National Capital Authority

Entity resources and planned performance

National Capital Authority

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National Capital Authority

Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Capital Authority (NCA) was established under the *Australian Capital Territory (Planning and Land Management) Act 1988* (the PALM Act).

The PALM Act sets out the NCA’s powers and functions and makes it subject to general Ministerial direction. The Minister for Regional Development, Local Government and Territories has the administrative responsibility for the PALM Act.

On behalf of the Australian Government, the NCA performs the role of trustee and manager of areas in Canberra and the Australian Capital Territory (ACT) that are designated as National Land for the special purpose of Canberra as Australia’s National Capital. The NCA shapes the future of Canberra for all Australians through the National Capital Plan and related planning and development work. The NCA also manages much of the National Estate – such as Lake Burley Griffin, the National Triangle and Anzac Parade – and encourages citizens and visitors to explore Canberra’s unique characteristics and special role as the National Capital.

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

* to prepare and administer a National Capital Plan (the Plan), providing the overall planning and development framework for Canberra as Australia’s National Capital
* to keep the Plan under constant review and to propose amendments to it as required
* 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
* to recommend to the Minister the carrying out of works that the NCA considers desirable to maintain or enhance the character of the National Capital
* to foster an awareness of Canberra as the National Capital
* with the Minister’s approval, to perform planning services for any person or body, whether within Australia or overseas
* with the exception of the taking of water, and with the Minister’s approval, to manage National Land designated in writing by the Minister as land required for the special purposes of Canberra as the National Capital, on behalf of the Commonwealth

The NCA’s current strategic priorities are set out below:

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

In undertaking its work, the NCA will be transparent and accountable in its actions, to actively engage and consult with its key stakeholders, including the ACT Government, and focussed on its performance in achieving its objectives and priorities.

The NCA will work 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.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the NCA for its operations and to deliver programs and services on behalf of the Government.

The table summarises how resources will be applied by outcome (government strategic policy objectives) and by administered (on behalf of the Government or the public) and Departmental (for NCA’s operations) classification.

For more detailed information on special accounts and special appropriations, please refer to the *Budget Paper No. 4 – Agency Resourcing*.

Information in this table is presented on a resourcing (that is, appropriations/cash available) basis, whilst the ‘Budgeted expenses by Outcome 1’ tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis. Amounts presented below are consistent with amounts presented in the Appropriation Bills themselves.

Table 1.1: NCA resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Departmental** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Prior year appropriations available | 9,184 | 9,184 |
| Departmental appropriation(b) | 10,326 | 10,238 |
| s74 External Revenue(c) | 3,565 | 3,489 |
| Departmental capital budget(d) | 719 | 729 |
| Total Departmental annual appropriations | 23,794 | 23,640 |
| **Total Departmental resourcing** | **23,794** | **23,640** |
| **Administered** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 21,006 | 22,408 |
| Administered capital budget(e) | 15,600 | 15,958 |
| Annual appropriations - other services - non-operating(f) |  |  |
| Prior year appropriations available | 54,307 | 73,203 |
| Administered assets and liabilities | 12,758 | 22,940 |
| Total administered annual appropriations | 103,671 | 134,509 |
| Total administered special appropriations | 25 | 25 |
| **Total administered resourcing** | **103,696** | **134,534** |
| **Total resourcing for the NCA** | **127,490** | **158,174** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 66 | 68 |

Prepared on a resourcing (i.e. appropriations available) basis.

All figures shown above are GST exclusive these may not match figures in the cash flow statement.

(a) Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 1) 2025-26.

(b) Excludes Departmental Capital Budget (DCB).

(c) Estimated External Revenue receipts under section 74 of the PGPA Act.

1. Departmental Capital budgets are not separately identified in Appropriation Bill (No. 1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details on capital budgets. For accounting purposes, capital budget appropriations have been designated as a 'contribution by owner'.

(e) Administered capital budgets are not separately identified in Appropriation Bill (No. 1) and form part of ordinary annual services items. Please refer to Table 3.10 for further details. For accounting purposes, this amount is designated as a 'contribution by owner'.

