Portfolio Budget Statements 2025–26

Budget Related Paper No. 1.12

**INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS AND THE aRTS Portfolio**

Budget Initiatives and Explanations of Appropriations   
Specified by Outcomes and Programs by Entity

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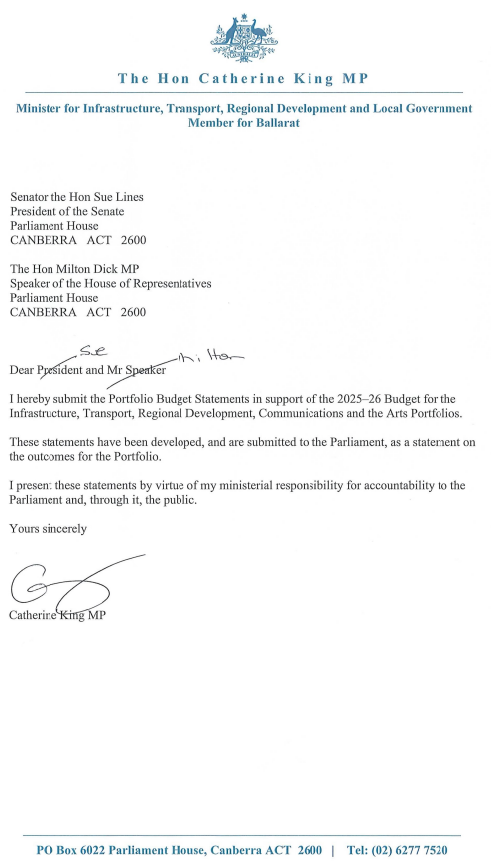
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#### Abbreviations and conventions

The following notation may be used:

NEC/nec not elsewhere classified

‑ nil

.. not zero, but rounded to zero

na not applicable (unless otherwise specified)

nfp not for publication

$m $ million

$b $ billion

Figures in tables and in the text may be rounded. Figures in text are generally rounded to one decimal place, whereas figures in tables are generally rounded to the nearest thousand. Discrepancies in tables between totals and sums of components are due to rounding.

**Enquiries**

Should you have any enquiries regarding this publication please contact the Chief Financial Officer in the Department of Infrastructure, Transport, Regional Development, Communications and the Arts on (02) 6274 7111.

Links to Portfolio Budget Statements (including Portfolio Additional Estimates Statements and Portfolio Supplementary Additional Statements) can be located on the Australian Government Budget website at: [www.budget.gov.au](http://www.budget.gov.au).

User Guide  
To The  
Portfolio Budget Statements

**User guide**

The purpose of the 2025–26 Portfolio Budget Statements (PB Statements) is to inform Senators and Members of Parliament of the proposed allocation of resources to government outcomes by entities within the portfolio. Entities receive resources from the annual appropriations acts, special appropriations (including standing appropriations and special accounts), and revenue from other sources.

A key role of the PB Statements is to facilitate the understanding of proposed annual appropriations in Appropriation Bills (No. 1 and No. 2) 2025–2026 (or Appropriation (Parliamentary Departments) Bill *(*No. 1) 2025–2026 for the parliamentary Departments) and related Supply Bills where they exist applicable to the 2025-26 Budget. In this sense, the PB Statements are Budget related papers and are declared by the Appropriation Acts to be ‘relevant documents’ to the interpretation of the Acts according to section 15AB of the *Acts Interpretation Act 1901*.

The PB Statements provide information, explanation and justification to enable Parliament to understand the purpose of each outcome proposed in the Bills.

As required under section 12 of the *Charter of Budget Honesty Act 1998*, only entities within the general government sector are included as part of the Commonwealth general government sector fiscal estimates and produce PB Statements where they receive funding (either directly or via portfolio Departments) through the annual appropriation acts.

The Commonwealth Performance Framework

The following diagram outlines the key components of the Commonwealth performance framework. The diagram identifies the content of each of the publications and the relationship between them. Links to the publications for each entity within the portfolio can be found in the introduction to Section 2: Outcomes and planned performance.

Portfolio Budget Statements   
(typically May)   
Portfolio based

Corporate plan   
(31 August)  
Entity based

Supports Annual Appropriations. Informs senators and members of parliament of the proposed allocations of other resources to government outcomes and programs.

Provides links to relevant programs  
undertaken by other Commonwealth  
entities.

Provides high-level performance  
information for current, ongoing programs.

Provides detailed performance information for proposed new budget measures that require a new program or significantly change an existing program.

Links to the corporate plan through reporting key activities.

Primary planning document of a  
Commonwealth entity.

Sets out the purposes of the entity and the key activities it will undertake to achieve its purposes over a minimum  
4-year period.

Describes the environment in which the entity operates, the capability it requires to undertake its key activities, its risk oversight and management systems including key risks and how those are managed, and how it will cooperate with others, including any subsidiaries, to achieve its purposes.

Explains how the entity’s performance will be measured and assessed.

Annual performance statements   
(October following year)Entity based

Included in the Commonwealth entity’s annual report.

Reports on the actual performance results for the reporting year as set out in the corporate plan and Portfolio Budget Statements.

Provides an analysis of the factors that may have contributed to the entity’s  
performance results.

**Commonwealth performance framework**Key components of relevant publications

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Portfolio Overview

**Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Overview**

Ministers and portfolio responsibilities

There are seven Ministers with responsibility for the Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio:

* The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government
* The Hon Michelle Rowland MP, Minister for Communications
* The Hon Tony Burke MP, Minister for the Arts
* The Hon Madeleine King MP, Minister for Northern Australia
* The Hon Kristy McBain MP, Minister for Regional Development, Local Government and Territories
* Senator the Hon Jenny McAllister, Minister for Cities
* Senator the Hon Anthony Chisholm, Assistant Minister for Regional Development

The Infrastructure, Transport, Regional Development, Communications and the

Arts Portfolio comprises the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the Department) and 29 other entities.

The key responsibilities of all agencies are outlined below:

* **Department of Infrastructure, Transport, Regional Development, Communications and the Arts**—The Department is responsible for the design and implementation of the Australian Government’s infrastructure, transport, regional development, communications and arts policies and programs. The Department works to: improve major transport and digital infrastructure across Australia; support an efficient, sustainable, competitive, safe, accessible and secure transport system; improve living standards and facilitate economic growth in our cities and regions, including northern Australia; support regional growth and resilience through connectivity, reliability and security for agricultural and other primary industry users; provide good governance frameworks and services to support communities in the territories; enable people in Australia to connect to effective, safe communications services and enabling investment in communications, technologies and infrastructure, for inclusiveness and sustainable economic growth; and support sustainable and inclusive creative and cultural sectors, and protect and promote Australian content and culture.
* **Airservices Australia**—Airservices Australia is a corporate Commonwealth entity, responsible for providing facilities and services for the safety, regularity and efficiency of air navigation within Australian-administered airspace. This includes providing air traffic services, aviation rescue fire-fighting services, aeronautical information, radio navigation and telecommunications services.
* **Australian Broadcasting Corporation (ABC)**—The ABC is a national broadcaster and digital media provider. It is an integral part of the Australian media, providing radio, television and digital media services to all Australians, including independent news and information services. It offers programming that informs, educates and entertains, and contributes to and reflects Australia’s national identity, including delivering such programming to overseas audiences. The ABC encourages cultural diversity, fosters public debate, engages directly with local communities, and nurtures and promotes the creative industries, music and the arts. In addition to its legislated obligations, the ABC also delivers emergency broadcasting services.
* **Australian Communications and Media Authority (ACMA)**—ACMA is responsible for regulating in accordance with legislation related to broadcasting, radiocommunications, telecommunications and online content. ACMA works with all stakeholders to maximise the public benefit, including the extent to which the regulatory framework addresses the broad concerns of the community, meets the needs of industry, and maintains community and national interest safeguards.
* **Australian Film, Television and Radio School (AFTRS**)—AFTRS is the national institution for specialist education, training and research for screen and broadcast industries. AFTRS works hand-in-hand with the screen and broadcast industries to provide Australians with the highest level of screen and broadcast education, training and research so that Australian stories and culture thrive at home and around the world.
* **Australian Maritime Safety Authority (AMSA)**—AMSA is responsible for the maritime safety of international shipping and domestic commercial vessels, protection of the marine environment from ship-sourced pollution and other environmental damage caused by shipping, and search and rescue nationally.
* **Australian National Maritime Museum (ANMM)**— The ANMM is responsible for leading the promotion and conservation of Australia’s maritime heritage and culture. This is done through: developing and sharing its collections, knowledge and expertise; motivating learning through research, educational programs and products; supporting community participation to retain Australia’s maritime heritage; and exploring contemporary issues of public interest and maritime relevance.
* **Australian Postal Corporation (Australia Post)**—Australia Post is a Government Business Enterprise, wholly owned by the Australian Government. It provides a letter delivery service to all people in Australia, and a range of parcel, logistics and other services.
* **Australian Rail Track Corporation Limited (ARTC)**—The ARTC is a Government Business Enterprise, wholly owned by the Australian Government. It was established in 1998, and manages and operates more than 8,500 kilometers of the national rail network across five states.
* **Australian Transport Safety Bureau (ATSB)**—The purpose of the ATSB is to improve the safety of, and public confidence in, aviation, rail and marine transport. The ATSB conducts independent investigations of transport accidents and other safety occurrences, undertakes safety data recording, analysis and research, and influences safety action.
* **Bundanon Trust**—Bundanon Trust cares for the Boyd art collection and supports arts practice and engagement with the arts through its Art Museum and its residency, learning, research and performance programs. In preserving the natural and cultural heritage of its site, Bundanon Trust promotes the value of landscape in all our lives.
* **Civil Aviation Safety Authority (CASA)**— CASA has the function of conducting the safety regulation of the civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. While safety regulation of civil aviation remains its primary role, CASA also performs other safety-related and associated functions. CASA also has responsibility for airspace regulation.
* **Creative Australia**— Creative Australia is the Australian Government’s principal arts investment, development, funding and advisory body with a purpose to champion and invest in arts and creativity for a dynamic and creative Australia. Creative Australia has a national leadership role in supporting and building Australia’s cultural infrastructure by ensuring local and global audiences enjoy the benefits of thriving, dynamic and sustainable cultural and creative industries.
* **High Speed Rail Authority (HSRA)** —The *High Speed Rail Authority Act 2022* commenced on 13 June 2023 and establishes the HSRA. The HSRA will oversee the development of a High Speed Rail (HSR) network and advise on Australia’s current and future HSR needs.
* **Infrastructure Australia (IA)**—IA’s primary role is to be the Commonwealth Government’s independent adviser on nationally significant infrastructure investment planning and project prioritisation.
* **National Archives of Australia (National Archives)** — The National Archives is established under the *Archives Act 1983.* National Archives provides leadership in best practice management of the official record of the Commonwealth, and ensures that Australian Government information of enduring significance is secured, preserved and accessible to those with an interest in connecting with the national archival collection, including government agencies, researchers and the community.
* **National Capital Authority (NCA)**—The NCA performs the role of trustee and manager of areas in Canberra and the Australian Capital Territory that are designated as National Land for the special purpose of Canberra as the National Capital. The NCA’s statutory function is to manage the Australian Government’s interest in the strategic planning, promotion, development and enhancement of Canberra as the National Capital.
* **National Film and Sound Archive of Australia (NFSA)**—The NFSA is Australia’s premier audiovisual archive. It collects and preserves significant Australian film, recorded sound, broadcast works and new media, and shares the collection with audiences across Australia and overseas.
* **National Gallery of Australia (the National Gallery)**—The purpose of the National Gallery is to: develop and maintain a national collection of works of art; exhibit, or make available for exhibition by others, works of art from the national collection or works of art that are otherwise in the possession of the National Gallery; and to make the most advantageous use of the national collection in the national interest.
* **National Intermodal Corporation Limited (National Intermodal)** — National Intermodal is a Government Business Enterprise wholly owned by the Australian Government. It has been established to facilitate the development of intermodal freight terminals.
* **National Library of Australia (Library)**—The Library ensures that documentary resources of national significance relating to Australia and the Australian people, as well as significant non-Australian library materials, are collected, preserved and made accessible either through the Library or through collaborative arrangements with other libraries.
* **National Museum of Australia (NMA)**—The NMA brings to life the rich and diverse stories of the nation through researching, developing, preserving, digitising and exhibiting a significant national collection, and creating programs and partnerships for national and international audiences.
* **National Portrait Gallery of Australia (NPGA)**—The purpose of the NPGA is to develop, preserve, maintain and promote a national collection of portraits and other works of art. It also develops and engages a national audience for the collection, exhibitions, education, research, publications, and public and online programs.
* **National Transport Commission (NTC)**—The NTC leads national land transport reform in support of Australian governments to improve safety, productivity, environmental outcomes and regulatory efficiency relating to road, rail and intermodal transport.
* **NBN Co Limited (NBN Co)—**NBN Co is a Government Business Enterprise, wholly owned by the Australian Government. It is supporting the transition of Australia to a digital future by operating the National Broadband Network, a high-speed, wholesale local access broadband network. NBN Co’s purpose is to lift the digital capacity of Australia, allowing all Australians to have access to fast and reliable broadband.
* **Northern Australia Infrastructure Facility (NAIF)**— NAIF provides financial assistance by way of debt, equity or alternative financing mechanisms to infrastructure projects that will support economic growth and stimulate population growth in northern Australia. NAIF is able to finance a wide range of infrastructure assets that facilitate the establishment or enhancement of business activity or increase economic activity in the region.
* Old Parliament House (OPH) — OPH is a corporate Commonwealth entity. It was the home of the Federal Parliament from 1927 to 1988 and is an icon of national significance. It now houses the Museum of Australian Democracy, which provides dynamic exhibitions, events, engagement and education programs, to explore Australia’s democratic traditions and the factors and people that shaped that journey and improve understanding of democracy and the skills required to participate in it.
* **Screen Australia**— Screen Australia supports a vibrant, viable screen industry, reflecting the depth and diversity of Australian storytelling.
* **Special Broadcasting Service Corporation (SBS)**— SBS is a national broadcaster. It provides multicultural and multilingual services that inform, educate and entertain all Australians. Its mission is to contribute to a more cohesive, equitable and harmonious Australia through its television, radio and digital media services.
* **WSA Co Limited (WSA Co)**— WSA Co is an unlisted public company limited by shares, and a Government Business Enterprise, wholly owned by the Australian Government. It was established in 2017 to develop and operate the Western Sydney International (Nancy-Bird Walton) Airport at Badgerys Creek. WSA Co is required to execute its responsibilities with the Commonwealth in order to achieve operational readiness of the Airport by the end of 2026.

A summary of the Portfolio structure is at Figure 1. Further detail about the responsibilities of each agency appears in individual agency chapters.

Airservices Australia; Australia Post; ARTC; Bundanon Trust; National Intermodal; NBN Co; and WSA Co do not appear in the 2025-26 Portfolio Budget Statements as these entities do not receive direct funding through the annual appropriation acts.

For information on resourcing across the portfolio, please refer to Part 1: Agency Financial Resourcing in the *Budget Paper No. 4: Agency Resourcing*.

Figure 1: Infrastructure, Transport, Regional Development, Communications and the Arts portfolio structure and outcomes

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| **Minister for Infrastructure, Transport, Regional Development and  Local Government**  The Hon Catherine King MP |

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| **Minister for Communications**  The Hon Michelle Rowland MP |

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| **Minister for the Arts**  The Hon Tony Burke MP |

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| **Minister for Northern Australia**  The Hon Madeleine King MP |

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| **Minister for Regional Development, Local Government and Territories**  The Hon Kristy McBain MP |

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| **Minister for Cities**  Senator the Hon Jenny McAllister |

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| **Assistant Minister for Regional Development**  Senator the Hon Anthony Chisholm |

**Figure 1: Infrastructure, Transport, Regional Development, Communications and the Arts portfolio structure and outcomes (continued)**

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| **Department of Infrastructure, Transport, Regional Development, Communications and the Arts**  Secretary: Mr Jim Betts  **Outcome 1:**  Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure  **Outcome 2:**  An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations  **Outcome 3:**  Strengthening the sustainability, capacity and diversity of Australia’s cities and regions including northern Australia, including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing grants and financial assistance  **Outcome 4:**  Good governance and service delivery in the Australian territories including through the maintenance and improvement of the laws and services for non-self-governing territories, and the overarching legislative framework for self-governing territories  **Outcome 5:**  Promote an innovative and competitive communications sector, through policy development, advice and program delivery, so all Australians can realise the full potential of digital technologies and communications services  **Outcome 6:**  Participation in, and access to, Australia’s arts and culture through developing and supporting cultural expression |

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| **Airservices Australia**  Chair: Mr John Weber  Chief Executive Officer: Mr Rob Sharp  **Mission:**  Provide air navigation and aviation rescue fire-fighting services for the aviation industry and community |

**Figure 1: Infrastructure, Transport, Regional Development, Communications and the Arts portfolio structure and outcomes (continued)**

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| **Australian Broadcasting Corporation**  Chair: Mr Kim Williams AM  Managing Director: Mr Hugh Marks  **Outcome 1:**  Informed, educated and entertained audiences—throughout Australia and overseas—through innovative and comprehensive media and related services |

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| **Australian Communications and Media Authority**  Chair and Agency Head: Ms Nerida O’Loughlin PSM  Deputy Chair and Chief Executive Officer: Mr Adam Suckling  **Outcome 1:**  A communications and media environment that balances the needs of the industry and the Australian community through regulation, education and advice |

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| **Australian Film, Television and Radio School**  Chair: Ms Rachel Perkins  Chief Executive Officer: Dr Nell Greenwood  **Outcome 1:**  Support the development of a professional screen arts and broadcast culture in Australia including through the provision of specialist industry-focused education, training and research |

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| **Australian Maritime Safety Authority**  Chair: Capt. Jeanine Drummond  Chief Executive Officer: Ms Kaylene Dale  **Outcome 1:**  Minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services and maximise people saved from maritime and aviation incidents through search and rescue coordination |

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| **Australian National Maritime Museum**  Chair: Mr John Mullen AM  Director and Chief Executive Officer: Ms Daryl Karp AM  **Outcome 1:**  Increased knowledge, appreciation and enjoyment of Australia’s maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events |

**Figure 1: Infrastructure, Transport, Regional Development, Communications and the Arts portfolio structure and outcomes (continued)**

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| **Australian Postal Corporation**  Chairperson: Ms Siobhan McKenna  Group Chief Executive Officer and Managing Director: Mr Paul Graham  **Mission:**  Australia Post is required by law to provide a letter service which is reasonably accessible to all people in Australia, including a uniform price for a standard postal article carried by ordinary post within Australia |

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| **Australian Rail Track Corporation Limited**  Chair: Mr Peter Duncan AM  Managing Director and Chief Executive Officer: Mr Wayne Johnson  **Mission:**  To deliver a safe and effective rail network operation that connects the nation, now and into the future |

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| **Australian Transport Safety Bureau**  Chief Commissioner and Chief Executive Officer: Mr Angus Mitchell  **Outcome 1:**  Improved transport safety in Australia including through: independent 'no blame' investigation of transport accidents and other safety occurrences; safety data recording, analysis and research; and influencing safety action |

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| **Bundanon Trust**  Chair: Mr Samuel Edwards  Chief Executive Officer: Ms Rachel Kent  **Mission:**  To operate the Bundanon properties as a centre for creative arts and education, to support the development of arts practice across all disciplines and to enable public access to the arts and to the landscape |

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| **Civil Aviation Safety Authority**  Chair: Air Chief Marshal (Ret’d) Mark Binskin AC  Chief Executive Officer: Ms Pip Spence PSM  **Outcome 1:**  Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training |

**Figure 1: Infrastructure, Transport, Regional Development, Communications and the Arts portfolio structure and outcomes (continued)**

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| **Creative Australia**  Chair: Mr Robert Morgan  Chief Executive Officer: Mr Adrian Collette AM  **Outcome 1:**  Local and global audiences enjoy the benefits of thriving, dynamic and sustainable cultural and creative industries, supported through investment, development, partnerships, advice and recognition for Australian artists and arts organisations |

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| **High Speed Rail Authority**  Chair: Ms Jill Rossouw  Chief Executive Officer: Mr Timothy Parker  **Outcome 1:**  Developing a high speed rail network between capital cities and key regional centres through policy development and planning, national coordination and strategic advice to enhance Australia’s long-term rail investment |

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| **Infrastructure Australia**  Chief Commissioner: Tim Reardon  Chief Executive Officer: Mr Adam Copp  **Outcome 1:**  Improve decision-making on matters relating to infrastructure; advise governments and others on matters relating to infrastructure, including better assessment of infrastructure needs and prioritisation of infrastructure projects; and promote best practice infrastructure planning, financing, delivery and operation |

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| **National Archives of Australia**  Director–General: Mr Simon Froude  **Outcome 1:**  To promote the creation, management and preservation of authentic, reliable and usable Commonwealth records and to facilitate Australians’ access to the archival resources of the Commonwealth |

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| **National Capital Authority**  Chair: Mr Terry Weber  Chief Executive: Ms Karen Doran  **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 |

**Figure 1: Infrastructure, Transport, Regional Development, Communications and the Arts portfolio structure and outcomes (continued)**

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| **National Film and Sound Archive of Australia**  Chair: Ms Annette Shun Wah  Chief Executive Officer: Mr Patrick McIntyre  **Outcome 1:**  Increased engagement with Australia’s audiovisual culture past and present through developing, preserving, maintaining and promoting the national audiovisual collection of historic and cultural significance |

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| **National Gallery of Australia**  Chair: Mr Ryan Stokes AO  Chief Executive Officer: Dr Nick Mitzevich  **Outcome 1:**  Increased understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally |

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| **National Intermodal Corporation Limited**  Chair: Ms Erin Flaherty  Chief Executive Officer: Mr James Baulderstone  **Mission:**  Develop and operate an interconnected network of state-of-the-art open access intermodal precincts across Australia |

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| **National Library of Australia**  Chair: Distinguished Professor Larissa Behrendt AO  Director-General: Dr Marie-Louise Ayres  **Outcome 1:**  Enhanced learning, knowledge creation, enjoyment and understanding of Australian life and society by providing access to a national collection of library material |

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| **National Museum of Australia**  Chair: Professor Clare Wright OAM  Director: Ms Katherine McMahon  **Outcome 1:**  Increased awareness and understanding of Australia’s history and culture by managing the National Museum’s collections and providing access through public programs and exhibitions |

**Figure 1: Infrastructure, Transport, Regional Development, Communications and the Arts portfolio structure and outcomes (continued)**

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| **National Portrait Gallery of Australia**  Chair: Ms Sam Meers AO  Director: Ms Bree Pickering  **Outcome 1:**  Enhanced understanding and appreciation of Australian identity, culture and diversity through portraiture by engaging the public in education programs and exhibitions, and by developing and preserving the national portrait collection |

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| **National Transport Commission**  Chair and Ordinary Member: Ms Carolyn Walsh  Chief Executive Officer: Mr Michael Hopkins  **Outcome 1:**  Improved transport productivity, efficiency, safety and environmental performance and regulatory efficiency in Australia through developing, monitoring and maintaining nationally consistent regulatory and operational arrangements relating to road, rail and intermodal transport |

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| **NBN Co Limited**  Interim Chair: Mr Kevin Russell  Chief Executive Officer: Ms Ellie Sweeney  **Mission:**  To lift the digital capability of Australia |

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| **Northern Australia Infrastructure Facility**  Chair: Ms Tracey Hayes  Chief Executive Officer: Mr Craig Doyle  **Outcome 1:**  Enable economic growth in northern Australia, by facilitating private sector investment in economic infrastructure, primarily through the provision of concessional financing delivered through the State and Territory Governments |

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| **Old Parliament House**  Chair: Mr Barrie Cassidy  Executive Director and CEO: Ms Stephanie Bull  **Outcome 1:**  An enhanced appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation and upkeep of, and the provision of access to, Old Parliament House and the development of its collections, exhibitions and educational programs |

**Figure 1: Infrastructure, Transport, Regional Development, Communications and the Arts portfolio structure and outcomes (continued)**

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| **Screen Australia**  Chair: Mr Michael Ebeid AM  Chief Executive Officer: Ms Deirdre Brennan  **Outcome 1:**  Promote engaged audiences and support a creative, innovative and commercially sustainable screen industry through the funding and promotion of diverse Australian screen product |

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| **Special Broadcasting Service Corporation**  Chair: Mr George Savvides AM  Managing Director: Mr James Taylor  **Outcome 1:**  Provide multilingual and multicultural services that inform, educate and entertain all Australians and in so doing reflect Australia’s multicultural society |

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| **WSA Co Limited**  Chair: Mr Paul O’Sullivan  Chief Executive Officer: Mr Simon Hickey  **Mission:**  Develop and operate Sydney’s new major airport, Western Sydney International (Nancy-Bird Walton) Airport |

Entity resources and planned performance

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Entity resources and planned performance

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Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Section 1: Entity overview and resources

1.1 Strategic direction statement

The functions and work of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts touch the lives of every Australian, every day. The Department has a national footprint with our people working in Canberra and across all states and territories. We have a truly national perspective in our vision to connect Australians to enrich our communities and empower our regions.

The Portfolio Budget Statements showcase how we plan to deliver on a significant policy, program and regulatory agenda, across one of the most diverse portfolios in the Australian Public Service. We will deliver through respectful and meaningful engagement across all levels of government, working closely with our seven Ministers, 29 portfolio entities, communities, and key industry stakeholders.

Our nation-wide infrastructure projects support economic and social development, disaster resilience and recovery, and create long-term productivity benefits for producers, businesses and communities. We will continue to support the Government in the delivery of transport infrastructure projects, informed by the Government’s Infrastructure Policy Statement, and through its sustainable management of the 10‑year infrastructure investment pipeline. We will deliver high quality, nationally significant infrastructure through strong partnerships with state and territory governments and other delivery partners.

