Special Broadcasting Service Corporation

Entity resources and planned performance

Special Broadcasting Service Corporation

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Special Broadcasting Service Corporation

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Special Broadcasting Service Corporation (SBS) is Australia's national broadcasting and media service providing multicultural and multilingual television, radio and digital media services that inform, educate and entertain all Australians. SBS's purpose is to inspire all Australians to explore, respect and celebrate our diverse world, and in doing so, contribute to a cohesive society. SBS and its functions are guided by its Charter in section 6 of the *Special Broadcasting Service Act* 1991 (SBS Act).

SBS is unique in the Australian media landscape

For almost 50 years, the SBS Charter, hybrid funding model, innovative and multiplatform content offering, and depth and breadth of in-language services (more than 60 languages including English), has ensured that SBS is unique in the Australian media landscape.

SBS was established to positively contribute to Australia's success as a multicultural society, recognising that Australia has been fundamentally shaped by migration. It is now the most multilingual broadcaster in the world. SBS is also home to NITV (National Indigenous Television), the only national broadcasting and media service made by, for, and about Aboriginal and Torres Strait Islander peoples. The network's unique position enables it to present compelling, distinctive, and thought-provoking content like no other Australian media organisation.

Every five years, SBS conducts a Language Services Review, utilising the outcomes of the latest Australian Census to ensure its commitment to meeting the needs of Australia's rapidly changing and increasingly diverse society. In 2022–23 SBS updated its SBS Audio multiplatform services to include four new languages from the Asia–Pacific region (Bislama, Malay, Telugu and Tetum) and a language from East Africa (Oromo).

By providing a trusted platform for news and information, civic debate, and matters important to contemporary Australia, SBS's services are vital both to Australian democracy, and in building a sense of belonging for everyone in Australia.

SBS supports broader social and policy objectives

The 2021 Census results demonstrate that Australia is now more multilingual than ever. From 2011 to 2021, the number of people using a language other than English at home increased to more than 5.6 million, representing an increase of more than

1.5 million since 2011 and nearly 800,000 since 2016 – growing at almost double the rate of the general population. A further 3.8 per cent of the population identify as Aboriginal and/or Torres Strait Islander.

With this increasing diversity, there has never been a greater need to build mutual understanding and social cohesion amongst all Australians. SBS has a continuously evolving multifaceted language strategy, to serve Australia's language and cultural communities as they grow and change. SBS serves these communities wherever they are via TV, radio, video on demand and social media.

SBS will continue to look for opportunities to further unlock the value of its existing services and activities to support communications and service delivery to the community across a range of federal and state or territory portfolios, in Australia and potentially further abroad, while preserving its editorial independence.

SBS's trusted news and information services contribute to national policy objectives regarding social cohesion

In a world of growing polarisation of views and mis- and disinformation (particularly online), developing and maintaining trust with audiences as well as plurality of voices will continue to be a challenge for traditional media, social media and digital platforms. SBS continues to be one of Australia's most trusted news sources with a long-held and well-earned reputation for quality news and analysis on local and global events.

SBS produces daily SBS World News TV news bulletins as well as regular Nula bulletins (NITV news). As a reliable and free source of impartial and accurate news and current affairs, which is subject to rigorous editorial standards, SBS has a valuable role in the overall news and information ecosystem in Australia.

Recent research, Sense of Belonging among Multilingual Audiences in Australia, by the University of Canberra in collaboration with SBS, shows that multicultural audiences who feel represented in the news, in particular SBS News (compared to the broader Australian news landscape), demonstrate a higher level of trust in news, and a greater sense of belonging in Australian society overall. This is important as a sense of belonging drives the confidence to participate in, and contribute to, Australian society. This example is demonstrative of SBS's contribution to national policy objectives regarding social cohesion.

SBS showcases diverse stories and perspectives

SBS is making more Australian content than ever before, including distinctive dramas and factual programming that truly reflect our community. Programs like *Alone Australia* and *Eddie's Lil Homies* are reaching record audiences and reflecting the diversity of the Australian community in an entertaining and authentic way.