(f) Appropriation Bill (No. 2) 2025-26 and Supply Bill (No. 2) 2025-26.

1.3 Budget measures

Budget measures in Part 1 relating to the NCA are detailed in the Budget Paper No. 2 and are summarised below.

Table 1.2: NCA 2025–26 Budget measures

**Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Program | 2024-25 $'000 | 2025-26 $'000 | 2026-27 $'000 | 2027-28 $'000 | 2028-29 $'000 |
| **Payment measures** |  |  |  |  |  |  |
| Savings from External Labour - extension(a) | 1.1 |  |  |  |  |  |
| Departmental payments |  | - | - | - | - | (210) |
| **Total** |  | **-** | **-** | **-** | **-** | **(210)** |
| **Total payment measures** |  |  |  |  |  |  |
| Departmental |  | - | - | - | - | (210) |
| **Total** |  | **-** | **-** | **-** | **-** | **(210)** |

Prepared on a Government Finance Statistics (Underlying Cash) basis. Figures displayed as a negative (‑) represent a decrease in funds and a positive (+) represent an increase in funds.

1. This is a cross portfolio measure. The full measure description and package details appear in the Budget Paper No. 2 as ‘various agencies’ under the cross portfolio section.

Section 2: Outcomes and planned performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

|  |
| --- |
| **Note:**  Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity’s corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity’s planned and actual performance.  The most recent corporate plan for the NCA can be found at:  [NCA Corporate Plan 2024-25 to 2027-28 | National Capital Authority (nca.gov.au)](https://www.nca.gov.au/sites/default/files/2024-08/NCA%20Corporate%20Plan%202024-25%20to%202027-28%20-%20Final%20%281%29.pdf)  The most recent annual performance statement can be found at:  [NCA Annual Report 2023-24 | National Capital Authority (nca.gov.au)](https://www.nca.gov.au/about-us/corporate-documents/annual-reports/annual-report-2023-24) |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: 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 |

**Budgeted expenses for Outcome 1**

This table shows how much the NCA intends to spend (on an accrual basis) on achieving the outcome, broken down by program, as well as by Administered and Departmental funding sources.

Table 2.1.1: Budgeted expenses for Outcome 1

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **Program 1.1: National Capital Functions** | | | | | |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 10,326 | 10,238 | 10,482 | 10,658 | 10,798 |
| s74 External Revenue(a) | 3,565 | 3,565 | 3,565 | 3,565 | 3,565 |
| Expenses not requiring appropriation in the Budget year(b) | 922 | 910 | 904 | 904 | 1,304 |
| **Departmental total** | **14,813** | **14,713** | **14,951** | **15,127** | **15,667** |
| **Total expenses for Program 1.1** | **14,813** | **14,713** | **14,951** | **15,127** | **15,667** |
| **Program 1.2: National Capital Estate** | | | | | |
| Administered expenses |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 21,006 | 22,408 | 23,787 | 24,983 | 26,195 |
| Special appropriations |  |  |  |  |  |
| *Public Governance, Performance and Accountability Act 2013* | 25 | 25 | 25 | 25 | 25 |
| Expenses not requiring appropriation in the Budget year(b) | 30,124 | 30,124 | 29,924 | 26,647 | 33,647 |
| **Administered total** | **51,155** | **52,557** | **53,736** | **51,655** | **59,867** |
| **Total expenses for Program 1.2** | **51,155** | **52,557** | **53,736** | **51,655** | **59,867** |

Table 2.1.1: Budgeted expenses for Outcome 1 (continued)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **Outcome 1 Totals by appropriation type** | | | | | |
| Administered expenses |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 21,006 | 22,408 | 23,787 | 24,983 | 26,195 |
| Special appropriations | 25 | 25 | 25 | 25 | 25 |
| Expenses not requiring appropriation in the Budget year (a) | 30,124 | 30,124 | 29,924 | 26,647 | 33,647 |
| **Administered total** | **51,155** | **52,557** | **53,736** | **51,655** | **59,867** |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 10,326 | 10,238 | 10,482 | 10,658 | 10,798 |
| s74 External Revenue(a) | 3,565 | 3,565 | 3,565 | 3,565 | 3,565 |
| Expenses not requiring appropriation in the Budget year(b) | 922 | 910 | 904 | 904 | 1,304 |
| **Departmental total** | **14,813** | **14,713** | **14,951** | **15,127** | **15,667** |
| **Total expenses for Outcome 1** | **65,968** | **67,270** | **68,687** | **66,782** | **75,534** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 66 | 68 |

1. Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
2. Expenses not requiring appropriation in the Budget year is made up of depreciation, amortisation expenses, expenses related to the write down of assets, resources received free of charge, principal payments on lease liabilities and movements with no appropriation impacts.