We strive for the safe use of the transport network and are committed to supporting our transport modes to achieve long-term commercial sustainability, productivity improvements and decarbonisation. In support of these goals we remain committed to improving the availability and collection of data by enhancing the National Road Safety Data Hub.

Expert capability facilitates critical transport investigations and ensures we regulate efficiently. The Department’s work across all transport sectors enables Australians to connect safely to the world and each other. We will work in partnership with the states and territories to deliver reforms that enhance the productivity and safety of the rail and heavy vehicle sectors, including the National Rail Action Plan and the National Automated Access System for heavy vehicles. We are also improving operations in freight across Australia through continued investment in Inland Rail and intermodal terminals to benefit business and consumers through a more efficient supply chain. We will deliver on the Government’s commitment to establish a Strategic Fleet Pilot Program to secure Australia’s at-call maritime capability and implement the New Vehicle Efficiency Standard to improve the efficiency of the light vehicle fleet.

Given Australia’s geography and the vast size of our continent, access to aviation services is vital to connect people, businesses, and communities. We are delivering on the Government’s commitments in the Aviation White Paper, which sets out the long-term policies to guide the sector’s next generation of growth and innovation out to 2050. Additionally, through the Australian Government-owned Government Business Enterprise, WSA Co, we will continue to construct and operationalise the Western Sydney International (Nancy-Bird Walton) Airport which, when operational in 2026, will provide world-class facilities.

Our work in Australia’s cities, regions, and territories connects and empowers communities, improves productivity and liveability, and seeks to lift living standards. This includes investing in the enabling infrastructure which is essential for increasing housing supply in Australia, and continuing to deliver a suite of urban and regional grant funding programs. We remain responsive to urgent safety risks including essential infrastructure to protect the Cocos (Keeling) Islands, and maintain critical assets in the Indian Ocean and Jervis Bay Territories and Norfolk Island. Furthermore, we are committed to securing a strong and sustainable future for northern Australia through the Government’s Northern Australia agenda. We aim to develop, implement, and coordinate policies and programs that support sustainable economic development, and provide a foundation for resilient and prosperous communities.

Access to communications services is essential for an inclusive and prosperous society. The Department’s work across communications and media includes policy and advice on media diversity and public interest journalism, and progressing work to ensure Australia’s media policy settings are fit-for-purpose. We work with industry and Government to support sustainable Australian media services, including advising the Government on matters related to our national broadcasters. The Department supports the Government’s commitment to improving the safety of Australians online and in telecommunications services, and we are taking action to advance the protection of children from harmful online content. This includes our work on social media age limits, classification, online safety and interactive gambling. We are working to ensure a more connected and inclusive Australia through broadband and satellite services policy, cost of living measures for regional and remote communities, and digital inclusion for First Nations communities. The Department also ensures that all Australians are able to access the benefits of modern telecommunications and postal services through regulation and programs to deliver equitable access, including in regional and remote Australia. Additionally, the finalisation of the NBN rollout brings fast, reliable and affordable internet to Australia, boosting productivity, enabling innovation, creating jobs and providing equitable access for families and businesses in Regional Australia.

Our work in the arts has economic, cultural, educational and social importance. We are securing the future of Australia’s national arts training organisations, improving access for children to quality Australian made screen content, providing support for live music venues and festivals, and championing critical capital investments to ensure the future viability of our cultural institutions. Investment in First Nations languages learning will establish two new First Nations language centres, and increase funding for existing language centres and for community language learning. Through these outcomes we continue to deliver the actions in Revive: a place for every story, a story for every place - Australia’s National Cultural Policy. Revive is the Government’s five year commitment to the arts and is the strategic framework for contributing to whole-of-Government outcomes including health, education, social cohesion, community resilience, tourism and regional development. To support this work, we are working closely with the arts and cultural sector and governments at all levels, including Creative Australia, Screen Australia, our national collecting institutions and arts training organisations.

The Department is working across government and with First Nations communities and organisations to deliver on our commitments under the National Closing the Gap Agreement, including the implementation of the four Priority Reforms to transform the way in which we work with Aboriginal and Torres Strait Islander people, communities and organisations.

Across the Department and with our portfolio entities, we work collaboratively to deliver our programs, projects and services in the major infrastructure, transport, communications and arts sectors, supporting our regions, cities and territories.

We will monitor our progress, measure and deliver on our purpose, which is:

We work with our partners to enable connected, productive, safe, sustainable and culturally vibrant communities in our cities, regions and territories to improve the lives of Australians.

For more information on our strategic direction and performance, please refer to our Corporate Plan, online at: *https://www.infrastructure.gov.au/about-us/corporate-reporting/2024-25-corporate-plan.*

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the Department 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 Department’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’ 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: Department of Infrastructure, Transport, Regional Development, Communications and the Arts 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(b) | 126,920 | 126,920 |
| Departmental appropriation(c) | 567,311 | 511,007 |
| s74 External Revenue(d) | 9,866 | 9,866 |
| Departmental capital budget(e) | 22,804 | 16,541 |
| Total Departmental annual appropriations | 726,901 | 664,334 |
| Special accounts(f) |  |  |
| Opening balance | 7,474 | 8,172 |
| Appropriation receipts(g) | 5,149 | 5,063 |
| Non-appropriation receipts | 3,876 | 3,876 |
| Total special accounts | 16,499 | 17,111 |
| less Departmental appropriations drawn from annual/special appropriations and credited to special accounts | (5,149) | (5,063) |
| ***Total Departmental resourcing*** | **738,251** | **676,382** |
| **Administered** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Prior year appropriations available(b) | 2,364,092 | 1,748,693 |
| Outcome 1 | 16,430 | 17,984 |
| Outcome 2 | 427,404 | 468,279 |
| Outcome 3 | 645,054 | 571,127 |
| Outcome 4 | 258,479 | 180,787 |
| Outcome 5 | 377,242 | 272,736 |
| Outcome 6 | 322,107 | 298,353 |
| Administered capital budget(h) | 29,920 | 27,745 |
| Payments to corporate entities(i) | 2,420,340 | 2,462,801 |
| Annual appropriations - other services - non-operating(j) |  |  |
| Prior year appropriations available(b) | 4,155,111 | 3,548,658 |
| Administered assets and liabilities(j) | 3,973,949 | 2,827,458 |
| Payments to corporate entities(i) | 98,236 | 39,272 |

Table 1.1: Department of Infrastructure, Transport, Regional Development, Communications and the Arts resource statement — Budget estimates for 2025‑26 as at Budget March 2025 (continued)

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| Annual appropriations - other services - specific payments to States, ACT, NT and local government(j) |  |  |
| Outcome 1(k) | 649,516 | 821,397 |
| Outcome 3(l) | 269,721 | 270,000 |
| Total administered annual appropriations | 16,007,601 | 13,555,290 |
| Total administered special appropriations(m) | 1,321,719 | 4,762,276 |
| Special accounts(f) |  |  |
| Opening balance | 48,631 | 48,631 |
| Appropriation receipts(g) | 96,454 | 96,454 |
| Non-appropriation receipts | 279,443 | 280,970 |
| Total special account receipts | 424,528 | 426,055 |
| less administered appropriations drawn from annual/special appropriations and credited to special accounts | (96,454) | (96,454) |
| less payments to corporate entities from annual/special appropriations | (2,780,413) | (2,766,091) |
| **Total administered resourcing** | **14,876,981** | **15,881,076** |
| **Total resourcing for the Department** | **15,615,232** | **16,557,458** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 2,325 | 2,278 |

Table 1.1: Department of Infrastructure, Transport, Regional Development, Communications and the Arts resource statement — Budget estimates for 2025‑26 as at Budget March 2025 (continued)

Third party payments from and on behalf of other entities

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| Payments made by other entities on behalf of the Department  (disclosed above) |  |  |
| Services Australia(n) | 240,301 | 242,180 |
| Receipts received from other entities for the provision of services (disclosed above in s74 External Revenue section above) |  |  |
| Australian Transport Safety Bureau | 36 | 36 |
| Payments made to corporate entities within the Portfolio(o) |  |  |
| Australian Broadcasting Corporation | 1,196,101 | 1,229,214 |
| Australian Film, Television and Radio School | 27,944 | 28,322 |
| Australian Maritime Safety Authority | 217,855 | 234,977 |
| Australian National Maritime Museum | 29,490 | 26,880 |
| Civil Aviation Safety Authority | 171,694 | 186,025 |
| Creative Australia | 289,649 | 311,964 |
| High Speed Rail Authority | 55,102 | 7,606 |
| Infrastructure Australia | 13,247 | 13,395 |
| National Film and Sound Archive of Australia | 47,822 | 43,626 |
| National Gallery of Australia | 112,160 | 95,375 |
| National Library of Australia | 112,952 | 87,242 |
| National Museum of Australia | 67,332 | 57,542 |
| National Portrait Gallery of Australia | 19,392 | 19,703 |
| National Transport Commission | 6,746 | 6,423 |
| Northern Australia Infrastructure Facility | 21,782 | 22,212 |
| Old Parliament House | 27,608 | 23,065 |
| Screen Australia | 13,226 | 13,352 |
| Special Broadcasting Service Corporation | 350,311 | 359,168 |
| **Total payments to corporate entities** | **2,780,413** | **2,766,091** |

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.

1. Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025–2026.
2. Excludes amounts subject to administrative quarantine by the Department of Finance or withheld under section 51 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).
3. Excludes Departmental Capital Budget (DCB).
4. Estimated External Revenue receipts under section 74 of the PGPA Act.
5. DCBs are not separately identified in Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025–2026 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'.
6. Excludes trust moneys held in Services for Other Entities and Trust Moneys (SOETM) and other special accounts. For further information on special accounts, please refer to Budget Paper No. 4 - Agency Resourcing. Please also see Table 2.1 for further information on outcome and program expenses broken down by various funding sources, e.g. annual appropriations, special appropriations and special accounts.
7. Amounts credited to the special accounts from annual and special appropriations.
8. Administered capital budgets are not separately identified in Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025–2026 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'.
9. 'Corporate entities' are corporate Commonwealth entities and Commonwealth companies as defined under the PGPA Act.
10. Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025–2026.
11. Relates to appropriations sought for payment to the states, ACT, NT and local governments in Appropriation Bill (No. 2) 2025–26 And Supply Bill (No. 2) 2025–26. Outcome 1 – Program 1.1: Infrastructure Investment includes the Roads to Recovery program under the Roads to Recovery Funding Conditions 2014. Information on the terms and conditions can be found in the determination, Roads to Recovery funding Conditions 2014 at https://investment.infrastructure.gov.au/resources-funding-recipients/roads-recovery-funding-conditions. For state splits please refer to Budget Paper 3 2025-26 at https://budget.gov.au/2025-26/content/bp3/index.htm.
12. Relates to appropriations sought for payment to the states, ACT, NT and local governments in Appropriation Bill (No. 2) 2025–26 and Supply Bill (No. 2) 2025–2026. Outcome 3 - Program 3.2: Local Government includes Local Roads and Community Infrastructure. For state splits please refer Budget Paper 3 2025-26 at https://budget.gov.au/2025-26/content/bp3/index.htm.
13. For further information on special appropriations and special accounts, please refer to Budget Paper No. 4 – Agency Resourcing. Please also see Section 2 for further information on outcome and program expenses broken down by various funding sources, for example annual appropriations, special appropriations and special accounts.
14. Payments relate to the Tasmanian Freight Equalisation Scheme and the Bass Strait Passenger Vehicle Equalisation Scheme administered items.
15. Includes annual/special appropriations.

1.3 Budget measures

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

Table 1.2: Department of Infrastructure, Transport, Regional Development, Communications and the Arts 2025-26 Budget measures

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Program | 2024-25  $'000 | 2025-26 $'000 | 2026-27 $'000 | 2027-28 $'000 | 2028-29 $'000 |
| **Payment measures** |  |  |  |  |  |  |
| Building a Better Future Through Considered Infrastructure Investment | 1.1 |  |  |  |  |  |
| Administered payments |  | - | - | - | - | - |
| Departmental payments |  | - | - | - | - | - |
| **Total** |  | - | - | - | - | - |
| Supporting Transport Priorities | 2.1,2.4 |  |  |  |  |  |
| Administered payments |  | - | 3,451 | 3,451 | 3,451 | 3,451 |
| Departmental payments |  | - | 265 | 92 | 92 | 114 |
| **Total** |  | **-** | **3,716** | **3,543** | **3,543** | **3,565** |
| Continued Funding for the Regional Australia Institute | 3.1 |  |  |  |  |  |
| Administered payments |  | - | 2,000 | - | - | - |
| **Total** |  | **-** | **2,000** | **-** | **-** | **-** |
| Hillcrest Tragedy Memorial | 3.1 |  |  |  |  |  |
| Administered payments |  | - | - | - | - | - |
| Departmental payments |  | - | - | - | - | - |
| **Total** |  | - | - | - | - | - |
| Energy Bill Relief(a) | 4.1 |  |  |  |  |  |
| Administered payments |  | - | 423 | - | - | - |
| **Total** |  | **-** | **423** | **-** | **-** | **-** |
| Building Australia’s Future – Completing the NBN Fibre Upgrades(b) | 5.1 |  |  |  |  |  |
| Administered payments |  | - | - | - | - | - |
| Departmental payments |  | - | - | - | - | - |
| **Total** |  | - | - | - | - | - |
| Extending the School Student Broadband Initiative until 2028(c) | 5.1,5.2 |  |  |  |  |  |
| Administered payments |  | (21) | (21) | (173) | (178) | - |
| Departmental payments |  | 21 | 21 | 173 | 178 | - |
| **Total** |  | **-** | **-** | **-** | **-** | **-** |
| Closing the Gap – further investments(d) | 6.1,6.2 |  |  |  |  |  |
| Administered payments |  | - | 2,812 | 2,896 | 2,963 | - |
| Departmental payments |  | - | 758 | 773 | 783 | - |
| **Total** |  | **-** | **3,570** | **3,669** | **3,746** | **-** |
| Revive – National Cultural Policy | 6.1,6.2 |  |  |  |  |  |
| Administered payments |  | - | 7,700 | **-** | **-** | **-** |
| Departmental payments |  | - | 868 | **-** | **-** | **-** |
| **Total** |  | - | **8,568** | **-** | **-** | **-** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Program | 2024-25  $'000 | 2025-26 $'000 | 2026-27 $'000 | 2027-28 $'000 | 2028-29 $'000 |
| Savings from External Labour – extension(d) | All |  |  |  |  |  |
| Departmental payment |  | - | - | - | - | (8,129) |
| **Total** |  | - | - | - | - | **(8,129)** |
| **Total payment measures** |  |  |  |  |  |  |
| Administered |  | (21) | 16,365 | 6,174 | 6,236 | 3,451 |
| Departmental |  | **21** | 1,912 | 1,038 | 1,053 | (8,015) |
| **Total** |  | **-** | **18,277** | **7,212** | **7,289** | **(4,564)** |

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

* + - * 1. The lead entity for this measure is the Department of Treasury. The full measure description and package details appear in Budget Paper No. 2 under the Treasury Portfolio.
        2. This measure was announced following the release of the 2024-25 Mid-Year Economic and Fiscal Outlook (MYEFO) and first published in the Department's 2024-25 Portfolio Additional Estimates Statements (PAES) chapter on page 27.
        3. The cost of this measure will be met from the reallocation of funding from the 2022-23 Budget measure titled *Better Connectivity Plan for Regional and Rural Australia.*
        4. This is a cross portfolio measure. The full measure description and package details appear in Budget Paper No. 2 '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 Department can be found at:  https://www.infrastructure.gov.au/sites/default/files/documents/ditrdca-corporate-plan-2024-25.pdf  The most recent annual performance statement can be found at:  [https://www.infrastructure.gov.au/sites/default/files/documents/2023-24-annual-report-for-the-australian-government-Department-of-infrastructure-transport-regional-development-communications-and-arts.pdf](https://www.infrastructure.gov.au/sites/default/files/documents/2023-24-annual-report-for-the-australian-government-department-of-infrastructure-transport-regional-development-communications-and-arts.pdf) |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure |

#### Linked programs

| **Director of National Parks** |
| --- |
| **Programs**   * Program 1.1: Parks and Reserves   **Contribution to Outcome 1 made by linked programs**  The Director of National Parks is working with the Department to secure the future of Jabiru by supporting the township’s transition from a reliance on mining to a tourism-based economy that leverages its proximity to the Kakadu National Park.  Infrastructure investment will assist in improving tourism infrastructure across the park, bolster the local economy, and support Indigenous businesses and employment. |
| **The Treasury** |
| **Programs**   * Program 1.4: National Partnership Payments to the states   **Contribution to Outcome 1 made by linked programs**  The above linkage relates to National Partnership Payments which are paid through the Department of the Treasury as part of the Federation Funding Agreements Framework. |

#### Budgeted expenses for Outcome 1

This table shows how much the Department 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: Infrastructure Investment** | |  |  |  | |  | |
| Administered expenses |  |  |  |  | |  | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 11,430 | 17,984 | 20,484 | 79,288 | | 260,484 | |
| Other services (Appropriation Bill (No. 2) and Supply Bill (No. 2)) | 649,516 | 821,397 | 955,028 | 989,519 | | 982,120 | |
| Payments to corporate entities(a) | 68,349 | 21,001 | 13,612 | 13,784 | | 13,768 | |
| Expenses not requiring appropriation in the Budget year(b) | 49,156 | 98,945 | 2,000 | 1,196 | | - | |
| **Total expenses for program 1.1** | **778,451** | **959,327** | **991,124** | **1,083,787** | | **1,256,372** | |
| **Program 1.2: Program Support for Outcome 1** | |  |  | |  | |  |
| Departmental expenses |  |  |  | |  | |  |
| Departmental appropriation | 84,976 | 81,840 | 77,907 | | 70,544 | | 67,938 |
| **Total expenses for program 1.2** | **84,976** | **81,840** | **77,907** | | **70,544** | | **67,938** |
| **Outcome 1 Totals by appropriation type** | |  |  | |  | |  |
| Administered expenses |  |  |  | |  | |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 11,430 | 17,984 | 20,484 | | 79,288 | | 260,484 |
| Other services (Appropriation Bill (No. 2) and Supply Bill (No. 2)) | 649,516 | 821,397 | 955,028 | | 989,519 | | 982,120 |
| Payments to corporate entities(a) | 68,349 | 21,001 | 13,612 | | 13,784 | | 13,768 |
| Expenses not requiring appropriation in the Budget year(b) | 49,156 | 98,945 | 2,000 | | 1,196 | | - |
| **Total administered expenses** | **778,451** | **959,327** | **991,124** | | **1,083,787** | | **1,256,372** |
| Departmental expenses |  |  |  | |  | |  |
| Departmental appropriation | 84,976 | 81,840 | 77,907 | | 70,544 | | 67,938 |
| **Total Departmental expenses** | **84,976** | **81,840** | **77,907** | | **70,544** | | **67,938** |
| **Total expenses for Outcome 1** | **863,427** | **1,041,167** | **1,069,031** | | **1,154,331** | | **1,324,310** |

Table 2.1.1: Budgeted expenses for Outcome 1 (continued)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Movement of administered funds between years(c)** | 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: |  |  |  |  |  |
| Program 1.1: Infrastructure Investment | (99,945) | 116,826 | 5,512 | (9,997) | (17,396) |
| **Total movement of administered funds** | **(99,945)** | **116,826** | **5,512** | **(9,997)** | **(17,396)** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 364 | 355 |

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

1. Relates to appropriation for corporate entities provided through the Department.
2. Administered ‘Expenses not requiring appropriation in the Budget year’ comprise expenses relating to concessional loans, accruals, payments made from prior year appropriations and other non–cash expenses.
3. Figures displayed as a negative (–) represent a decrease in funds and a positive (+) represent an increase in funds.

Table 2.1.2: Program Components 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 |
| **Components for Program 1.1: Infrastructure Investment** | | |  |  |  |
| Administered expenses: |  |  |  |  |  |
| Infrastructure Investment Program(a) |  |  |  |  |  |
| Grants to the ARTC | 42,024 | 94,945 | 2,000 | 60,000 | 240,000 |
| Research and Evaluation | 15,608 | 20,000 | 20,000 | 20,000 | 20,000 |
| Roads to Recovery | 650,000 | 821,880 | 955,513 | 990,003 | 982,604 |
| Regional Australia Level Crossing Program | 2,470 | 1,500 | - | - | - |
| Payments to corporate entities(b) |  |  |  |  |  |
| High Speed Rail Authority | 55,102 | 7,606 | - | - | - |
| Infrastructure Australia | 13,247 | 13,395 | 13,612 | 13,784 | 13,768 |
| **Total expenses for Program 1.1** | **778,451** | **959,327** | **991,124** | **1,083,787** | **1,256,372** |

1. Excludes expenses relating to payments made to and through the states and territories by the Treasury for the Infrastructure Investment Program; Black Spot Projects, Bridges Renewal Program, Developing Northern Australia (Improving Cattle Supply Chains and Northern Australia Roads), Heavy Vehicle Safety and Productivity Program, Major Projects Business Case Fund, National Rail Program, Rail Investment Component, Road Investment Component, Roads of Strategic Importance and Infrastructure Growth Package administered items.
2. Relates to appropriation for corporate entities provided through the Department.

Table 2.1.3: Performance measures for Outcome 1

Table 2.1.3 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.

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| **Outcome 1** – Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure | | |
| **Program 1.1** – **Infrastructure Investment**  The Infrastructure Investment Program supports economic growth, makes travel safer, increases transport access and supports regional development to improve connectivity for communities and freight. It is delivered in partnership with states, territories, and stakeholders to support nationally significant projects that improve productivity, resilience, liveability and sustainability. | | |
| **Key Activities** | * Advise on, deliver and manage the Infrastructure Investment Program (IIP) * Support of Government Business Enterprises | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current year  2024–25 | Policy advice on IIP Project Proposal Report(s) (a) | Target: Policy advice is high quality, timely and evidence based  Target expected to be met |
| Assessment of milestone claims for payments on IIP projects (listed in the relevant tables in the Federation Funding Agreements (FFAs) (a) | Target: 100% of milestone claims received by the Department have been assessed, with accurate and complete claims authorised for payment (b)  Target is expected to be met |
| Shared oversight for the delivery of Commonwealth infrastructure projects in relation to:  a. Australian Rail Track Corporation Limited.  b. WSA Co Limited.  c. National Intermodal Corporation Limited. | Target: The Department provides high quality, timely and evidence based advice to government (b)  Target is expected to be met. |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year  2025–26 | Provide advice on IIP Project Proposal Report(s) | Policy advice is high quality, timely and evidence based |
| Assessment of milestone claims for payments on IIP projects (listed in the relevant tables in the FFAs) | 100% of milestone claims received by the Department have been assessed, with accurate and complete claims authorised for payment |

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| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year  2025–26 cont. | Shared oversight for the delivery of Commonwealth infrastructure projects in relation to:  a. Australian Rail Track Corporation Limited  b. WSA Co Limited  c. National Intermodal Corporation Limited | The Department provides high quality, timely and evidence-based advice to government |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| Material changes to Program 1.1 resulting from 2025–26 Budget Measures: Nil | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

1. The wording of this measure has been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report.
2. This target has been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report.

