

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.

- (d) 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.

- (a) 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 \(nca.gov.au\)](#)

The most recent annual performance statement can be found at:

[NCA Annual Report 2023-24 | National Capital Authority \(nca.gov.au\)](#)

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 <i>Public Governance, Performance and Accountability Act 2013</i>	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			

(a) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.

(b) 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> 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

(a) 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.

(a) 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.

(b) 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.

(a) 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'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
<i>Provided for:</i>					
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				Total \$'000
	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'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.

(a) '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.

- (a) 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
<i>Provided for:</i>					
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.

- (a) Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
- (b) 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					Total
	Land	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'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.

(a) 'Appropriation equity' refers to Administered Assets and Liabilities appropriations provided through Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025–2026.

(b) '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.