

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 the 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 for 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 2026-27 as at Budget May 2026

	2025-26 Estimated actual \$'000	2026-27 Estimate \$'000
Departmental		
Annual appropriations - ordinary annual services ^(a)		
Prior year appropriations available	10,319	9,869
Departmental appropriation ^(b)	10,042	10,018
s74 External Revenue ^(c)	4,080	4,245
Departmental capital budget ^(d)	729	742
Total departmental annual appropriations	25,170	24,874
Total departmental resourcing	25,170	24,874
Administered		
Annual appropriations - ordinary annual services ^(a)		
Outcome 1	22,408	23,810
Administered capital budget ^(e)	18,458	23,808
Annual appropriations - other services - non-operating ^(f)		
Prior year appropriations available ^(g)	36,792	-
Administered assets and liabilities	22,940	92,132
Total administered annual appropriations	100,598	139,750
Total administered special appropriations	25	25
Total administered resourcing	100,623	139,775
Total resourcing for the NCA	125,793	164,649
<hr/>		
Average staffing level (number)	68	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) 2026-2027.
- b) Excludes departmental capital budget (DCB).
- c) Estimated External Revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).
- d) Departmental Capital budgets and Administered payments to other jurisdictions 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. 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) 2026-2027.
- g) Excludes \$59.6 million subject to withheld under section 51 of the PGPA Act.

1.3 Budget measures

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

Table 1.2: National Capital Authority 2026-27 Budget measures

Part 1: Measures announced since the 2025-26 Mid-Year Economic and Fiscal Outlook (MYEFO)

	Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measures						
Further Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses - one year extension ^(a)						
	1.1					
	Departmental payment	-	-	-	-	(570)
	Total	-	-	-	-	(570)
Total payment measures						
	Departmental	-	-	-	-	(570)
	Total	-	-	-	-	(570)

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 - Budget Measures* 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 National Capital Authority can be found at:
https://www.nca.gov.au/sites/default/files/2025-08/2025-26%20to%202028-29%20NCA%20Corporate%20Plan_0.pdf

The most recent annual performance statement can be found at:
<https://www.nca.gov.au/sites/default/files/2025-11/National%20Capital%20Authority%202024-25%20Annual%20Report.pdf>

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Program 1.1: National Capital Functions					
Departmental expenses					
Departmental appropriation	10,042	10,018	10,240	10,398	10,644
s74 External Revenue ^(a)	4,156	4,233	4,102	4,105	4,381
Expenses not requiring appropriation in the Budget year ^(b)	1,601	1,595	1,595	1,595	1,604
Departmental total	15,799	15,846	15,937	16,098	16,629
Total expenses for Program 1.1	15,799	15,846	15,937	16,098	16,629
Program 1.2: National Capital Estate					
Administered expenses					
Ordinary annual services					
Appropriation Bill (No. 1)	22,408	23,810	25,105	26,323	27,858
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)	40,974	41,552	41,570	41,598	41,640
Administered total	63,407	65,387	66,700	67,946	69,523
Total expenses for Program 1.2	63,407	65,387	66,700	67,946	69,523

Table 2.1.1: Budgeted expenses for Outcome 1 (continued)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Outcome 1 Totals by appropriation type					
Administered expenses					
Ordinary annual services					
Appropriation Bill (No. 1)	22,408	23,810	25,105	26,323	27,858
Special appropriations	25	25	25	25	25
Expenses not requiring appropriation in the Budget year ^(b)	40,974	41,552	41,570	41,598	41,640
Administered total	63,407	65,387	66,700	67,946	69,523
Departmental expenses					
Departmental appropriation	10,042	10,018	10,240	10,398	10,644
s74 External Revenue ^(a)	4,156	4,233	4,102	4,105	4,381
Expenses not requiring appropriation in the Budget year ^(b)	1,601	1,595	1,595	1,595	1,604
Departmental total	15,799	15,846	15,937	16,098	16,629
Total expenses for Outcome 1	79,206	81,233	82,637	84,044	86,152

	2025-26	2026-27
Average staffing level (number)	68	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 (i.e. 2025-26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026-27 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: National Capital Functions 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 2026-27 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 2025-26	At least 80% of Works Approval applications processed are assessed against the National Capital Plan within 15 working days	Target: 80% Expected outcome: 90% Target expected to be met
	Visitor satisfaction rating of at least 90% across NCA managed attraction	Target: 90% Expected outcome: 95% Target expected to be met
Year	Performance measures	Planned performance results
Budget Year 2026-27	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 2027-30	As per 2026-27	As per 2026-27
Material changes to Program 1.1 resulting from 2026-27 Budget Measures: Nil		

Program 1.2: National Capital Estate		
To facilitate the proper management and enhancement of National Land		
Key activities	During 2026-27 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 2025-26	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 addressed within target timeframes, in accordance with safety, risk and priority	Target: 90% Expected outcome: 96% Target expected to be met
Year	Performance measures	Planned performance results
Budget Year 2026-27	At least 90% of capital improvements are actioned within target timeframes	Target: 90%
	At least 90% of maintenance issues are addressed within target timeframes, in accordance with safety, risk and priority	Target: 90%
Forward Estimates 2027-30	As per 2026-27	As per 2026-27
Material changes to Program 1.2 resulting from 2026-27 Budget Measures: Nil		

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NCA's finances for the 2026-27 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 an operating loss of \$0.450 million in 2025-26, driven by an unexpected and significant decline in NCA's own-source revenue.