2.2 Budgeted expenses and performance for Outcome 2

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| **Outcome 2: An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations** |

#### Linked programs

|  |
| --- |
| **Australian Trade and Investment Commission** |
| **Programs**   * Program 1.2: Programs to support Australian exporters to expand internationally, attract productive international investment, and grow the visitor economy.   **Contribution to Outcome 2 made by linked programs**  The Department works closely with the Australian Trade and Investment Commission (Austrade) to support tourism demand-driving infrastructure, arts and culture in Australia’s regions, through grants programs and as part of its role in THRIVE 2030. |
| **Services Australia**  **Programs**   * Program 1.1: Strategy and Corporate Enabling * Program 1.2: Customer Service Delivery * Program 1.3: Technology and Transformation   **Contribution to Outcome 2 made by linked programs**  The above linkage relates to payments made by Services Australia on behalf of the Department for the Tasmanian Freight Equalisation Scheme and the Bass Strait Passenger Vehicle Equalisation Scheme. |

#### Budgeted expenses for Outcome 2

This table shows how much the Department 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 2.2.1: Budgeted expenses for Outcome 2

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 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 2.1: Surface Transport** |  | | | |  | | |  | |  | | | |  | | | |
| Administered expenses |  | | | |  | | |  | |  | | | |  | | | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))(a) | 258,098 | | | | 265,470 | | | 259,364 | | 255,763 | | | | 257,495 | | | |
| Special Appropriations |  | | | |  | | |  | |  | | | |  | | | |
| *Australian Maritime Safety Authority Act 1990*(b) | 131,037 | | | | 132,218 | | | 150,146 | | 152,577 | | | | 160,197 | | | |
| *Protection of the Sea (Oil Pollution Compensation Funds) Act 1993*(b) | 600 | | | | 600 | | | 600 | | 600 | | | | 600 | | | |
| Payments to corporate entities(b) | 92,964 | | | | 108,582 | | | 93,322 | | 93,627 | | | | 90,236 | | | |
| Expenses not requiring appropriation in the Budget year(c) | 2,316 | | | | - | | | - | | - | | | | - | | | |
| **Total expenses for Program 2.1** | **485,015** | | | | **506,870** | | | **503,696** | | **502,567** | | | | **508,528** | | | |
| **Program 2.2: Road Safety** |  | | |  | | |  | | | |  | | | |  | | |
| Administered expenses |  | | |  | | |  | | | |  | | | |  | | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 29,370 | | | 18,130 | | | 10,414 | | | | 3,300 | | | | - | | |
| **Total expenses for Program 2.2** | **29,370** | | | **18,130** | | | **10,414** | | | | **3,300** | | | | **-** | | |
| **Program 2.3: Air Transport** |  | | |  | | |  | | | |  | | | |  | | |
| Administered expenses |  | | |  | | |  | | | |  | | | |  | | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))(a) | 139,936 | | | 184,679 | | | 111,149 | | | | 28,185 | | | | 23,576 | | |
| Payments to corporate entities(b) | 41,494 | | | 54,825 | | | 42,840 | | | | 43,078 | | | | 42,740 | | |
| Special Appropriations |  | | |  | | |  | | | |  | | | |  | | |
| *Aviation Fuel Revenues (Special Appropriation) Act 1988*(b) | 129,200 | | | 130,200 | | | 133,400 | | | | 137,200 | | | | 141,200 | | |
| *RPAS levy (Special Appropriation) Act 2020*(b) | 1,000 | | | 1,000 | | | 28,490 | | | | 28,490 | | | | 28,490 | | |
| Expenses not requiring appropriation in the Budget year(c) | 88,998 | | | 40,815 | | | 2,052 | | | | - | | | | - | | |
| **Total expenses for Program 2.3** | **400,628** | | | **411,519** | | | **317,931** | | | | **236,953** | | | | **236,006** | | |
| **Program 2.4: Program Support for Outcome 2** | | |  | | |  | | | | | |  | | | |  | |
| Departmental expenses | |  | | |  | | | |  | | | |  | | | |  |
| Departmental appropriation | | 210,144 | | | 178,820 | | | | 150,730 | | | | 162,530 | | | | 159,943 |
| s74 external revenues(d) | | 4,182 | | | 4,182 | | | | 4,182 | | | | 4,182 | | | | 4,182 |
| Expenses not requiring appropriation in the Budget year(e) | | 3,173 | | | 3,173 | | | | 2,212 | | | | 2,212 | | | | 2,212 |
| **Total expenses for Program 2.4** | | **217,499** | | | **186,175** | | | | **157,124** | | | | **168,924** | | | | **166,337** |

Table 2.2.1: Budgeted expenses for Outcome 2 (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 2 Totals by appropriation type** | |  |  |  |  | |
| Administered expenses |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))(a) | 427,404 | 468,279 | 380,927 | 287,248 | 281,071 |
| Special appropriations | 261,837 | 264,018 | 312,636 | 318,867 | 330,487 |
| Payments to corporate entities(b) | 134,458 | 163,407 | 136,162 | 136,705 | 132,976 |
| Expenses not requiring appropriation in the Budget year(c) | 91,314 | 40,815 | 2,052 | - | - |
| **Total administered expenses** | **915,013** | **936,519** | **831,777** | **742,820** | **744,534** |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 210,144 | 178,820 | 150,730 | 162,530 | 159,943 |
| s74 external revenues(d) | 4,182 | 4,182 | 4,182 | 4,182 | 4,182 |
| Expenses not requiring appropriation in the Budget year(e) | 3,173 | 3,173 | 2,212 | 2,212 | 2,212 |
| **Total Departmental expenses** | **217,499** | **186,175** | **157,124** | **168,924** | **166,337** |
| **Total expenses for Outcome 2** | **1,132,512** | **1,122,694** | **988,901** | **911,744** | **910,871** |
|  |  |  |  |  |  |
| **Movement of administered funds between years**(f) | 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 2: |  |  |  |  |  |
| Program 2.1: Surface Transport | (300) | 300 | - | - | - |
| Program 2.3: Air Transport | (7,500) | 7,500 | - | - | - |
| **Total movement of administered funds** | **(7,800)** | **7,800** | **-** | **-** | **-** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 720 | 703 |

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

1. Includes estimates for demand driven programs which are calculated at a maximum probable amount in the forward estimates to ensure there is sufficient appropriation to meet demand. Where the estimated demand is not met in a particular year, underspends are returned to the Government and are not available for alternate uses by the Department.
2. Relates to appropriation for corporate entities provided through the Department.
3. Administered ‘Expenses not requiring appropriation in the Budget year’ comprise expenses relating to accruals, payments made from prior year appropriations and other non-cash expenses.
4. Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
5. Departmental 'Expenses not requiring appropriation in the Budget year' are made up of depreciation expenses, amortisation expenses, and exclude right of use assets.
6. Figures displayed as a negative (–) represent a decrease in funds and a positive (+) represent an increase in funds.

Table 2.2.2: Program components for Outcome 2

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | 2024-25 Estimated actual $'000 | 2025-26  Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | | | 2028-29 Forward estimate $'000 |
| **Components for Program 2.1: Surface Transport** | | |  |  |  | | |  |
| Administered expenses: | |  |  |  |  | | |  |
| Bass Strait Passenger Vehicle Equalisation Scheme(a) | | 58,332 | 60,211 | 61,749 | 63,230 | | | 64,810 |
| Freight and Supply Chain Strategy - Freight Data Hub | | 338 | 300 | - | - | | | - |
| International Maritime Organization - contribution | | 357 | 375 | 394 | 394 | | | 394 |
| International Transport Forum - contribution | | 123 | 123 | 123 | 123 | | | 123 |
| Maritime Skills and Training Initiative | | - | 3,451 | 3,451 | 3,451 | | | 3,451 |
| National Heavy Vehicle Safety Initiatives | | 4,488 | 4,565 | 4,675 | 4,773 | | | 4,883 |
| Real World Testing of Vehicle Efficiency | | 3,500 | 3,500 | - | - | | | - |
| Strategic Local Government Asset Assessment Project | | 7,500 | 9,050 | 5,350 | - | | | - |
| Tasmanian Freight Equalisation Scheme(a) | | 181,969 | 181,969 | 181,969 | 181,969 | | | 181,969 |
| Tourist and Heritage Operators Rail Safety Regulation | | 1,693 | 1,732 | 1,785 | 1,823 | | | 1,865 |
| New Vehicle Efficiency Standard | | 1,952 | - | - | - | | | - |
| ADR Harmonisation Review(b) | | 239 | - | - | - | | | - |
| Special Appropriations: (c) | |  |  |  |  | | |  |
| *Australian Maritime Safety Authority Act 1990*(b) | | 131,037 | 132,218 | 150,146 | 152,577 | | | 160,197 |
| *Protection of the Sea (Oil Pollution Compensation Funds) Act 1993* | | 600 | 600 | 600 | 600 | | | 600 |
| Payments to corporate entities(c) | |  |  |  |  | | |  |
| Australian Maritime Safety Authority | | 86,218 | 102,159 | 87,716 | 89,111 | | | 85,607 |
| National Transport Commission | | 6,746 | 6,423 | 5,606 | 4,516 | | | 4,629 |
| **Total expenses for Program 2.1** | | **485,015** | **506,870** | **503,696** | **502,567** | | | **508,528** |
| **Components for Program 2.2: Road Safety** | | |  |  | |  |  | |
| Administered expenses: |  | |  |  | |  |  | |
| Car Safety Ratings Program | 3,270 | | 3,680 | 3,040 | | 3,300 | - | |
| National Road Safety Action Grants Program | 15,700 | | 14,450 | 7,374 | | - | - | |
| National Road Safety Campaign | 10,400 | | - | - | | - | - | |
| **Total expenses for Program 2.2** | **29,370** | | **18,130** | **10,414** | | **3,300** | **-** | |

Table 2.2.2: Program components for Outcome 2 (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 |
| **Components for Program 2.3: Air Transport** | |  |  |  |  |
| Administered expenses: |  |  |  |  |  |
| Airport Lessee Companies | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Automatic Dependent Surveillance - Broadcast (ADS-B) Rebate Program | 3,766 | 2,800 | 2,791 | - | - |
| Emerging Aviation Technologies Programs | 8,359 | 3,132 | - | - | - |
| Enhanced Regional Security Screening | 3,304 | 4,237 | 1,788 | - | - |
| International Civil Aviation Organization - contribution | 3,449 | 3,449 | 3,449 | 3,449 | 3,449 |
| Hobart Airport Runway | 60,000 | - | - | - | - |
| Newcastle Airport International Terminal Upgrade | 24,500 | 7,500 | - | - | - |
| Payment scheme for Airservices Australia's en route charges(a) | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| PFAS Airports Investigation Program(b) | 27,708 | 38,834 | 25,346 | - | - |
| Regional Airports Program | 33,811 | 20,403 | 25,401 | - | - |
| Regional Aviation Access | 33,390 | 44,886 | 44,981 | 17,436 | 17,127 |
| Western Sydney Airport - preparatory activities | 26,000 | 95,873 | 6,049 | 4,300 | - |
| Women in the Aviation Industry | 1,594 | 1,454 | - | - | - |
| Special Appropriations:(c) |  |  |  |  |  |
| *Aviation Fuel Revenues (Special Appropriation) Act 1988* | 129,200 | 130,200 | 133,400 | 137,200 | 141,200 |
| *RPAS levy (Special Appropriation) Act 2020* | 1,000 | 1,000 | 28,490 | 28,490 | 28,490 |
| Payments to corporate entities(c) |  |  |  |  |  |
| Civil Aviation Safety Authority | 41,494 | 54,825 | 42,840 | 43,078 | 42,740 |
| **Total expenses for Program 2.3** | **400,628** | **411,519** | **317,931** | **236,953** | **236,006** |

1. Includes estimates for demand driven programs which are calculated at a maximum probable amount in the forward estimates to ensure there is sufficient appropriation to meet demand. Where the estimated demand is not met in a particular year, underspends are returned to the Government and are not available for alternate uses by the Department.
2. See Acronyms for full title.
3. Relates to appropriation for corporate entities provided through the Department.

Table 2.2.3: Performance measures for Outcome 2

Table 2.2.3 details the performance measures for each program associated with Outcome 2. 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 2 – An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations | | |
| **Program 2.1 – Surface Transport**  The surface transport program supports economic growth, makes travel safer and increases transport access through delivering programs, policies and regulation for efficient, sustainable, safer and better-connected road, rail and maritime sectors. | | |
| **Key Activities** | * Support surface transport decarbonisation, productivity and safety through policy advice * Administer regulatory functions to drive compliance across the surface transport emissions, productivity and maritime safety environments * Administer and monitor the delivery of surface transport programs | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current year  2024–25 | Policy advice relating to:  a. heavy vehicle, maritime and rail safety  b. surface transport productivity and effectiveness  c. surface transport decarbonisation and maritime environment protection  d. national freight and supply chains | Target: Policy advice is high quality, timely and evidence-based  Target is expected to be met |
| Administration of regulatory functions for:  a. Maritime regulation  b. New Vehicle Efficiency Standard (NVES) regulator | Targets:  a. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year  b. NVES regulator is established  Target is expected to be met |
| Provide effective administration of surface transport and emissions program functions:  a. Tasmanian Shipping Programs (TFES and BSPVES)  b. Heavy Vehicle Safety Initiative  c. Real World Testing of Vehicle Efficiency  d. Strategic Local Government Asset Assessment Project  e. Regional Australia Level Crossing Safety Program | Target: Programs are administered in accordance with program guidelines, ministerial directions and funding agreements  Target is expected to be met |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year 2025–26 | Policy advice relating to:  a. heavy vehicle, maritime and rail safety  b. surface transport productivity and effectiveness  c. surface transport decarbonisation and maritime environment protection  d. national freight and supply chains | Policy advice is high quality, timely and evidence-based |
| Administration of regulatory functions for:  a. Maritime regulation  b. New Vehicle Efficiency Standard (NVES) regulator | a. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year  b. Development of regulatory functions for the NVES |
| Provide effective administration of surface transport and emissions program functions:  a. Tasmanian Shipping Programs (TFES and BSPVES)  b. Heavy Vehicle Safety Initiative  c. Real World Testing of Vehicle Efficiency  d. Strategic Local Government Asset Assessment Project  e. Regional Australia Level Crossing Safety Program | Programs are administered in accordance with program guidelines, ministerial directions and funding agreements |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26 |
| As per 2025–26 | a. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year  b. Implementation of regulatory functions for the NVES |
| As per 2025–26 | As per 2025–26 |
| Material changes to Program 2.1 resulting from 2025–26 Budget Measures: Nil | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

| **Program 2.2 – Road Safety**  The road safety program makes travel safer through coordinating a national strategic approach to improving road safety and working to make vehicles safer for all road users. | | |
| --- | --- | --- |
| **Key Activities** | * Support road safety in Australia * Administration of the Road Vehicle Standards (RVS) legislation * Advise on and deliver better road safety | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year 2024–25 | Administration of the RVS legislation | Targets:  a. 100% of applications are decided within legislative timeframes  b. 75% of voluntary recalls are published within the service level agreement of seven business days  Target is expected to be substantially met |
| Delivery of non-infrastructure road safety grants programs to support the implementation of the National Road Safety Action Plan 2023–25 (a) | Target: Non-infrastructure road safety grants programs support the priorities of the National Road Safety Action Plan 2023–25 and are delivered in line with the terms of individual grant  agreements (b)  Target is expected to be met |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year 2025–26 | Administration of the RVS legislation | a. 100% of applications are decided within legislative timeframes   1. 75% of voluntary recalls are published within the service level agreement of seven business days |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |
| N/A(c) | N/A(c) |
| Material changes to Program 2.2 resulting from 2025–26 Budget Measures: Nil | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

1. The wording of this measure had been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report
2. This target has been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report
3. Future performance measures/targets are to be determined.

|  |  |  |
| --- | --- | --- |
| **Program 2.3 – Air Transport**  The air transport program facilitates investment in aviation infrastructure, ensures the aviation industry operates within a clear and robust regulatory framework, and ensures Australian businesses and consumers have access to competitive international and domestic air services, and access to regional and remote areas. | | |
| **Key Activities** | * Lead the design of the Western Sydney Airport flight paths * Support the implementation of key Aviation White Paper Outcomes * Manage domestic aviation programs and regulations * Support a safe and accessible transport system * Administer effective domestic aviation safety policy | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current year  2024–25 | Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport | Target: Publish the final Environmental Impact Statement (EIS), including the Public Submission Report in quarter 4, 2024  Target is expected to be met |
| Percentage of Master Plans and Major Development Plans (MDP) processed for leased federal airports within statutory timeframes | Target: 100% of Master Plans and MDPs are assessed and submitted to the Minister with sufficient time for consideration and decision within statutory timeframes in each financial year  Target is expected to be met |
| Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) Program (a) | Target: RAP and RAU projects are completed in line with their funding agreements  Target is expected to be met |
| The number of per- and poly-fluoroalkyl substances (PFAS) investigations undertaken at civilian airports | Target: Execution of contracts to undertake PFAS investigations at 22 civilian airports  Target is expected to be substantially met |
| Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for current year’s 10‑year average | Target: The 10-year average of annual aviation fatalities per 100,000 people is maintained or reduced  Target is expected to be met |
| Policy advice supporting aviation safety | Target: Policy advice is high quality, timely and evidence-based  Target is expected to be met |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year 2025–26 | Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport | Flight paths finalised and approved following community consultation to enable airport opening in late-2026 |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year 2025–26 cont. | Percentage of Master Plans and Major Development Plans (MDP) processed for leased federal airports within statutory timeframes | 100% of Master Plans and MDPs are assessed and submitted to the Minister with sufficient time for consideration and decision within statutory timeframes in each financial year |
| The number of per- and poly-fluoroalkyl substances (PFAS) investigations undertaken at civilian airports | Delivery of PFAS Management Plans for 50% of airports participating in the Program |
| Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for current year’s 10‑year average | The 10-year average of annual aviation fatalities per 100,000 people is maintained or reduced |
| Policy advice supporting aviation safety | Policy advice is high quality, timely and evidence-based |
| Forward Estimates  2026–29 | As per 2025–26 | Target is yet to be determined (b) |
| As per 2025–26 | As per 2025–26 |
| 2026–27:  As per 2025–26 | 2026–27:  Delivery of PFAS Management Plans for 100% of airports which participated in the Program. |
| As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| Material changes to Program 2.3 resulting from 2025–26 Budget Measures: Nil | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

1. Work is currently under way to develop an improved measure for 2025–26. Further detail will be provided in the 2025–26 Corporate Plan.
2. Work is currently under way to develop a target for 2025–26. Further detail will be provided in the 2025‑26 Corporate Plan.

2.3 Budgeted expenses and performance for Outcome 3

|  |
| --- |
| **Outcome 3: Strengthening the sustainability, capacity and diversity of Australia’s cities and regions, including northern Australia including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing grants and financial assistance** |

**Linked programs**

|  |
| --- |
| **Department of Climate Change, Energy, the Environment and Water**  **Programs**  Program 1.1:Reducing Australia’s greenhouse gas emissions  Program 2.3: Accelerate the transition to a circular economy, while safely managing pollutants and hazardous substances  **Contribution to Outcome 3 made by linked programs**  The Department supports environmental, climate change and recyclables market initiatives through the delivery of commitments under City and Regional Deals. |
| **Department of Education**  **Programs**   * Program 2.3: Higher Education Support   **Contribution to Outcome 3 made by linked programs**  The Department of Education is funding the construction of a new university campus in Launceston, the centrepiece of the Launceston City Deal. |
| **The Treasury**  **Programs**   * Program 1.4: Commonwealth-State Financial Relations   **Contribution to Outcome 3 made by linked programs**  The above linkage relates to National Partnership Payments which are paid through the Department of the Treasury as part of the Federation Funding Agreements Framework. |

#### Budgeted expenses for Outcome 3

This table shows how much the Department 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 2.3.1: Budgeted expenses for Outcome 3

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 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 3.1: Regional development** | | | | | | | | | | | |
| Administered expenses |  | | |  |  | | | |  | |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 596,949 | | | 570,723 | 241,956 | | | | 23,528 | | 24,068 |
| Expenses not requiring appropriation in the Budget year(a) | 369,250 | | | 150,249 | - | | | | - | | - |
| **Total expenses for Program 3.1** | **966,199** | | | **720,972** | **241,956** | | | | **23,528** | | **24,068** |
| **Program 3.2: Local government** | |  | |  | |  | | | |  |  |
| Administered expenses | |  | |  | |  | | | |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | | 279 | | - | | - | | | | - | - |
| Other services (Appropriation Bill (No. 2) and Supply Bill (No. 2)) | | 269,721 | | 270,000 | | - | | | | - | - |
| Special Appropriations | |  | |  | |  | | | |  |  |
| *Local Government (Financial Assistance) Act 1995* | | 509,182 | | 3,452,713 | | 3,588,059 | | | | 3,724,047 | 3,863,326 |
| Expenses not requiring appropriation in the Budget year(a) | | 322,760 | | 15,405 | | - | | | | - | - |
| **Total expenses for Program 3.2** | | **1,101,942** | | **3,738,118** | | **3,588,059** | | | | **3,724,047** | **3,863,326** |
| **Program 3.3: Cities** | |  | |  | | |  | | |  |  |
| Administered expenses | |  | |  | | |  | | |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | | 2,878 | | - | | | - | | | - | - |
| Expenses not requiring appropriation in the Budget year(a) | | - | | 8,330 | | | - | | | - | - |
| **Total expenses for Program 3.3** | | **2,878** | | **8,330** | | | **-** | | | **-** | **-** |
| **Program 3.4: Growing a Stronger Northern Australian Economy** | | | | | | | |  | | |  |
| Administered expenses | | |  |  | | |  |  | | |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | | | 7,981 | 404 | | | - | - | | | - |
| Payments to corporate entities(b) | | | 21,782 | 22,212 | | | 22,851 | 23,111 | | | 23,410 |
| Expenses not requiring appropriation in the Budget year(c) | | | 83,848 | 338,651 | | | 368,737 | 279,221 | | | 247,982 |
| **Total expenses for Program 3.4** | | | **113,611** | **361,267** | | | **391,588** | **302,332** | | | **271,392** |

Table 2.3.1: Budgeted expenses for Outcome 3 (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 |
| **Program 3.5: Program Support for Outcome 3** | | | | | |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 89,406 | 67,801 | 52,896 | 45,745 | 42,519 |
| **Total expenses for Program 3.5** | **89,406** | **67,801** | **52,896** | **45,745** | **42,519** |
| **Outcome 3 Totals by appropriation type** | | | | | |
| Administered expenses |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 608,087 | 571,127 | 241,956 | 23,528 | 24,068 |
| Other services (Appropriation Bill (No. 2) and Supply Bill (No. 2)) | 269,721 | 270,000 | - | - | - |
| Special Appropriations | 509,182 | 3,452,713 | 3,588,059 | 3,724,047 | 3,863,326 |
| Payments to corporate entities(b) | 21,782 | 22,212 | 22,851 | 23,111 | 23,410 |
| Expenses not requiring appropriation in the Budget year(a)(c) | 775,858 | 512,635 | 368,737 | 279,221 | 247,982 |
| **Total administered expenses** | **2,184,630** | **4,828,687** | **4,221,603** | **4,049,907** | **4,158,786** |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 89,406 | 67,801 | 52,896 | 45,745 | 42,519 |
| **Total Departmental expenses** | **89,406** | **67,801** | **52,896** | **45,745** | **42,519** |
| **Total expenses for Outcome 3** | **2,274,036** | **4,896,488** | **4,274,499** | **4,095,652** | **4,201,305** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Movement of administered funds between years**(d) | 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 3: |  |  |  |  |  |
| Program 3.2: Local Government | (15,405) | 15,405 | - | - | - |
| Program 3.3: Cities | (8,330) | 8,330 | - | - | - |
| **Total movement of administered funds** | **(23,735)** | **23,735** | **-** | **-** | **-** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 422 | 412 |

Departmental appropriation splits and average staffing level numbers are indicative estimates and may change in the course of the budget year as government priorities change.

1. Administered ‘Expenses not requiring appropriation in the Budget year’ comprise expenses relating to concessional loans, accruals, payments made from prior year appropriations and other non–cash expenses.
2. Relates to appropriation for corporate entities provided through the Department.
3. 'Expenses not requiring appropriation’ relate to expenses associated with the concessional loans proposed under the Northern Australia Infrastructure Facility.
4. Figures displayed as a negative (–) represent a decrease in funds and a positive (+) represent an increase in funds.