**Table 2.1.2: Performance measures for Outcome 1**

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan, the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2025-26 Budget measures that have created new programs or materially changed existing programs are provided.

| **Outcome** 1: 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 | | |
| --- | --- | --- |
| **Program 1.1 –** Planning and designing areas of special national importance in Canberra and raising community awareness by ensuring that the National Capital is planned and promoted consistent with its enduring national significance. | | |
| Key Activities | During 2025–26 and the forward years, the NCA will:   * continue to develop and implement a comprehensive planning framework for the Australian Capital Territory * keep the National Capital Plan (the Plan) under constant review and, when required, propose, draft and consult on amendments to the Plan * assess and manage applications to undertake works in Designated Areas to ensure that they are in accordance with the Plan * provide, with Ministerial approval, consultancy services either within Australia or overseas * maintain, manage and promote the use of NCA land and other assets * develop and manage the NCA’s visitor services and attractions * foster an awareness of Canberra’s role as Australia’s National Capital. | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | At least 80% of Works Approval applications processed are assessed against the National Capital Plan within 15 working days | Target: 80%  Expected outcome: 78%  Target at risk(a) |
| Visitor satisfaction rating of at least 90% across NCA managed attraction | Target: 90%  Expected outcome: 94%  Target expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | At least 80% of Works Approval applications processed are assessed against the National Capital Plan within 15 working days | Target: 80% |
| Visitor satisfaction rating of at least 90% across NCA managed attractions | Target: 90% |
| Forward Estimates  2026–29 | As per FY2025-26 | As per FY2025-26 |

| **Program 1.2** – To facilitate the proper management and enhancement of National Land. | | |
| --- | --- | --- |
| Key Activities | During 2025–26 and the forward years, the NCA will:   * propose, develop and renew assets on National Land in accordance with their national significance. * hold appropriate levels of insurance cover for the main risks associated with assets on National Land. * implement and manage detailed asset maintenance plans that address the severity of asset conditions. | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | At least 90% of capital improvements are actioned within target timeframes | Target: 90%  Expected outcome: 100%  Target expected to be met |
| At least 90% of maintenance issues are address within target timeframes, in accordance with safety, risk and priority | Target: 90%  Expected outcome: 94%  Target expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | At least 90% of capital improvements are actioned within target timeframes | Target: 90% |
| At least 90% of maintenance issues are address within target timeframes, in accordance with safety, risk and priority | Target: 90% |
| Forward Estimates  2026–29 | As per FY2025-26 | As per FY2025-26 |

1. Works Approval performance target at risk due to the number and complexity of applications.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NCA’s finances for the 2025–26 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

#### 3.1.1 Explanatory notes and analysis of budgeted financial statements

Departmental

The NCA is budgeting for a break-even operating result in 2025-26 and forward years. Revenue from Government over the budget and forward years has been adjusted to take account of indexation and efficiency dividends.

Revenue from other sources principally reflects the recovery of costs for works approval in the Designated Areas of the ACT, as set out in the *Australian Capital Territory (Planning and Land Management) Regulations (Regulation 5)* under the *Australian Capital Territory (Planning and Land Management) Act 1988* (PALM Act), along with events revenue and rental income.

Administered

Revenue from administered activities primarily includes pay parking revenue, lease revenue on diplomatic land and user charges, which are returned in full to the Budget. Revenue from administered activities is estimated at $32.0 million in 2025-26, or $1.8 million higher than 2024-25.