SBS is also industry-leading in its content accessibility, with audio description on broadcast television for audiences who are blind or have low vision, captioning, subtitling, and a dedicated news service that uses easy-to-understand and slow-paced English language (SBS News in Easy English). It also provides SBS Learn English language-learning modules. This extensive array of work continues to help increase audiences' accessibility to SBS's wide range of content, further supporting social inclusion and cohesion.

The online digital video market continues to evolve

Delivering on SBS's purpose and Charter in upcoming years will see continued focus on SBS being a distinctive network across both traditional and online platforms to allow a diverse array of views and voices to be represented in mainstream media.

SBS is committed to serving our audiences with world-class content on all platforms, when and how they want to experience it. Over a number of years, SBS has been investing heavily in its digital experience, with the goal of being platform agnostic when it comes to the audience experience. Audiences can come to SBS and achieve a world-class experience, regardless of the medium by which they choose to engage with our content. Across all our platforms – be it linear television, linear radio, digital publishing, video or audio/podcasting – SBS audiences are delivered an experience which seeks to deepen their engagement and drive further consumption.

Commencing earlier this year, SBS On Demand became the first digital content platform that provides audiences with an ability to opt-out of specific categories of advertising (wagering, alcohol and quick-service restaurants). This not only increases consumers' choices and enables audience personalisation, but also provides a more bespoke offering for SBS's advertising clients.

Traditional broadcast television continues to represent the majority of free-to-air viewing in Australia, while the digital video market is expanding with more local and international video on demand (VOD) services including Netflix, Disney+, Amazon Prime, and more. This increase in viewing options is continuing to drive changes in how Australians consume video content – and increasing frustration in finding what they want to watch. It is also expanding the Australian market to include more competition from more platforms that weren't previously available locally. Without regular strategic review, these market and audience changes have the potential to impact SBS's planned digital outcomes.

SBS monitors the technology landscape particularly around developments in AI to keep pace with market, and to evolve our Strategic Plan and priorities. SBS is currently exploring positive uses of AI in its operations to benefit Australian audiences and stakeholders. To support the ongoing development and use of AI, SBS has implemented AI governance, ethics and guardrails that align with SBS's risk appetite and ensure human oversight across AI usage.

SBS will continue to evolve its services to meet audience needs, reflecting changes in social and demographic composition, technological developments and audience behaviours.

Prominence and presence of freely available high-quality Australian content on connected televisions and devices must be prioritised

SBS welcomes the Government's recent introduction of the prominence legislative framework to the federal parliament. As online consumption rapidly grows, it is increasingly important that the SBS network and its content are present and easily accessible on the growing array of connected televisions (CTVs) and devices through which audiences consume content. The proposed legislation to make free–to–air (FTA) TV apps present, with a level of prominence, on CTVs will support Australian broadcasters including SBS, which provide the Australian audiences with high–quality, locally–produced content in the public interest – for free.

In similar vein, global social and search platforms have complete control over how much (or how little) Australian news content appears on their platforms. This can significantly impact audience access to trusted and reliable news sources such as SBS in an environment that is otherwise flooded with mis- and disinformation. In pursuing their commercial gains, these global platforms can, in effect, undermine Australia's civic society by allowing commercial deals and less reliable information to be prevalent on their platforms.

SBS's response to these challenges will be informed by its purpose and values

Against the background of increasing competition but also a growing need for SBS's purpose of inspiring all Australians to explore, respect and celebrate our diverse world, and in doing so, contribute to a cohesive society, SBS will:

