owners								
Distribution to owners								
Return of capital	-	-	-	-	-	(896)	-	(896)
Contributions by owners								
Departmental capital budget	-	-	-	-	2,161	3,087	2,161	3,087
Total transactions with owners	-	-	-	-	2,161	2,191	2,161	2,191
Closing balance as at 30 June	(7,733)	(6,031)	9,544	9,629	15,573	13,412	17,384	17,010

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

Accounting PolicyEquity Injections

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

CASH FLOW STATEMENT

for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		13,416	20,655	10,419
Sale of goods and rendering of services		2,248	1,880	2,494
Net GST received		888	1,044	-
Other		123	597	-
Total cash received		<u>16,675</u>	<u>24,176</u>	<u>12,913</u>
Cash used				
Employees		6,308	6,137	6,971
Suppliers		7,091	15,086	5,942
Interest payments on lease liabilities		9	-	-
Section 74 receipts transferred to OPA		3,310	3,374	-
Total cash used		<u>16,718</u>	<u>24,597</u>	<u>12,913</u>
Net cash from/(used by) operating activities		<u>(43)</u>	<u>(421)</u>	<u>-</u>
INVESTING ACTIVITIES				
Cash received				
Contributions revenue		300	225	-
Total cash received		<u>300</u>	<u>225</u>	<u>-</u>
Cash used				
Purchase of property, plant and equipment		1,120	339	2,161
Purchase of computer software		1,799	571	-
Total cash used		<u>2,919</u>	<u>910</u>	<u>2,161</u>
Net cash from/(used by) investing activities		<u>(2,619)</u>	<u>(685)</u>	<u>(2,161)</u>
FINANCING ACTIVITIES				
Cash received				
Contributed equity		3,064	885	2,161
Total cash received		<u>3,064</u>	<u>885</u>	<u>2,161</u>
Cash used				
Principal payments of lease liabilities		323	-	-
Total cash used		<u>323</u>	<u>-</u>	<u>-</u>
Net cash from/(used by) financing activities		<u>2,741</u>	<u>885</u>	<u>2,161</u>
Net increase/(decrease) in cash held		<u>79</u>	<u>(221)</u>	<u>-</u>
Cash and cash equivalents at the beginning of the reporting period		112	333	333
Cash and cash equivalents at the end of the reporting period		<u>191</u>	<u>112</u>	<u>333</u>

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

ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME

for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Suppliers	2.1A	18,540	7,654	18,089
Depreciation and amortisation	4.2A	23,398	23,917	22,813
Impairment loss on financial instruments	2.1B	224	120	-
Write-down and impairment of other assets	2.1C	211	5,431	2,000
Total expenses		42,373	37,122	42,902
Income				
Revenue				
Non-taxation revenue				
Revenue from contracts with customers	2.2A	18,530	19,484	21,726
Fees and fines	2.2B	1,812	2,047	2,000
Rental income	2.2C	2,074	2,046	2,000
Other revenue	2.2D	372	10	60
Total non-taxation revenue		22,788	23,587	25,786
Gains				
Gain from sale of assets	2.2E	-	33	-
Total gains		-	33	-
Total income		22,788	23,620	25,786
Net (cost of)/contribution by services		(19,585)	(13,502)	(17,116)
OTHER COMPREHENSIVE INCOME				
Changes in asset revaluation reserve		129,172	6,350	-
Total comprehensive income/(loss)		109,587	(7,152)	(17,116)

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

ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	4.1A	75	413	107
Trade and other receivables	4.1B	1,841	2,211	1,962
Total financial assets		1,916	2,624	2,069
Non-financial assets				
Land	4.2A	468,447	429,392	440,538
Buildings	4.2A	20,069	16,278	16,275
Property, plant and equipment	4.2A	421,149	347,562	341,591
Heritage assets	4.2A	54,370	47,945	48,008
Intangibles	4.2A	3,566	2,814	916
Total non-financial assets		967,601	843,991	847,328
Total assets administered on behalf of Government		969,517	846,615	849,397
LIABILITIES				
Payables				
Suppliers	4.3A	8,992	5,862	4,003
Other payables	4.3B	21,051	21,424	21,808
Total payables		30,043	27,286	25,811
Total liabilities administered on behalf of government		30,043	27,286	25,811
Net assets		939,474	819,329	823,586

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

ADMINISTERED RECONCILIATION SCHEDULE

for the year ended 30 June 2020

	2020 \$'000	2019 \$'000
Opening assets less liabilities as at 1 July	819,329	842,933
Net cost of services		
Income	22,788	23,620
Expenses	(42,373)	(37,122)
Other comprehensive income		
Revaluations transferred to reserves	129,172	6,350
Transfers (to)/from the Australian Government		
Appropriation transfers from Official Public Account		
Annual appropriations		
Payments to entities other than corporate Commonwealth entities	36,926	21,402
Special appropriations (limited)		
Payments to entities other than corporate Commonwealth entities	7	22
Appropriation transfers to Official Public Account		
Transfers to OPA	(26,375)	(26,604)
Restructuring	-	(11,272)
Closing assets less liabilities as at 30 June	939,474	819,329

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

Accounting Policy

Administered Cash Transfers to and from the Official Public Account

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

ADMINISTERED CASH FLOW STATEMENT

for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
OPERATING ACTIVITIES			
Cash received			
Sale of goods and rendering of services		24,612	25,034
Net GST received ¹		1,097	-
Other cash receipts		188	-
Total cash received		25,897	25,034
Cash used			
Suppliers		18,855	7,620
Net GST paid ¹		-	231
Total cash used		18,855	7,851
Net cash from operating activities		7,042	17,183
INVESTING ACTIVITIES			
Cash received			
Proceeds from sale of assets		-	1,601
Total cash received		-	1,601
Cash used			
Purchase of property, plant and equipment		17,142	11,378
Purchase of intangibles		796	1,920
Total cash used		17,938	13,298
Net cash used by investing activities		(17,938)	(11,697)
Net increase in cash held		(10,896)	5,486
Cash and cash equivalents at the beginning of the reporting period		413	107
Cash from Official Public Account			
Annual appropriations:			
Administered expenses		16,329	6,970
Administered capital budget		16,607	12,151
Section 74A for recoverable GST		3,444	1,817
GST paid to the ATO		546	464
Section 77 repayments by the Commonwealth		7	22
Total cash from official public account		36,933	21,424
Cash to Official Public Account			
Section 74A appropriations		1,106	233
Other transfers		25,269	26,371
Total cash to official public account		26,375	26,604
Cash and cash equivalents at the end of the reporting period		75	413

1. Comparative figures for GST have been adjusted to reflect the net amount paid.

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

Notes to and forming part of the Financial Statements

Overview

Objectives

The National Capital Authority (NCA) is an Australian Government controlled not-for-profit entity. The NCA is established under the *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act). The Assistant Minister for Regional Development and Territories has administrative responsibility for the PALM Act.

The NCA performs the role of trustee of the National Capital and, in its capacity, serves the interests of the Australian Government, the nation and its people. The NCA has responsibility for:

- Shaping the National Capital into the future;
- Managing and enhancing the nationally significant parts of Canberra; and
- Fostering awareness of Canberra as Australia's National Capital.

The NCA's mission: *To 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.*

The Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – 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.