In 2025-26, the NCA will receive appropriation of $22.4 million for supplier expenses including for maintenance of the National Estate and the insurance premium for risks associated with assets on National Land and administration costs for the pay parking program.

In 2025-26, the NCA estimates an investment of $112.1 million in new and existing assets, comprising:

* $16.0 million from the administered capital budget to replace and upgrade existing administered assets
* $96.1 million from the assets and liabilities appropriation for the Commonwealth Avenue Bridge Upgrade and Scrivener Dam Dissipator Strengthening project.

3.2 Budgeted financial statements tables

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **EXPENSES** |  |  |  |  |  |
| Employee benefits | 7,893 | 7,785 | 7,826 | 8,064 | 8,305 |
| Suppliers | 5,698 | 5,706 | 5,903 | 5,841 | 5,740 |
| Depreciation and amortisation(a) | 1,217 | 1,217 | 1,217 | 1,217 | 1,617 |
| Finance costs | 5 | 5 | 5 | 5 | 5 |
| **Total expenses** | **14,813** | **14,713** | **14,951** | **15,127** | **15,667** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 3,565 | 3,565 | 3,565 | 3,565 | 3,565 |
| Other | 50 | 50 | 50 | 50 | 50 |
| **Total own-source revenue** | **3,615** | **3,615** | **3,615** | **3,615** | **3,615** |
| **Total own-source income** | **3,615** | **3,615** | **3,615** | **3,615** | **3,615** |
| **Net (cost of)/contribution by services** | **(11,198)** | **(11,098)** | **(11,336)** | **(11,512)** | **(12,052)** |
| Revenue from Government | 10,326 | 10,238 | 10,482 | 10,658 | 10,798 |
| **Surplus/(deficit) attributable to the Australian Government** | **(872)** | **(860)** | **(854)** | **(854)** | **(1,254)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(872)** | **(860)** | **(854)** | **(854)** | **(1,254)** |
| **Note: Impact of net cash appropriation arrangements** | | | | | |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **(872)** | **(860)** | **(854)** | **(854)** | **(1,254)** |
| plus: depreciation/amortisation of assets funded through appropriations (Departmental capital budget funding and/or equity injections)(a) | 878 | 878 | 878 | 878 | 1,278 |
| plus: depreciation/amortisation expenses for ROU assets(b) | 339 | 339 | 339 | 339 | 339 |
| less: lease principal repayments(b) | (345) | (357) | (363) | (363) | (363) |
| **Net Cash Operating Surplus/(Deficit)** | **-** | **-** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

1. From 2010-11, the Government introduced net cash appropriation arrangements that provided non‑corporate Commonwealth entities with a separate Departmental Capital Budget (DCB) under Appropriation Bill (No. 1) and Supply Bill (No. 1). This replaced revenue appropriations provided under Appropriation Bill (No. 1) used for the depreciation/amortisation expenses. For information regarding DCBs, please refer to Table 3.5 Departmental Capital Budget Statement.
2. Applies to leases under AASB 16 Leases.