- 1. Maintain SBS's competitive difference in a crowded market for audiences through Australian stories, local production and Indigenous and multicultural content, and continue to elevate the role of our trusted news and information.
- 2. Continue SBS's evolution as a contemporary multilingual broadcaster becoming even more relevant as Australia grows in multicultural and linguistic diversity.
- 3. Further SBS's ability to provide essential information to multilingual, multicultural and First Nations communities and become an essential partner to federal and state / territory government agencies while preserving editorial independence.
- 4. Drive awareness of Indigenous affairs and take a leadership role on reconciliation in Australia via SBS's Elevate Reconciliation Action Plan.
- 5. Optimise current and emerging digital, data, commercialisation and technology capabilities to deliver enhanced audience experiences across all platforms in a cost-effective way.
- 6. Continue its work to ensure SBS's services and content are present and easily discoverable for all Australians, across all methods or devices the audiences choose to access them.
- 7. Focus on the employee experience to attract and retain the best talent.
- 8. Continue to lead the industry as a great and inclusive place to work via SBS's Inclusion, Equity and Diversity Strategy which will also deliver benefits to SBS staff, the Australian creative and media industry in front of and behind the camera and stakeholders.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the SBS 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 departmental (for the SBS' operations) classification.

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: SBS resource statement – Budget estimates for 2024–25 as at Budget May 2024

2023-24 2024-25 Estimated actual \$'000 \$'000			
Opening balance/cash reserves at 1 July 7,397 11,283 Funds from Government Annual appropriations - ordinary annual services(a) Outcome 1 334,939 348,352 Total annual appropriations 334,939 348,352 Total funds from Government 334,939 348,352 Funds from other sources Interest 8,200 5,012 Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408		2023-24	2024-25
Opening balance/cash reserves at 1 July \$'000 \$'000 Funds from Government Annual appropriations - ordinary annual services(a) 334,939 348,352 Outcome 1 334,939 348,352 Total annual appropriations 334,939 348,352 Total funds from Government 334,939 348,352 Funds from other sources 1,281 1,459 Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 2023-24 2024-25		Estimated	Estimate
Opening balance/cash reserves at 1 July 7,397 11,283 Funds from Government Annual appropriations - ordinary annual services(a) Outcome 1 334,939 348,352 Total annual appropriations 334,939 348,352 Funds from Government 334,939 348,352 Funds from other sources Interest 8,200 5,012 Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 2023-24 2023-24 2023-24 2023-24 2023-24		actual	
Funds from Government Annual appropriations - ordinary annual services (a) 334,939 348,352 Outcome 1 334,939 348,352 Total annual appropriations 334,939 348,352 Total funds from Government 334,939 348,352 Funds from other sources 8,200 5,012 Interest 8,200 5,012 Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408		\$'000	\$'000
Annual appropriations - ordinary annual services (a) Outcome 1	Opening balance/cash reserves at 1 July	7,397	11,283
Outcome 1 334,939 348,352 Total annual appropriations 334,939 348,352 Total funds from Government 334,939 348,352 Funds from other sources 8,200 5,012 Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408	Funds from Government		
Total annual appropriations 334,939 348,352 Total funds from Government 334,939 348,352 Funds from other sources 8,200 5,012 Interest 8,200 5,012 Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408	Annual appropriations - ordinary annual services ^(a)		
Total funds from Government 334,939 348,352 Funds from other sources 8,200 5,012 Interest 8,200 5,012 Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408	Outcome 1	334,939	348,352
Funds from other sources 3,00 5,012 Interest 8,200 5,012 Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408	Total annual appropriations	334,939	348,352
Interest 8,200 5,012 Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408	Total funds from Government	334,939	348,352
Royalties 1,281 1,459 Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408	Funds from other sources		
Sale of goods and services 147,213 149,252 Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408	Interest	8,200	5,012
Other 44 50 Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408	Royalties	1,281	1,459
Total funds from other sources 156,738 155,773 Total net resourcing for SBS 499,074 515,408 2023-24 2024-25	Sale of goods and services	147,213	149,252
Total net resourcing for SBS 499,074 515,408 2023-24 2024-25	Other	44	50
2023-24 2024-25	Total funds from other sources	156,738	155,773
	Total net resourcing for SBS	499,074	515,408
Average staffing level (number) 1,352 1,369		2023-24	2024-25
	Average staffing level (number)	1,352	1,369

Prepared on a resourcing (that is, appropriations available) basis.

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

SBS is not directly appropriated as it is a Corporate Commonwealth Entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (a Non-Corporate Commonwealth Entity), which are then paid to SBS and are considered 'departmental' for all purposes.