Standard/Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 15 <i>Revenue from Contracts with Customers</i> / AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities and AASB 1058 <i>Income of Not-For-Profit Entities</i>	<p>AASB 15, AASB 2016-8 and AASB 1058 became effective 1 July 2019.</p> <p>AASB 15 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaces existing revenue recognition guidance, including AASB 118 <i>Revenue</i>, AASB 111 <i>Construction Contracts</i> and Interpretation 13 <i>Customer Loyalty Programmes</i>. The core principle of AASB 15 is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the NCA expects to be entitled in exchange for those goods or services.</p> <p>AASB 1058 is relevant in circumstances where AASB 15 does not apply. AASB 1058 replaces most of the not-for-profit (NFP) provisions of AASB 1004 <i>Contributions</i> and applies to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable the NCA to further its objectives, and where volunteer services are received.</p>

Notes to and forming part of the Financial Statements

	The details of the changes in accounting policies, transitional provisions and adjustments are disclosed below and in the relevant notes to the financial statements.
AASB 16 Leases	<p>AASB 16 became effective on 1 July 2019. This new standard has replaced AASB 117 <i>Leases</i>, Interpretation 4 <i>Determining whether an Arrangement contains a Lease</i>, Interpretation 115 <i>Operating Leases—Incentives</i> and Interpretation 127 <i>Evaluating the Substance of Transactions Involving the Legal Form of a Lease</i>.</p> <p>AASB 16 provides a single lessee accounting model, requiring the recognition of assets and liabilities for all leases, together with options to exclude leases where the lease term is 12 months or less, or where the underlying asset is of low value. AASB 16 substantially carries forward the lessor accounting in AASB 117, with the distinction between operating leases and finance leases being retained. The details of the changes in accounting policies, transitional provisions and adjustments are disclosed below and in the relevant notes to the financial statements.</p>

Application of AASB 15 Revenue from Contracts with Customers / AASB 1058 Income of Not-For-Profit Entities

The NCA adopted AASB 15 and AASB 1058 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented for 2018-19 is not restated, that is, it is presented as previously reported under the various applicable AASBs and related interpretations.

Under the new income recognition model the NCA shall first determine whether an enforceable agreement exists and whether the promises to transfer goods or services to the customer are 'sufficiently specific'. If an enforceable agreement exists and the promises are 'sufficiently specific' (to a transaction or part of a transaction), the NCA applies the general AASB 15 principles to determine the appropriate revenue recognition. If these criteria are not met, the NCA shall consider whether AASB 1058 applies.

In relation to AASB 15, the NCA elected to apply the new standard to all new and uncompleted contracts from the date of initial application. The NCA is required to aggregate the effect of all of the contract modifications that occur before the date of initial application.

In terms of AASB 1058, the NCA is required to recognise volunteer services at fair value if those services would have been purchased if not provided voluntarily, and the fair value of those services can be measured reliably. Volunteer services have not been recognised in 2019-20.

Transitional Disclosure

The adoption of AASB 15 and AASB 1058 had no impact on the financial statements for the year ended 30 June 2020.

Notes to and forming part of the Financial Statements

Application of AASB 16 Leases

The NCA adopted AASB 16 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented for 2018-19 is not restated, that is, it is presented as previously reported under AASB 117 and related interpretations.

The NCA elected to apply the practical expedient to not reassess whether a contract is, or contains a lease at the date of initial application. Contracts entered into before the transition date that were not identified as leases under AASB 117 were not reassessed. The definition of a lease under AASB 16 was applied only to contracts entered into or changed on or after 1 July 2019.

AASB 16 provides for certain optional practical expedients, including those related to the initial adoption of the standard. The NCA applied the following practical expedients when applying AASB 16 to leases previously classified as operating leases under AASB 117:

- Apply a single discount rate to a portfolio of leases with reasonably similar characteristics;
- Exclude initial direct costs from the measurement of right-of-use assets at the date of initial application for leases where the right-of-use asset was determined as if AASB 16 had been applied since the commencement date;
- Reliance on previous assessments on whether leases are onerous as opposed to preparing an impairment review under AASB 136 Impairment of assets as at the date of initial application; and
- Apply the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term remaining as of the date of initial application.

As a lessee, the NCA previously classified leases as operating or finance leases based on its assessment of whether the lease transferred substantially all of the risks and rewards of ownership. Under AASB 16, the NCA recognises right-of-use assets and lease liabilities for most leases. However, the NCA has elected not to recognise right-of-use assets and lease liabilities for some leases of low value assets based on the value of the underlying asset when new, or for short-term leases with a lease term of 12 months or less.

On adoption of AASB 16, the NCA recognised right-of-use assets and lease liabilities in relation to leases of office space, heavy equipment and automobiles, which had previously been classified as operating leases.

The lease liabilities were measured at the present value of the remaining lease payments, discounted using the NCA's incremental borrowing rate as at 1 July 2019. The NCA's incremental borrowing rate is the rate at which a similar borrowing could be obtained from an independent creditor under comparable terms and conditions. The weighted-average rate applied was 1.89%.

The right-of-use assets were measured as follows:

- a) Office space: measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments.
- b) All other leases: the carrying value that would have resulted from AASB 16 being applied from the commencement date of the leases, subject to the practical expedients noted above.

Impact on Transition of AASB 16

On transition to AASB 16, the NCA recognised additional right-of-use assets and additional lease liabilities, recognising the difference in retained earnings. The impact on transition is summarised below:

	1 July 2019 \$'000
Departmental	
Right-of-use assets - property, plant and equipment	662
Lease liabilities	662
Retained earnings	92

Notes to and forming part of the Financial Statements

The following table reconciles the Departmental minimum lease commitments disclosed in the entity's 30 June 2019 annual financial statements to the amount of lease liabilities recognised on 1 July 2019:

	1 July 2019
	\$'000
Minimum operating lease commitment at 30 June 2019	<u>674</u>
Undiscounted lease payments	674
Less: effect of discounting using the incremental borrowing rate as at the date of initial application	<u>12</u>
Lease liabilities recognised at 1 July 2019	662

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 Australia Taxation Office; and
- b) For receivables and payables.

Reporting of Administered Activities

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

Except where otherwise stated, administered items are accounted for on the same basis and 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 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 2019-20 Financial Statements.

The COVID-19 pandemic will continue to impact the NCA's own source revenue, with reductions in revenue from events due to cancelled events and reductions in rent revenue due to the continuation of rent relief until at least the end of December 2020. It is difficult to estimate the total future financial impact due to the uncertainty of when COVID-19 restrictions will be fully lifted.

Administered

No events have occurred after the reporting date that should be brought to account or noted in the 2019-20 Financial Statements.

The COVID -19 pandemic will continue to impact NCA's revenue from parking services, particularly while "working from home" arrangements are encouraged by the ACT Government. Rent revenue will continue to be impacted due to the continuation of rent relief until at least the end of December 2020. It is difficult to estimate the total future financial impact due to the uncertainty of when COVID-19 restrictions will be fully lifted.

Notes to and forming part of the Financial Statements

1. Departmental Financial Performance

1.1 Expenses

	2020	2019
	\$'000	\$'000
Note 1.1A: Employee Benefits		
Wages and salaries	5,087	4,770
Superannuation		
Defined contribution plans	648	615
Defined benefit plans	327	289
Leave and other entitlements	854	566
Total employee benefits	6,916	6,240

Accounting Policy

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

Note 1.1B: Suppliers

Goods and services supplied or rendered

Contractors	2,295	6,838
Property operating costs	121	279
Utilities	13	2,124
ICT services	1,777	1,671
Consultants	377	999
Associated employee costs	267	261
Legal services	221	130
Communications	425	234
Travel	74	103
Other	155	130
Total goods and services supplied or rendered	5,725	12,769
Goods supplied	106	99
Services rendered	5,619	12,670
Total goods and services supplied or rendered	5,725	12,769

Other suppliers

Workers compensation premiums	91	319
Operating lease rentals ¹	16	330
Total other suppliers expenses	107	649
Total suppliers	5,832	13,418

1. The NCA has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

The NCA has no short-term lease commitments as at 30 June 2020.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1C, 3.2 and 3.4.

Accounting Policy

Short-term leases and leases of low-value assets

The NCA has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The NCA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Notes to and forming part of the Financial Statements

1.1 Expenses (Cont.)

	2020	2019
	\$'000	\$'000
Note 1.1C: Finance Costs		
Interest on lease liabilities ¹	9	-
Total finance costs	<u>9</u>	<u>-</u>

1. The NCA has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 3.2 and 3.4.

Accounting Policy

All borrowing costs are expensed as incurred.