Table 3.2: Budgeted Departmental balance sheet (as at 30 June)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **ASSETS** |  |  |  |  |  |
| **Financial assets** |  |  |  |  |  |
| Cash and cash equivalents | 167 | 167 | 167 | 167 | 167 |
| Trade and other receivables | 10,470 | 10,471 | 10,471 | 10,471 | 10,471 |
| ***Total financial assets*** | ***10,637*** | ***10,638*** | ***10,638*** | ***10,638*** | ***10,638*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings(a) | 18,368 | 17,836 | 19,415 | 19,065 | 17,955 |
| Property, plant and equipment(a) | 2,061 | 2,048 | 2,000 | 2,002 | 2,523 |
| Heritage and Cultural | 235 | 250 | 265 | 260 | 255 |
| Intangibles | 1,527 | 1,569 | 1,658 | 1,546 | 1,284 |
| Other non-financial assets | 251 | 269 | 223 | 223 | 223 |
| ***Total non-financial assets*** | ***22,442*** | ***21,972*** | ***23,561*** | ***23,096*** | ***22,240*** |
| **Total assets** | **33,079** | **32,610** | **34,199** | **33,734** | **32,878** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 477 | 577 | 677 | 677 | 677 |
| Other payables | 8,805 | 8,830 | 8,671 | 8,671 | 8,671 |
| ***Total payables*** | ***9,282*** | ***9,407*** | ***9,348*** | ***9,348*** | ***9,348*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 457 | 100 | 1,848 | 1,485 | 1,122 |
| ***Total interest bearing liabilities*** | ***457*** | ***100*** | ***1,848*** | ***1,485*** | ***1,122*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 2,426 | 2,320 | 2,333 | 2,333 | 2,333 |
| ***Total provisions*** | ***2,426*** | ***2,320*** | ***2,333*** | ***2,333*** | ***2,333*** |
| **Total liabilities** | **12,165** | **11,827** | **13,529** | **13,166** | **12,803** |
| **Net assets** | **20,914** | **20,783** | **20,670** | **20,568** | **20,075** |
| **EQUITY** |  |  |  |  |  |
| Contributed equity | 22,330 | 23,059 | 23,800 | 24,552 | 25,313 |
| Reserves | 12,522 | 12,522 | 12,522 | 12,522 | 12,522 |
| Retained surplus (accumulated deficit) | (13,938) | (14,798) | (15,652) | (16,506) | (17,760) |
| **Total equity** | **20,914** | **20,783** | **20,670** | **20,568** | **20,075** |

Prepared on Australian Accounting Standards basis.

1. Includes ROU assets as defined under AASB16 Leases.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | (13,938) | 12,522 | 22,330 | 20,914 |
| ***Adjusted opening balance*** | ***(13,938)*** | ***12,522*** | ***22,330*** | ***20,914*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (860) | - | - | (860) |
| ***Total comprehensive income*** | ***(860)*** | ***-*** | ***-*** | ***(860)*** |
| of which: |  |  |  |  |
| Attributable to the Australian Government | (860) | - | - | (860) |
| **Transactions with owners** |  |  |  |  |
| ***Contributions by owners*** |  |  |  |  |
| Departmental Capital Budget (DCB) | - | - | 729 | 729 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***729*** | ***729*** |
| **Estimated closing balance as at 30 June 2026** | **(14,798)** | **12,522** | **23,059** | **20,783** |
| **Closing balance attributable to the Australian Government** | **(14,798)** | **12,522** | **23,059** | **20,783** |

Prepared on Australian Accounting Standards basis.

Table 3.4: Budgeted Departmental statement of cash flows (for the period ended 30 June)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **OPERATING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Appropriations | 10,326 | 10,238 | 10,482 | 10,658 | 10,798 |
| Sale of goods and rendering of services | 3,565 | 3,489 | 3,577 | 3,565 | 3,565 |
| ***Total cash received*** | ***13,891*** | ***13,727*** | ***14,059*** | ***14,223*** | ***14,363*** |
| **Cash used** |  |  |  |  |  |
| Employees | 7,860 | 7,791 | 7,984 | 8,064 | 8,305 |
| Suppliers | 5,681 | 5,574 | 5,707 | 5,796 | 5,690 |
| Interest payments on lease liability | 5 | 5 | 5 | - | 5 |
| ***Total cash used*** | ***13,546*** | ***13,370*** | ***13,696*** | ***13,860*** | ***14,000*** |
| **Net cash from/(used by) operating activities** | **345** | **357** | **363** | **363** | **363** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 719 | 729 | 741 | 752 | 761 |
| ***Total cash used*** | ***719*** | ***729*** | ***741*** | ***752*** | ***761*** |
| **Net cash from/(used by) investing activities** | **(719)** | **(729)** | **(741)** | **(752)** | **(761)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 719 | 729 | 741 | 752 | 761 |
| ***Total cash received*** | ***719*** | ***729*** | ***741*** | ***752*** | ***761*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 345 | 357 | 363 | 363 | 363 |
| ***Total cash used*** | ***345*** | ***357*** | ***363*** | ***363*** | ***363*** |
| **Net cash from/(used by) financing activities** | **374** | **372** | **378** | **389** | **398** |
| **Net increase/(decrease) in cash held** | **-** | **-** | **-** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 167 | 167 | 167 | 167 | 167 |
| **Cash and cash equivalents at the end of the reporting period** | **167** | **167** | **167** | **167** | **167** |

Prepared on Australian Accounting Standards basis.