The NCA is budgeting for a break-even operating results in 2026-27 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 \$32.8 million in 2026-27, or \$0.8 million higher than 2025-26.

In 2026-27, the NCA will receive appropriation of \$23.8 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 2026-27, the NCA estimates an investment of \$115.9 million in new and existing assets, comprising:

- \$23.8 million from the administered capital budget to replace and upgrade existing administered assets
- \$92.1 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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
EXPENSES					
Employee benefits	8,826	8,494	8,601	8,845	9,769
Suppliers	5,565	5,494	5,478	5,395	5,006
Depreciation and amortisation ^(a)	1,853	1,853	1,853	1,853	1,849
Finance costs	5	5	5	5	5
Total expenses	16,249	15,846	15,937	16,098	16,629
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	4,156	4,233	4,102	4,105	4,381
Other	105	105	105	105	105
Total own-source revenue	4,261	4,338	4,207	4,210	4,486
Total own-source income	4,261	4,338	4,207	4,210	4,486
Net (cost of)/contribution by services	(11,988)	(11,508)	(11,730)	(11,888)	(12,143)
Revenue from government	10,042	10,018	10,240	10,398	10,644
Surplus/(deficit) attributable to the Australian Government	(1,946)	(1,490)	(1,490)	(1,490)	(1,499)
Total comprehensive income/(loss) attributable to the Australian Government	(1,946)	(1,490)	(1,490)	(1,490)	(1,499)
Note: Impact of net cash appropriation arrangements					
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(1,946)	(1,490)	(1,490)	(1,490)	(1,499)
<i>plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections)^(a)</i>	1,514	1,514	1,514	1,514	1,510
<i>plus: depreciation/amortisation expenses for ROU assets^(b)</i>	339	339	339	339	339
<i>less: lease principal repayments^(b)</i>	(357)	(363)	(363)	(363)	(350)
Net Cash Operating Surplus/ (Deficit)	(450)	-	-	-	-

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). 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)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	177	177	177	177	177
Trade and other receivables	9,985	9,985	9,985	9,985	9,985
Total financial assets	10,162	10,162	10,162	10,162	10,162
Non-financial assets					
Land and buildings ^(a)	18,189	19,328	18,358	17,208	16,098
Property, plant and equipment ^(a)	1,932	1,811	2,073	2,524	2,888
Heritage and cultural assets	229	244	239	234	229
Intangibles	1,124	1,091	707	323	0
Other non-financial assets	242	196	196	196	196
Total non-financial assets	21,716	22,670	21,573	20,485	19,411
Total assets	31,878	32,832	31,735	30,647	29,573
LIABILITIES					
Payables					
Suppliers	545	645	645	645	645
Other payables	8,670	8,511	8,511	8,511	8,511
Total payables	9,215	9,156	9,156	9,156	9,156
Interest bearing liabilities					
Leases	50	1,798	1,435	1,072	722
Total interest bearing liabilities	50	1,798	1,435	1,072	722
Provisions					
Employee provisions	2,823	2,836	2,836	2,836	2,836
Total provisions	2,823	2,836	2,836	2,836	2,836
Total liabilities	12,088	13,790	13,427	13,064	12,714
Net assets	19,790	19,042	18,308	17,583	16,859
EQUITY					
Contributed equity	23,059	23,801	24,557	25,322	26,097
Reserves	14,152	14,152	14,152	14,152	14,152
Retained surplus (accumulated deficit)	(17,421)	(18,911)	(20,401)	(21,891)	(23,390)
Total equity	19,790	19,042	18,308	17,583	16,859

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 2026-27)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	(17,421)	14,152	23,059	19,790
Adjusted opening balance	(17,421)	14,152	23,059	19,790
Comprehensive income				
Surplus/(deficit) for the period	(1,490)	-	-	(1,490)
Total comprehensive income	(1,490)	-	-	(1,490)
of which:				
Attributable to the Australian Government	(1,490)	-	-	(1,490)
Transactions with owners				
Contributions by owners				
Departmental Capital Budget (DCB)	-	-	742	742
Sub-total transactions with owners	-	-	742	742
Estimated closing balance as at 30 June 2027	(18,911)	14,152	23,801	19,042
Closing balance attributable to the Australian Government	(18,911)	14,152	23,801	19,042