1.3 Budget measures

There are no new measures relating to the SBS for the 2024–25 Budget.

⁽a) Appropriation Bill (No. 1) 2024–2025.

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 SBS can be found at: https://www.sbs.com.au/aboutus/wp-content/uploads/2023/09/sbs_corporate_plan_2023.pdf

The most recent annual performance statement can be found at: https://www.sbs.com.au/aboutus/wp-content/uploads/2023/10/sbs_annual_report_2023_0.pdf

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Provide multilingual and multicultural services that inform, educate and entertain all Australians and in so doing reflect Australia's multicultural society

Budgeted expenses for Outcome 1

This table shows how much SBS intends to spend (on an accrual basis) on achieving the outcome, broken down by program.

Table 2.1.1: Budgeted expenses for Outcome 1

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Forward	Forward	Forward
	actual		estimate	estimate	estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Program 1.1: SBS General Operational Ac	tivities				
Revenue from Government					
Ordinary annual services (Appropriation					
Bill No. 1)	256,689	268,041	273,926	281,375	288,020
Revenues from other independent sources	156,271	156,125	177,171	179,514	161,472
Total expenses for Program 1.1	412,960	424,166	451,097	460,889	449,492
Program 1.2: SBS Transmission & Distrib	ution Service	s			
Revenue from Government					
Ordinary annual services (Appropriation					
Bill No. 1)	78,250	80,311	82,016	83,443	84,824
Total expenses for Program 1.2	78,250	80,311	82,016	83,443	84,824
Outcome 1 Totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation					
Bill No. 1)	334,939	348,352	355,942	364,818	372,844
Revenues from other independent sources	156,271	156,125	177,171	179,514	161,472
Total expenses for Outcome 1	491,210	504,477	533,113	544,332	534,316
	2023-24	2024-25			
Average staffing level (number)	1,352	1,369			

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

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 2024–25 Budget measures that have created new programs or materially changed existing programs are provided.

Outcome 1 – Provide multilingual and multicultural services that inform, educate
and entertain all Australians and in so doing reflect Australia's multicultural society

Program 1.1 – SBS General Operational Activities

Delivering multilingual and multicultural television, radio and digital media services that reflect Australia's multicultural society and inspire all Australians to explore and celebrate our diverse world, and in doing so promote social cohesion amongst the many cultures of our nation.

world, and in doing so promote social cohesion amongst the many cultures of our nation.					
Key Activities	Content creation, acquisition, curation and content commercialisation				
Year	Performance measures	Expected Performance Results			
Current Year 2023–24	Number of hours of TV programming broadcast in CALD – all linear channels	Target: 34,300 hours of CALD programming broadcast Actual: 35,576 hours Target achieved			
	Number of hours of locally commissioned programs broadcast (first run) all linear channels except NITV	Target: 200 hours Actual: 241 hours Target achieved			
	Number of hours of locally commissioned programs broadcast (first run) NITV				
	Percentage of radio broadcasts in languages other than English	Target: 90% Actual: 97.5% Target achieved			
	Total Digital Registrations	Target: 13.7 million Actual: 12.8 million Target not expected to be met due to purge of inactive accounts undertaken in FY24			
Year	Performance measures	Planned Performance Results			
Budget Year 2024–25	Number of hours of TV programming broadcast in CALD – all linear channels	Target: 34,300 hours of CALD programming broadcast			
	Number of hours of locally commissioned programs broadcast (first run) all linear channels except NITV	Target: 180 hours			
	Number of hours of locally commissioned programs broadcast (first run) NITV	Target: 100 hours			

Year	Performance measures	Planned Performance Results
Budget Year 2024–25 cont.	Number of hours of radio broadcast in languages other than English	Target: 22,000 hours
	Total Digital Registrations	Target: 11 million
Forward Estimates 2025–28	As per 2024–25	As per 2024–25 target except: Total Digital Registrations: • 2025–26: 11.5 million • 2026–27: 11.9 million • 2027–28: 11.9 million