Note 1.1D: Impairment Loss on Financial Instruments

Write-down of receivables	23	-
Total impairment on financial instruments	<u>23</u>	<u>-</u>

Note 1.1E: Write-Down and Impairment of Other Assets

Write-down of property, plant and equipment	16	45
Write-down of intangibles	-	36
Total write-down and impairment of other assets	<u>16</u>	<u>81</u>

Notes to and forming part of the Financial Statements

1.2 Own-Source Revenue and Gains

	2020	2019
	\$'000	\$'000

Own-Source Revenue

Note 1.2A: Revenue from Contracts with Customers

Construction works ¹	396	727
Rendering of services	412	534
Sale of goods	3	2
Total revenue from contracts with customers	811	1,263

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*.

Disaggregation of revenue from contracts with customers

Construction works	396	727
Events revenue	403	315
Cost recovery – electricity usage	9	219
National Capital Exhibition merchandise sales	3	2

Accounting Policy

Revenue from the sale of goods is recognised when control has been transferred to the buyer.

Revenue is recognised when all these five steps have occurred:

1. Identify the contract;
2. Identify the performance obligations;
3. Determine and measure the consideration;
4. Allocate the consideration to the performance obligations; and
5. Satisfy the performance obligations.

Customer contract requirements include:

- Goods or services must be provided to a customer – where they are actually delivered to a third party the customer is still the “contracting” party, and this qualifies;
- There must be an enforceable agreement – enforceable by legal or equivalent means; and
- The agreement must have sufficiently specific performance obligations – ideally clearly defined activities to be performed or goods to be delivered. Performance obligations may be implied. Acquittal processes or single-purpose charters are unlikely, by themselves, to be sufficiently specific.

The stage of completion of contracts at the reporting date is determined by reference to the proportion of costs incurred to date compared to the estimated total costs of the transaction.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Notes to and forming part of the Financial Statements

1.2 Own-Source Revenue and Gains (Cont.)

	2020	2019
	\$'000	\$'000
Note 1.2B: Fees and Fines		
Works approval	791	768
Licences	105	111
Total fees	896	879

Note 1.2C: Rental Income

Operating lease:		
Lease income	178	272
Total rental income	178	272

The NCA, in its capacity as lessor, receives rental payments for a number of properties under its control. Rent relief arrangements due to the COVID-19 pandemic has meant rental lease commitments have reduced significantly.

Maturity analysis of operating lease income receivables:

Within one year	4	55
One to two years	-	18
Total undiscounted lease payments receivable	4	73

Note 1.2D: Other Revenue

Contributions revenue	-	500
Audit services received free of charge	48	48
Other revenue	8	1
Total other revenue	56	549

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.

Note 1.2E: Other Gains

Refund from prior year	-	18
Total other gains	-	18

Note 1.2F: Revenue from Government

Departmental appropriations	10,419	17,202
Total revenue from Government	10,419	17,202

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.

Notes to and forming part of the Financial Statements

2. Income and Expenses Administered on Behalf of Government		
2.1 Administered – Expenses		
	2020	2019
	\$'000	\$'000
<u>Note 2.1A: Suppliers</u>		
Services rendered		
Contractors	9,367	3,630
Consultants	1,363	654
Suppliers	5,891	1,654
Insurance	471	282
Parking management	980	1,081
Fees and charges	429	353
Total services rendered	18,501	7,654
Other suppliers		
Operating lease rentals ¹	39	-
Total other suppliers	39	-
Total suppliers	18,540	7,654
1. The NCA has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.		
<u>Note 2.1B: Impairment Loss on Financial Instruments</u>		
Write-down of parking infringement receivables	224	120
Total impairment on financial instruments	224	120
<u>Note 2.1C: Write-Down and Impairment of Other Assets</u>		
Impairment of property, plant and equipment	124	5,431
Impairment of buildings	87	-
Total write-down and impairment of other assets	211	5,431

Notes to and forming part of the Financial Statements

2.2 Administered – Income

	2020	2019
	\$'000	\$'000
Revenue		
Non-Taxation Revenue		
<u>Note 2.2A: Revenue from Contracts with Customers</u>		
Parking services ¹	18,255	19,413
Hire of assets	7	9
Cost recovery	268	62
Total revenue from contracts with customers	<u>18,530</u>	<u>19,484</u>

1. There was a significant reduction in parking services revenue due to the COVID-19 pandemic and the introduction of “working from home” arrangements from March 2020. Parking services revenue was \$1.2 million lower than 2018-19 and \$3.5 million lower than budgeted. Parking services revenue will continue to be impacted by the pandemic in 2020-21.

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.

Note 2.2B: Fees and Fines

Licence Fees	67	66
Fines	1,745	1,981
Total fees and fines	<u>1,812</u>	<u>2,047</u>

Accounting Policy

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

Note 2.2C: Rental Income

Operating lease

Building rents	121	132
Diplomatic land rents	1,953	1,914
Total rental income	<u>2,074</u>	<u>2,046</u>

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

Commitments for rental income receivables is as follows:

Receivables

Within one year	1,710	1,741
One to two years	1,630	1,738
Two to three years	1,626	1,626
Three to four years	1,626	1,621
Four to five years	1,623	1,621
More than five years	57,144	58,770
Total rental lease commitments receivable	<u>65,359</u>	<u>67,117</u>

Notes to and forming part of the Financial Statements

2.2 Administered – Income (Cont.)		
	2020	2019
	\$'000	\$'000
<u>Note 2.2D: Other Revenue</u>		
Contributions for externally sponsored works ¹	184	10
Other	188	-
Total other revenue	372	10
1. Classification of comparative amount has been corrected, it was previously recorded as Other.		
Gains		
<u>Note 2.2E: Gains from Sale of Assets</u>		
Property, plant and equipment		
Proceeds from sale	-	1,601
Carrying value of assets sold	-	(1,568)
Total gains from sale of assets	-	33

Notes to and forming part of the Financial Statements

3. Departmental Financial Position

3.1 Financial Assets

	2020 \$'000	2019 \$'000
Note 3.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	191	112
Total cash and cash equivalents	191	112

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- a) cash on hand; and
- b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Note 3.1B: Trade and Other Receivables

Goods and services receivables

Goods and services	61	387
Total goods and services receivables	61	387

Appropriations receivables

Appropriations receivable	6,931	7,521
Total appropriations receivables	6,931	7,521

Other receivables

Statutory receivables - GST	48	147
Other	-	67
Total other receivables	48	214
Total trade and other receivables (gross)	7,040	8,122
Less impairment loss allowance	-	-
Total trade and other receivables (net)	7,040	8,122

Credit terms for goods and services were within 30 days (2019: 30 days).

Accounting Policy

Financial assets

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Notes to and forming part of the Financial Statements

3.2 Non-Financial Assets

Note 3.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles for 2020

	Buildings \$'000	Plant and equipment \$'000	Heritage and cultural ¹ \$'000	Intangibles ² \$'000	Total \$'000
As at 1 July 2019					
Gross book value	10,308	2,060	235	3,304	15,907
Accumulated depreciation, amortisation and impairment	(85)	(37)	-	(1,231)	(1,353)
Total as at 1 July 2019	10,223	2,023	235	2,073	14,554
Recognition of right of use asset on initial application of AASB 16	662	-	-	-	662
Adjusted total as at 1 July 2019	10,885	2,023	235	2,073	15,216
Additions by purchase	560	561	(1)	1,799	2,919
Revaluations recognised in other comprehensive income	(115)	59	(29)	-	(85)
Impairments recognised in net cost of services	-	(16)	-	-	(16)
Depreciation and amortisation	(483)	(197)	(3)	(344)	(1,027)
Depreciation on right-of-use assets	(331)	-	-	-	(331)
Other movements					
Reclassifications - Gross Value	(4)	(7)	-	(116)	(127)
Reclassifications - Accumulated Depreciation	4	7	-	116	127
Total as at 30 June 2020	10,516	2,430	202	3,528	16,676
Total as at 30 June 2020 represented by					
Gross book value	10,847	2,430	202	4,987	18,466
Accumulated depreciation and amortisation	(331)	-	-	(1,459)	(1,790)
Total as at 30 June 2020	10,516	2,430	202	3,528	16,676
Carrying amount of right-of-use assets	331	-	-	-	331

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.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 June 2020. Assets found to be impaired were written down in accordance with the stated policy.

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

Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 7.4. On 30 June 2020 an independent valuer conducted the revaluations.