Table 3.5: Departmental capital budget statement (for the period ended 30 June)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **NEW CAPITAL APPROPRIATIONS** |  |  |  |  |  |
| Capital budget - Bill 1 (DCB) | 719 | 729 | 741 | 752 | 761 |
| **Total new capital appropriations** | **719** | **729** | **741** | **752** | **761** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 719 | 729 | 741 | 752 | 761 |
| **Total items** | **719** | **729** | **741** | **752** | **761** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriation - DCB | 719 | 729 | 741 | 752 | 761 |
| **TOTAL** | **719** | **729** | **741** | **752** | **761** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 719 | 729 | 741 | 752 | 761 |
| **Total cash used to acquire assets** | **719** | **729** | **741** | **752** | **761** |

Prepared on Australian Accounting Standards basis.

Table 3.6: Statement of Departmental asset movements (Budget year 2025–26)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | |
|  | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |
| Gross book value | 18,315 | 2,281 | 240 | 3,289 | 24,125 |
| Gross book value ROU assets | 1,857 | 56 | - | - | 1,913 |
| Accumulated depreciation/ amortisation and impairment | (371) | (240) | (5) | (1,762) | (2,378) |
| Accumulated depreciation/amortisation and impairment ROU assets | (1,433) | (36) | - | - | (1,469) |
| **Opening net book balance** | **18,368** | **2,061** | **235** | **1,527** | **22,191** |
| **Capital asset additions** |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |
| By purchase – appropriation ordinary annual services(a) | 178 | 227 | 20 | 304 | 729 |
| **Total additions** | **178** | **227** | **20** | **304** | **729** |
| **Other movements** |  |  |  |  |  |
| Depreciation/amortisation expense | (371) | (240) | (5) | (262) | (878) |
| Depreciation/amortisation on ROU assets | (339) | - | - | - | (339) |
| **Total other movements** | **(710)** | **(240)** | **(5)** | **(262)** | **(1,217)** |
| **As at 30 June 2026** |  |  |  |  |  |
| Gross book value | 18,493 | 2,508 | 260 | 3,593 | 24,854 |
| Gross book value ROU assets | 1,857 | 56 | - | - | 1,913 |
| Accumulated depreciation/amortisation and impairment | (742) | (480) | (10) | (2,024) | (3,256) |
| Accumulated depreciation/amortisation and impairment ROU assets | (1,772) | (36) | - | - | (1,808) |
| **Closing net book balance** | **17,836** | **2,048** | **250** | **1,569** | **21,703** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025–2026, Supply Bill (No. 1) 2025-2026 for depreciation/amortisation expenses, DCBs or other operational expenses.

Table 3.7: Schedule of budgeted income and expenses administered on behalf of Government (for the period ended 30 June)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **EXPENSES** |  |  |  |  |  |
| Suppliers | 21,031 | 22,433 | 23,812 | 25,008 | 26,220 |
| Depreciation and amortisation(a) | 28,124 | 28,124 | 27,924 | 24,647 | 31,647 |
| Write-down and impairment of assets | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| **Total expenses administered on behalf of Government** | **51,155** | **52,557** | **53,736** | **51,655** | **59,867** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Non-taxation revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 30,190 | 31,946 | 32,759 | 33,637 | 34,515 |
| Other revenue | 12 | 15 | 15 | 15 | 15 |
| ***Total non-taxation revenue*** | ***30,202*** | ***31,961*** | ***32,774*** | ***33,652*** | ***34,530*** |
| **Total own-source revenue administered on behalf of Government** | **30,202** | **31,961** | **32,774** | **33,652** | **34,530** |
| **Total own-sourced income administered on behalf of Government** | **30,202** | **31,961** | **32,774** | **33,652** | **34,530** |
| **Net (cost of)/contribution by services** | **(20,953)** | **(20,596)** | **(20,962)** | **(18,003)** | **(25,337)** |
| **Surplus/(deficit)** | **(20,953)** | **(20,596)** | **(20,962)** | **(18,003)** | **(25,337)** |
| **Total comprehensive income/(loss)** | **(20,953)** | **(20,596)** | **(20,962)** | **(18,003)** | **(25,337)** |

Prepared on Australian Accounting Standards basis.