Table 2.3.2: Program components for Outcome 3

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | | 2024-25 Estimated actual $'000 | 2025-26  Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **Components for Program 3.1: Regional development** | | | |  |  |  |
| Administered expenses: | |  |  |  |  |  |
| Barkly Regional Deal | | 180 | - | - | - | - |
| Building Better Regions Fund | | 140,517 | - | - | - | - |
| Community Development Grants Programme | | 325,372 | 213,130 | - | - | - |
| Investing in our Communities Program | | 145,223 | 103,870 | 16,096 | - | - |
| Priority Community Infrastructure Program | | 303,617 | 379,635 | 202,861 | - | - |
| Regional Development Australia Committees | | 21,909 | 22,337 | 22,999 | 23,528 | 24,068 |
| Regionalisation and Decentralisation Policy - Research and Development Program | | 4,730 | - | - | - | - |
| Stronger Communities Programme | | 22,650 | - | - | - | - |
| Supporting Regional Australia Institute | | 2,000 | 2,000 | - | - | - |
| **Total expenses for Program 3.1** | | **966,199** | **720,972** | **241,956** | **23,528** | **24,068** |
| **Components for Program 3.2: Local government** | | | | | | | |
| Administered expenses: |  | |  |  |  |  |
| Local Roads and Community Infrastructure | 572,760 | | 265,405 | - | - | - |
| Supplementary Funding for South Australian Roads | 20,000 | | 20,000 | - | - | - |
| Special Appropriations |  | |  |  |  |  |
| *Local Government (Financial Assistance) Act 1995* | 509,182 | | 3,452,713 | 3,588,059 | 3,724,047 | 3,863,326 |
| **Total expenses for Program 3.2** | **1,101,942** | | **3,738,118** | **3,588,059** | **3,724,047** | **3,863,326** |

Table 2.3.2: Program components for Outcome 3 (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 |
| **Components for Program 3.3: Cities** |  |  |  |  |  |
| Administered expenses: |  |  |  |  |  |
| Support for City Deals | 2,878 | 330 | - | - | - |
| Western Sydney City Deal | - | - | - | - | - |
| Bruce Precinct Masterplan | - | 8,000 | - | - | - |
| **Total expenses for Program 3.3** | **2,878** | **8,330** | **-** | **-** | **-** |
| **Components for Program 3.4: Growing a Stronger Northern Australian Economy** | | | | |  |
| Administered expenses: |  |  |  |  |  |
| Northern Australia Development Program | 24,605 | 1,012 | - | - | - |
| Northern Australia Infrastructure Facility | 67,059 | 338,043 | 368,737 | 279,221 | 247,982 |
| Payments to corporate entities(a) | 165 | - | - | - | - |
| Northern Australia Infrastructure Facility | 21,782 | 22,212 | 22,851 | 23,111 | 23,410 |
| **Total expenses for Program 3.4** | **113,611** | **361,267** | **391,588** | **302,332** | **271,392** |

1. Relates to appropriation for corporate entities provided through the Department.

Table 2.3.3: Performance measures for Outcome 3

Table 2.3.3 details the performance measures for each program associated with Outcome 3. 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 3 –** Strengthening the sustainability, capacity and diversity of Australia’s cities and regions including northern Australia, including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing grants and financial assistance | | | |
| **Program 3.1 – Regional Development**  The regional development program supports local communities through regionally-focused stakeholder consultation and engagement, research, policy development and program delivery activities to create jobs, drive regional economic growth and build stronger regional communities. | | | |
| **Key Activity** | * Advise on and deliver programs to support regional development and local governments | | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current year  2024–25 | Delivery of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes(a) | Target: Payments to states and territories are authorised in alignment with the schedule to the Federation Funding Agreement — Infrastructure(b)  Target is expected to be met |
| Percentage of Regional Development Australia (RDA) Committees achieving agreed outcomes as demonstrated by:  a. stakeholders satisfied with the performance of their RDA  b. departmental review of RDA reporting | Target: ≥90% of RDAs rated satisfactory or above  Target is expected to be met |
| Policy advice on regional development and local government | Target: Policy advice is high quality, timely and evidence-based (b)  Target is expected to be met |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year 2025–26 | Delivery of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes | Payments to states and territories are authorised in alignment with the schedule to the Federation Funding Agreement — Infrastructure |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year 2025–26 cont. | Percentage of Regional Development Australia (RDA) Committees achieving agreed outcomes as demonstrated by:  a. stakeholders satisfied with the performance of their RDA  b. departmental review of RDA reporting | ≥90% of RDAs rated satisfactory or above |
| Policy advice on regional development and local government | Policy advice is high quality, timely and evidence-based |
| Forward Estimates  2026–29 | As per 2025–26 | Target is yet to be determined(c) |
| As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| Material changes to Program 3.1 resulting from 2025–26 Budget Measures: Nil | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

1. The wording of this measure has been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report.
2. This target has been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report.
3. Work is currently underway to develop a target for 2025-26. Further detail will be provided in the 2025‑26 Corporate Plan.

|  |  |  |
| --- | --- | --- |
| **Program 3.2 – Local Government**  The local government program supports regional development and local communities through delivery of policy advice to the Australian Government and financial assistance to local governments to strengthen local government capacity and better support local communities. | | |
| **Key Activity** | * Advise on and deliver programs to support regional development and local governments | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current year  2024–25 | Financial assistance is provided to local government in accordance with the *Local Government (Financial Assistance) Act 1995* consisting of:  a. a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis)  b. an identified local road component which is distributed between the states and territories according to fixed historical shares | Target: Funding is provided on time and aligned with the budget appropriation  Target is expected to be met |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year 2025–26 | Financial assistance is provided to local government in accordance with the *Local Government (Financial Assistance) Act 1995* consisting of:  a. a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis)  b. an identified local road component which is distributed between the states and territories according to fixed historical shares | Funding is provided on time and aligned with the budget appropriation |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |
| Material changes to Program 3.2 resulting from 2025–26 Budget Measures: Nil | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

|  |  |  |
| --- | --- | --- |
| **Program 3.3 – Cities**  The cities program supports the development of more liveable and productive cities through programs and policies that support jobs and economic growth, manage population pressures and reduce congestion. | | |
| **Key Activities** | * Work with Queensland to deliver infrastructure for the Brisbane 2032 Olympic and Paralympic Games * Advise on and deliver commitments to enhance Australia’s cities and towns | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current year  2024–25 | Policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects | Target: Policy advice is high quality, timely, and evidence-based  Target is expected to be met |
| Approval of Brisbane 2032 Olympic and Paralympic venue infrastructure project milestones in line with the Federation Funding Agreement (FFA) schedule | Target: ≥90% of compliant milestones submitted by Queensland are approved within the FFA timeframe  Target is expected to be met |
| Delivery of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes | Target: Payments to states and territories are authorised in alignment with the schedule to the FFA — Infrastructure (a)  Target is expected to be met |
| Delivery of the Thriving Suburbs Program to support investment in community infrastructure | Target: Payments to states and territories are authorised in alignment with the schedule to the FFA — Infrastructure (a)  Target is expected to be met |
| Advice on Australian cities policy | Target: Policy advice is high quality, timely and evidence-based (a)  Target is expected to be met |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year 2025–26 | Policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects | Policy advice is high quality, timely, and evidence‑based |
| Approval of Brisbane 2032 Olympic and Paralympic venue infrastructure project milestones in line with the Federation Funding Agreement (FFA) schedule | ≥90% of compliant milestones submitted by Queensland are approved within the FFA timeframe |
| Delivery of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes | Payments to states and territories are authorised in alignment with the schedule to the FFA — Infrastructure |
| Advice on Australian cities policy | Policy advice is high quality, timely and evidence-based |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| Material changes to Program 3.3 resulting from 2025–26 Budget Measures: Nil | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

1. This target has been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report.

| **Program 3.4 – Growing a Stronger Northern Australian Economy**  The *Northern Australia Action Plan 2024–2029* is the government's current five-year strategic plan, which sets the direction for the next stage of investment and growth in the region. The Action Plan recognises the potential of northern Australia to build on its position as an attractive environment for investment, growth and liveability. | | |
| --- | --- | --- |
| **Key Activity** | * Progress key initiatives and monitor whole-of-government implementation of the northern Australia agenda | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current year  2024–25 | Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for Ministerial consideration within statutory timeframes | Target: 100% of proposal notices received within the financial year are processed within statutory timeframes  Target is expected to be met |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget year 2025–26(b) | Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for Ministerial consideration within statutory timeframes | 100% of proposal notices received within the financial year are processed within statutory timeframes |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26 |
| Material changes to Program 3.4 resulting from 2025–26 Budget Measures: Nil | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report.

2.4 Budgeted expenses and performance for Outcome 4

|  |
| --- |
| Outcome 4: Good governance and service delivery in the Australian territories including through the maintenance and improvement of the laws and services for non-self-governing territories, and the overarching legislative framework for self-governing territories |

**Budgeted expenses for Outcome 4**

This table shows how much the Department 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 2.4.1: Budgeted expenses for Outcome 4

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | 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 4.1: Services to territories** | |  |  | |  |  | | |  | |
| Administered expenses | |  |  | |  |  | | |  | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | | 258,479 | 180,787 | | 191,439 | 193,206 | | | 197,457 | |
| Special Accounts | |  |  | |  |  | | |  | |
| Christmas Island Phosphate Mining Rehabilitation Special Account 2016 | | 1,200 | 1,200 | | 1,200 | 1,200 | | | 1,200 | |
| Indian Ocean, Jervis Bay and Norfolk Island Territories Special Account 2023 | | 19,316 | 19,858 | | 19,861 | 19,861 | | | 19,861 | |
| Expenses not requiring appropriation in the Budget year(a) | | 42,084 | 44,240 | | 36,859 | 36,859 | | | 36,859 | |
| **Total expenses for Program 4.1** | | **321,079** | **246,085** | | **249,359** | **251,126** | | | **255,377** | |
| **Program 4.2: Program Support for Outcome 4** | | | |  |  | |  |  | |
| Departmental expenses |  | | |  |  | |  |  | |
| Departmental appropriation | 30,991 | | | 31,368 | 30,685 | | 30,720 | 30,382 | |
| **Total expenses for Program 4.2** | **30,991** | | | **31,368** | **30,685** | | **30,720** | **30,382** | |

Table 2.4.1: Budgeted expenses for Outcome 4 (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 4 Totals by appropriation type** | | |  | |  | |  | |  | |
| Administered expenses |  | |  | |  | |  | |  | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 258,479 | | 180,787 | | 191,439 | | 193,206 | | 197,457 | |
| Special Accounts | 20,516 | | 21,058 | | 21,061 | | 21,061 | | 21,061 | |
| Expenses not requiring appropriation in the Budget year(a) | 42,084 | | 44,240 | | 36,859 | | 36,859 | | 36,859 | |
| **Total administered expenses** | **321,079** | | **246,085** | | **249,359** | | **251,126** | | **255,377** | |
| Departmental expenses |  | |  | |  | |  | |  | |
| Departmental appropriation | 30,991 | | 31,368 | | 30,685 | | 30,720 | | 30,382 | |
| **Total Departmental expenses** | **30,991** | | **31,368** | | **30,685** | | **30,720** | | **30,382** | |
| **Total expenses for Outcome 4** | **352,070** | | **277,453** | | **280,044** | | **281,846** | | **285,759** | |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 139 | 136 |

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

1. Administered ‘Expenses not requiring appropriation in the Budget year’ comprise expenses relating to accruals, payments made from prior year appropriations and other non–cash expenses.

Table 2.4.2: Program components of Outcome 4

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26  Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **Components for Program 4.1: Services to territories** | | | | | |
| Administered expenses: |  |  |  |  |  |
| ACT Government - national capital functions | 540 | 538 | 534 | 526 | 525 |
| Depreciation and amortisation | 36,859 | 36,859 | 36,859 | 36,859 | 36,859 |
| Norfolk Island - Commonwealth administration | 1,206 | 1,229 | 1,256 | 1,281 | 1,309 |
| Norfolk Island - Kingston and Arthur's Vale historic area | 2,952 | 3,014 | 3,080 | 3,142 | 3,211 |
| Office of Administrator, Northern Territory | 467 | 477 | 487 | 497 | 508 |
| Services to Indian Ocean Territories(a) | 161,340 | 109,828 | 113,046 | 113,268 | 115,760 |
| Services to Jervis Bay Territory(a) | 10,462 | 7,494 | 6,266 | 6,391 | 6,532 |
| Services to Norfolk Island(a) | 86,737 | 65,588 | 66,770 | 68,101 | 69,612 |
| Special Accounts |  |  |  |  |  |
| Christmas Island Phosphate Mining Rehabilitation Special Account 2016 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 |
| Indian Ocean, Jervis Bay and Norfolk Island Territories Special Account 2023 | 19,316 | 19,858 | 19,861 | 19,861 | 19,861 |
| **Total expenses for Program 4.1** | **321,079** | **246,085** | **249,359** | **251,126** | **255,377** |

1. See also expenses associated with the Indian Ocean, Jervis Bay and Norfolk Island Territories Special Account 2023.

Table 2.4.3: Performance measures for Outcome 4

Table 2.4.3 details the performance measures for each program associated with Outcome 4. 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 4 –** Good governance and service delivery in the Australian territories including through the maintenance and improvement of the laws and services for non-self-governing territories, and the overarching legislative framework for self‑governing territories | | | | |
| **Program 4.1 – Services to Territories**  The Services to Territories Program provides good governance and service delivery in the Australian territories, including through the maintenance and improvement of the laws and services for non‑self‑governing territories, and the overarching legislative framework for self-governing territories. | | | | |
| **Key Activities** | * Ensuring governance and legislative arrangements are fit for purpose to:   a. support delivery of services and programs to Australia’s non-self-governing territories  b. facilitate our national interests in the Australian Capital Territory and the Northern Territory   * Provide essential infrastructure, fund and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory | | |
| **Year** | **Performance Measures** | **Expected Performance Results** | |
| Current year  2024–25 | Advice on governance and legislative arrangements in Australia’s Territories | Target: Policy advice is high quality, timely and evidence-based  Target is expected to be met | |
| Availability of key services in the non‑self-governing Territories | | Target: Active agreements are in place for the delivery of health, education and corrections services in the non‑self-governing Territories  Target is expected to be met | |
| **Year** | **Performance Measures** | **Planned Performance Results** | | |
| Budget year 2025–26 | Advice on governance and legislative arrangements in Australia’s Territories | Policy advice is high quality, timely and evidence-based | | |
| Availability of key services in the non‑self-governing Territories | Active agreements are in place for the delivery of health, education and corrections services in the non‑self-governing Territories | | |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 | | |
| As per 2025–26 | As per 2025–26 | | |
| Material changes to Program 4.1 resulting from 2025–26 Budget Measures: Nil | | | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

2.5 Budgeted expenses and performance for Outcome 5

|  |
| --- |
| **Outcome 5: Promote an innovative and competitive communications sector, through policy development, advice and program delivery, so all Australians can realise the full potential of digital technologies and communications services** |

#### Linked programs

| **Australian Communications and Media Authority (ACMA)** |
| --- |
| **Programs**   * Program 1.1: Communications regulation, planning and licensing * Program 1.2: Consumer safeguards, education and information   **Contribution to Outcome 5 made by linked programs**  As the regulator of the media and communications sector, the ACMA is responsible for enforcing compliance with the Universal Service Obligation (USO) and emergency call services requirements, recouping costs of the Consumer Representation Grants Program allocated to the Australian Communications Consumer Action Network (ACCAN) under section 593 of the *Telecommunications Act 1997* and costs related to the management of Australia’s membership and engagement with the International Telecommunications Union (ITU), from licence carriers under the *Telecommunications (Carrier Licence Charges) Act 1997*. The ACMA is also responsible for administering the Regional Broadband Scheme under the *Telecommunications (Consumer Protection and Service Standards) Act 1999.* |
| **The Treasury** |
| **Programs**   * Program 1.4 –Commonwealth-State Financial Relations   **Contribution to Outcome 5 made by linked programs**  The Government will make National Partnership Payments to States and Territories to provide the Government’s Regional Roads Australia Mobile Program - Pilot Programs. |

#### Budgeted expenses for Outcome 5

This table shows how much the Department 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 2.5.1: Budgeted expenses for Outcome 5

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 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 5.1: Digital Technologies and Communications Services** | | | | |  | |  | |
| Administered expenses |  |  |  | |  | |  | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 361,185 | 272,736 | 301,611 | | 251,946 | | 206,267 | |
| Special Accounts |  |  |  | |  | |  | |
| Public Interest Telecommunications Services Special Account |  |  |  | |  | |  | |
| National Relay Service | 20,000 | 20,000 | 20,000 | | 20,000 | | 20,000 | |
| Universal Service Obligation | 272,400 | 270,000 | 270,000 | | 270,000 | | 270,000 | |
| Other Public Interest Services | 22,250 | 22,250 | 22,250 | | 22,250 | | 22,250 | |
| Payments to corporate entities(a) | 1,546,412 | 1,588,382 | 1,629,958 | | 1,673,082 | | 1,709,110 | |
| Expenses not requiring appropriation in the Budget year(b) | 904,693 | 972,439 | 872,492 | | 901,342 | | 946,009 | |
| **Total expenses for Program 5.1** | **3,126,940** | **3,145,807** | **3,116,312** | | **3,138,620** | | **3,173,636** | |
| **Program 5.2: Program Support for Outcome 5** | |  | |  | |  | |  |
| Departmental expenses |  |  | |  | |  | |  |
| Departmental appropriation | 94,740 | 94,410 | | 78,062 | | 77,441 | | 70,463 |
| s74 external revenues(c) | 1,900 | 1,900 | | 1,900 | | 1,900 | | 1,900 |
| Special Accounts |  |  | |  | |  | |  |
| Public Interest Telecommunications Services Special Account | 4,046 | 4,046 | | 4,046 | | 4,046 | | 4,046 |
| Expenses not requiring appropriation in the Budget year(d) | 4,965 | 4,118 | | 4,118 | | 4,118 | | 4,118 |
| **Total expenses for Program 5.2** | **105,651** | **104,474** | | **88,126** | | **87,505** | | **80,527** |
| **Outcome 5 Totals by appropriation type** | |  | |  | |  | |  |
| Administered expenses |  |  | |  | |  | |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 361,185 | 272,736 | | 301,611 | | 251,946 | | 206,267 |
| Special accounts | 314,650 | 312,250 | | 312,250 | | 312,250 | | 312,250 |
| Payments to corporate entities(a) | 1,546,412 | 1,588,382 | | 1,629,958 | | 1,673,082 | | 1,709,110 |
| Expenses not requiring appropriation in the Budget year(b) | 904,693 | 972,439 | | 872,492 | | 901,342 | | 946,009 |
| **Total administered expenses** | **3,126,940** | **3,145,807** | | **3,116,312** | | **3,138,620** | | **3,173,636** |

Table 2.5.1: Budgeted expenses for Outcome 5 (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 |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 94,740 | 94,410 | 78,062 | 77,441 | 70,463 |
| 74 external revenues(c) | 1,900 | 1,900 | 1,900 | 1,900 | 1,900 |
| Special accounts | 4,046 | 4,046 | 4,046 | 4,046 | 4,046 |
| Expenses not requiring appropriation in the Budget year(d) | 4,965 | 4,118 | 4,118 | 4,118 | 4,118 |
| **Total Departmental expenses** | **105,651** | **104,474** | **88,126** | **87,505** | **80,527** |
| **Total expenses for Outcome 5** | **3,232,591** | **3,250,281** | **3,204,438** | **3,226,125** | **3,254,163** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Movement of administered funds between years**(e) | 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 5: |  |  |  |  |  |
| Program 5.1: Digital Technologies and Communications | (66,925) | 48,973 | 10,318 | 6,079 | 1,555 |
| **Total movement of administered funds between years** | **(66,925)** | **48,973** | **10,318** | **6,079** | **1,555** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 432 | 421 |

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

1. Relates to appropriation for corporate entities provided through the Department.
2. Administered ‘Expenses not requiring appropriation in the Budget year’ comprise expenses relating to accruals, payments made from prior year appropriations and other non–cash expenses.
3. Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
4. Departmental 'Expenses not requiring appropriation in the Budget year' are made up of depreciation expenses, amortisation expenses, and exclude right of use assets.
5. Figures displayed as a negative (–) represent a decrease in funds and a positive (+) represent an increase in funds. Amounts do not include nfp items.

Table 2.5.2: Program components of Outcome 5

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26  Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **Components for Program 5.1: Digital Technologies and Communications Services** | | | | | |
| Administered expenses: |  |  |  |  |  |
| Age Assurance Trial | 6,500 | - | - | - | - |
| Amplifying Australia's Voice in the Pacific | 5,675 | 5,675 | 5,675 | - | - |
| Better Connectivity Plan for Regional and Rural Australia(a) | 210,058 | 111,311 | 81,097 | 46,298 | 52,655 |
| Cellular Broadcast Technologies(b) | nfp | nfp | nfp | - | - |
| Community Broadcasting Program | 22,587 | 27,827 | 28,610 | 29,247 | 24,702 |
| Connecting Northern Australia | 15,690 | 17,936 | - | - | - |
| Consumer Representation Grants Program | 2,721 | 2,774 | 2,856 | 2,920 | 2,987 |
| Funding Consumer Engagement for Telecommunications Regulation(b) | nfp | nfp | nfp | nfp | - |
| International Organisation Contributions | 7,683 | 7,683 | 7,683 | 7,683 | 7,683 |
| Mobile Black Spot Program(c) | 54,751 | 26,526 | 15,562 | - | - |
| National Social Media Age Limits Campaign | 1,925 | 7,175 | - | - | - |
| News Media Assistance Program | 734 | 34,100 | 32,500 | 32,500 | - |
| Online Safety Campaign | 41 | - | - | - | - |
| Peri-Urban Mobile Program | 10,619 | 29,698 | 13,177 | 6,079 | 1,555 |
| Regional Backbone Blackspots Program | 7,925 | 7,925 | 7,925 | 7,925 | 7,925 |
| Regional Broadband Scheme | 872,314 | 929,735 | 968,018 | 1,009,636 | 1,054,769 |
| Regional Broadcasting(d) | nfp | nfp | nfp | nfp | nfp |
| Regional Connectivity(c) | 35,170 | 13,497 | - | - | - |
| Safe Kids are eSmart Kids | 2,080 | 2,040 | - | - | - |
| Strengthening Telecommunications Against Natural Disasters(e) | 8,655 | 10,273 | - | - | - |
| Supporting Media Literacy in CALD Communities | 750 | - | - | - | - |
| Supporting the Australian Associated Press | - | 11,000 | 11,000 | 11,000 | - |

Table 2.5.2: Program components of Outcome 5 (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 |
| **Components for Program 5.1: Digital Technologies and Communications Services** | | | | | |
| Special Accounts |  |  |  |  |  |
| Public Interest Telecommunications Services Special Account |  |  |  |  |  |
| National Relay Service | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Universal Service Obligation | 272,400 | 270,000 | 270,000 | 270,000 | 270,000 |
| Other Public Interest Services | 22,250 | 22,250 | 22,250 | 22,250 | 22,250 |
| Payments to corporate entities(f) |  |  |  |  |  |
| Australian Broadcasting Corporation | 1,196,101 | 1,229,214 | 1,264,076 | 1,298,784 | 1,326,203 |
| Special Broadcasting Service Corporation | 350,311 | 359,168 | 365,882 | 374,298 | 382,907 |
| **Total expenses for Program 5.1** | **3,126,940** | **3,145,807** | **3,116,312** | **3,138,620** | **3,173,636** |

1. Includes funding for the Mobile Black Spot Program, improving telecommunications and broadcast resilience, improving regional connectivity, on-farm connectivity, a national audit of mobile coverage, digital Inclusion measures, increasing multi-carrier coverage on regional highways and major roads and extension of the Regional Tech Hub.
2. ‘nfp’ figures are not for publication due to commercial sensitivity, and are not included in totals.
3. Additional funding for this program is contained within the Better Connectivity Plan for Regional and Rural Australia program.
4. Includes funding to support Sustaining Remote and First Nations Broadcasting Services, an extension of funding for the Viewer Access Satellite Television (VAST) service from 2024-25 and additional funding for the Eastern VAST service in 2023-24. ‘nfp’ figures are not for publication due to commercial sensitivity, and are not included in totals.
5. Includes funding for the Mobile Network Hardening Program (MNHP).
6. Relates to appropriation for corporate entities that is provided through the Department.

Table 2.5.3: Performance measures for Outcome 5

Table 2.5.3 details the performance measures for each program associated with Outcome 5. 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 5 –** Promote an innovative and competitive communications sector, through policy development, advice and program delivery, so all Australians can realise the full potential of digital technologies and communications services | | |
| **Program 5.1** **– Digital Technologies and Communications Services**  To provide an environment in which all Australians can access and benefit from digital technologies and communications services, supporting inclusiveness and sustainable economic growth. | | |
| **Key Activities** | * Provide advice to the government on, and deliver, communications programs, including in regional and remote Australia * Provide effective and inclusive communications services and technologies * Advise on spectrum management and the regulatory and legislative framework for broadband and other telecommunications * Advise on the news, broadcasting and media industry * Advise on harmful online and digital content, and activities | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year  2024–25 | Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program | Target: For each program ≥90% of total contracted coverage (i.e. combined total of new and improved handheld coverage) is delivered by assets for which asset completion reports are received and approved in the financial year (a)  Target is expected to be met |
| Total amount of new or improved contracted outcomes delivered through the Regional Connectivity Program | Target: ≥90% of total contracted outcomes (i.e. new and improved coverage, or relevant key service improvement metric) are delivered by assets for which completion reports are received and approved in the financial year  Target is expected to be met |
| Accessible communication services for Australians, through:  a. National Relay Service (NRS).  b. Audio Description services  c. Broadcaster Captioning compliance | Targets:  a. NRS: Provider meets or exceeds contractual service levels  b. Audio description: National broadcasters provide more than 30 hours per week, on average, of audio described content  c. Captioning: Broadcasters meet or exceed statutory captioning obligations  Target is expected to be met |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current year  2024–25 cont. | Policy advice on the regulatory and legislative framework for spectrum management, broadband and other telecommunications matters | Target: Policy advice is high quality, timely and evidence-based  Target is expected to be met |
| Policy advice about the news, broadcasting and media industry | Target: Policy advice is high quality, timely and evidence-based (a)  Target is expected to be met |
| Policy advice about harmful online and digital content and activities | Target: Policy advice is high quality, timely and evidence-based (a)  Target is expected to be met |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year 2025–26 | Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program | For each program ≥90% of total contracted coverage (i.e. combined total of new and improved handheld coverage) is delivered by assets for which asset completion reports are received and approved in the financial year |
| Total amount of new or improved contracted outcomes delivered through the Regional Connectivity Program | ≥90% of total contracted outcomes (i.e. new and improved coverage, or relevant key service improvement metric) are delivered by assets for which completion reports are received and approved in the financial year |
| Accessible communication services for Australians, through:  a. National Relay Service (NRS)  b. Audio Description services  c. Broadcaster Captioning compliance | a. NRS: Provider meets or exceeds contractual service levels  b. Audio description: National broadcasters provide more than 30 hours per week, on average, of audio described content  c. Captioning: Broadcasters meet or exceed statutory captioning obligations |
| Policy advice on the regulatory and legislative framework for spectrum management, broadband and other telecommunications matters | Policy advice is high quality, timely and evidence-based |
| Policy advice about the news, broadcasting and media industry | Policy advice is high quality, timely and evidence-based |
| Policy advice about harmful online and digital content and activities | Policy advice is high quality, timely and evidence-based |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| As per 2025–26 | As per 2025–26 |
| Material changes to Program 5.1 resulting from 2025–26 Budget Measures: Nil | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non‑financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

1. This target has been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report.

2.6 Budgeted expenses and performance for Outcome 6

|  |
| --- |
| Outcome 6: Participation in, and access to, Australia’s arts and culture through developing and supporting cultural expression |

**Budgeted expenses for Outcome 6**

This table shows how much the Department 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 2.6.1: Budgeted expenses for Outcome 6**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | 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 6.1: Arts and Cultural Development** | | | |  |  | |  | |  | |
| Administered expenses | |  | |  |  | |  | |  | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | | 322,107 | | 298,353 | 284,864 | | 278,622 | | 279,061 | |
| Special accounts | |  | |  |  | |  | |  | |
| National Cultural Heritage Account | | 500 | | 500 | 500 | | 500 | | 500 | |
| Payments to corporate entities(a) | | 649,339 | | 667,799 | 695,583 | | 713,763 | | 722,629 | |
| Expenses not requiring appropriation in the Budget year(b) | | 1,889 | | 1,889 | 1,889 | | 1,889 | | 1,889 | |
| **Total expenses for Program 6.1** | | **973,835** | | **968,541** | **982,836** | | **994,774** | | **1,004,079** | |
| **Program 6.2: Program Support for Outcome 6** | | |  | | |  | |  | |  | |
| Departmental expenses |  | |  | | |  | |  | |  | |
| Departmental appropriation | 48,748 | | 48,506 | | | 48,724 | | 48,915 | | 48,166 | |
| s74 External Revenue(c) | 9,330 | | 9,330 | | | 9,330 | | 7,682 | | 7,682 | |
| Special accounts |  | |  | | |  | |  | |  | |
| Art Rental Special Account | 2,982 | | 2,982 | | | 2,982 | | 2,982 | | 2,982 | |
| Indigenous Repatriation Special Account | 907 | | 821 | | | 829 | | 829 | | 829 | |
| Services for Other Entities and Trust Money Special Account | 392 | | 392 | | | 392 | | 392 | | 392 | |
| Expenses not requiring appropriation in the Budget year(b) | 870 | | 870 | | | 870 | | 870 | | 870 | |
| **Total expenses for Program 6.2** | **63,229** | | **62,901** | | | **63,127** | | **61,670** | | **60,921** | |

**Table 2.6.1: Budgeted expenses for Outcome 6 (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 6 Totals by appropriation type** | |  |  |  |  |
| Administered expenses |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 322,107 | 298,353 | 284,864 | 278,622 | 279,061 |
| Special accounts | 500 | 500 | 500 | 500 | 500 |
| Payments to corporate entities(a) | 649,339 | 667,799 | 695,583 | 713,763 | 722,629 |
| Expenses not requiring appropriation in the Budget year(b) | 1,889 | 1,889 | 1,889 | 1,889 | 1,889 |
| **Total administered expenses** | **973,835** | **968,541** | **982,836** | **994,774** | **1,004,079** |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 48,748 | 48,506 | 48,724 | 48,915 | 48,166 |
| s74 external revenues(c) | 9,330 | 9,330 | 9,330 | 7,682 | 7,682 |
| Special accounts | 4,281 | 4,195 | 4,203 | 4,203 | 4,203 |
| Expenses not requiring appropriation in the Budget year(b) | 870 | 870 | 870 | 870 | 870 |
| **Total Departmental expenses** | **63,229** | **62,901** | **63,127** | **61,670** | **60,921** |
| **Total expenses for Outcome 6** | **1,037,064** | **1,031,442** | **1,045,963** | **1,056,444** | **1,065,000** |
|  |  |  |  |  |  |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 248 | 251 |

Departmental appropriation splits and average staffing level numbers are indicative estimates and may change in the course of the budget year as government priorities change.