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	10,492	10,018	10,240	10,398	10,644
Sale of goods and rendering of services	4,080	4,245	4,102	4,105	4,381
Total cash received	14,572	14,263	14,342	14,503	15,025
Cash used					
Employees	8,832	8,652	8,601	8,845	9,769
Suppliers	5,378	5,243	5,373	5,290	4,901
Interest payments on lease liability	5	5	5	5	5
Total cash used	14,215	13,900	13,979	14,140	14,675
Net cash from/(used by) operating activities	357	363	363	363	350
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	729	742	756	765	775
Total cash used	729	742	756	765	775
Net cash from/(used by) investing activities	(729)	(742)	(756)	(765)	(775)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	729	742	756	765	775
Total cash received	729	742	756	765	775
Cash used					
Principal payments on lease liability	357	363	363	363	350
Total cash used	357	363	363	363	350
Net cash from/(used by) financing activities	372	379	393	402	425
Net increase/(decrease) in cash held	-	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	177	177	177	177	177
Cash and cash equivalents at the end of the reporting period	177	177	177	177	177

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	729	742	756	765	775
Total new capital appropriations	729	742	756	765	775
<i>Provided for:</i>					
Purchase of non-financial assets	729	742	756	765	775
Total items	729	742	756	765	775
PURCHASE OF NON-FINANCIAL ASSETS					
ASSETS					
Funded by capital appropriation - DCB	729	742	756	765	775
TOTAL	729	742	756	765	775
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	729	742	756	765	775
Total cash used to acquire assets	729	742	756	765	775

Prepared on Australian Accounting Standards basis.

Table 3.6: Statement of departmental asset movements (Budget year 2026-27)

	Asset Category				Total
	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026					
Gross book value	18,955	2,237	234	2,718	24,144
Gross book value - ROU assets	1,863	56	-	-	1,919
Accumulated depreciation/amortisation and impairment	(1,150)	(314)	(5)	(1,594)	(3,063)
Accumulated depreciation/amortisation and impairment - ROU assets	(1,479)	(47)	-	-	(1,526)
Opening net book balance	18,189	1,932	229	1,124	21,474
Capital asset additions					
Estimated expenditure on new or replacement assets					
By purchase - appropriation ordinary annual services ^(a)	178	193	20	351	742
By purchase - appropriation equity - ROU assets	2,111	-	-	-	2,111
Total additions	2,289	193	20	351	2,853
Other movements					
Depreciation/amortisation expense	(811)	(314)	(5)	(384)	(1,514)
Depreciation/amortisation on ROU assets	(339)	-	-	-	(339)
Total other movements	(1,150)	(314)	(5)	(384)	(1,853)
As at 30 June 2027					
Gross book value	19,133	2,430	254	3,069	24,886
Gross book value - ROU assets	3,974	56	-	-	4,030
Accumulated depreciation/amortisation and impairment	(1,961)	(628)	(10)	(1,978)	(4,577)
Accumulated depreciation/amortisation and impairment - ROU assets	(1,818)	(47)	-	-	(1,865)
Closing net book balance	19,328	1,811	244	1,091	22,474

Prepared on Australian Accounting Standards basis.

a) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2026-2027 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)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
EXPENSES					
Suppliers	22,433	23,835	25,130	26,348	27,883
Depreciation and amortisation ^(a)	38,974	39,552	39,570	39,598	39,640
Write-down and impairment of assets	2,000	2,000	2,000	2,000	2,000
Total expenses administered on behalf of government	63,407	65,387	66,700	67,946	69,523
LESS:					
OWN-SOURCE INCOME					
Non-taxation revenue					
Sale of goods and rendering of services	31,446	32,188	33,049	33,909	28,080
Other revenue	515	586	603	621	640
Total non-taxation revenue	31,961	32,774	33,652	34,530	28,720
Total own-source revenue administered on behalf of government	31,961	32,774	33,652	34,530	28,720
Total own-sourced income administered on behalf of government	31,961	32,774	33,652	34,530	28,720
Net (cost of)/contribution by services Surplus/(deficit)	(31,446)	(32,613)	(33,048)	(33,416)	(40,803)
Total comprehensive income/(loss)	(31,446)	(32,613)	(33,048)	(33,416)	(40,803)