	2020 \$'000	2019 \$'000
Contractual commitments for the acquisition of property, plant and equipment and intangible assets		
Minor buildings upgrades	34	278
ICT equipment	-	477
Computer software	71	1,533
Total Commitments	105	2,288

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 (2019: \$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.

Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

On initial adoption of AASB 16 the NCA has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, GGS and Whole of Government financial statements.

Revaluations

Following initial recognition at cost property, plant and equipment (excluding ROU assets) are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not materially differ from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are 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 reverses a previous revaluation decrement of the same asset class that was previously recognised through the operating surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the operating surplus/deficit except to the extent that they reversed a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the NCA using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each sub-class of depreciable asset are based on the following useful lives:

Asset Class	2020 (years)	2019 (years)
Buildings	10 - 100	10 - 100
Plant and equipment	3 - 60	3 - 60
Heritage and cultural assets	10 - 100	10 - 100
Intangible assets	3 - 10	3 - 10

Notes to and forming part of the Financial Statements

3.2 Non-Financial Assets (Cont.)

Accounting Policy (Cont.)

Depreciation (cont.)

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

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

Impairment

All assets were assessed for impairment at 30 June 2020. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

Derecognition

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

Heritage and Cultural Assets

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

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

Intangibles

The NCA's 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 2020.

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

	2020	2019
	\$'000	\$'000
Note 3.2B: Other Non-Financial Assets		
Prepayments	<u>55</u>	<u>33</u>
Total other non-financial assets	<u>55</u>	<u>33</u>

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

	2020	2019
	\$'000	\$'000
Note 3.3A: Suppliers		
Trade creditors and accruals	1,070	1,253
Operating lease rentals ¹	-	10
Total suppliers	<u>1,070</u>	<u>1,263</u>

Settlement is usually made within 20 days.

Note 3.3B: Other Payables

Salaries and wages	149	47
Unearned income	1,910	2,030
Funds received in advance for construction works	644	309
Funds received in advance for public artworks	300	300
Bonds and retentions	154	137
Lease incentive ¹	-	93
Other	-	127
Total other payables	<u>3,157</u>	<u>3,043</u>

- The NCA has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

3.4 Interest Bearing Liabilities

Note 3.4A: Leases

Lease liabilities - buildings	339	-
Total leases	<u>339</u>	<u>-</u>

- The NCA has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

Total cash outflow for leases for the year ended 30 June 2020 was \$323,000.

Accounting Policy

Refer Overview section for accounting policy on leases.

Notes to and forming part of the Financial Statements

4. Assets and Liabilities Administered on Behalf of Government

4.1 Administered – Financial Assets

	2020	2019
	\$'000	\$'000
Note 4.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	75	413
Total cash and cash equivalents	75	413
Note 4.1B: Trade and Other Receivables		
Goods and services receivable ¹	982	1,321
Fees ¹	48	119
Fines	728	806
Statutory receivables – GST	297	56
Total trade and other receivables (gross)	2,055	2,302
Less impairment loss allowance	(214)	(91)
Total trade and other receivables (net)	1,841	2,211

1. Comparatives for Goods and services receivable and Fees were adjusted to correct the classification of accrued parking services revenue. Goods and services receivable increased by \$420,000 and Fees decreased by \$420,000, in 2019.

Credit terms for goods and services were within 30 days (2019: 30 days).

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 in the Administered Schedule of Comprehensive Income.

Pay Parking Impairment Allowance

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

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

Notes to and forming part of the Financial Statements

4.2 Administered – Non-Financial Assets**Note 4.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment for 2020**

Reconciliation of the opening and closing balances of property, plant, equipment and intangibles for 2020

	Land ¹ \$'000	Buildings \$'000	Property, plant and equipment \$'000	Heritage and cultural assets ² \$'000	Intangible assets ³ \$'000	Total \$'000
As at 1 July 2019						
Gross book value	429,392	16,410	351,193	48,089	3,099	848,183
Accumulated depreciation and impairment	-	(132)	(3,631)	(144)	(285)	(4,192)
Total as at 1 July 2019	429,392	16,278	347,562	47,945	2,814	843,991
Adjustments to opening balance - gross value ⁴	-	34	126	123	4	287
Adjusted total as at 1 July 2019	429,392	16,312	347,688	48,068	2,818	844,278
Additions:						
Work In Progress movements	342	2,004	5,228	616	(1,509)	6,681
Transfer from Work In Progress	473	423	8,038	18	2,305	11,257
Other additions	4,900	-	-	-	-	4,900
Revaluations recognised in other comprehensive income ⁵	38,240	2,110	82,189	6,633	-	129,172
Disposals	(4,900)	-	-	-	-	(4,900)
Impairments	-	(87)	(124)	-	-	(211)
Depreciation and amortisation	-	(693)	(21,692)	(965)	(48)	(23,398)
Other movements	-	-	(178)	-	-	(178)
Reclassifications - Gross Value	-	(16)	(10)	16	-	(10)
Reclassification - Accumulated Depreciation	-	16	10	(16)	-	10
Total as at 30 June 2020	468,447	20,069	421,149	54,370	3,566	967,601
Total as at 30 June 2020 represented by:						
Gross book value	468,447	20,069	421,149	54,370	3,899	967,934
Accumulated depreciation and amortisation	-	-	-	-	(333)	(333)
Total as at 30 June 2020	468,447	20,069	421,149	54,370	3,566	967,601

- Land Exchange with the ACT Government. On 23 March 2020, the NCA exchanged 2.86ha of Commonwealth lake bed land at West Basin, ACT, for 31.6ha of land in Curtin, ACT, for future establishment of a Diplomatic Estate. The NCA does not recognise the financial value of land under lakes until it becomes apparent that future economic benefits will arise. The 2.86ha of lake bed was recognised prior to the exchange via the Asset Revaluation Reserve. As part of the exchange transaction, it was disposed of and the 31.6ha in Curtin was acquired in March 2020. The value of the two assets was considered equal (\$4.9 million, being the value of the Curtin land as valued by an independent valuer).
- Land, buildings and other property, plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.
- The carrying amount of intangibles is all purchased software.
- Opening balance adjustments related to previous year understatement of Work In Progress.
- A comprehensive revaluation of assets was completed as at 30 June 2020. The value of land has increased due to the change in valuation methodology for Trees (refer Accounting Estimate note), now valued at approximately \$50 million, an increase of \$32 million, and the inclusion of 31.6ha of land in Curtin ACT, (refer Note 1. above). The value of Property, Plant and Equipment has increased due to more granular valuation (more detailed information was available for the valuer due to the implementation of the NCA's new Asset Management System) and the valuation of assets not previously valued (for example, recent major works). The largest movements were in the valuation of Scrivener Dam, lighting and signals, carparks and roads.

Property, plant and equipment, heritage and cultural, and intangible assets were tested for impairment at 30 June 2020. Assets found to be impaired were written down in accordance with the policy stated at Note 3.2.

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

Notes to and forming part of the Financial Statements

Revaluations of non-financial assets

All revaluations were conducted by an independent valuer in accordance with the revaluation policy stated at Note 7.4.

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

	2020	2019
	\$'000	\$'000
Buildings	17	588
Property, plant and equipment	17,311	7,109
Heritage assets	-	51
Intangibles	-	270
Total Commitments	17,328	8,018

In 2019-20, significant commitments relate to Lake Burley Griffin walls restoration and maintenance of built assets.

In 2018-19, significant commitments related to the replacement of street furniture, works on the Captain Cook Memorial Jet and Scrivener Dam, upgrades to the Carillon and other event venues.

Accounting Policy

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

Change in Accounting Estimate - Valuation of Trees

The NCA has some 19,000 trees, of various species, in its Asset Register. In 2019-20, the NCA changed its accounting estimate of the valuation of trees. Previously, trees were recorded within the NCA Asset Register utilising as an underlying value assessment the "Thyer Method". The "Thyer Method" establishes a value for a tree based firstly upon its likely cost, with the value of that tree then determined by a multiplier calculated by a number of factors such as age, height, area of canopy and a number of subjective ratings including social benefit, form and features, together with social significance. By providing a numeric rating to the various inputs, a multiplier is determined which is then applied to the assumed replacement cost of the tree at the date of valuation.