1. From 2010-11, the Government introduced net cash appropriation arrangements where Bill (No. 1) revenue appropriations for the depreciation/amortisation expenses of noncorporate Commonwealth entities (and select corporate Commonwealth entities) were replaced with a separate Administered Capital Budget (ACB) provided through Bill (No. 1) equity appropriations. For information regarding ACBs, please refer to Table 3.10 Administered Capital Budget Statement.

Table 3.8: Schedule of budgeted assets and liabilities administered on behalf of Government (as at 30 June)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **ASSETS** |  |  |  |  |  |
| **Financial assets** |  |  |  |  |  |
| Cash and cash equivalents | 78 | 78 | 78 | 78 | 78 |
| Trade and other receivables | 2,077 | 2,077 | 2,077 | 2,077 | 2,077 |
| ***Total financial assets*** | ***2,155*** | ***2,155*** | ***2,155*** | ***2,155*** | ***2,155*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 719,620 | 718,793 | 718,066 | 717,716 | 717,366 |
| Property, plant and equipment | 702,384 | 787,717 | 777,320 | 769,753 | 755,397 |
| Heritage and cultural assets | 81,135 | 80,556 | 79,977 | 79,677 | 79,377 |
| Intangibles | 2,422 | 2,472 | 2,522 | 2,572 | 2,622 |
| Other non-financial assets | 90 | 90 | 90 | 90 | 90 |
| ***Total non-financial assets*** | ***1,505,651*** | ***1,589,628*** | ***1,577,975*** | ***1,569,808*** | ***1,554,852*** |
| **Total assets administered on behalf of Government** | **1,507,806** | **1,591,783** | **1,580,130** | **1,571,963** | **1,557,007** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 6,190 | 6,190 | 6,190 | 6,190 | 6,190 |
| Other payables | 17,746 | 17,746 | 17,746 | 17,746 | 17,746 |
| ***Total payables*** | ***23,936*** | ***23,936*** | ***23,936*** | ***23,936*** | ***23,936*** |
| **Total liabilities administered on behalf of Government** | **23,936** | **23,936** | **23,936** | **23,936** | **23,936** |
| **Net assets/(liabilities)** | **1,483,870** | **1,567,847** | **1,556,194** | **1,548,027** | **1,533,071** |

Prepared on Australian Accounting Standards basis.

Table 3.9: Schedule of budgeted administered cash flows (for the period ended 30 June)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **OPERATING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Sales of goods and rendering of services | 30,190 | 31,946 | 32,759 | 33,637 | 34,515 |
| Other | 12 | 15 | 15 | 15 | 15 |
| ***Total cash received*** | ***30,202*** | ***31,961*** | ***32,774*** | ***33,652*** | ***34,530*** |
| **Cash used** |  |  |  |  |  |
| Suppliers | 21,031 | 22,433 | 23,812 | 25,008 | 26,220 |
| ***Total cash used*** | ***21,031*** | ***22,433*** | ***23,812*** | ***25,008*** | ***26,220*** |
| **Net cash from/(used by) operating activities** | **9,171** | **9,528** | **8,962** | **8,644** | **8,310** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 82,665 | 112,101 | 16,271 | 16,480 | 16,691 |
| ***Total cash used*** | ***82,665*** | ***112,101*** | ***16,271*** | ***16,480*** | ***16,691*** |
| **Net cash from/(used by) investing activities** | **(82,665)** | **(112,101)** | **(16,271)** | **(16,480)** | **(16,691)** |
| ***Net increase/(decrease) in cash held*** | ***(73,494)*** | ***(102,573)*** | ***(7,309)*** | ***(7,836)*** | ***(8,381)*** |
| Cash and cash equivalents at beginning of reporting period | 78 | 78 | 78 | 78 | 78 |
| Cash from Official Public Account for: |  |  |  |  |  |
| - Appropriations | 103,696 | 134,534 | 40,083 | 41,488 | 42,911 |
| *Total cash from Official Public Account* | *103,696* | *134,534* | *40,083* | *41,488* | *42,911* |
| Cash to Official Public Account for: |  |  |  |  |  |
| - Transfers to other entities (Finance - Whole of Government) | 30,202 | 31,961 | 32,774 | 33,652 | 34,530 |
| *Total cash to Official Public Account* | *30,202* | *31,961* | *32,774* | *33,652* | *34,530* |
| **Cash and cash equivalents at end of reporting period** | **78** | **78** | **78** | **78** | **78** |