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 Non-Corporate Commonwealth Entities (and select Corporate Commonwealth Entities) were replaced with a separate Administered Capital Budget (ACB) provided through Bill (No.1) equity appropriations used for depreciation/amortisation expenses. 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)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	269	269	269	269	269
Trade and other receivables	2,557	2,557	2,557	2,557	2,557
Total financial assets	2,826	2,826	2,826	2,826	2,826
Non-financial assets					
Land and buildings	722,656	721,044	719,414	717,756	716,556
Property, plant and equipment	704,781	784,521	816,310	796,243	776,078
Heritage and cultural assets	80,883	79,783	78,683	77,583	76,483
Intangibles	1,062	422	-	-	-
Other non-financial assets	85	85	85	85	85
Total non-financial assets	1,509,467	1,585,855	1,614,492	1,591,667	1,569,202
Total assets administered on behalf of government	1,512,293	1,588,681	1,617,318	1,594,493	1,572,028
LIABILITIES					
Payables					
Suppliers	5,931	5,931	5,931	5,931	5,931
Other payables	17,829	17,829	17,829	17,829	17,829
Total payables	23,760	23,760	23,760	23,760	23,760
Total liabilities administered on behalf of government	23,760	23,760	23,760	23,760	23,760
Net assets/(liabilities)	1,488,533	1,564,921	1,593,558	1,570,733	1,548,268

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Sales of goods and rendering of services	31,446	32,188	33,049	33,909	28,080
Other	515	586	603	621	640
Total cash received	31,961	32,774	33,652	34,530	28,720
Cash used					
Suppliers	22,433	23,835	25,130	26,348	27,883
Total cash used	22,433	23,835	25,130	26,348	27,883
Net cash from/(used by) operating activities	9,528	8,939	8,522	8,182	837
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	78,190	115,940	68,207	16,773	17,175
Total cash used	78,190	115,940	68,207	16,773	17,175
Net cash from/(used by) investing activities	(78,190)	(115,940)	(68,207)	(16,773)	(17,175)
Net increase/(decrease) in cash held	(68,662)	(107,001)	(59,685)	(8,591)	(16,338)
Cash and cash equivalents at beginning of reporting period	269	269	269	269	269
Cash from Official Public Account for:					
- Appropriations	100,623	139,775	93,337	43,121	45,058
Total cash from Official Public Account	100,623	139,775	93,337	43,121	45,058
Cash to Official Public Account for:					
- Transfers to other entities (Finance - whole of government)	31,961	32,774	33,652	34,530	28,720
Total cash to Official Public Account	31,961	32,774	33,652	34,530	28,720
Cash and cash equivalents at end of reporting period	269	269	269	269	269

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (ACB)	18,458	23,808	16,561	16,773	17,175
Administered Assets and Liabilities - Bill 2	22,940	92,132	51,646	-	-
Total new capital appropriations	41,398	115,940	68,207	16,773	17,175
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	41,398	115,940	68,207	16,773	17,175
Total items	41,398	115,940	68,207	16,773	17,175
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations ^(a)	59,732	92,132	51,646	-	-
Funded by capital appropriation - ACB ^(b)	18,458	23,808	16,561	16,773	17,175
TOTAL	78,190	115,940	68,207	16,773	17,175
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total accrual purchases	78,190	115,940	68,207	16,773	17,175
Total cash used to acquire assets	78,190	115,940	68,207	16,773	17,175

Prepared on Australian Accounting Standards basis.

- a) Includes both current Appropriation 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 2026-27)

	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 2026						
Gross book value	691,245	33,398	739,375	82,462	3,330	1,549,810
Accumulated depreciation/amortisation and impairment	-	(1,213)	(34,594)	(1,579)	(2,268)	(39,654)
Accumulated depreciation/amortisation and impairment - ROU assets	(774)	-	-	-	-	(774)
Opening net book balance	690,471	32,185	704,781	80,883	1,062	1,509,382
CAPITAL ASSET ADDITIONS						
Estimated expenditure on new or replacement assets						
By purchase - appropriation equity ^(a)	-	-	92,132	-	-	92,132
By purchase - appropriation ordinary annual services ^(b)	100	500	22,608	500	100	23,808
Total additions	100	500	114,740	500	100	115,940
Other movements						
Depreciation/amortisation expense	-	(1,412)	(35,000)	(1,600)	(740)	(38,752)
Depreciation/amortisation on ROU assets	(800)	-	-	-	-	(800)
Total other movements	(800)	(1,412)	(35,000)	(1,600)	(740)	(39,552)
As at 30 June 2027						
Gross book value	691,345	33,898	854,115	82,962	3,430	1,665,750
Accumulated depreciation/amortisation and impairment	-	(2,625)	(69,594)	(3,179)	(3,008)	(78,406)
Accumulated depreciation/amortisation and impairment - ROU assets	(1,574)	-	-	-	-	(1,574)
Closing net book balance	689,771	31,273	784,521	79,783	422	1,585,770

Prepared on Australian Accounting Standards basis.

a) 'Appropriation equity' refers to Administered Assets and Liabilities appropriations provided through Appropriation Bill (No. 2) 2026-2027.

b) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2026-2027 for depreciation/amortisation expenses, ACBs or other operational expenses.