Program 1.2 – SBS Transmission and Distribution Services				
To make SBS Television and Radio services available to all Australians to enable them to receive multilingual and multicultural services that inform, educate and entertain.				
Key Activities	Content broadcast and transmission			
Year	Performance measures	Expected Performance Results		

Key Activities	Content broadcast and transmission	
Year	Performance measures	Expected Performance Results
Current Year 2023–24	Population reach – Digital transmission sites (including VAST Satellite)	Target: 100% Actual: 100% Target achieved
	Availability of digital television transmission services (fully managed services)	Target: 99.82% Actual: 99.91% Target achieved
	Population reach for terrestrial services (excluding satellite)	Target: 97% Actual: 98.6% Target achieved
	Availability of radio transmission services (fully managed services)	Target: 99.86% Actual: 99.99% Target achieved
Year	Performance measures	Planned Performance Results
Budget Year 2024–25	As per 2023–24	As per 2023–24 target
Forward Estimates 2025–28	As per 2024–25	As per 2024–25 target

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of SBS' finances for the 2024–25 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

SBS' operating result for 2024–25 is projected to be a modest \$1.1 million surplus.

Total revenue for 2024–25 is budgeted to be \$505.5 million. The main source of revenue, Government funding, is forecast to be \$348.4 million for 2024–25 which is the second year of SBS' agreed five year funding. Own–source revenue largely generated from sales of goods and services is budgeted to be \$157.2 million in 2024–25 and remains in line with 2023–24.

SBS' budgeted total assets for 2024–25 are \$360.2 million, which consists of \$45.4 million of financial assets and \$314.8 million of non–financial assets. Total liabilities for 2024–25 are budgeted to be \$115.5 million.

3.2 Budgeted financial statements tables

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

2023-24	2024-25	2025-26	2026-27	2027-28
Estimate	Budget	Forward	Forward	Forward
actual		estimate	estimate	estimate
\$'000	\$'000	\$'000	\$'000	\$'000
186,060	193,989	199,895	201,936	203,983
290,339	294,927	317,708	326,875	314,915
14,182	14,995	14,982	15,033	14,972
629	566	528	488	446
491,210	504,477	533,113	544,332	534,316
146,671	148,973	170,184	172,750	154,752
8,200	5,012	4,531	4,450	4,344
1,616	1,687	1,765	1,846	1,864
1,281	1,459	1,159	959	991
44	50	26	43	45
157,812	157,181	177,665	180,048	161,996
157,812	157,181	177,665	180,048	161,996
(333,398)	(347,296)	(355,448)	(364,284)	(372,320)
334,939	348,352	355,942	364,818	372,844
	,	,	,	•
1,541	1,056	494	534	524
1,541	1,056	494	534	524
rangements				
1,541	1,056	494	534	524
4.404	4.467	4.040	0.000	0.004
,	,		•	3,934
4,404 1,541	4,40 <i>7</i> 1,056	4,018 494	3,938 534	3,935 523
	Estimate actual \$'000 186,060 290,339 14,182 629 491,210 146,671 8,200 1,616 1,281 44 157,812 157,812 (333,398) 334,939 1,541 1,541 rangements 1,541 4,404 4,404	Estimate actual \$'000 \$'000 186,060 193,989 290,339 294,927 14,182 14,995 629 566 491,210 504,477 146,671 148,973 8,200 5,012 1,616 1,687 1,281 1,459 44 50 157,812 157,181 157,812 157,181 (333,398) (347,296) 334,939 348,352 1,541 1,056 rangements 1,541 1,056 rangements	Estimate actual \$'000 \$'	Estimate actual \$'000 Budget estimate estimate estimate estimate \$'000 Forward estimate estimate estimate \$'000 186,060 193,989 199,895 201,936 290,339 294,927 317,708 326,875 14,182 14,995 14,982 15,033 629 566 528 488 491,210 504,477 533,113 544,332 146,671 148,973 170,184 172,750 8,200 5,012 4,531 4,450 1,616 1,687 1,765 1,846 1,281 1,459 1,159 959 44 50 26 43 157,812 157,181 177,665 180,048 (333,398) (347,296) (355,448) (364,284) 334,939 348,352 355,942 364,818 1,541 1,056 494 534 rangements 1,541 1,056 494 534 4,404 4,407 4,018 3,938 <td< td=""></td<>

⁽a) Applies to leases under AASB 16 Leases.