Prepared on Australian Accounting Standards basis.

Table 3.10: Schedule of administered capital budget statement (for the period ended 30 June)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **NEW CAPITAL APPROPRIATIONS** |  |  |  |  |  |
| Capital budget - Bill 1 (ACB) | 15,600 | 15,958 | 16,271 | 16,480 | 16,691 |
| Administered Assets and Liabilities - Bill 2 | 12,758 | 22,940 | - | - | - |
| **Total new capital appropriations** | **28,358** | **38,898** | **16,271** | **16,480** | **16,691** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | *28,358* | 38,898 | *16,271* | *16,480* | *16,691* |
| ***Total items*** | ***28,358*** | **38,898** | ***16,271*** | ***16,480*** | ***16,691*** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 67,065 | 96,143 | - | - | - |
| Funded by capital appropriation - ACB(b) | 15,600 | 15,958 | 16,271 | 16,480 | 16,691 |
| **TOTAL** | **82,665** | **112,101** | **16,271** | **16,480** | **16,691** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total accrual purchases | 82,665 | 112,101 | 16,271 | 16,480 | 16,691 |
| **Total cash used to acquire assets** | **82,665** | **112,101** | **16,271** | **16,480** | **16,691** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
2. Includes purchases from current and previous years' Administered Capital Budgets (ACBs).

Table 3.11: Statement of administered asset movements (Budget year 2025-26)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | | |
|  | Land     $'000 | Buildings     $'000 | Other property, plant and equipment  $'000 | Heritage and cultural   $'000 | Computer software and intangibles  $'000 | Total     $'000 |
| **As at 1 July 2025** |  |  |  |  |  |  |
| Gross book value | 690,244 | 30,703 | 728,052 | 82,214 | 3,446 | 1,534,659 |
| Accumulated depreciation/amortisation and impairment | - | (613) | (25,668) | (1,079) | (1,024) | (28,384) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (714) | - | - | - | - | (714) |
| **Opening net book balance** | **689,530** | **30,090** | **702,384** | **81,135** | **2,422** | **1,505,561** |
| **CAPITAL ASSET ADDITIONS** |  |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  |
| By purchase - appropriation equity(a) | - | - | 96,143 | - | - | 96,143 |
| By purchase - appropriation ordinary annual services(b) | - | 500 | 14,858 | 500 | 100 | 15,958 |
| **Total additions** | **-** | **500** | **111,001** | **500** | **100** | **112,101** |
| **Other movements** |  |  |  |  |  |  |
| Depreciation/amortisation expense | - | (613) | (25,668) | (1,079) | (50) | (27,410) |
| Depreciation/amortisation on ROU assets | (714) | - | - | - | - | (714) |
| **Total other movements** | **(714)** | **(613)** | **(25,668)** | **(1,079)** | **(50)** | **(28,124)** |
| **As at 30 June 2026** |  |  |  |  |  |  |
| Gross book value | 690,244 | 31,203 | 839,053 | 82,714 | 3,546 | 1,646,760 |
| Accumulated depreciation/amortisation and impairment | - | (1,226) | (51,336) | (2,158) | (1,074) | (55,794) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (1,428) | - | - | - | - | (1,428) |
| **Closing net book balance** | **688,816** | **29,977** | **787,717** | **80,556** | **2,472** | **1,589,538** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to Administered Assets and Liabilities appropriations provided through Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025–2026.
2. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025-2026 for depreciation/amortisation expenses, ACBs or other operational expenses.