When the trees were originally valued on this basis and consolidated, reasonably significant values were established which were then in turn discounted prior to adoption to reflect the sheer number of trees, as the aggregate of the individual tree values on the "Thyer Method" was considered an unrealistic assessment and an assessment that could not be supported by any market evidence. At the time, the use of the "Thyer Method", albeit on a significantly discounted basis once overall values were established, provided a reasonable representation or value contribution for the trees which was considered suitable for adoption.

From 2019-20, the NCA has adopted the cost approach utilising the additional detailed information available in the new Asset Management System. In the revised cost approach, the total cost of the trees has been established by firstly considering the cost to remove the existing trees, the cost of the tree itself (by genus), delivery and costs associated with maintaining the tree to self-sufficiency. Trees that can be defined as mature or over mature are depreciated, however for all other trees their Fair Value is the stated Replacement Cost.

This change in accounting estimate has resulted in a movement in Fair Value from 30 June 2019 to 30 June 2020 of approximately \$32 million.

Notes to and forming part of the Financial Statements

4.3 Administered – Payables

	2020	2019
	\$'000	\$'000
Note 4.3A: Suppliers		
Trade creditors and accruals	8,992	5,862
Total suppliers	8,992	5,862
Settlement is usually made within 30 days.		
Note 4.3B: Other Payables		
Prepayments received for operating leases	20,966	21,285
Retentions	34	90
Other	51	49
Total other payables	21,051	21,424

Notes to and forming part of the Financial Statements

5. Funding

5.1 Appropriations

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

Annual appropriations for 2020

	Appropriation Act	Adjustments to appropriations ²	Total appropriation	Appropriation applied in 2020 (current and prior years)	Variance ³
	Annual appropriation ¹	Section 74		\$'000	
	\$'000	\$'000	\$'000	\$'000	\$'000
Departmental					
Ordinary annual services	10,419	3,310	13,729	13,441	288
Capital Budget ⁴	2,161	-	2,161	3,059	(898)
Total departmental	12,580	3,310	15,890	16,500	(610)
Administered					
Ordinary annual services					
Administered items	18,064	-	18,064	16,606	1,458
Capital Budget	18,368	-	18,368	16,607	1,761
Total administered	36,432	-	36,432	33,213	3,219

- No amounts of appropriation were withheld under Section 51 of the PGPA Act.
- Adjustments to appropriations includes PGPA Act Section 74 receipts.
- Departmental ordinary annual services:** The variance results from undrawn current year appropriations due to the timing of payments to suppliers.
Departmental capital budget: The variance results from drawing down of prior year appropriations.
- Administered items:** The variance results from undrawn current year appropriations due to the timing of payments to suppliers.
Administered capital budget: The variance results from undrawn current year appropriations due to timing of payments to suppliers.
- 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.

Notes to and forming part of the Financial Statements

5.1 Appropriations (Cont.)

Annual appropriations for 2019

	Appropriation Act	Adjustments to appropriations ²	Total appropriation \$'000	Appropriation applied in 2019 (current and prior years) \$'000	Variance ³ \$'000
	Annual appropriation ¹ \$'000	Section 74 \$'000			
Departmental					
Ordinary annual services	17,202	3,374	20,576	20,700	(124)
Capital Budget ⁴	3,087	-	3,087	885	2,202
Total departmental	20,289	3,374	23,663	21,585	2,078
Administered					
Ordinary annual services					
Administered items	6,137	-	6,137	6,664	(527)
Capital Budget ⁴	13,612	-	13,612	12,151	1,461
Total administered	19,749	-	19,749	18,815	934

Notes:

1. No amounts of appropriation were withheld under Section 51 of the PGPA Act.
2. Adjustments to appropriations includes PGPA Act Section 74 receipts.
3. **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 due to delays in capital projects.
Administered items: The variance results from the drawing down of prior year appropriations and a reduction in the appropriation receivable.
Administered capital budget: The variance results from undrawn current year appropriations due to timing of payments to suppliers.
4. 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.

Notes to and forming part of the Financial Statements

5.1 Appropriations (Cont.)

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

	2020 \$'000	2019 \$'000
Departmental		
Appropriation Act (No. 1) 2018-19 - Cash at Bank	-	112
Appropriation Act (No. 1) 2018-19	-	4,381
Appropriation Act (No. 2) 2017-18 - Equity Injections	156	156
Appropriation Act (No. 3) 2018-19 - Capital Budget (DCB) - Non Operating	813	2,984
Appropriation Act (No. 1) 2019-20 - Cash at Bank ¹	191	-
Appropriation Act (No. 1) 2019-20 ²	4,690	-
Appropriation Act (No. 1) 2019-20 - Capital Budget (DCB) - Non Operating	807	-
Supply Act (No. 1) 2019-20 - Capital Budget (DCB) - Non Operating	466	-
Total departmental	7,123	7,633
Administered		
Appropriation Act (No. 1) 2018-19 - Cash at Bank	-	413
Appropriation Act (No. 1) 2018-19	-	983
Appropriation Act (No. 1) 2018-19 - Capital Budget (DCB) - Non Operating	-	3,593
Appropriation Act (No. 1) 2019-20 - Cash at Bank ³	75	-
Appropriation Act (No. 1) 2019-20	2,779	-
Appropriation Act (No. 1) 2019-20 - Capital Budget (DCB) - Non Operating	4,854	-
Appropriation Act (No. 3) 2019-20 - Capital Budget (DCB) - Non Operating	500	-
Total administered	8,208	4,989

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

Authority	Type	Purpose	Appropriation applied	
			2020 \$'000	2019 \$'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.	4	3
Total special appropriations applied			4	3

Notes:

1. Departmental cash at bank relates to deposits received during June that are subject to Section 74 of the PGPA Act.
2. The NCA undertakes construction work 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).
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

	2020 \$'000	2019 \$'000
Expenses		
Departmental	1,128	985
Total expenses	<u>1,128</u>	<u>985</u>
External revenue		
Departmental	791	768
Total external revenue	<u>791</u>	<u>768</u>

Note:

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

Regulatory charging activities:

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

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

- Developers wishing to undertake major developments;
- Telecommunications providers wishing to undertake excavations and installation of new infrastructure to improve communication networks; and
- Entities wishing to erect temporary event related structures.

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

<https://www.nca.gov.au/planning-heritage/works-approval/works-approval-fees>

5.3 Net Cash Appropriation Arrangements

	2020 \$'000	2019 \$'000
Total comprehensive income/(loss) less depreciation/amortisation expenses previously funded through revenue appropriations	(844)	423
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	(1,027)	(1,100)
Plus: depreciation right-of-use assets	(331)	-
Less: principal repayments - leased assets	323	-
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	<u>(1,879)</u>	<u>(677)</u>

From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

The inclusion of depreciation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the cash impact of AASB 16 *Leases*, it does not directly reflect a change in appropriation arrangements.

Notes to and forming part of the Financial Statements

6. People and Relationships

6.1 Employee Provisions

	2020	2019
	\$'000	\$'000
Note 6.1A: Employee Provisions		
Leave	2,012	1,505
Total employee provisions	2,012	1,505

Accounting Policy

Liabilities for 'short-term employee benefits' (as defined in AASB 119 Employee Benefits) and termination benefits due within twelve months of the end of the reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as 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 employee superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government, and 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 NCA, directly or indirectly, including any director (whether executive or otherwise) of the NCA. The NCA has determined the key management personnel to be the Authority Chair, independent Authority members, Chief Executive, Chief Planner, and Chief Operating Officer. Key management personnel remuneration is reported in the table below:

	2020 \$'000	2019 \$'000
Short-term employee benefits ¹	991	918
Post-employment benefits	153	130
Other long-term employee benefits	40	16
Total key management personnel remuneration expenses²	1,184	1,064

The total number of key management personnel that are included in the above table are 8 (2019: 7).

1. The 2019 comparative amount for key management personnel remuneration has been restated (from \$1,045,000 total) to reflect adjustments to employee contract amounts.
2. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the NCA.