1. Relates to appropriation for corporate entities that is provided through the Department.
2. Administered ‘Expenses not requiring appropriation in the Budget year’ comprise expenses relating to expenses recovered from industry, accruals, payments made from prior year appropriations and other non–cash expenses.
3. Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.

Table 2.6.2: Program components of Outcome 6

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26  Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **Components for Program 6.1: Arts and Cultural Development** | | | |  |  |
| Administered expenses: |  |  |  |  |  |
| Arts and Cultural Development | 4,444 | 3,602 | 4,883 | 3,731 | 2,661 |
| Arts Training | 55,987 | 48,293 | 48,174 | 51,450 | 52,624 |
| Australian Music | 7,700 | 7,700 | - | - | - |
| Collections | 14,433 | 14,083 | 14,103 | 14,388 | 14,682 |
| Depreciation and Amortisation | 2,389 | 2,389 | 2,389 | 2,389 | 2,389 |
| Film and Television | 131,096 | 104,479 | 93,679 | 81,725 | 81,936 |
| Indigenous Arts, Languages and Repatriation | 68,931 | 79,907 | 81,998 | 84,347 | 83,199 |
| Lending Rights | 28,618 | 29,197 | 30,642 | 31,345 | 32,066 |
| Regional Arts | 10,398 | 10,592 | 10,885 | 11,136 | 11,393 |
| Special Accounts |  |  |  |  |  |
| National Cultural Heritage Account | 500 | 500 | 500 | 500 | 500 |
| Payments to corporate entities(a) |  |  |  |  |  |
| Australian Film, Television and Radio School | 27,944 | 28,322 | 29,703 | 36,000 | 36,425 |
| Australian National Maritime Museum | 24,882 | 24,959 | 26,439 | 26,802 | 26,986 |
| Creative Australia | 289,649 | 311,964 | 329,060 | 335,669 | 341,689 |
| National Film and Sound Archive of Australia | 40,839 | 41,890 | 43,019 | 43,853 | 44,247 |
| National Gallery of Australia | 69,917 | 72,666 | 73,741 | 72,136 | 72,708 |
| National Library of Australia | 86,219 | 76,889 | 79,206 | 81,891 | 82,702 |
| National Museum of Australia | 55,192 | 55,422 | 57,095 | 58,680 | 58,635 |
| National Portrait Gallery of Australia | 19,181 | 19,489 | 20,135 | 20,662 | 20,886 |
| Old Parliament House | 22,290 | 22,846 | 23,561 | 24,275 | 24,379 |
| Screen Australia | 13,226 | 13,352 | 13,624 | 13,795 | 13,972 |
| **Total expenses for Program 6.1** | **973,835** | **968,541** | **982,836** | **994,774** | **1,004,079** |

1. Relates to appropriation for corporate entities provided through the Department.

Table 2.6.3: Performance measures for Outcome 6

Table 2.6.3 details the performance measures for each program associated with Outcome 6. 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 6** – Participation in, and access to, Australia’s arts and culture through developing and supporting cultural expression | | | |
| **Program 6.1** – **Arts and Cultural Development**  To provide an environment in which all Australians can access and benefit from creative experiences and culture, supporting inclusiveness and growth in Australia’s creative sector, and protecting and promoting Australian content and culture. | | | |
| **Key Activities** | * Protecting and promoting Australian content * Deliver policy and programs that support the cultural and creative sectors and enable all Australians to access and participate in cultural and creative activities * Deliver policies and programs to support Australian cultural heritage, including Indigenous cultural heritage, arts, languages and repatriation | | |
| **Year** | **Performance Measures** | **Expected Performance Results** | |
| Current year  2024–25 | Contribute to the delivery of actions within *Revive*, the National Cultural Policy 2023–2027 | Target: 50% of the 54 *Revive* actions and components held by the Office for the Arts delivered  Target is expected to be met | |
| Administered grants are paid within a timely manner | Target: 90% of payments are paid within 20 days from the receipt of a correctly rendered invoice  Target is expected to be met | |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget year  2025–26 | Contribute to the delivery of actions within *Revive*, the National Cultural Policy 2023–2027 | 90% of the 54 *Revive* actions and components held by the Office for the Arts delivered |
| Administered grants are paid within a timely manner | 90% of payments are paid within 20 days from the receipt of a correctly rendered invoice |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Forward Estimates 2026–29 | 2026-27  As per 2025–26  2027-29  To be Determined(a) | 2026–27  95% of the 54 *Revive* actions and components held by the Office for the Arts delivered.  2027–29  To be Determined(a) |
| As per 2025–26 | As per 2025–26 |
| Material changes to Program 6.1 resulting from 2025–26 Budget Measures: Not applicable | | |

The Department has undertaken a suite of assessment and assurance activities regarding non-financial performance information since the publication of the 2024–25 Corporate Plan. Selected 2024–25 non-financial performance information has been immaterially amended. Further explanation will be provided in the Department’s 2024–25 Annual Report. The Department’s full suite of performance measures will be published in the 2025–26 Corporate Plan.

* + - * 1. This program is expected to be completed in 2026-27. Future performance measures/targets are to be determined.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity 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 Department is budgeting to break-even in 2025-26 and the forward estimates, after adjusting for depreciation and amortisation expenses, and leases.

Expenses and revenue from government have decreased since the 2024-25 Budget due to the impact of government decisions which terminate or reduce at the end of 2024-25, offset by new measures in the 2025-26 Budget and indexation.

Total departmental expenses for 2025-26 are $534.6 million, mainly comprising of $318.9 million for employee expenses, $185.6 million for suppliers and $28.1 million for depreciation and amortisation.

The Comprehensive Income Statement (showing net cost of services) for the periods ended 30 June (Table 3.1) reflects the impacts of these changes.

Total departmental assets budgeted for 2025-26 are $361.2 million comprising of $194.0 million of non-financial assets and $167.2 million financial assets.

The budgeted departmental balance sheet for the periods ended 30 June (Table 3.2) shows the estimated end year position for Departmental assets and liabilities.

**Administered**

Administered Expenses have decreased since the 2024-25 Budget mainly due to some cities and regions programs transferred to the Treasury for payment to the States and Territories through Specific Purpose Payments.

Total administered expenses budgeted for in 2025-26 are $11.2 billion, mainly represented by $6.4 billion in grants, $2.5 billion in payments to corporate entities and $1.2 billion in subsidies.

The Schedule of Budgeted Income and Expenses administered on behalf of Government for the periods ended 30 June (Table 3.7) reflects the impact of these changes.

Total administered assets budgeted for 2025-26 are $54.8 billion comprising of $53.7 billion of financial assets and $1.1 billion of non-financial assets. The Schedule of budgeted assets and liabilities administered on behalf of government for the periods ended 30 June (Table 3.8) shows the estimated end year position for administered assets and liabilities.

**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 | 331,251 | 318,879 | 289,180 | 280,629 | 265,650 |
| Suppliers | 229,608 | 185,634 | 151,600 | 156,273 | 154,777 |
| Depreciation and amortisation(a) | 29,003 | 28,156 | 27,195 | 27,195 | 27,195 |
| Finance costs | 1,890 | 1,890 | 1,890 | 1,011 | 1,002 |
| **Total expenses** | **591,752** | **534,559** | **469,865** | **465,108** | **448,624** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Revenue from contracts with customers | 7,135 | 7,135 | 7,135 | 5,487 | 5,487 |
| Rental income | 400 | 400 | 400 | 400 | 400 |
| Other | 7,877 | 7,877 | 7,877 | 7,877 | 7,877 |
| **Total own-source revenue** | **15,412** | **15,412** | **15,412** | **13,764** | **13,764** |
| **Total own-source income** | **15,412** | **15,412** | **15,412** | **13,764** | **13,764** |
| **Net (cost of)/contribution by services** | **(576,340)** | **(519,147)** | **(454,453)** | **(451,344)** | **(434,860)** |
| Revenue from Government | 567,332 | 510,986 | 447,253 | 444,144 | 427,660 |
| **Surplus/(deficit) attributable to the Australian Government** | **(9,008)** | **(8,161)** | **(7,200)** | **(7,200)** | **(7,200)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(9,008)** | **(8,161)** | **(7,200)** | **(7,200)** | **(7,200)** |

Note: Impact of net cash appropriation arrangements

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **(9,008)** | **(8,161)** | **(7,200)** | **(7,200)** | **(7,200)** |
| plus: depreciation/amortisation of assets funded through appropriations (Departmental capital budget funding and/or equity injections)(a) | 16,678 | 16,678 | 16,256 | 16,661 | 16,661 |
| plus: depreciation/amortisation expenses for ROU assets(b) | 12,325 | 11,478 | 10,939 | 10,534 | 10,534 |
| less: lease principal repayments(b) | (19,995) | (19,995) | (19,995) | (19,995) | (19,995) |
| **Net Cash Operating Surplus/(Deficit)** | **-** | **-** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

* + - * 1. From 2010–11, the Government introduced net cash appropriation arrangements that provided non‑corporate Commonwealth entities with a separate Departmental Capital Budget (DCB) under Appropriation Bill (No. 1) and Supply Bill (No. 1). This replaced revenue appropriations provided under Appropriation Bill (No. 1) used for the depreciation/amortisation expenses. For information regarding DCBs, please refer to Table 3.5 Departmental Capital Budget Statement.
        2. Applies to lease arrangements 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 | 13,053 | 13,074 | 13,074 | 13,074 | 13,074 |
| Trade and other receivables | 153,081 | 153,081 | 153,081 | 152,383 | 151,685 |
| Other financial assets | 1,048 | 1,027 | 1,027 | 1,027 | 1,027 |
| ***Total financial assets*** | ***167,182*** | ***167,182*** | ***167,182*** | ***166,484*** | ***165,786*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 72,726 | 57,573 | 43,381 | 29,189 | 27,463 |
| Property, plant and equipment | 12,194 | 11,725 | 11,320 | 6,951 | 4,812 |
| Intangibles | 63,508 | 67,657 | 66,108 | 68,686 | 71,370 |
| Heritage and cultural assets | 43,548 | 43,406 | 43,264 | 43,122 | 42,980 |
| Other non-financial assets | 13,631 | 13,631 | 13,631 | 13,631 | 13,631 |
| ***Total non-financial assets*** | ***205,607*** | ***193,992*** | ***177,704*** | ***161,579*** | ***160,256*** |
| **Total assets** | **372,789** | **361,174** | **344,886** | **328,063** | **326,042** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 28,096 | 28,096 | 28,096 | 28,096 | 28,096 |
| Other payables | 11,773 | 11,773 | 11,773 | 11,773 | 11,773 |
| ***Total payables*** | ***39,869*** | ***39,869*** | ***39,869*** | ***39,869*** | ***39,869*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 54,538 | 34,543 | 14,548 | 14,548 | 14,548 |
| ***Total interest bearing liabilities*** | ***54,538*** | ***34,543*** | ***14,548*** | ***14,548*** | ***14,548*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 83,240 | 83,240 | 83,240 | 83,240 | 83,240 |
| Other provisions | 725 | 725 | 725 | 725 | 725 |
| ***Total provisions*** | ***83,965*** | ***83,965*** | ***83,965*** | ***83,965*** | ***83,965*** |
| **Total liabilities** | **178,372** | **158,377** | **138,382** | **138,382** | **138,382** |
| **Net assets** | **194,417** | **202,797** | **206,504** | **189,681** | **187,660** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 90,726 | 107,267 | 118,174 | 108,551 | 99,034 |
| Reserves | 57,435 | 57,435 | 57,435 | 57,435 | 57,435 |
| Retained surplus (accumulated deficit) | 46,256 | 38,095 | 30,895 | 23,695 | 31,191 |
| ***Total parent entity interest*** | ***194,417*** | **202,797** | ***206,504*** | ***189,681*** | ***187,660*** |
| **Total equity** | **194,417** | **202,797** | **206,504** | **189,681** | **187,660** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 46,256 | 57,435 | 90,726 | 194,417 |
| ***Adjusted opening balance*** | ***46,256*** | ***57,435*** | ***90,726*** | ***194,417*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (8,161) | - | - | (8,161) |
| ***Total comprehensive income*** | ***(8,161)*** | ***-*** | ***-*** | ***(8,161)*** |
| Of which: |  |  |  |  |
| Attributable to the Australian Government | - | - | 16,541 | 16,541 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***16,541*** | ***16,541*** |
| **Estimated closing balance as at 30 June 2026** | **38,095** | **57,435** | **107,267** | **202,797** |
| **Closing balance attributable to the Australian Government** | **38,095** | **57,435** | **107,267** | **202,797** |

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 | 571,511 | 511,007 | 447,253 | 444,842 | 428,358 |
| Sale of goods and rendering of services | 7,535 | 7,535 | 7,535 | 5,887 | 5,887 |
| Net GST received | 16,110 | 16,110 | 16,110 | 16,110 | 16,110 |
| Other | 6,207 | 6,207 | 6,207 | 6,207 | 6,207 |
| ***Total cash received*** | ***601,363*** | ***540,859*** | ***477,105*** | ***473,046*** | ***456,562*** |
| **Cash used** |  |  |  |  |  |
| Employees | 331,251 | 318,879 | 289,180 | 280,629 | 265,650 |
| Suppliers | 244,114 | 200,140 | 166,106 | 171,411 | 169,915 |
| Interest payments on lease liability | 1,824 | 1,824 | 1,824 | 1,011 | 1,002 |
| ***Total cash used*** | ***577,189*** | ***520,843*** | ***457,110*** | ***453,051*** | ***436,567*** |
| **Net cash from/(used by) operating activities** | **24,174** | **20,016** | **19,995** | **19,995** | **19,995** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 27,004 | 16,541 | 10,929 | 11,070 | 11,176 |
| ***Total cash used*** | ***27,004*** | **16,541** | ***10,929*** | ***11,070*** | ***11,176*** |
| **Net cash from/(used by) investing activities** | **(27,004)** | **(16,541)** | **(10,929)** | **(11,070)** | **(11,176)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 22,804 | 16,541 | 10,929 | 11,070 | 11,176 |
| ***Total cash received*** | ***22,804*** | **16,541** | ***10,929*** | ***11,070*** | ***11,176*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 19,995 | 19,995 | 19,995 | 19,995 | 19,995 |
| ***Total cash used*** | ***19,995*** | ***19,995*** | ***19,995*** | ***19,995*** | ***19,995*** |
| **Net cash from/(used by) financing activities** | **2,809** | **(3,454)** | **(9,066)** | **(8,925)** | **(8,819)** |
| **Net increase/(decrease) in cash held** | **(21)** | **21** | **-** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 13,074 | 13,053 | 13,074 | 13,074 | 13,074 |
| **Cash and cash equivalents at the end of the reporting period** | **13,053** | **13,074** | **13,074** | **13,074** | **13,074** |

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) | 22,804 | 16,541 | 10,929 | 11,070 | 11,176 |
| **Total new capital appropriations** | **22,804** | **16,541** | **10,929** | **11,070** | **11,176** |
| **Provided for:** |  |  |  |  |  |
| *Purchase of non-financial assets* | *22,804* | *16,541* | *10,929* | *11,070* | *11,176* |
| ***Total items*** | ***22,804*** | ***16,541*** | ***10,929*** | ***11,070*** | ***11,176*** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriation – DCB(a) | 27,004 | 16,541 | 10,929 | 11,070 | 11,176 |
| **TOTAL** | **27,004** | **16,541** | **10,929** | **11,070** | **11,176** |

Prepared on Australian Accounting Standards basis.

1. Includes purchases from current and previous years' Departmental Capital Budgets (DCBs).

Table 3.6: Statement of departmental asset movements (Budget year 2025-26)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | |
|  | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |
| Gross book value | 33,858 | 26,191 | 44,412 | 115,091 | 219,552 |
| Gross book value - ROU assets | 179,320 | 124 | - | - | 179,444 |
| Accumulated depreciation/amortisation and impairment | (16,254) | (14,042) | (864) | (51,583) | (82,743) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (124,198) | (79) | - | - | (124,277) |
| **Opening net book balance** | **72,726** | **12,194** | **43,548** | **63,508** | **191,976** |
| **Capital asset additions** |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |
| By purchase - appropriation ordinary annual services(a) | - | 3,900 | - | 12,641 | 16,541 |
| **Total additions** | **-** | **3,900** | **-** | **12,641** | **16,541** |
| **Other movements** |  |  |  |  |  |
| Depreciation/amortisation expense | (3,690) | (4,354) | (142) | (8,492) | (16,678) |
| Depreciation/amortisation on ROU assets | (11,463) | (15) | - | - | (11,478) |
| **Total other movements** | **(15,153)** | **(4,369)** | **(142)** | **(8,492)** | **(28,156)** |
| **As at 30 June 2026** |  |  |  |  |  |
| Gross book value | 33,858 | 30,091 | 44,412 | 127,732 | 236,093 |
| Gross book value - ROU assets | 179,320 | 124 | - | - | 179,444 |
| Accumulated depreciation/amortisation and impairment | (19,944) | (18,396) | (1,006) | (60,075) | (99,421) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (135,661) | (94) | - | - | (135,755) |
| **Closing net book balance** | **57,573** | **11,725** | **43,406** | **67,657** | **180,361** |

Prepared on Australian Accounting Standards basis.

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

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

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26  Budget  $'000 | 2026-27 Forward estimate $'000 | | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 | |
| **EXPENSES** |  |  |  | |  |  | |
| Employee benefits | 16,770 | 16,856 | 16,887 | | 16,832 | 16,832 | |
| Suppliers | 711,820 | 670,289 | 570,323 | | 572,326 | 572,743 | |
| Subsidies | 1,148,139 | 1,198,226 | 1,234,383 | | 1,273,511 | 1,320,220 | |
| Grants | 3,910,307 | 6,415,371 | 5,678,122 | | 5,526,757 | 5,801,637 | |
| Depreciation and amortisation(a) | 47,173 | 47,173 | 47,173 | | 47,173 | 47,173 | |
| Concessional loan discount | 67,059 | 208,358 | 257,860 | | 210,474 | 198,235 | |
| Impairment loss of financial instruments | - | 129,685 | 110,877 | | 68,747 | 49,747 | |
| Payments to corporate entities | 2,420,340 | 2,462,801 | 2,498,167 | | 2,560,441 | 2,601,893 | |
| Other expenses | 5,034 | 5,034 | 5,034 | | 5,034 | 5,034 | |
| **Total expenses administered on behalf of Government** | **8,326,642** | **11,153,793** | **10,418,826** | | **10,281,295** | **10,613,514** | |
| **LESS:** |  |  |  | |  |  | |
| **OWN-SOURCE INCOME** |  |  |  | |  |  | |
| **Own-source revenue** |  |  |  | |  |  | |
| **Taxation revenue** |  |  |  | |  |  | |
| Other taxes | 27,307 | 27,307 | 27,307 | | 27,307 | 27,307 | |
| ***Total taxation revenue*** | ***27,307*** | ***27,307*** | ***27,307*** | | ***27,307*** | ***27,307*** | |
| **Non-taxation revenue** |  |  |  | |  |  | |
| Revenue from contracts with customers | 54,293 | 56,449 | 56,482 | | 55,759 | 55,237 | |
| Fees and fines | 205,073 | 205,070 | 202,897 | | 203,306 | 192,790 | |
| Interest | 255,805 | 320,914 | 407,428 | | 476,268 | 525,535 | |
| Dividends | - | - | 3,000 | | 35,900 | 54,900 | |
| Rental income | 4,657 | 6,186 | 4,657 | | 4,135 | 4,657 | |
| Other revenue | 41,890 | 39,390 | 36,590 | | 31,790 | 29,690 | |
| ***Total non-taxation revenue*** | ***561,718*** | ***628,009*** | ***711,054*** | | ***807,158*** | ***862,809*** | |
| **Total own-source revenue administered on behalf of Government** | **589,025** | **655,316** | **738,361** | | **834,465** | **890,116** | |
| **Total own-sourced income administered on behalf of Government** | **589,025** | **655,316** | | **738,361** | **834,465** | | **890,116** |
| **Net (cost of)/contribution by services** | **7,737,617** | **10,498,477** | | **9,680,465** | **9,446,830** | | **9,723,398** |
| **Surplus/(deficit) after income tax** | **(7,737,617)** | **(10,498,477)** | | **(9,680,465)** | **(9,446,830)** | | **(9,723,398)** |
| **Total comprehensive income/(loss)** | **(7,737,617)** | **(10,498,477)** | | **(9,680,465)** | **(9,446,830)** | | **(9,723,398)** |

Prepared on Australian Accounting Standards basis.