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

Table 3.2: Budgeted departmenta	i balance s	•		,	
	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Forward	Forward	Forward
	actual	#1000	estimate	estimate	estimate
100570	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS					
Financial assets					
Cash and cash equivalents	11,283	9,162	10,045	10,554	11,262
Trade and other receivables	27,617	28,348	31,704	33,436	28,979
Other investments	19,952	7,905	21,472	22,469	22,273
Total financial assets	58,852	45,415	63,221	66,459	62,514
Non-financial assets					
Land and buildings	117,428	113,800	110,508	107,437	104,369
Property, plant and equipment	47,265	46,958	46,333	44,391	42,452
Intangibles	14,178	13,128	12,078	12,078	12,090
Inventories	110,863	112,752	111,931	111,920	117,969
Other non-financial assets	13,474	28,194	14,720	14,854	15,607
Total non-financial assets	303,208	314,832	295,570	290,680	292,487
Total assets	362,060	360,247	358,791	357,139	355,001
LIABILITIES					
Payables					
Suppliers	25,432	26,710	27,999	28,901	29,673
Other payables	20,158	19,908	20,682	20,956	20,954
Total payables	45,590	46,618	48,681	49,857	50,627
Interest bearing liabilities					
Leases	34,821	30,414	26,396	22,458	18,523
Total interest bearing liabilities	34,821	30,414	26,396	22,458	18,523
Provisions				-	
Employee provisions	36,484	36,984	36,974	37,530	38,056
Other provisions	1,444	1,454	1,469	1,489	1,466
Total provisions	37,928	38,438	38,443	39,019	39,522
Total liabilities	118,339	115,470	113,520	111,334	108,672
Net assets	243,721	244,777	245,271	245,805	246,329
EQUITY		,			
Parent entity interest					
Contributed equity	110,403	110,403	110,403	110,403	110,403
Reserves	106,644	106,644	106,644	106,644	106,644
Retained surplus (accumulated deficit)	26,674	27,730	28,224	28,758	29,282
Total parent entity interest	243,721	244,777	245,271	245,805	246,329
Total equity	243,721	244,777	245,271	245,805	246,329
	,	,	,	,	,

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2024–25)

Retained	Asset	Other	Contributed	Total
earnings	revaluation	reserves	equity/	equity
	reserve		capital	
\$'000	\$'000	\$'000	\$'000	\$'000
26,674	106,136	508	110,403	243,721
26,674	106,136	508	110,403	243,721
1,056	-	-	-	1,056
1,056	-	-	-	1,056
				-
27,730	106,136	508	110,403	244,777
27,730	106,136	508	110,403	244,777
	earnings \$'000 26,674 26,674 1,056 1,056 27,730	earnings revaluation reserve \$'000 \$'000 26,674 106,136 26,674 106,136 1,056 - 1,056 - 27,730 106,136	earnings revaluation reserves reserves \$'000 \$'000 \$'000 26,674 106,136 508 26,674 106,136 508 1,056 - - 1,056 - - 27,730 106,136 508	earnings revaluation reserve reserves capital equity/ capital \$'000 \$'000 \$'000 \$'000 26,674 106,136 508 110,403 26,674 106,136 508 110,403 1,056 - - - 1,056 - - - 27,730 106,136 508 110,403