6.3 Related Party Disclosures

The NCA is an Australian Government controlled entity. Related parties to the NCA are key management personnel, including the Portfolio Minister, Authority and Executive and other Australian Government entities.

Transactions with related parties:

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 include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- the payments of grants or loans;
- purchases of goods and services;
- asset purchases, sales transfers or leases;
- debts forgiven; and
- guarantees.

At 30 June 2020, the NCA received declarations from its key management personnel in relation to related parties for the 2019-20 financial year. No transactions were identified that are required to be reported in this note.

Other Australian Government entities

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

	2020 \$'000	2019 \$'000
Sponsored constructions works	413	952
Parking services	4,824	3,979

Notes to and forming part of the Financial Statements

7. Managing Uncertainties

7.1 Contingent Assets and Liabilities

Note 7.1A: Contingent Assets and Liabilities

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2020 (2019: Nil).

Note 7.1B: Administered - Contingent Assets and Liabilities

The NCA has no quantifiable or unquantifiable contingencies at 30 June 2020 (2019: Nil).

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset, or represent a liability or asset in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

7.2 Financial Instruments

	2020	2019
	\$'000	\$'000
<u>Note 7.2A: Categories of Financial Instruments</u>		
Financial assets at amortised cost		
Cash and cash equivalents	191	112
Trade receivables	<u>61</u>	<u>316</u>
Total financial assets at amortised cost	<u>252</u>	<u>428</u>
Financial liabilities measured at amortised cost		
Trade creditors	(151)	-
Bonds and retentions	<u>(154)</u>	<u>(137)</u>
Total financial liabilities measured at amortised cost	<u>(305)</u>	<u>(137)</u>

The net interest income/expense from financial assets and liabilities not at fair value through profit or loss is Nil (2019: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2020 and 30 June 2019 approximate the fair value.

Notes to and forming part of the Financial Statements

Accounting Policy

Financial assets

With the implementation of AASB 9 *financial instruments* for the first time in 2019, the NCA classifies its financial assets in the following categories:

- a) financial assets at fair value through profit or loss;
- b) financial assets at fair value through other comprehensive income;
- c) financial assets measured at amortised cost.

The classification depends on both the NCA's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the NCA becomes a party to the contract and, as a consequence, has legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon a trade date.

Comparatives have not been restated on initial application.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest basis for financial assets that are recognised at amortised cost.

Financial liabilities

Financial liabilities are classified as 'other financial liabilities'.

Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

All payables are expected to be settled within 12 months except where indicated.

Notes to and forming part of the Financial Statements

7.3 Administered – Financial Instruments

	2020	2019
	\$'000	\$'000
Note 7.3A: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash on hand or on deposit	75	413
Goods and services receivable	1,130	1,616
Total financial assets at amortised cost	1,205	2,029
Financial liabilities measured at amortised cost		
Trade creditors	(844)	-
Retentions	(34)	(90)
Total financial liabilities measured at amortised cost	(878)	(90)

The net interest income/expense from financial assets not at fair value through profit or loss is Nil (2019: Nil).

The carrying amount of all financial assets and liabilities as at 30 June 2020 and 30 June 2019 approximates the fair value.

Accounting Policy

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

Notes to and forming part of the Financial Statements

7.4 Fair Value Measurement

Note 7.4A: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2020 \$'000	2019 \$'000
Non-financial assets		
Buildings	10,185	10,223
Plant and equipment	2,430	2,020
Heritage and cultural assets	202	235

Accounting Policy

Valuation of land assets

Independent valuations are obtained annually as at 30 June 2020 for land assets. These valuations include calculations of estimated market cash flows that are adjusted to take into account physical, economic and external factors relevant to the asset under consideration.

Valuation of buildings, infrastructure, plant and equipment and heritage and cultural assets

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

An independent valuation was undertaken for all assets except intangible assets as at 30 June 2020.

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

7.5 Administered – Fair Value Measurement

Note 7.5A: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2020 \$'000	2019 \$'000
Non-financial assets		
Land	468,447	429,392
Buildings	20,069	16,278
Property, plant and equipment	421,149	347,562
Heritage assets	54,370	47,945

Accounting Policy

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

Notes to and forming part of the Financial Statements

8. Other Information

8.1 Aggregate Assets and Liabilities

	2020	2019
	\$'000	\$'000
Note 8.1A: Aggregate Assets and Liabilities		
Assets expected to be recovered in:		
No more than 12 months	7,286	8,267
More than 12 months	16,676	14,554
Total assets	23,962	22,821
Liabilities expected to be settled in:		
No more than 12 months	4,552	3,650
More than 12 months	2,026	2,161
Total liabilities	6,578	5,811

	2020	2019
	\$'000	\$'000
Note 8.1B: Administered - Aggregate Assets and Liabilities		
Assets expected to be recovered in:		
No more than 12 months	1,916	2,624
More than 12 months	967,601	843,991
Total assets	969,517	846,615
Liabilities expected to be settled in:		
No more than 12 months	9,801	6,806
More than 12 months	20,242	20,480
Total liabilities	30,043	27,286

8.2 Explanations of Major Budget Variances

The following provides explanations of major variances between the original budget for the NCA as presented in the 2019-20 Infrastructure, Regional Development and Cities Portfolio Budget Statements (PBS) and the NCA's 2019-20 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 ending 30 June 2020

Note	Explanation of major variances	Affected line item and statement
3.2A	Depreciation and amortisation higher than budget – budget estimates did not include depreciation for Right-of-Use assets (\$331,000).	Depreciation and amortisation in the Statement of Comprehensive Income.
1.2A	Revenue less than budget due to COVID-19 pandemic, and the resulting cancellation of planned events.	Revenue from contracts with customers in the Statement of Comprehensive Income and Sale of goods and rendering of services in the Cash Flow Statement.
1.2C	Revenue was less than budget due to some properties becoming vacant during the year. Revenue was also impacted by the COVID-19 pandemic and rent relief arrangements for rental properties.	Rental income in the Statement of Comprehensive Income and Sale of goods and rendering of services in the Cash Flow Statement.

Notes to and forming part of the Financial Statements

8.2 Explanations of Major Budget Variances (Cont.)

Departmental Major Budget Variances (Cont.)

for the period ending 30 June 2020

Note	Explanation of major variances	Affected line item and statement
3.1B	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.
3.2B	The value of non-financial assets was lower than budgeted overall, mainly due to building activity lower than budgeted due to project delays. Intangibles was higher than budget mainly due to the investment in the Asset Management System, where there was additional complexity integrating the operational and financial asset registers.	Property, plant and equipment and intangibles in the Statement of Financial Position.
3.3A	Supplier payables was lower than budgeted due to fewer operational contracts being accrued at year end.	Suppliers in the Statement of Financial Position.
3.4A	The lease liability associated with Right-of-Use assets was not budgeted for.	Leases in the Statement of Financial Position.
6.1A	Employee provisions were higher than budgeted due to staff commencing with large leave liabilities, staff not taking as much leave as predicted and parameter adjustments issued by the Department of Finance (used in the short cut methodology to calculate the long service leave provisions).	Employee provisions in the Statement of Financial Position.

Administered Major Budget Variances

for the period ended 30 June 2020

Note	Explanation of major variances	Affected line item and statement
2.1A	Increased costs in consultants and also new Managing Contractor arrangements.	Suppliers in the Administered Statement of Comprehensive Income.
4.2A	Increase in depreciation and amortisation related to the capitalisation of projects in late 2018-19, not known at the time of the 2019-20 Budget submission.	Depreciation and amortisation in the Administered Statement of Comprehensive Income.
2.1B	No budget provided. Impairment includes the write-off of doubtful debts.	Impairment loss on financial instruments in the Administered Statement of Comprehensive Income.