1. From 2010–11, the Government introduced net cash appropriation arrangements where Bill (No. 1) revenue appropriations for the depreciation/amortisation expenses of 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)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 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 | 57,251 | 57,251 | 57,251 | 57,251 | 57,251 |
| Trade and other receivables | 4,160,672 | 4,752,696 | 5,421,585 | 5,869,167 | 6,165,774 |
| Investments | 45,686,216 | 48,854,025 | 50,774,698 | 51,463,537 | 53,812,030 |
| ***Total financial assets*** | ***49,904,139*** | ***53,663,972*** | ***56,253,534*** | ***57,389,955*** | ***60,035,055*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 222,354 | 228,072 | 208,541 | 215,494 | 207,817 |
| Property, plant and equipment | 561,525 | 618,457 | 673,232 | 657,063 | 639,797 |
| Heritage and cultural assets | 191,695 | 189,596 | 187,543 | 187,456 | 187,432 |
| Intangibles | 70,313 | 70,313 | 70,313 | 70,313 | 70,313 |
| Inventories | 3,097 | 3,097 | 3,097 | 3,097 | 3,097 |
| Prepayments | 3,605 | 3,605 | 3,605 | 3,605 | 3,605 |
| ***Total non-financial assets*** | ***1,052,589*** | ***1,113,140*** | ***1,146,331*** | ***1,137,028*** | ***1,112,061*** |
| **Total assets administered on behalf of Government** | **50,956,728** | **54,777,112** | **57,399,865** | **58,526,983** | **61,147,116** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 361,519 | 359,990 | 359,990 | 359,990 | 359,990 |
| Subsidies | 15,700 | 17,858 | 17,858 | 17,858 | 17,858 |
| Grants | 147,797 | 147,917 | 148,694 | 148,694 | 148,694 |
| Other payables | 5,245 | 5,245 | 5,245 | 5,245 | 5,245 |
| ***Total payables*** | ***530,261*** | ***531,010*** | ***531,787*** | ***531,787*** | ***531,787*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 3,934 | 3,934 | 3,934 | 3,934 | 3,934 |
| Other provisions | 987,660 | 1,020,582 | 1,056,582 | 1,098,200 | 1,143,332 |
| ***Total provisions*** | ***991,594*** | ***1,024,516*** | ***1,060,516*** | ***1,102,134*** | ***1,147,266*** |
| **Total liabilities administered on behalf of Government** | **1,521,855** | **1,555,526** | **1,592,303** | **1,633,921** | **1,679,053** |
| **Net assets/(liabilities)** | **49,434,873** | **53,221,586** | **55,807,562** | **56,893,062** | **59,468,063** |

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** |  |  |  |  | |  | |
| Revenue from contracts with customers | 263,023 | 266,705 | 263,036 | 262,200 | | 251,684 | |
| Dividends | - | - | 3,000 | 35,900 | | 54,900 | |
| Taxes | 27,307 | 27,307 | 27,307 | 27,307 | | 27,307 | |
| Other | 42,890 | 40,390 | 37,590 | 32,790 | | 30,690 | |
| ***Total cash received*** | ***333,220*** | ***334,402*** | ***330,933*** | ***358,197*** | | ***364,581*** | |
| **Cash used** |  |  |  |  | |  | |
| Grant | 3,910,331 | 6,415,251 | 5,677,345 | 5,526,757 | | 5,801,637 | |
| Subsidies paid | 317,804 | 312,107 | 312,852 | 312,276 | | 315,934 | |
| Suppliers | 713,349 | 671,818 | 570,323 | 572,326 | | 572,743 | |
| Employees | 16,770 | 16,856 | 16,887 | 16,832 | | 16,832 | |
| Payments to corporate entities | 2,420,340 | 2,462,801 | 2,498,167 | 2,560,441 | | 2,601,893 | |
| Other | 5,034 | 5,034 | 5,034 | 5,034 | | 5,034 | |
| ***Total cash used*** | ***7,383,628*** | ***9,883,867*** | ***9,080,608*** | ***8,993,666*** | | ***9,314,073*** | |
| **Net cash from/(used by) operating activities** | **(7,050,408)** | **(9,549,465)** | **(8,749,675)** | **(8,635,469)** | | **(8,949,492)** | |
| **INVESTING ACTIVITIES** | |  |  |  | |  | |
| **Cash received** |  |  |  |  | |  | |
| Repayments of advances and loans | 89,318 | 217,016 | 115,859 | 204,614 | | 306,526 | |
| Interest receipts | 86,154 | 97,210 | 113,730 | 185,001 | | 273,100 | |
| ***Total cash received*** | ***175,472*** | ***314,226*** | ***229,589*** | ***389,615*** | | ***579,626*** | |
| **Cash used** |  |  |  | |  | |  | |
| Purchase of property, plant and equipment and intangibles | 118,811 | 107,724 | 80,345 | | 37,870 | | 22,206 | |
| Advances and loans made | 576,352 | 945,720 | 862,070 | | 640,150 | | 598,680 | |
| Other | 4,045,071 | 3,167,809 | 1,920,692 | | 688,839 | | 2,348,493 | |
| ***Total cash used*** | ***4,740,234*** | ***4,221,253*** | ***2,863,107*** | | ***1,366,859*** | | ***2,969,379*** | |
| **Net cash from/(used by) investing activities** | **(4,564,762)** | **(3,907,027)** | **(2,633,518)** | | **(977,244)** | | **(2,389,753)** | |

Table 3.9: Schedule of budgeted administered cash flows (for the period ended 30 June) (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 |
| ***Net increase/ (decrease) in cash held*** | ***(11,615,170)*** | ***(13,456,492)*** | ***(11,383,193)*** | ***(9,612,713)*** | ***(11,339,245)*** |
| Cash and cash equivalents at beginning of reporting period | 57,251 | 57,251 | 57,251 | 57,251 | 57,251 |
| Cash from Official Public Account for: |  |  |  |  |  |
| - Appropriations | 12,122,850 | 14,103,831 | 11,943,952 | 10,339,889 | 12,262,816 |
| *Total cash from Official Public Account* | *12,122,850* | *14,103,831* | *11,943,952* | *10,339,889* | *12,262,816* |
| Cash to Official Public Account for: |  |  |  |  |  |
| - Appropriations | (507,680) | (647,339) | (560,759) | (727,176) | (923,571) |
| *Total cash to Official Public Account* | *(507,680)* | *(647,339)* | *(560,759)* | *(727,176)* | *(923,571)* |
| **Cash and cash equivalents at end of reporting period** | **57,251** | **57,251** | **57,251** | **57,251** | **57,251** |

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) | 48,420 | 27,745 | 65,376 | 20,620 | 20,746 |
| Administered Assets and Liabilities ‑ Bill 2 | 3,972,949 | 2,827,458 | 1,427,960 | 570,666 | 2,313,913 |
| **Total new capital appropriations** | **4,021,369** | **2,855,203** | **1,493,336** | **591,286** | **2,334,659** |
| **Provided for:** |  |  |  |  |  |
| Purchase of non-financial assets | 83,249 | 77,830 | 77,891 | 37,870 | 22,206 |
| Other Items | 3,938,120 | 2,777,373 | 1,415,445 | 553,416 | 2,312,453 |
| **Total items** | **4,021,369** | **2,855,203** | **1,493,336** | **591,286** | **2,334,659** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 60,738 | 74,928 | 12,877 | 34,370 | 1,442 |
| Funded by capital appropriation ‑ ACB(b) | 58,073 | 32,796 | 67,468 | 3,500 | 20,764 |
| **TOTAL** | **118,811** | **107,724** | **80,345** | **37,870** | **22,206** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total accrual purchases | 118,811 | 107,724 | 80,345 | 37,870 | 22,206 |
| **Total cash used to acquire assets** | **118,811** | **107,724** | **80,345** | **37,870** | **22,206** |

Prepared on Australian Accounting Standards basis.

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

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles  $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |  |
| Gross book value | 88,589 | 145,318 | 630,934 | 198,760 | 71,908 | 1,135,509 |
| Accumulated depreciation/amortisation and impairment | - | (11,553) | (69,409) | (7,065) | (1,595) | (89,622) |
| **Opening net book balance** | **88,589** | **133,765** | **561,525** | **191,695** | **70,313** | **1,045,887** |
| **CAPITAL ASSET ADDITIONS** |  |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  |
| By purchase - appropriation equity(a) | 13,005 | 1,850 | 59,735 | 338 | - | 74,928 |
| By purchase - appropriation ordinary annual services(b) | - | - | 32,796 | - | - | 32,796 |
| **Total additions** | **13,005** | **1,850** | **92,531** | **338** | **-** | **107,724** |
| **Other movements** |  |  |  |  |  |  |
| Depreciation/amortisation expense | - | (9,137) | (35,599) | (2,437) | - | (47,173) |
| **Total other movements** | **-** | **(9,137)** | **(35,599)** | **(2,437)** | **-** | **(47,173)** |
| **As at 30 June 2026** |  |  |  |  |  |  |
| Gross book value | 101,594 | 147,168 | 723,465 | 199,098 | 71,908 | 1,243,233 |
| Accumulated depreciation/amortisation and impairment | - | (20,690) | (105,008) | (9,502) | (1,595) | (136,795) |
| **Closing net book balance** | **101,594** | **126,478** | **618,457** | **189,596** | **70,313** | **1,106,438** |

Prepared on Australian Accounting Standards basis.

* + - * 1. ‘Appropriation equity’ refers to Administered Assets and Liabilities provided through Appropriation Bill (No. 2) 2025–2026 and Supply Bill (No. 2) 2025-26.
        2. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) for depreciation/amortisation expenses, ACBs or other operational expenses.

Australian Broadcasting Corporation

Entity resources and planned performance

Australian Broadcasting Corporation

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Australian Broadcasting Corporation

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Australian Broadcasting Corporation (ABC) is one of the country’s largest and most important cultural institutions. As the primary national public broadcaster, it reflects Australia’s national identity and cultural diversity, informs and educates, facilitates public debate and fosters the performing arts.

The ABC plays a significant role in the lives of all Australians, not only through the broadcasting and digital media services it delivers, but also through direct engagement with local communities around the country. It also underpins the creative industries and Australia’s wider economy by buying services from writers, directors, actors, production companies and the businesses that serve them. Through its international services, it projects Australia’s national values and identity to a wider world.

The ABC’s place in the Australian media environment is distinctive because of its Charter (section 6 of the *Australian Broadcasting Corporation Act 1983* (the ABC Act)). The Charter and other provisions of the ABC Act give the ABC particular responsibilities, such as providing independent news and information. The ABC Act guarantees the editorial and administrative independence of the ABC from the Government. The ABC Board is charged with a number of duties, including ‘to ensure the functions of the Corporation are performed efficiently and with maximum benefit to the people of Australia’, and ‘to maintain the independence and integrity of the Corporation’.

The functions of the ABC, set out in subsection 6(1) of the ABC Act, are:

* to provide, within Australia, innovative and comprehensive broadcasting services of a high standard as part of the Australian broadcasting system, consisting of national, commercial and community sectors and to provide:
* broadcasting programs that contribute to a sense of national identity and inform and entertain, and reflect the cultural diversity of, the Australian community
* broadcasting programs of an educational nature.
* to transmit to countries outside Australia, broadcasting programs of news, current affairs, entertainment and cultural enrichment that will:
* encourage awareness of Australia and an international understanding of Australian attitudes on world affairs
* enable Australian citizens living or travelling outside Australia to obtain information about Australian affairs and Australian attitudes on world affairs.
* to provide digital media services
* to encourage and promote the musical, dramatic and other performing arts in Australia.

The ABC provides unique and critically important points of connection and support for communities throughout Australia. These include arrangements with Federal and State and Territory authorities for the provision of emergency services information when local communities are affected by natural disasters.

The ABC is guided by its Five–Year Plan, which was released in June 2023.

As part of the Plan, the ABC is undergoing a significant transition from maintaining both traditional broadcast and digital processes towards becoming an integrated digital operation. While traditional broadcasting will remain important, this Five–Year Plan is a first step to build an ABC that is prepared for a digital–majority audience.

The ABC will continue to enhance its primary digital products, ABC News, ABC iview and ABC listen, to provide a seamless, personalised service that enables audiences to more easily discover content that is relevant to them.

The Five–Year Plan sets out a vision for the ABC to be an essential part of everyday life for all Australians through news and entertainment that appeals to different ages and interests.  It is a strategy that prioritises strengthening the trust of our audiences and commits the ABC to being more local.

The Five–Year Plan also reaffirms the ABC’s commitment to a culture of inclusion and diversity, and the imperative to better reflect contemporary Australia.

Through this evolution, the ABC’s commitment to inform, educate, and entertain will be as strong as ever. It will continue to tell the stories that reflect, shape, and enrich the lives of Australians. It will serve and strengthen Australian communities with impartial and independent news. It will continue to produce specialist and children’s content that contributes to Australian culture and education. Guided by the Five–Year Plan, the ABC will continue to respond to the societal, technological and economic changes that the nation is experiencing, including the challenges confronting the media sector and the opportunities to better serve all Australians.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the ABC 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 Departmental (for the ABC’s 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: ABC resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **6,603** | **6,603** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services |  |  |
| Outcome 1(a) | 1,196,101 | 1,229,214 |
| Total annual appropriations | 1,196,101 | 1,229,214 |
| **Total funds from Government** | **1,196,101** | **1,229,214** |
| **Funds from other sources** |  |  |
| Interest | 40,814 | 32,713 |
| Sale of goods and services | 68,074 | 68,973 |
| Other | 6,100 | 6,100 |
| **Total funds from other sources** | **114,988** | **107,786** |
| **Total net resourcing for ABC** | **1,317,692** | **1,343,603** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 4,413 | 4,413 |

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.

* + - * 1. Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 1) 2025-2026.

The ABC 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 the ABC and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the ABC for the 2025–26 Budget.

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 ABC can be found at: <https://www.abc.net.au/about/corporate-plans/103532324>  The most recent annual performance statement is included in the most recent annual report, which can be found at: <https://www.abc.net.au/about/plans-reports-and-submissions/annual-reports/abc-annual-report-2023-24/104533582> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Informed, educated and entertained audiences – throughout Australia and overseas – through innovative and comprehensive media and related services |

**Budgeted expenses for Outcome 1**

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

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: ABC General Operation Activities** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill No. 1) and Supply Bill (No. 1)) | 989,529 | 1,016,527 | 1,047,400 | 1,075,691 | 1,098,033 |
| Expenses not requiring appropriation in the budget year | 1,291 | 1,230 | 307 | - | - |
| Revenues from other independent sources | 114,988 | 107,786 | 100,769 | 97,267 | 97,581 |
| **Total expenses for Program 1.1** | **1,105,808** | **1,125,543** | **1,148,476** | **1,172,958** | **1,195,614** |
| **Program 1.2: ABC Transmission and Distribution Services** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill No. 1) and Supply Bill (No. 1)) | 206,572 | 212,687 | 216,676 | 223,093 | 228,170 |
| Expenses not requiring appropriation in the budget year | 631 | - | - | - | - |
| **Total expenses for Program 1.2** | **207,203** | **212,687** | **216,676** | **223,093** | **228,170** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill No. 1) and Supply Bill (No. 1)) | 1,196,101 | 1,229,214 | 1,264,076 | 1,298,784 | 1,326,203 |
| Expenses not requiring appropriation in the budget year | 1,922 | 1,230 | 307 | - | - |
| Revenues from other independent sources | 114,988 | 107,786 | 100,769 | 97,267 | 97,581 |
| **Total expenses for Outcome 1** | **1,313,011** | **1,338,230** | **1,365,152** | **1,396,051** | **1,423,784** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 4,413 | 4,413 |

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 2025–26 Budget measures that have created new programs or materially changed existing programs are provided.

| Outcome 1 – Informed, educated and entertained audiences – throughout Australia and overseas – through innovative and comprehensive media and related services | | |
| --- | --- | --- |
| **Program 1.1 – ABC General Operational Activities**  The ABC will provide Australian and international audiences with innovative and high-quality radio, television and digital media services. | | |
| Key Activity | Content creation, curation and distribution. | |
| Year | Performance Measures(a) | Expected Performance Results |
| Current Year 2024–25 | Value of the ABC to the Australian Community | Target: 82%  Expected actual: 82%  Target expected to be met |
| The ABC is more trusted by Australians than any other media | Target: =/>19% above commercial media / newspapers  Expected actual: =/>19% above commercial media / newspapers  Target expected to be met |
| Combined Weekly Reach | Target: 62%  Expected actual: 62%  Target expected to be met |
| Year | Performance Measures(a) | Planned Performance Results |
| Budget Year  2025–26 | Value of the ABC to the Australian Community | 82% |
| The ABC is more trusted by Australians than any other media | =/>19% above commercial media/newspapers |
| Combined Weekly Reach | 62% |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26 |

1. Refers to performance measures/targets reflected in the 2024-25 Corporate Plan, some of which may be subsequently revised once the 2025-26 Corporate Plan is finalised.

| **Program 1.2 –** **ABC Transmission and Distribution Services**  The ABC will manage the broadcast and transmission of its radio and television services within Australia to maximise availability to audiences. | | |
| --- | --- | --- |
| Key Activity | The broadcast and transmission of the ABC’s radio and television services. | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | Percentage of the Australian population who are able to receive ABC analog radio transmissions | Target: At least 99%  Expected actual: At least 99%  Target expected to be met |
| Degree to which the eight state and territory capital cities have access to ABC digital radio transmissions | Target: 100%  Expected actual: 100%  Target expected to be met |
| Percentage of Australian homes able to receive ABC digital television transmissions(a) | Target: 100%  Expected actual: 100%  Target expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | Percentage of the Australian population who are able to receive ABC analog radio transmissions | At least 99% |
| Degree to which the eight state and territory capital cities have access to ABC digital radio transmissions | 100% |
| Percentage of Australian homes able to receive ABC digital television transmissions(a) | 100% |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26 |

(a) Reporting of actuals will include the percentage reach for ABC digital television using terrestrial services (excluding satellite).

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the ABC’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

The ABC’s forward budgeted financial statements have been prepared to reflect the ABC’s operational business outlook as it continues to focus on achieving the goals and objectives set out in the ABC Five-Year Plan.

The ABC is budgeting for an operating deficit of $1.2 million in 2025-26 including the impact of accounting standard AASB 16 on leasing. The operating result excluding leasing transactions is a net break-even position, as reflected in the net cash appropriation arrangements note to Table 3.1.

Total revenue from Government is budgeted at $1.2 billion in 2025-26, an increase of $33.1 million from 2024-25. This mainly reflects the net impact of government indexation parameter adjustments.

Own-source budgeted revenues of $107.8 million in 2025-26 are principally comprised of revenues from ABC commercial activities, interest, as well as other minor amounts from co‑production arrangements, facilities hire, services provided, and commissions. These revenues are largely offset by related costs of sales or represent recoveries of costs incurred or are invested in content.

Total expenses are budgeted at $1.3 billion in 2025-26, a net increase of $25.2 million from 2024-25. This includes the net impact of salary and wages increases, additional operational expenditure due to contractual increases and expenditure on content, leasing transactions, savings initiatives and program amortisation costs.

The ABC’s budgeted net asset position for 2025-26 of $1.2 billion represents a decrease of $1.2 million from the estimated actual for 2024-25, reflecting the budgeted operating deficit for 2025-26, which includes the impact of leasing transactions.

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 | 608,346 | 632,428 | 652,894 | 670,569 | 685,296 |
| Suppliers | 534,285 | 533,198 | 538,398 | 553,143 | 567,720 |
| Depreciation and amortisation | 164,046 | 167,050 | 169,095 | 168,353 | 167,576 |
| Finance costs | 6,334 | 5,554 | 4,765 | 3,986 | 3,192 |
| **Total expenses** | **1,313,011** | **1,338,230** | **1,365,152** | **1,396,051** | **1,423,784** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 68,074 | 68,973 | 61,894 | 58,836 | 59,914 |
| Interest | 40,814 | 32,713 | 32,775 | 32,865 | 32,975 |
| Other | 6,100 | 6,100 | 6,100 | 6,100 | 6,100 |
| **Total own-source revenue** | **114,988** | **107,786** | **100,769** | **97,801** | **98,989** |
| **Total own-source income** | **114,988** | **107,786** | **100,769** | **97,801** | **98,989** |
| **Net (cost of)/contribution by services** | **(1,198,023)** | **(1,230,444)** | **(1,264,383)** | **(1,298,250)** | **(1,324,795)** |
| Revenue from Government | 1,196,101 | 1,229,214 | 1,264,076 | 1,298,784 | 1,326,203 |
| **Surplus/(deficit) attributable to the Australian Government** | **(1,922)** | **(1,230)** | **(307)** | **534** | **1,408** |
| **Total comprehensive income/(loss)** | **(1,922)** | **(1,230)** | **(307)** | **534** | **1,408** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(1,922)** | **(1,230)** | **(307)** | **534** | **1,408** |
| **Note: Impact of net cash appropriation arrangements** | | | | | |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **(1,922)** | **(1,230)** | **(307)** | **534** | **1,408** |
| plus: depreciation/amortisation expenses for ROU assets(a) | 70,946 | 70,250 | 69,695 | 68,753 | 68,286 |
| less: lease principal repayments(a) | 68,925 | 69,020 | 69,388 | 69,287 | 69,694 |
| **Net Cash Operating Surplus/(Deficit)** | **99** | **-** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

1. Applies 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 | 6,603 | 6,603 | 6,603 | 6,603 | 6,603 |
| Trade and other receivables | 16,641 | 16,641 | 16,641 | 16,641 | 16,641 |
| Other investments | 242,849 | 255,549 | 273,430 | 291,011 | 304,614 |
| Other financial assets | 6,756 | 6,756 | 6,756 | 6,756 | 6,756 |
| ***Total financial assets*** | ***272,849*** | ***285,549*** | ***303,430*** | ***321,011*** | ***334,614*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 747,582 | 730,800 | 712,417 | 694,851 | 677,548 |
| Property, plant and equipment | 573,560 | 498,662 | 425,420 | 353,772 | 282,718 |
| Intangibles | 148,754 | 159,984 | 163,033 | 167,913 | 172,881 |
| Inventories | 123,671 | 121,171 | 122,171 | 120,171 | 121,671 |
| Tax assets | 3,592 | 3,592 | 3,592 | 3,592 | 3,592 |
| Other non-financial assets | 27,994 | 27,994 | 27,994 | 27,994 | 27,994 |
| ***Total non-financial assets*** | ***1,625,153*** | ***1,542,203*** | ***1,454,627*** | ***1,368,293*** | ***1,286,404*** |
| **Total assets** | **1,898,002** | **1,827,752** | **1,758,057** | **1,689,304** | **1,621,018** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 89,755 | 89,755 | 89,755 | 89,755 | 89,755 |
| Other payables | 52,943 | 52,943 | 52,943 | 52,943 | 52,943 |
| ***Total payables*** | ***142,698*** | ***142,698*** | ***142,698*** | ***142,698*** | ***142,698*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Loans | 1,151 | 1,151 | 1,151 | 1,151 | 1,151 |
| Leases | 419,323 | 350,303 | 280,915 | 211,628 | 141,934 |
| ***Total interest bearing liabilities*** | ***420,474*** | ***351,454*** | ***282,066*** | ***212,779*** | ***143,085*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 162,206 | 162,206 | 162,206 | 162,206 | 162,206 |
| Other provisions | 4,830 | 4,830 | 4,830 | 4,830 | 4,830 |
| ***Total provisions*** | ***167,036*** | ***167,036*** | ***167,036*** | ***167,036*** | ***167,036*** |
| **Total liabilities** | **730,208** | **661,188** | **591,800** | **522,513** | **452,819** |
| **Net assets** | **1,167,794** | **1,166,564** | **1,166,257** | **1,166,791** | **1,168,199** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 93,640 | 93,640 | 93,640 | 93,640 | 93,640 |
| Reserves | 898,247 | 898,247 | 898,247 | 898,247 | 898,247 |
| Retained surplus (accumulated deficit) | 93,640 | 93,640 | 93,640 | 93,640 | 93,640 |
| ***Total parent entity interest*** | ***898,247*** | ***898,247*** | ***898,247*** | ***898,247*** | ***898,247*** |
| **Total equity** | **1,167,794** | **1,166,564** | **1,166,257** | **1,166,791** | **1,168,199** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 175,907 | 898,247 | 93,640 | 1,167,794 |
| ***Adjusted opening balance*** | ***175,907*** | ***898,247*** | ***93,640*** | ***1,167,794*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (1,230) |  |  | (1,230) |
| ***Total comprehensive income*** | ***(1,230)*** | ***-*** | ***-*** | ***(1,230)*** |
| **Estimated closing balance as at 30 June 2026** | **174,677** | **898,247** | **93,640** | **1,166,564** |
| **Closing balance attributable to the Australian Government** | **174,677** | **898,247** | **93,640** | **1,166,564** |

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 | 1,196,101 | 1,229,214 | 1,264,076 | 1,298,784 | 1,326,203 |
| Sale of goods and rendering of services | 68,074 | 68,973 | 61,894 | 58,836 | 59,914 |
| Interest | 40,814 | 32,713 | 32,775 | 32,865 | 32,975 |
| Net GST received | 69,798 | 65,739 | 65,854 | 67,360 | 68,859 |
| Other | 6,100 | 6,100 | 6,100 | 6,100 | 6,100 |
| ***Total cash received*** | ***1,380,887*** | ***1,402,739*** | ***1,430,699*** | ***1,463,945*** | ***1,494,051*** |
| **Cash used** |  |  |  |  |  |
| Employees | 608,346 | 632,428 | 652,894 | 670,569 | 685,296 |
| Suppliers | 539,285 | 530,698 | 539,398 | 551,143 | 569,220 |
| Net GST paid | 69,798 | 65,739 | 65,854 | 67,360 | 68,859 |
| Interest payments on lease liability | 6,334 | 5,554 | 4,765 | 3,986 | 3,192 |
| ***Total cash used*** | ***1,223,763*** | ***1,234,419*** | ***1,262,911*** | ***1,293,058*** | ***1,326,567*** |
| **Net cash from/(used by) operating activities** | **157,124** | **168,320** | **167,788** | **170,887** | **167,484** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 116,900 | 86,600 | 80,519 | 84,019 | 84,187 |
| Investments | (28,701) | 12,700 | 17,881 | 17,581 | 13,603 |
| ***Total cash used*** | ***88,199*** | ***99,300*** | ***98,400*** | ***101,600*** | ***97,790*** |
| **Net cash from/(used by) investing activities** | **(88,199)** | **(99,300)** | **(98,400)** | **(101,600)** | **(97,790)** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 68,925 | 69,020 | 69,388 | 69,287 | 69,694 |
| ***Total cash used*** | ***68,925*** | ***69,020*** | ***69,388*** | ***69,287*** | ***69,694*** |
| **Net cash from/(used by) financing activities** | **(68,925)** | **(69,020)** | **(69,388)** | **(69,287)** | **(69,694)** |
| **Net increase/(decrease) in cash held** | **-** | **-** | **-** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 6,603 | 6,603 | 6,603 | 6,603 | 6,603 |
| **Cash and cash equivalents at the end of the reporting period** | **6,603** | **6,603** | **6,603** | **6,603** | **6,603** |

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 |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded internally from Departmental resources(a) | 116,900 | 86,600 | 80,519 | 84,019 | 84,187 |
| **TOTAL** | **116,900** | **86,600** | **80,519** | **84,019** | **84,187** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 116,900 | 86,600 | 80,519 | 84,019 | 84,187 |
| **Total cash used to acquire assets** | **116,900** | **86,600** | **80,519** | **84,019** | **84,187** |

Prepared on Australian Accounting Standards basis.

1. Funded from annual appropriations and may include internally developed assets and proceeds from the sale of assets.

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | | **Asset Category** | | | | |
|  | Land    $'000 | | Buildings    $'000 | Other property, plant and equipment $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  | |  |  |  |  |
| Gross book value | 255,881 | | 489,311 | 626,736 | 306,792 | 1,678,720 |
| Gross book value - ROU assets | 22,681 | | 51,453 | 737,331 | - | 811,465 |
| Accumulated depreciation/amortisation and impairment | - | | (55,768) | (422,542) | (158,038) | (536,348) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (1,456) | | (14,520) | (367,965) | - | (383,941) |
| **Opening net book balance** | **277,106** | | **470,476** | **573,560** | **148,754** | **1,469,896** |
| **Capital asset additions** |  | |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  | |  |  |  |  |
| By purchase - appropriation ordinary annual services(a) | - | | 15,319 | 25,980 | 45,301 | 86,600 |
| **Total additions** | **-** | | **15,319** | **25,980** | **45,301** | **86,600** |
| **Other movements** |  | |  |  |  |  |
| Depreciation/amortisation expense | - | | (29,040) | (33,689) | (34,071) | (96,800) |
| Depreciation/amortisation on ROU assets | (243) | | (2,818) | (67,189) | - | (70,250) |
| **Total other movements** | **(243)** | | **(31,858)** | **(100,878)** | **(34,071)** | **(167,050)** |
| **As at 30 June 2026** |  | |  |  |  |  |
| Gross book value | 255,881 | | 504,630 | 622,716 | 352,093 | 1,735,320 |
| Gross book value - ROU assets | 22,681 | | 51,453 | 737,331 | - | 811,465 |
| Accumulated depreciation/amortisation and impairment | - | | (84,808) | (426,231) | (192,109) | (703,148) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (1,699) | | (17,338) | (435,154) | - | (454,191) |
| **Closing net book balance** | **276,863** | | **453,937** | **498,662** | **159,984** | **1,389,446** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025‑26 and Supply Bill (No. 1) 2025-26 for depreciation/amortisation expenses or other operational expenses.