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

30 June)					
	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Forward	Forward	Forward
	actual		estimate	estimate	estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
OPERATING ACTIVITIES					
Cash received					
Receipts from Government	334,939	348,352	355,942	364,818	372,844
Sale of goods and rendering of services	147,213	149,252	168,600	172,058	161,172
Interest	8,200	5,012	4,531	4,450	4,344
Net GST received	18,989	20,205	21,751	19,848	20,114
Other	1,325	1,509	1,185	1,002	1,036
Total cash received	510,666	524,330	552,009	562,176	559,510
Cash used					
Employees	185,021	193,038	199,111	200,279	203,303
Suppliers	326,988	330,487	323,902	345,965	341,314
Other	629	566	528	488	446
Total cash used	512,638	524,091	523,541	546,732	545,063
Net cash from/(used by) operating				,	,
activities	(1,972)	239	28,468	15,444	14,447
INVESTING ACTIVITIES			,		
Cash received					
Proceeds from sales of financial					
instruments	222,478	226,024	229,173	228,600	229,424
Total cash received	222,478	226,024	229,173	228,600	229,424
Cash used					
Purchase of property, plant and					
equipment and intangibles	10,000	10,000	10,000	10,000	10,000
Purchase of financial instruments	202,216	213,977	242,740	229,597	229,228
Total cash used	212,216	223,977	252,740	239,597	239,228
Net cash from/(used by) investing					
activities	10,262	2,047	(23,567)	(10,997)	(9,804)
FINANCING ACTIVITIES					
Cash used					
Principal payments on lease liability	4,404	4,407	4,018	3,938	3,935
Total cash used	4,404	4,407	4,018	3,938	3,935
Net cash from/(used by) financing					
activities	(4,404)	(4,407)	(4,018)	(3,938)	(3,935)
Net increase/(decrease) in cash held	3,886	(2,121)	883	509	708
Cash and cash equivalents at the					
beginning of the reporting period	7,397	11,283	9,162	10,045	10,554
Cash and cash equivalents at the end					
of the reporting period	11,283	9,162	10,045	10,554	11,262

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

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Forward	Forward	Forward
	actual	_	estimate	estimate	estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
PURCHASE OF NON-FINANCIAL					
ASSETS					
Funded internally from departmental					
resources	10,000	10,000	10,000	10,000	10,000
TOTAL	10,000	10,000	10,000	10,000	10,000
RECONCILIATION OF CASH USED TO					
ACQUIRE ASSETS TO ASSET					
MOVEMENT TABLE					
Total purchases	10,000	10,000	10,000	10,000	10,000
Total cash used to acquire assets	10,000	10,000	10,000	10,000	10,000

Table 3.6: Statement of departmental asset movements (Budget year 2024–25)

	Asset Category				
-	Land	Buildings	Other	Computer	Total
			property,	software	
			plant and	and	
			equipment	intangibles	
<u>-</u>	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024					
Gross book value	59,200	54,348	54,770	43,543	211,861
Gross book value - ROU assets	-	12,803	39,951	-	52,754
Accumulated depreciation/ amortisation					
and impairment	-	(3,056)	(34,137)	(29,365)	(66,558)
Accumulated depreciation/amortisation		(= 00=)	(10.010)		(40.400)
and impairment - ROU assets	<u> </u>	(5,867)	(13,319)	<u> </u>	(19,186)
Opening net book balance	59,200	58,228	47,265	14,178	178,871
Capital asset additions					
Estimated expenditure on new or					
replacement assets					
By purchase - Other	-	600	7,410	2,000	10,010
Total additions	-	600	7,410	2,000	10,010
Other movements					
Depreciation/amortisation expense Depreciation/amortisation on ROU	-	(2,680)	(4,858)	(3,050)	(10,588)
assets	_	(1,548)	(2,859)	_	(4,407)
Other - ROU assets	_	_	-	_	-
Total other movements		(4,228)	(7,717)	(3,050)	(14,995)
As at 30 June 2025			, , ,		
Gross book value	59,200	54,948	62,180	45,543	221,871
Gross book value - ROU assets	-	12,803	39,951	-	52,754
Accumulated depreciation/ amortisation		,550	00,001		32,. 31
and impairment	-	(5,736)	(38,995)	(32,415)	(77,146)
Accumulated depreciation/amortisation		(, -)	, -,	/	, , -/
and impairment - ROU assets	-	(7,415)	(16,178)	-	(23,593)
Closing net book balance	59,200	54,600	46,958	13,128	173,886