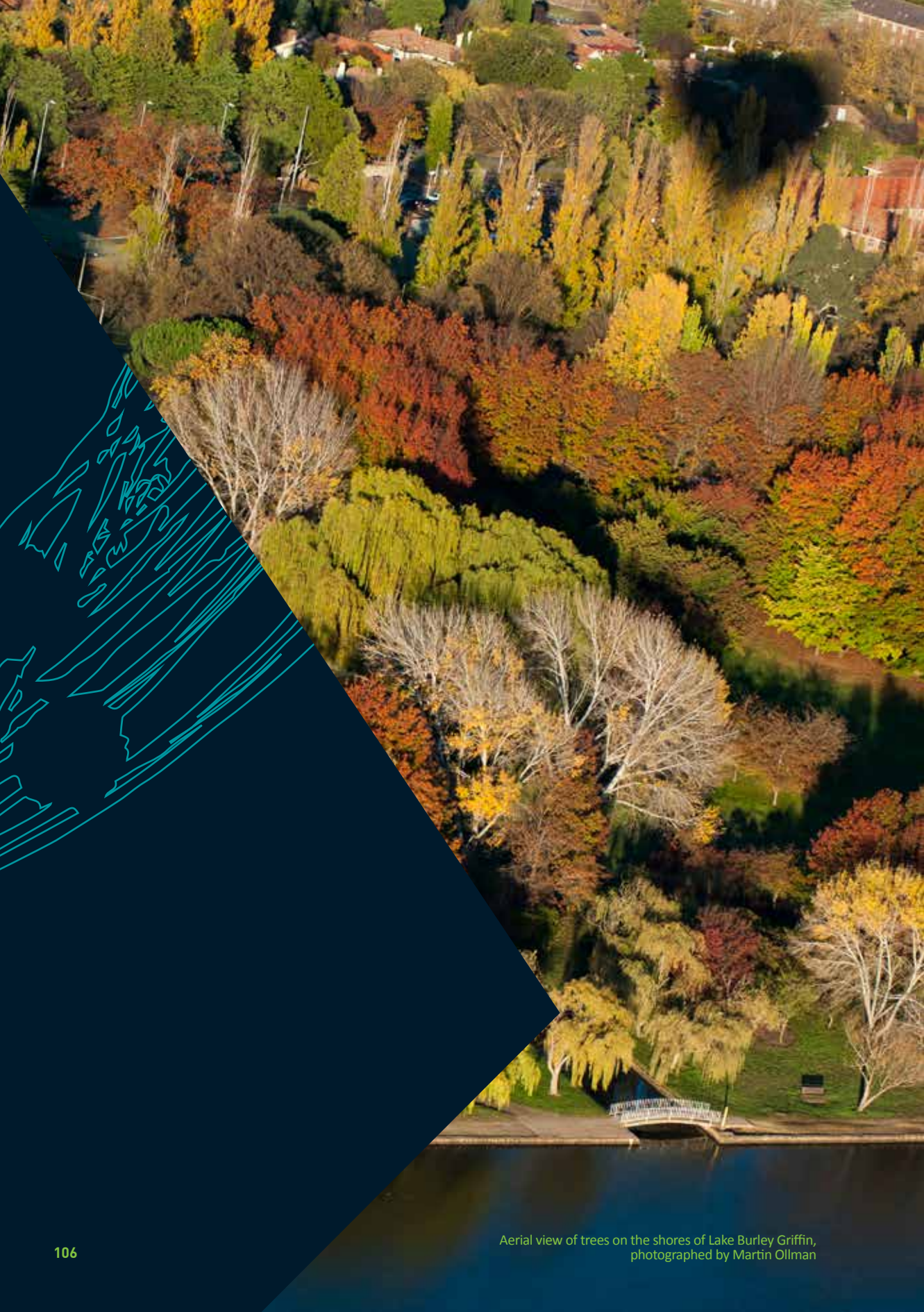
Notes to and forming part of the Financial Statements

8.2 Explanations of Major Budget Variances (Cont.)

Administered Major Budget Variances (Cont.)

for the period ended 30 June 2020

Note	Explanation of major variances	Affected line item and statement
2.2B	Fees and fines were under budget due to fewer parking fines issued during the COVID-19 pandemic.	Fees and Fines in the Administered Statement of Comprehensive Income.
2.2D	Other revenue includes insurance recoveries and contributions revenue not accounted for in the original budget.	Other revenue in the Administered Statement of Comprehensive Income.
4.1B	There were fewer receivables at 30 June in relation to rent receivables due to COVID-19 pandemic rent relief arrangements.	Trade and other receivables in the Administered Statement of Financial Position.
4.2B	Increase in the overall value of non-financial assets following an extensive revaluation process. Trees (included in Land) increased in value due to a change in valuation method. Property, plant and equipment also increased significantly. Refer to notes in Note 4.2A for more detail.	Non-financial assets in the Administered Statement of Financial Position.
4.3A	There was an increase in the number of accruals for work completed but not invoiced at year end.	Suppliers in the Administered Statement of Financial Position.



Glossary of Abbreviations, Acronyms and Terms

ACT Government	The body politic established under the <i>Australian Capital Territory (Self-Government) Act 1988</i> . Includes the Executive of that body, and agencies established by it, whether by enactment or otherwise.
Amendment of the National Capital Plan	A function of the NCA is to keep the National Capital Plan under constant review and to propose amendments to it as necessary. The statutory provisions for amending the Plan are set out in sections 14 to 22 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . The amendment process includes public consultation. After approval by the Minister, amendments are subject to disallowance by either House of the Australian Parliament.
APS	Australian Public Service
<i>Australian Capital Territory (Planning and Land Management) Act 1988</i>	Australian Government legislation that provides the overarching legal framework for planning and land management in the Australian Capital Territory, including the establishment and operation of the National Capital Authority.
Australian Capital Territory	The Australian Capital Territory was created to provide a site for the nation's capital, Canberra.
Central National Area	Includes the Parliamentary Zone and its setting, Lake Burley Griffin and its foreshores, Government House, the Australian National University, the Australian Defence Force Academy, Duntroon, Campbell Park, Canberra International Airport and the Royal Australian Air Force Base at Fairbairn. Also included are the diplomatic areas of Yarralumla, O'Malley and West Deakin, and individual diplomatic sites in the suburbs of Red Hill, Forrest and Deakin.
CLC	Common Law Contract
Designated Area	An area of land specified as having the special characteristics of the National Capital as provided for by section 10(1) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . All 'works' in Designated Areas are subject to approval by the NCA (see also Works).
Detailed conditions of planning design and development	Section 10(2)(c) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> states that the National Capital Plan may specify areas of land that have the special characteristics of the National Capital to be Designated Areas. The Act provides for the Plan to set out detailed conditions of planning, design and development in Designated Areas and to specify the priorities in carrying out planning, design, and development in Designated Areas.
Development Approval	An approval for works as defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .

Development Control Plan (DCP)	<p>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.</p> <p>A Development Control Plan may apply to National Land or Territory Land sites (or areas) provided they are not included in Designated Areas.</p>
Diplomatic precincts	Those areas of Yarralumla, West Deakin and O’Malley that have diplomatic uses permissible under the National Capital Plan. A new diplomatic estate is being established in North Curtin.
Environment Protection and Biodiversity Conservation Act 1999	Australian Government legislation that provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places.
ESD	Ecologically sustainable development
FOI	Freedom of information
General Policy Plan – Australian Capital Territory	Describes the National Capital Open Space System beyond the metropolitan areas. It is supported by principles and policies in the National Capital Plan.
General Policy Plan – Metropolitan Canberra	Describes areas planned for urban development, non-urban, rural, the open space system and the primary road and public transport system indicative routes.
Griffin Plan/Legacy	The framework to realise the grand civic design envisaged by Walter Burley Griffin and Marion Mahony Griffin.
GST	Goods and services tax
KPI	Key performance indicator
Lease and development conditions	Prepared for vacant land sites by the relevant planning authority before the sites are leased and developed. These conditions form the basis for considering development applications for approval.
Master Plans	Comprise area-specific policies intended to guide the planning, design and development of large site areas. Some Master Plans, once approved by the NCA, are given statutory effect by inclusion in the National Capital Plan.
National and Arterial Road Systems	Two separate road networks as defined in the National Capital Plan.
National Capital Authority	The Authority, also known as the board
National Capital Estate	National land designated as land required for the special purposes of Canberra as the National Capital, according to the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . This land includes the Parliamentary Zone, Lake Burley Griffin and parts of the foreshore, Anzac Parade and Diplomatic Estates in Yarralumla, Deakin and O’Malley.
National Capital Exhibition	The National Capital Exhibition tells the story of Canberra, Australia’s National Capital. Through interactive displays, the Exhibition illustrates Canberra’s vital role as a symbol of Federation.
National Capital Open Space System	The system of open space in the Territory comprising the hills, ridges and buffer spaces that surround and frame the Urban Areas, Lake Burley Griffin, the river corridors, and the mountains and bushlands to the west of the Murrumbidgee River.