Australian Communications and Media Authority

Entity resources and planned performance

Australian Communications and Media Authority

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Australian Communications and Media Authority

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Australian Communications and Media Authority (ACMA) is Australia's regulator for telecommunications, broadcasting, radiocommunications, unsolicited communications and certain online content. The ACMA’s purpose is to contribute to maximising the economic and social benefits of communications infrastructure, content and services for Australia. The ACMA does this by:

* maintaining, enforcing, and improving regulation to drive industry performance and protect consumers, and
* managing public resources to enable industry to deliver services to the community.

Australians rely on communications networks, broadcasting and online media, and digital technologies to access information and essential services. This reliance does, however, increase the risks that Australians are exposed to, such as the impact of exposure to mis and disinformation online and threats of identity theft.

Interconnectivity and communications mobility are integral to the lives of all Australians and there is growing demand for larger amounts of data and faster, more reliable internet connections, requiring significant, ongoing infrastructure investments by telecommunications companies.

The ongoing growth in consumer use of digital platforms continues to cause disruption to consumption of traditional broadcast media. Boundaries between digital platforms and traditional broadcast media are increasingly blurred and there is a greater focus on the appropriate regulatory framework for content delivered over all platforms.

To achieve the outcome of ‘a communications and media environment that balances the needs of the industry and the Australian community through regulation, education and advice’ the ACMA has adopted the following two key activities that are outlined in its Corporate Plan:

* support an efficient and reliable communications infrastructure
* build consumer trust in the use of communications content and services.

The eSafety Commissioner (eSafety) is Australia’s independent regulator for online safety. eSafety fosters online safety by exercising its powers under Australian Government legislation, primarily the *Online Safety Act 2021*, to protect Australians from serious online harms.

Online harms are actions that take place wholly, or partially, online that can damage an individual’s social, emotional, psychological, financial or even physical safety. These harms can occur because of content, conduct or contact.

Advances in technologies, such as the expanding capabilities of machine learning, artificial intelligence (AI) – including generative AI – and immersive technologies will continue to escalate online connections, communications, entertainment, sharing and learning, which bring the prospect of new possibilities for abuse.

eSafety achieves its purpose through three key activities outlined in its Corporate Plan:

* **Prevention**: eSafety designs and delivers educational materials to prevent online harms, working with key sectors and community members to build user capability and resilience.
* **Protection**: eSafety alleviates online harms through our investigations and regulatory schemes, in response to reported and identified harms.
* **Promoting proactive and systemic change**: eSafety implements and enforces industry regulatory measures and expectations to drive proactive and systemic change in online safety.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the ACMA 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 ACMA’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: ACMA 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 | 61,426 | 61,426 |
| Departmental appropriation(b) | 155,640 | 167,782 |
| s74 External Revenue(c) | 1,542 | 290 |
| Departmental capital budget(d) | 18,867 | 14,979 |
| Total Departmental annual appropriations | 237,475 | 244,477 |
| Special accounts(e) |  |  |
| Opening balance | 6,475 | 1,597 |
| Appropriation receipts(f) | 49,230 | 63,396 |
| Total special accounts | 55,705 | 64,993 |
| less Departmental appropriations drawn from annual/special appropriations and credited to special accounts | 54,108 | 63,396 |
| **Total Departmental resourcing** | **239,072** | **246,074** |

**Table 1.1: ACMA resource statement – Budget estimates for 2025–26 as at Budget March 2025 (continued)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | | | 2025-26 Estimate  $'000 | |
| **Administered** | |  |  | |
| Annual appropriations - ordinary annual services(a) | |  |  | |
| Prior year appropriations available | | 500 | - | |
| Outcome 1 | | 2,000 | 2,500 | |
| Total administered annual appropriations | | 2,500 | 2,500 | |
| Administered special appropriations Outcome 1(g) | | 8,300 | 8,300 | |
| Total administered special appropriations | | 8,300 | 8,300 | |
| **Total administered resourcing** | | **10,800** | **10,800** | |
| **Total resourcing for the ACMA** | | **249,872** | **256,874** | |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 665 | 696 |

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.

1. Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025-2026.
2. Excludes Departmental Capital Budget (DCB).
3. Estimated External Revenue receipts under section 74 of the PGPA Act.
4. Departmental capital budgets are not separately identified in Appropriation Bill (No. 1) and Supply Bill (No.1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details. For accounting purposes, this amount has been designated as a ‘contribution by owner’.
5. Excludes trust moneys held in Services for Other Entities and Trust Moneys (SOETM) and other special accounts. For further information on special accounts, please refer to the Budget Paper No. 4 – Agency Resourcing. Please also see Table 2.1.1 for further information on outcome and program expenses broken down by various funding sources, e.g. annual appropriations, special appropriations and special accounts.
6. Amounts credited to the special account(s) from ACMA’s annual and special appropriations.
7. Includes section 77 refunds under the PGPA Act which are not included as expenditure.

1.3 Budget measures

Budget measures relating to the ACMA are detailed in the Budget Paper No. 2 and are summarised below.

Table 1.2: ACMA 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 |
| **Receipt measures** |  |  |  |  |  |  |
| Supporting Connectivity | 1.1 |  |  |  |  |  |
| Administered receipts |  | - | - | 1,847 | - | - |
| **Total** |  | **-** | **-** | **1,847** | **-** | **-** |
| **Total receipt measures** |  |  |  |  |  |  |
| Administered |  | - | - | 1,847 | - | - |
| **Total** |  | **-** | **-** | **1,847** | **-** | **-** |
| **Payment measures** |  |  |  |  |  |  |
| National Strategy to Prevent and Respond to Child Sexual Abuse | 1.3 |  |  |  |  |  |
| Departmental payments |  | - | 644 | - | - | - |
| **Total** |  | **-** | **644** | **-** | **-** | **-** |
| Savings from External Labour – extension(a) | 1.1, 1.2, 1.3 |  |  |  |  |  |
| Departmental payments |  | - | - | - | - | (1,864) |
| **Total** |  | **-** | **-** | **-** | **-** | **(1,864)** |
| **Total payment measures** |  |  |  |  |  |  |
| Departmental |  | - | 644 | - | - | (1,864) |
| **Total** |  | **-** | **644** | **-** | **-** | **(1,864)** |

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

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

Section 2: Outcomes and planned performance

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

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

|  |
| --- |
| **Note:**  Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity’s corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity’s planned and actual performance.  The most recent corporate plan for the ACMA can be found at:  https://www.acma.gov.au/sites/default/files/2024-07/ACMA%20and%20eSafety%20corporate%20plan%202024-25.pdf  The most recent annual performance statement can be found at:  <https://www.acma.gov.au/sites/default/files/2024-10/ACMA%20and%20eSafety%20annual%20report%202023%E2%80%9324.pdf> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: A communications and media environment that balances the needs of the industry and the Australian community through regulation, education and advice |

**Linked programs**

| Department of Infrastructure, Transport, Regional Development, Communications and the Arts |
| --- |
| **Programs**   * Program 5.1:Digital Technologies and Communications Services Program |
| **Contribution to Outcome 1 made by linked programs**  The Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the Department) has responsibility for policy development and advice to promote an innovative and competitive communications sector including administering Portfolio legislation efficiently and effectively.  As the regulator of the media and communications sector, the ACMA ensures compliance with the Government’s policies and legislation, including:   * the administration of the Telecommunications Industry Levy under *Telecommunications (Consumer Protection and Service Standards) Act 1999* and the *Telecommunications (Industry Levy) Act 2012* for the funding of public interest telecommunications services * recouping costs of the Consumer Representation Grants Program allocated to the Australian Communications Consumer Action Network (ACCAN) under section 593 of the *Telecommunications Act 1997* and costs related to the management of Australia’s membership and engagement with the International Telecommunication Union (ITU), from licensed carriers under the *Telecommunications (Carrier Licence Charges) Act 1997* * the administration of the Regional Broadband Scheme under the *Telecommunications (Consumer Protection and Service Standards) Act 1999* and *Telecommunications (Regional Broadband Scheme) Charge Act 2020*. |

**Budgeted expenses for Outcome 1**

This table shows how much the ACMA 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: Communications regulation, planning and licensing** | | | | | |
| Administered expenses |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 50 | 50 | 50 | 50 | 50 |
| **Administered total** | **50** | **50** | **50** | **50** | **50** |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 47,758 | 48,117 | 48,197 | 48,770 | 49,026 |
| s74 External Revenue(a) | 52 | 52 | 52 | 52 | 52 |
| Expenses not requiring appropriation in the Budget year(b) | 4,083 | 4,083 | 4,083 | 4,064 | 4,062 |
| **Departmental total** | **51,892** | **52,251** | **52,332** | **52,886** | **53,140** |
| **Total expenses for program 1.1** | **51,942** | **52,301** | **52,382** | **52,936** | **53,190** |
| **Program 1.2: Consumer safeguards, education and information** | | | | | |
| Administered expenses |  |  |  |  |  |
| Special appropriations |  |  |  |  |  |
| *Telecommunications Act 1997*(c) | 300 | 300 | 300 | 300 | 300 |
| **Administered total** | **300** | **300** | **300** | **300** | **300** |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 50,607 | 51,136 | 51,465 | 49,669 | 49,905 |
| s74 External Revenue(a) | 48 | 48 | 48 | 48 | 48 |
| Expenses not requiring appropriation in the Budget year(b) | 3,768 | 3,768 | 3,769 | 3,751 | 3,750 |
| **Departmental total** | **54,424** | **54,953** | **55,282** | **53,468** | **53,703** |
| **Total expenses for program 1.2** | **54,724** | **55,253** | **55,582** | **53,768** | **54,003** |
| **Program 1.3: Office of the eSafety Commissioner** | | | | | |
| Administered expenses |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 2,500 | 2,500 | 2,500 | - | - |
| **Administered total** | **2,500** | **2,500** | **2,500** | **-** | **-** |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 61,110 | 67,382 | 61,608 | 59,313 | 54,914 |
| s74 External Revenue(a) | 1,442 | 190 | 150 | - | - |
| Special accounts |  |  |  |  |  |
| Appropriation receipts(d) | 49,126 | 60,294 | 54,536 | 52,241 | 47,842 |
| less expenses made from appropriations credited to special accounts(e) | (49,126) | (60,294) | (54,536) | (52,241) | (47,842) |
| Expenses not requiring appropriation in the Budget year(b) | 1,724 | 1,677 | 1,536 | 1,264 | 1,126 |
| **Departmental total** | **64,276** | **69,249** | **63,294** | **60,577** | **56,040** |
| **Total expenses for program 1.3** | **66,776** | **71,749** | **65,794** | **60,577** | **56,040** |

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)) | 2,550 | 2,550 | 2,550 | 50 | 50 |
| Special appropriations(c) | 300 | 300 | 300 | 300 | 300 |
| **Total Administered expenses** | **2,850** | **2,850** | **2,850** | **350** | **350** |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 159,475 | 166,635 | 161,270 | 157,752 | 153,845 |
| s74 External Revenue(a) | 1,542 | 290 | 250 | 100 | 100 |
| Special accounts |  |  |  |  |  |
| Appropriation receipts(d) | 49,126 | 60,294 | 54,536 | 52,241 | 47,842 |
| less expenses made from appropriations credited to special accounts(e) | (49,126) | (60,294) | (54,536) | (52,241) | (47,842) |
| Expenses not requiring appropriation in the Budget year(b) | 9,575 | 9,528 | 9,388 | 9,079 | 8,938 |
| **Total Departmental expenses** | **170,592** | **176,453** | **170,908** | **166,931** | **162,883** |
| **Total expenses for Outcome 1** | **173,442** | **179,303** | **173,758** | **167,281** | **163,233** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 665 | 696 |

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

Figures displayed as a negative (‑) represent a decrease in funds and a positive (+) represent an increase in funds.

1. Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act 2013.
2. Expenses not requiring appropriation in the Budget year are made up of depreciation expenses and amortisation expenses.
3. The ACMA receives funds through Special Appropriations for refunds under the PGPA Act — section 77 and funding for 'Other Trust Monies' which, when used, are not expensed and therefore not included in this table.
4. Appropriation receipts to the Online Safety Special Account excludes section 74 revenue and Departmental Capital Budget (DCB).
5. Expenses made from appropriation to the Online Safety Special Account excludes expenses met directly by the ACMA, and those covered by section 74 revenue and DCB.

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 ACMA to describe the results it plans 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** – A communications and media environment that balances the needs of the industry and the Australian community through regulation, education and advice | | |
| **Program 1.1 – Communications regulation, planning and licensing**  This program contributes to the outcome by the allocation and use of Australia’s critical public resources, radiofrequency spectrum and telephone numbers, to maximise their value to the Australian community. | | |
| Key Activity | Support an efficient and reliable communications infrastructure | |
| Year | Performance Measures | Expected Performance Results(a) |
| Current Year 2024–25 | The spectrum management work program is informed by ACMA's consultation with spectrum users, industry, and government | Target achieved |
| Apparatus licensing issue and renewal decisions meet the statutory requirements | Target achieved |
| The ACMA's communications infrastructure compliance activities are informed by a risk-based assessment of harm | Target achieved |
| Major spectrum allocations are held effectively | N/A |
| Australia’s international engagement strategies are informed by the ACMA's consultation with industry and government | Target achieved |
| Telecommunications carrier licensing and submarine cable permit activities meet statutory requirements | Target achieved |
| Equipment regulation appropriately mitigates the risk of harm to communications networks and people using or working on those networks | Target achieved |
| Numbering services are available 99% of the time and 99.9% of transactions are processed within 5 seconds | Target achieved |

|  |  |  |
| --- | --- | --- |
| Year | Performance measures | Planned Performance Results |
| Budget Year 2025–26  . | The spectrum management work program is informed by ACMA's consultation with spectrum users, industry, and government | Stakeholder consultation milestones achieved, and progress reports published |
| Apparatus licensing issue and renewal decisions meet the statutory requirements | 100% of apparatus licensing issue and renewal decisions meet the statutory requirements |
| The ACMA's communications infrastructure compliance activities are informed by a risk-based assessment of harm | Compliance priorities are informed by a risk-based assessment of harm |
| Major spectrum allocations are held effectively | Policy objectives and timeframes achieved |
| Australia’s international engagement strategies are informed by the ACMA's consultation with industry and government | Australian positions are informed by consultation |
| Telecommunications carrier licensing and submarine cable permit activities meet statutory requirements | 100% of permit decisions meet statutory requirements |
| Equipment regulation appropriately mitigates the risk of harm to communications networks and people using or working on those networks | Regulatory requirements met |
| Numbering services are available 99% of the time and 99.9% of transactions are processed within 5 seconds | Numbering services are available 99% of the time and 99.9% of transactions are processed within 5 seconds |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26 |

1. The performance measure of ‘Major spectrum allocations are held effectively’ will not be assessed for the current reporting period as there are no major spectrum allocations (auctions) planned for 2024-25.

|  |  |  |
| --- | --- | --- |
| **Program 1.2 – Consumer safeguards, education and information**  This program contributes to the outcome by ensuring efficient, effective and contemporary safeguards protect users of media and communication services so that the Australian community can confidently use those services. | | |
| Key Activity | Build consumer trust in the use of communications content and services | |
| Year | Performance Measures | Expected Performance Results |
| Current Year 2024–25 | Australians’ usage of communications services | Target achieved |
| The NSER data checking service is available to the wagering industry 99.5% or more of the time for the year | Target achieved |
| The DNCR is available to the Australian public 99.5% or more of the time | Target achieved |
| Investigations undertaken are completed within the target timeframe | Target partially met |
| Year | Performance Measures | Expected Performance Results |
| Current Year 2024–25 cont. | Enforcement decisions to accept or give agreed measures, enforceable undertakings (EUs) or remedial directions, or to seek injunctions deliver improved compliance by the relevant regulated entity | Target achieved |
| Community broadcasting licence renewal decisions are made within the statutory timeframes | Target achieved |
| Media control notifications and captioning order applications are processed within statutory timeframes | Target achieved |
| Annual compliance results for Australian content and captioning reporting are finalised within 6 months of reports being received | Target achieved |
| Year | Performance Measures(a) | Planned Performance Results |
| Budget Year 2025–26 | Australians’ usage of communications services | 95% of Australian adults are connected |
| The NSER data checking service is available to the wagering industry 99.5% or more of the time for the years | The NSER data checking service is available to the wagering industry 99.95% or more of the time for the year |
| The DNCR is available to the Australian public 99.5% or more of the time | The DNCR is available to the Australian public 99.5% or more of the time |
| Investigations undertaken are completed within the target timeframe | 90% of investigations are completed within 6 months, 95% within 12 months and 100% within 18 months of commencement |
| *The ACMA’s communications content and services compliance activities are informed by a risk-based assessment of harm* | Compliance priorities are informed by a risk-based assessment of harm |
| Enforcement decisions to accept or give agreed measures, enforceable undertakings (EUs) or remedial directions, or to seek injunctions deliver improved compliance by the relevant regulated entity | 90% of deadlines met |
| Community broadcasting licence renewal decisions are made within the statutory timeframes | 100% of decisions made within statutory timeframes |
| Media control notifications and captioning order applications are processed within statutory timeframes | 100% of notifications and applications processed within statutory timeframes |
| Annual compliance results for Australian content and captioning reporting are finalised within 6 months of reports being received | Annual compliance results for Australian content and captioning reporting are finalised within 6 months of reports being received |

|  |  |  |
| --- | --- | --- |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |

1. While there have been no changes to the ACMA’s current suite of performance measures under Program 1.2, a new measure related to the ACMA’s compliance priorities has been included for the 2025-26 reporting period and is shown in italics, which will be detailed in the 2025-26 Corporate Plan.

|  |  |  |
| --- | --- | --- |
| **Program 1.3 – The eSafety Commissioner**  This program contributes to the outcome by helping safeguard all Australians from online harms and to promote safer, more positive online experiences. | | |
| Key Activity 1 | eSafety designs and delivers educational materials to prevent online harms, working with key sectors and community members to build user capability and resilience | |
| Year | Performance Measures | Expected Performance Results |
| Current Year 2024–25 | Number of young people and adult participants in eSafety training and awareness sessions | Target achieved |
| Number of unique visitors to eSafety websites | Target achieved |
| Proportion of Be Connected learners satisfied with training courses | Target achieved |
| Number of surveyed Australians who have an awareness of the eSafety Commissioner | Target achieved |
| Progress the implementation of the Technology facilitated Abuse (TFA) Support Service program | Target achieved |
| Educational resources are informed by research and/or insights and involve co-design or collaboration with targeted cohorts and/or advocates | Target achieved |
| Publication of research reports and papers that build the evidence base relating to online safety for Australians | Target achieved |
| Year | Performance Measures(a) | Planned Performance Results |
| Budget Year 2025–26 | Number of young people and adult participants in eSafety training and awareness sessions | At least 25,000 adult participants in eSafety training and awareness sessions |
| Number of unique visitors to eSafety websites | At least 5.0m unique visitors to eSafety websites |
| *Number of Be Connected learners who meaningfully engage with resources on beconnected.esafety.gov.au(b)* | At least 185,000 people have engaged with resources on beconnected.gov.au |
| Number of surveyed Australians who have an awareness of the eSafety Commissioner | An increase in surveyed awareness from 2024-25 |
| *Proportion of users satisfied with the assistance received through the Technology Facilitated Abuse (TFA) support service(c)* | Establish baseline |
| Educational resources are informed by research and/or insights and involve co-design or collaboration with targeted cohorts and/or advocates | Educational resources are informed by research and/or insights and involve co-design or collaboration with targeted cohorts and/or advocates |
| Publication of research reports and papers that build the evidence base relating to online safety for Australians | 6 reports or papers published |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |
| Key Activity 2 | eSafety alleviates online harms through our investigations and regulatory schemes, in response to reported and identified harms | |
| Year | Performance Measures | Expected Performance Results |
| Current Year 2024–25 | Proportion of adult cyber abuse complaints where successful action is taken | Target achieved |
| Proportion of cyberbullying complaints where successful action is taken | Target achieved |
| Proportion of image-based abuse complaints where successful action is taken | Target achieved |
| Proportion of critical Online Content Scheme investigations finalised within two business days | Target achieved |
| Year | Performance Measures(a) | Planned Performance Results |
| Budget Year 2025–26 | *Proportion of adult cyber abuse complaints where action is taken(d)* | At least 80% |
| *Proportion of cyberbullying complaints where action is taken(d)* | At least 80% |
| *Proportion of image-based abuse complaints where action is taken(d)* | At least 80% |
| *Proportion of critical Online Content Scheme investigations actioned within two business days(d)* | At least 90% |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |
| Key Activity 3 | eSafety implements and enforces industry regulatory measures and expectations to drive proactive and systemic change in online safety. | |
| Year | Performance Measures | Expected Performance Results |
| Current Year 2024–25 | Proportion of industry sections with industry codes registered, or industry standards determined, for Phase 2 of the industry codes development | Target partially achieved |
| Australians are protected from illegal and restricted online content through compliance with industry codes or standards | Target achieved |
| Issuing of non-periodic reporting notices | Target not met |
| Publication of transparency summaries in relation to responses received to periodic reporting notices | Target achieved |
| Positive safety interventions have been taken by online safety providers in response to eSafety’s regulatory activities | Target achieved |
| Year | Performance Measures(a) | Planned Performance Results |
| Budget Year 2025–26 | Proportion of industry sections with industry codes registered, or industry standards determined, for Phase 2 of the industry codes development | All 8 industry sections have codes or standards registered for Phase 2 of the industry codes development |
| Australians are protected from illegal and restricted online content through compliance with industry codes or standards | At least 10 compliance activities undertaken |
| *Publication of transparency summaries in relation to responses received to reporting notices or information requests under the Basic Online Safety Expectations(e)* | At least two transparency summaries published in relation to responses |
| Positive safety interventions have been taken by online safety providers in response to eSafety’s regulatory activities | Achieved |
| *Implementation of the social media minimum age requirements for Australian children under the age of 16.* | Formulation and promotion of guidelines for the taking of reasonable steps to prevent age-restricted users having accounts |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |

1. New or modified performance measures that reflect new or materially changed programs are shown in italics.
2. The performance measure has been amended from the 2024-25 Corporate Plan to provide a more meaningful measure of engagement. Further information will be provided in the 2025-26 Corporate Plan.
3. The performance measure has been amended from the 2024-25 Corporate Plan to reflect operational changes in the program. Further information will be provided in the 2025-26 Corporate Plan.
4. The performance measure has been amended from the 2024-25 Corporate Plan to better reflect operational efforts. Further information will be provided in the 2025-26 Corporate Plan.
5. The performance measure has been amended from the 2024-25 Corporate Plan to better reflect operational changes. Further information will be provided in the 2025-26 Corporate Plan.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the ACMA’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

The ACMA is budgeting for an operational loss of $4.9 million in 2024–25, excluding depreciation and amortisation expenses, and adjustments for leases under the AASB 16 Leases accounting standard. Expenses and revenue from the government have changed since the 2024–25 Portfolio Additional Estimates Statements (PAES) due to new measures in the 2025–26 Budget (including indexation). The comprehensive Income Statement (showing net cost of services) for the periods ended 30 June (Table 3.1) reflects the impacts of these changes.