National Capital Plan	The Australian Government's plan for the nation's capital prepared and administered by the NCA in accordance with Part III of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .
National Land	Used by, or on behalf of, the Australian Government. Some of that land is designated in writing by the Minister (under section 6(g) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i>) as land required for the special purposes of Canberra as the National Capital. This land is managed by the NCA.
National road system	Provides the principal means of access between the National Capital and the state capitals, and between Canberra and the major national highways; or is designed for symbolic, formal, or National Capital purposes; or provides access to National Capital facilities and vantage points within the Territory; or is located on National Land declared under the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . National roads include the Federal, Barton and Monaro highways; Canberra, Commonwealth and Northbourne Avenues; and State and Capital Circles.
National significance	Section 9 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> sets out the object of the National Capital Plan, which is to ensure that Canberra and the Territory are planned and developed in accordance with their national significance. The National Capital Plan sets out matters of national significance in the planning and development of Canberra and the Territory.
NCA	National Capital Authority
PALM Act	<i>Australian Capital Territory (Planning and Land Management) Act 1988</i>
Parliamentary Approval	Parliamentary Approval is required for works proposed within the Parliamentary Zone under the provisions of the <i>Parliament Act 1974</i> or the <i>Parliamentary Precincts Act 1988</i> .
Parliamentary Precincts	An area of land specified by the <i>Parliamentary Precincts Act 1988</i> . Parliamentary Precincts are part of the Parliamentary Zone and consist of all land contained within (the inner side of) Capital Circle surrounding Parliament House.
Parliamentary Zone	An area of land specified as the Parliamentary Zone by the <i>Parliament Act 1974</i> . It consists of the area bounded by the southern edge of Lake Burley Griffin, Kings Avenue, State Circle and Commonwealth Avenue.
PBS	Portfolio budget statement
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PMAS	Performance Management and Appraisal Scheme
Special requirements	Those planning requirements as set out by section 10(2)(d) of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . Developments in areas where special requirements apply must conform to a Development Control Plan unless otherwise specified in the National Capital Plan.
Temporary work	Work that is erected for a specific event and will be removed after the event has been held, under Regulation 2 of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> .
Territory	Australian Capital Territory

Territory Land	Land administered by the ACT Government on behalf of the Australian Government. The classification of land as either Territory Land or National Land is provided for in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> and relates entirely to land management and administration. The classification does not determine planning responsibilities, which are established separately under the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> and are subsequently expressed through the National Capital Plan and the Territory Plan.
Territory Plan	The plan prepared and administered by the Territory planning authority under Part IV of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . The Territory Plan cannot be inconsistent with the National Capital Plan.
Territory Planning Authority	The planning body established under Part IV of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> in accordance with planning laws proclaimed under that Part by the Legislative Assembly for the Australian Capital Territory.
The Authority	The board of the National Capital Authority
The Lake	Lake Burley Griffin was named after Canberra's designer, Walter Burley Griffin. The Lake is Canberra's centrepiece with a significant number of national institutions and national public places located on or near its shores.
The Plan	The National Capital Plan made under Part III of the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> . See also National Capital Plan.
Variations to the Territory Plan	These are prepared in accordance with relevant provisions of the <i>Planning and Development Act 2007</i> (ACT).
Works	As defined in the <i>Australian Capital Territory (Planning and Land Management) Act 1988</i> , works include: (a) construction, alteration, extension or demolition of buildings or structures (b) landscaping (c) tree-felling (d) excavations but excludes anything done inside buildings or structures.

List of Requirements

Part	Description	Page no.
Letter of transmittal		
	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the PGPA Act and any enabling legislation that specifies additional requirements in relation to the annual report.	i
Aids to access		
	Table of contents.	iii
	Alphabetical index.	116
	Glossary of abbreviations and acronyms.	107
	List of requirements.	111
	Details of contact officer.	ii
	Entity's website address.	ii
	Electronic address of report.	ii
Review by accountable authority		
	A review by the accountable authority of the entity.	iv
Overview of the entity		
	A description of the role and functions of the entity.	1
	A description of the organisational structure of the entity.	3
	A description of the outcomes and programs administered by the entity.	12
	A description of the purposes of the entity as included in corporate plan.	12
	Name of the accountable authority or each member of the accountable authority.	4–5
	Position title of the accountable authority or each member of the accountable authority.	4–5
	Period as the accountable authority or member of the accountable authority within the reporting period.	4–5
	An outline of the structure of the portfolio of the entity.	n/a
	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	n/a
Report on the Performance of the entity		
Annual performance Statements		
	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the PGPA Rule.	11–29

Report on Financial Performance	
A discussion and analysis of the entity's financial performance.	55–56
A table summarising the total resources and total payments of the entity.	57
If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	n/a
Management and Accountability	
Corporate Governance	
Information on compliance with section 10 (fraud systems).	32
A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	32
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.	32
A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	32
An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	31–32
A statement of significant issues reported to Minister under section 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	33
Audit Committee	
A direct electronic address of the charter determining the functions of the entity's audit committee.	5
The name of each member of the entity's audit committee.	5–6
The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	5–6
Information about the attendance of each member of the entity's audit committee at committee meetings.	5–6
The remuneration of each member of the entity's audit committee.	5–6
External Scrutiny	
Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	33
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.	33
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.	33
Information on any capability reviews on the entity that were released during the period.	33

Management of Human Resources

An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives. 41

Statistics on the entity's employees on an ongoing and nonongoing basis, including the following: 42–43

- (a) statistics on fulltime employees;
- (b) statistics on parttime employees;
- (c) statistics on gender
- (d) statistics on staff location.

Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including: 43–46, 48

- Statistics on staffing classification level
- Statistics on full-time employees
- Statistics on part-time employees
- Statistics on gender
- Statistics on staff location
- Statistics on employees who identify as Indigenous.

Information on any enterprise agreements, individual flexibility agreements, common law contracts and determinations under subsection 24(1) of the Public Service Act 1999. 48–49

Information on the number of SES and non SES employees covered by agreements etc identified in 17AG(4)(c). 49

The salary ranges available for APS employees by classification level. 49

A description of non-salary benefits provided to employees. 48

Information on the number of employees at each classification level who received performance pay. 50

Information on aggregate amounts of performance pay at each classification level. 50

Information on the average amount of performance payment, and range of such payments, at each classification level. 50

Information on aggregate amount of performance payments. 50

Assets Management

An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities. 33–34

Purchasing

An assessment of entity performance against the Commonwealth Procurement Rules. 34

Consultants

A summary statement detailing the number of new contracts engaging consultants let during the period; the total actual expenditure on all new consultancy contracts let during the period (inclusive of GST); the number of ongoing consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST). 34

A statement that *"During [reporting period], [specified number] new consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]"*. 34

A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	34
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>	34
Australian National Audit Office Access Clauses	
If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor General with access to the contractor’s premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	34
Exempt contracts	
If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	34
Small Business	
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>	35
An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	35
If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that <i>“[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.”</i>	35
Financial Statements	
Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	61–105
Executive Remuneration	
Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	50–51
Other Mandatory Information	
If the entity conducted advertising campaigns, a statement that <i>“During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”</i>	n/a
If the entity did not conduct advertising campaigns, a statement to that effect.	35
A statement that <i>“Information on grants awarded to [name of entity] during [reporting period] is available at [address of entity’s website].”</i>	n/a
Outline of mechanisms of disability reporting, including reference to website for further information.	52

Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	35
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