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 | 92,904 | 99,219 | 98,498 | 98,765 | 97,662 |
| Suppliers | 61,007 | 60,506 | 55,788 | 53,066 | 52,558 |
| Depreciation and amortisation(a) | 16,296 | 15,985 | 15,579 | 14,211 | 11,967 |
| Finance costs | 385 | 743 | 1,043 | 889 | 696 |
| **Total expenses** | **170,592** | **176,453** | **170,908** | **166,931** | **162,883** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 1,542 | 290 | 250 | 100 | 100 |
| **Total own-source revenue** | **1,542** | **290** | **250** | **100** | **100** |
| **Total own-source income** | **1,542** | **290** | **250** | **100** | **100** |
| **Net (cost of)/contribution by services** | **(169,050)** | **(176,163)** | **(170,658)** | **(166,831)** | **(162,783)** |
| Revenue from Government | 155,640 | 167,782 | 162,502 | 158,866 | 154,384 |
| **Surplus/(deficit) attributable to the Australian Government** | **(13,410)** | **(8,381)** | **(8,156)** | **(7,965)** | **(8,399)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(13,410)** | **(8,381)** | **(8,156)** | **(7,965)** | **(8,399)** |
| **Note: Impact of net cash appropriation arrangements** | |  |  |  |  |
| **Total comprehensive income/(loss) as per statement of Comprehensive Income** | **(13,410)** | **(8,381)** | **(8,156)** | **(7,965)** | **(8,399)** |
| plus: depreciation/amortisation of assets funded through appropriations (Departmental capital budget funding and/or equity injections)(a) | 9,575 | 9,528 | 9,387 | 9,079 | 8,938 |
| plus: depreciation/amortisation expenses for ROU assets(b) | 6,721 | 6,457 | 6,191 | 5,132 | 3,029 |
| less: lease principal repayments(b) | (7,764) | (7,604) | (7,422) | (6,246) | (3,568) |
| **Net Cash Operating Surplus/(Deficit)** | **(4,878)** | **-** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

1. From 2010-11, the Government introduced net cash appropriation arrangements that provided non‑corporate Commonwealth entities with a separate Departmental Capital Budget (DCB) under Appropriation Bill (No. 1) and Supply Bill (No. 1). This replaced revenue appropriations provided under Appropriation Bill (No. 1) used for the depreciation/amortisation expenses. For information regarding DCBs, please refer to Table 3.5 Departmental Capital Budget Statement.
2. Applies to Right of Use (ROU) 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 | 4,149 | 4,149 | 4,149 | 4,149 | 4,149 |
| Trade and other receivables | 54,048 | 54,048 | 54,048 | 54,048 | 54,048 |
| ***Total financial assets*** | ***58,197*** | ***58,197*** | ***58,197*** | ***58,197*** | ***58,197*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 28,293 | 40,831 | 33,489 | 27,092 | 22,801 |
| Property, plant and equipment | 4,294 | 5,025 | 5,813 | 6,680 | 7,715 |
| Intangibles | 46,375 | 52,364 | 52,491 | 53,061 | 53,719 |
| Other non-financial assets | 4,847 | 4,847 | 4,847 | 4,847 | 4,847 |
| ***Total non-financial assets*** | ***83,809*** | ***103,067*** | ***96,640*** | ***91,680*** | ***89,082*** |
| **Total assets** | **142,006** | **161,264** | **154,837** | **149,877** | **147,279** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 7,017 | 7,017 | 7,017 | 7,017 | 7,017 |
| Other payables | 2,171 | 2,171 | 2,171 | 2,171 | 2,171 |
| ***Total payables*** | ***9,188*** | ***9,188*** | ***9,188*** | ***9,188*** | ***9,188*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 17,800 | 30,460 | 23,038 | 16,792 | 13,224 |
| ***Total interest bearing liabilities*** | ***17,800*** | ***30,460*** | ***23,038*** | ***16,792*** | ***13,224*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 23,662 | 23,662 | 23,662 | 23,662 | 23,662 |
| Other provisions | 1,462 | 1,462 | 1,462 | 1,462 | 1,462 |
| ***Total provisions*** | ***25,124*** | ***25,124*** | ***25,124*** | ***25,124*** | ***25,124*** |
| **Total liabilities** | **52,112** | **64,772** | **57,350** | **51,104** | **47,536** |
| **Net assets** | **89,894** | **96,492** | **97,487** | **98,773** | **99,743** |
| **EQUITY** |  |  |  |  |  |
| Contributed equity | 202,959 | 217,938 | 227,090 | 236,341 | 245,710 |
| Reserves | 3,018 | 3,018 | 3,017 | 3,017 | 3,017 |
| Retained surplus (accumulated deficit) | (116,083) | (124,464) | (132,620) | (140,585) | (148,984) |
| **Total equity** | **89,894** | **96,492** | **97,487** | **98,773** | **99,743** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | (116,083) | 3,018 | 202,959 | 89,894 |
| ***Adjusted opening balance*** | ***(116,083)*** | ***3,018*** | ***202,959*** | ***89,894*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (8,381) | - | - | (8,381) |
| ***Total comprehensive income*** | ***(8,381)*** | ***-*** | ***-*** | ***(8,381)*** |
| ***Contributions by owners*** |  |  |  |  |
| Departmental Capital Budget (DCB) | - | - | 14,979 | 14,979 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***14,979*** | ***14,979*** |
| **Estimated closing balance as at 30 June 2026** | **(124,464)** | **3,018** | **217,938** | **96,492** |
| **Closing balance attributable to the Australian Government** | **(124,464)** | **3,018** | **217,938** | **96,492** |

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 | 155,640 | 167,782 | 162,502 | 158,866 | 154,384 |
| Sale of goods and rendering of services | 1,542 | 290 | 250 | 100 | 100 |
| Net GST received | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| ***Total cash received*** | ***160,182*** | ***171,072*** | ***165,752*** | ***161,966*** | ***157,484*** |
| **Cash used** |  |  |  |  |  |
| Employees | 92,904 | 99,219 | 98,498 | 98,765 | 97,662 |
| Suppliers | 64,007 | 63,506 | 58,788 | 56,066 | 55,558 |
| Interest payments on lease liability | 385 | 743 | 1,043 | 889 | 696 |
| ***Total cash used*** | ***157,296*** | ***163,468*** | ***158,329*** | ***155,720*** | ***153,916*** |
| **Net cash from/(used by) operating activities** | **2,886** | **7,604** | **7,423** | **6,246** | **3,568** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 18,867 | 14,979 | 9,152 | 9,251 | 9,369 |
| ***Total cash used*** | ***18,867*** | ***14,979*** | ***9,152*** | ***9,251*** | ***9,369*** |
| **Net cash from/(used by) investing activities** | **(18,867)** | **(14,979)** | **(9,152)** | **(9,251)** | **(9,369)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 18,867 | 14,979 | 9,152 | 9,251 | 9,369 |
| ***Total cash received*** | ***18,867*** | ***14,979*** | ***9,152*** | ***9,251*** | ***9,369*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 7,764 | 7,604 | 7,422 | 6,246 | 3,568 |
| ***Total cash used*** | ***7,764*** | ***7,604*** | ***7,422*** | ***6,246*** | ***3,568*** |
| **Net cash from/(used by) financing activities** | **11,103** | **7,375** | **1,729** | **3,005** | **5,801** |
| **Net increase/(decrease) in cash held** | **(4,878)** | **-** | **-** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 9,027 | 4,149 | 4,149 | 4,149 | 4,149 |
| **Cash and cash equivalents at the end of the reporting period** | **4,149** | **4,149** | **4,149** | **4,149** | **4,149** |

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) | 18,867 | 14,979 | 9,152 | 9,251 | 9,369 |
| **Total new capital appropriations** | **18,867** | **14,979** | **9,152** | **9,251** | **9,369** |
| **Provided for:** |  |  |  |  |  |
| Purchase of non-financial assets | 18,867 | 14,979 | 9,152 | 9,251 | 9,369 |
| **Total items** | **18,867** | **14,979** | **9,152** | **9,251** | **9,369** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriation - DCB(a) | 18,867 | 14,979 | 9,152 | 9,251 | 9,369 |
| **TOTAL** | **18,867** | **14,979** | **9,152** | **9,251** | **9,369** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 18,867 | 14,979 | 9,152 | 9,251 | 9,369 |
| **Total cash used to acquire assets** | **18,867** | **14,979** | **9,152** | **9,251** | **9,369** |

Prepared on Australian Accounting Standards basis.

1. Does not include annual finance lease costs. Includes purchases from current and previous years' Departmental Capital Budgets (DCBs).

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |
| Gross book value | 1,595 | 33,442 | 7,771 | 98,695 | 141,503 |
| Gross book value - ROU assets | - | 51,150 | - | - | 51,150 |
| Accumulated depreciation/amortisation and impairment | - | (22,030) | (3,477) | (52,320) | (77,827) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (15,600) | - | - | (15,600) |
| **Opening net book balance** | **1,595** | **46,962** | **4,294** | **46,375** | **99,226** |
| **Capital asset additions** |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |
| By purchase - appropriation ordinary annual services(a) | - | 370 | 1,514 | 13,095 | 14,979 |
| **Total additions** | **-** | **370** | **1,514** | **13,095** | **14,979** |
| **Other movements** |  |  |  |  |  |
| Depreciation/amortisation expense | - | (1,639) | (783) | (7,106) | (9,528) |
| Depreciation/amortisation on ROU assets | - | (6,457) | - | - | (6,457) |
| **Total other movements** | **-** | **(8,096)** | **(783)** | **(7,106)** | **(15,985)** |
| **As at 30 June 2026** |  |  |  |  |  |
| Gross book value | 1,595 | 33,812 | 9,285 | 111,790 | 156,482 |
| Gross book value - ROU assets | - | 51,150 | - | - | 51,150 |
| Accumulated depreciation/amortisation and impairment | - | (23,669) | (4,260) | (59,426) | (87,355) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (22,057) | - | - | (22,057) |
| **Closing net book balance** | **1,595** | **39,236** | **5,025** | **52,364** | **98,220** |

Prepared on Australian Accounting Standards basis.

1. ‘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, 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 | 300 | 300 | 300 | 300 | 300 |
| Grants | 2,500 | 2,500 | 2,500 | - | - |
| Other expenses | 50 | 50 | 50 | 50 | 50 |
| **Total expenses administered on behalf of Government** | **2,850** | **2,850** | **2,850** | **350** | **350** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| **Taxation revenue** |  |  |  |  |  |
| Other taxes | 1,350,522 | 1,358,816 | 1,445,808 | 1,487,359 | 1,537,717 |
| ***Total taxation revenue*** | ***1,350,522*** | ***1,358,816*** | ***1,445,808*** | ***1,487,359*** | ***1,537,717*** |
| **Non-taxation revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 21,979 | 22,129 | 15,302 | 12,922 | 12,922 |
| Fees and fines | 37,324 | 42,224 | 39,816 | 37,999 | 38,027 |
| Interest | 787 | 396 | - | - | - |
| ***Total non-taxation revenue*** | ***60,090*** | ***64,749*** | ***55,118*** | ***50,921*** | ***50,949*** |
| **Total own-source revenue administered on behalf of Government** | **1,410,612** | **1,423,565** | **1,500,926** | **1,538,280** | **1,588,666** |
| **Gains** |  |  |  |  |  |
| Resource received free of charge(a) | 2,091,628 | - | - | - | - |
| **Total gains administered on behalf of Government** | **2,091,628** | **-** | **-** | **-** | **-** |
| **Total own-sourced income administered on behalf of Government** | **3,502,240** | **1,423,565** | **1,500,926** | **1,538,280** | **1,588,666** |
| **Total comprehensive income/(loss)** | **3,499,390** | **1,420,715** | **1,498,076** | **1,537,930** | **1,588,316** |

Prepared on Australian Accounting Standards basis.

1. The 2024-25 gain is a result of the commencement of 850/900MHz spectrum licences. The winning bidders paid the full amount of the auction price in 2023-24 before the licences commence.

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 | 942 | 942 | 942 | 942 | 942 |
| Taxation receivables | 852,507 | 907,057 | 943,426 | 982,963 | 1,025,840 |
| Trade and other receivables(a) | 162,381 | 31,176 | 31,176 | 31,176 | 31,176 |
| ***Total financial assets*** | ***1,015,830*** | ***939,175*** | ***975,544*** | ***1,015,081*** | ***1,057,958*** |
| **Total assets administered on behalf of Government** | **1,015,830** | **939,175** | **975,544** | **1,015,081** | **1,057,958** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Other payables | 48,917 | 48,917 | 48,917 | 48,917 | 48,917 |
| ***Total payables*** | ***48,917*** | ***48,917*** | ***48,917*** | ***48,917*** | ***48,917*** |
| **Total liabilities administered on behalf of Government** | **48,917** | **48,917** | **48,917** | **48,917** | **48,917** |
| **Net assets/(liabilities)** | **966,913** | **890,258** | **926,627** | **966,164** | **1,009,041** |

Prepared on Australian Accounting Standards basis.

1. The sale of the 26 GHz spectrum results in the recognition of a finance lease receivable, which is reduced through the expected instalment payments made by the winning auction bidders, the last instalment payment to be made in 2025-26.

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 | 41,100 | 46,000 | 43,592 | 41,775 | 41,803 |
| Rental Income(a) | 130,814 | 131,205 | - | - | - |
| Interest(a) | 787 | 396 | - | - | - |
| Taxes(b) | 521,824 | 475,568 | 526,191 | 528,205 | 535,686 |
| Fees | 17,419 | 17,559 | 10,732 | 8,352 | 8,352 |
| Fines | 794 | 794 | 794 | 794 | 794 |
| ***Total cash received*** | ***712,738*** | ***671,522*** | ***581,309*** | ***579,126*** | ***586,635*** |
| **Cash used** |  |  |  |  |  |
| Grant | 2,500 | 2,500 | 2,500 | - | - |
| Suppliers | 300 | 300 | 300 | 300 | 300 |
| Other | 50 | 50 | 50 | 50 | 50 |
| ***Total cash used*** | ***2,850*** | ***2,850*** | ***2,850*** | ***350*** | ***350*** |
| **Net cash from/(used by) operating activities** | **709,888** | **668,672** | **578,459** | **578,776** | **586,285** |
| ***Net increase/(decrease) in cash held*** | ***709,888*** | ***668,672*** | ***578,459*** | ***578,776*** | ***586,285*** |
| Cash and cash equivalents at beginning of reporting period | 942 | 942 | 942 | 942 | 942 |
| Cash from Official Public Account for: |  |  |  |  |  |
| - Appropriations(c) | 2,800 | 2,800 | 2,800 | 300 | 300 |
| - Special accounts | 50 | 50 | 50 | 50 | 50 |
| *Total cash from Official Public Account* | *2,850* | *2,850* | *2,850* | *350* | *350* |
| Cash to Official Public Account for: |  |  |  |  |  |
| - Appropriations(c) | (712,688) | (671,472) | (581,259) | (579,076) | (586,585) |
| - Special accounts | (50) | (50) | (50) | (50) | (50) |
| *Total cash to Official Public Account* | *(712,738)* | *(671,522)* | *(581,309)* | *(579,126)* | *(586,635)* |
| **Cash and cash equivalents at end of reporting period** | **942** | **942** | **942** | **942** | **942** |

Prepared on Australian Accounting Standards basis.

1. Approximately $130 million per annum relates to sale of the 26GHz spectrum, reflecting the accounting treatment under AASB 16 Leases. The winning bidders pay a premium on the auction price where they have elected to pay by instalments.
2. The decrease in 2025-26 relates to the suspension of the Commercial Broadcasting Tax for one year, from 9 June 2025 to 8 June 2026, to provide temporary relief for commercial television and radio broadcasters.
3. Excludes receipts and payments through Special Appropriations for refunds under the PGPA Act — section 77.

Australian Film Television and Radio School

Entity resources and planned performance

Australian Film Television and Radio School

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Australian Film Television and Radio School

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Australian Film, Television and Radio School (AFTRS) is the national institution for education, training and research for the screen and broadcast industries. Guided by its enabling legislation, the *Australian, Film, Television and Radio School Act 1973*, AFTRS works together with the screen and broadcast industries to provide Australians with the highest level of screen and broadcast education, training, and research so that Australian stories thrive at home and around the world.

As the national screen and broadcast school, AFTRS is a global centre of excellence that provides world-class creative learning to talent across Australia. In a time of ongoing sector change, AFTRS is adaptive, nimble, and fit‑for‑purpose in meeting the evolving needs of the industries it supports. AFTRS’ current five–year strategy, ‘Creating the Future’, is constructed around three pillars: national reach, excellence and sustainability, and is well‑positioned to support the five pillars of the National Cultural Policy*, Revive: a place for every story, a story for every place*. The five pillars are guiding principles of all work undertaken by AFTRS to support a thriving cultural life for all Australians, including a commitment to First Nations First, the importance of accessibility for creative talent across Australia, and recognition of artists as vital workers creating radio, podcasts, television, films and stories that resonate through all parts of Australian creative life.

• **National Reach** – As the national screen and broadcast school, AFTRS engages, upskills, and supports talent in all states and territories.

• **Excellence** – Working in close partnership with industry, AFTRS equips its graduates with skills in craft, professionalism and artistry. AFTRS graduates are enterprising and creative. They understand the power of Australian story, underpinned by a First Nations culture, enriched by the diversity of our country, to engage and entertain audiences at home and around the world.

• **Sustainability** – AFTRS has a suite of scalable, adaptive course offerings that support the industry’s growth in a way that is sustainable for both AFTRS and the industry.

These pillars are underpinned by the following areas of strategic focus:

• **First Nations Culture** – Embedding First Nations values within AFTRS by including First Nations’ knowledge, voices, values, and pedagogies to build the capacity and knowledge of staff, graduates, and industry.

• **Outreach and Inclusion** – Supporting under–represented talent across Australia to work in the Australian screen and broadcast industries by building an inclusive school culture that celebrates all Australians, and creating a flexible and responsive model of delivery that builds on AFTRS’ established strengths, delivering face-to-face learning in its world-class Sydney campus.

• **Talent Development** – Empower student learning through an experiential curriculum that is inclusive and flexible, national in its reach, and enables teaching excellence.

• **Industry Skills Training** – Ensuring Australian screen and broadcast practitioners have the skills required for the Australian industry to thrive by partnering with industry on the design, development and delivery of a range of courses that meet immediate need, and providing pathways to life-long careers in the screen and broadcast industries.

• **Research and Innovation** – Provide industry with the new knowledge it needs to keep Australia at the forefront of global innovation.

• **Effective Organisation** – Sustaining an adaptive, efficient, and resourceful business that supports AFTRS’ mission as a global centre of excellence for screen and broadcast education, training and research.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to AFTRS 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 AFTRS 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: AFTRS resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **6,155** | **7,251** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services |  |  |
| Outcome 1(a) | 27,944 | 28,322 |
| Total annual appropriations | 27,944 | 28,322 |
| **Total funds from Government** | **27,944** | **28,322** |
| **Funds from other sources** |  |  |
| Interest | 946 | 693 |
| Sale of goods and services | 9,308 | 9,137 |
| Other | 279 | 309 |
| **Total funds from other sources** | **10,533** | **10,139** |
| **Total net resourcing for AFTRS** | **44,632** | **45,712** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 159 | 160 |

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.

1. Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025-26.

AFTRS 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 AFTRS and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the AFTRS for the 2025-26 Budget.

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 Australian Film, Television and Radio School can be found at: <https://www.aftrs.edu.au/wp-content/uploads/2024/08/Corporate-Plan-2024%E2%80%932025.pdf>  The most recent annual performance statement can be found at: <https://www.aftrs.edu.au/wp-content/uploads/2024/11/AFTRS-Annual-Report-2023-24.pdf> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Support the development of a professional screen arts and broadcast culture in Australia including through the provision of specialist industry-focused education, training, and research |

**Budgeted expenses for Outcome 1**

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

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: Delivery of specialist education** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) Supply Bill (No. 1)) | 27,944 | 28,322 | 29,703 | 36,000 | 36,425 |
| Expenses not requiring appropriation in the budget year | 169 | 78 | (40) | (96) | (152) |
| Revenues from other independent sources | 10,195 | 10,112 | 9,983 | 10,338 | 10,506 |
| **Total expenses for Program 1.1** | **38,308** | **38,512** | **39,646** | **46,242** | **46,779** |
| **Outcome 1 totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) Supply Bill (No. 1)) | 27,944 | 28,322 | 29,703 | 36,000 | 36,425 |
| Expenses not requiring appropriation in the budget year | 169 | 78 | (40) | (96) | (152) |
| Revenues from other independent sources | 10,195 | 10,112 | 9,983 | 10,338 | 10,506 |
| **Total expenses for Outcome 1** | **38,308** | **38,512** | **39,646** | **46,242** | **46,779** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 159 | 160 |

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** – Support the development of a professional screen arts and broadcast culture in Australia including through the provision of specialist industry-focused education, training, and research | | |
| --- | --- | --- |
| **Program 1.1 –** Delivery of specialist education to meet the diverse creative needs of students and the skill requirements of industry by means of award courses, training programs and events. | | |
| Key Activities | * Grow First Nations Community Stakeholders and Projects * Deliver courses accessible to learners across the country * Deliver accredited courses * Deliver industry-partnered training * Partner with screen and broadcast stakeholders to provide targeted training * Develop a faculty-driven research project that bridges industry knowledge and academic expertise. | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | **First Nations’ Culture**: Embedding First Nations values within AFTRS by including First Nations’ knowledges, voices, values, and pedagogies to build the capacity and knowledge of our staff, graduates, and industry | Target: 2 First Nations-led partnerships  Target met |
| **Outreach and Inclusion:** Supporting  under-represented talent across Australia to work in the Australian screen and broadcast industries by building an inclusive school culture that celebrates all Australians and creating a flexible and responsive model of delivery that builds on AFTRS’ established strengths, delivering face-to-face learning in the School’s world-class Sydney campus | Target: 3,000 participants in industry training  Target expected to be met  Target: 1 partnered industry event per State and Territory outside of NSW  Target expected to be met |
| **Talent Development:** Empowering student learning through a model of teaching excellence and an experiential curriculum that is inclusive, flexible and national in its reach | Target: 300 award course enrolments (per calendar year)  Target met  Target: 100 award course graduates (per calendar year)  Target met |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year  2024–25 cont. | **Industry Skills Training**: Partnering with industry on the design, development and delivery of a range of courses that meet immediate need and provide pathways to life-long careers in the screen and audio industries | Target: 75% of recent graduates applying the skills they learnt in their AFTRS course professionally  Target expected to be met  Target: 10 industry training partnerships  Target met  Target**:** Annual consultation with industry stakeholders, including industry  Advisory Panels and triennial skills  survey  Target expected to be met |
| **Research and Innovation:** Providing the industry with the new knowledge it needs to keep Australia at the forefront of global innovation. Supporting a culture of enquiry, exploration, and rigour through the School’s research programs | Target: 2 disseminated industry research projects.  ‘Target expected to be met.’ |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | **First Nations’ Culture**: Embedding First Nations values within AFTRS by including First Nations’ knowledges, voices, values, and pedagogies to build the capacity and knowledge of our staff, graduates, and industry | Target: 2 First Nations-led partnerships |
| **Outreach and Inclusion:** Supporting  under-represented talent across Australia to work in the Australian screen and audio industries by building an inclusive school culture that celebrates all Australians and creating a flexible and responsive model of delivery that builds on AFTRS’ established strengths, delivering face-to-face learning in the School’s world-class Sydney campus | Target: 3,000 participants in industry training  Target: 1 partnered industry event per State and Territory outside of NSW |
| **Talent Development:** Empowering student learning through a model of teaching excellence and an experiential curriculum that is inclusive, flexible and national in its reach | Target: 300 award course enrolments (per calendar year)  Target: 100 award course graduates (per calendar year) |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 cont. | **Industry Skills Training**: Partnering with industry on the design, development and delivery of a range of courses that meet immediate need and provide pathways to life-long careers in the screen and audio industries | Target: 75% of recent graduates applying the skills they learnt in their AFTRS course professionally  Target: 10 industry training partnerships  Target**:** Annual consultation with industry stakeholders, including industry  Advisory Panels and triennial skills  survey |
| **Research and Innovation:** Providing the industry with the new knowledge it needs to keep Australia at the forefront of global innovation. Supporting a culture of enquiry, exploration, and rigour through the School’s research programs | Target: 2 disseminated industry research projects. |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26 |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of AFTRS 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

**Comprehensive income statement**

Own-source revenue is expected to decrease by 0.8 per cent in 2025–26 as interest revenue decreases. Award Course fee income of $7.7 million is an increase of 3.7 per cent from the 2024–25 result and is expected to continue to increase across the forward estimates period. Income from Short and Industry Courses and Business Development is budgeted to be $1.4 million for 2025–26 ($1.3 million for 2024–25) and is then expected to increase throughout the forward estimates period.

Employee costs are expected to increase by 7.3 per cent to $24.5 million in 2025–26 and then increase over the forward years. Overall, total expenses for 2025–26 ($38.5 million) is an increase of 0.5 per cent from 2024–25 with a further increase in the outer years. The average staffing level is planned to increase over the forward years.

**Departmental balance sheet**

The budgeted balance sheet is based on the latest forecast with due consideration to flow-ons from the capital expenditure budget, income statements and cash inflows and outflows.

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 | 22,822 | 24,493 | 25,321 | 27,199 | 28,143 |
| Suppliers | 8,839 | 7,180 | 7,833 | 12,450 | 11,807 |
| Depreciation and amortisation | 6,219 | 6,451 | 6,150 | 6,306 | 6,597 |
| Finance costs | 428 | 388 | 342 | 287 | 232 |
| **Total expenses** | **38,308** | **38,512** | **39,646** | **46,242** | **46,779** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 9,050 | 9,203 | 9,353 | 9,708 | 9,876 |
| Interest | 866 | 600 | 600 | 600 | 600 |
| Other | 279 | 309 | 30 | 30 | 30 |
| **Total own-source revenue** | **10,195** | **10,112** | **9,983** | **10,338** | **10,506** |
| **Total own-source income** | **10,195** | **10,112** | **9,983** | **10,338** | **10,506** |
| **Net (cost of)/contribution by services** | **(28,113)** | **(28,400)** | **(29,663)** | **(35,904)** | **(36,273)** |
| Revenue from Government | 27,944 | 28,322 | 29,703 | 36,000 | 36,425 |
| **Surplus/(deficit) attributable to the Australian Government** | **(169)** | **(78)** | **40** | **96** | **152** |
| **OTHER COMPREHENSIVE INCOME** |  |  |  |  |  |
| **Total comprehensive income/(loss)** | **(169)** | **(78)** | **40** | **96** | **152** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(169)** | **(78)** | **40** | **96** | **152** |
| **Note: Impact of net cash appropriation arrangements** | | |  |  |  |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | (169) | (78) | 40 | 96 | 152 |
| plus: depreciation/amortisation expenses for ROU assets(a) | 4,179 | 4,259 | 4,267 | 4,267 | 4,267 |
| less: lease principal repayments(a) | 4,010 | 4,181 | 4,307 | 4,363 | 4,419 |
| **Net Cash Operating Surplus/(Deficit)** | **-** | **-** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

1. Applies 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 | 7,251 | 7,931 | 8,685 | 8,870 | 9,368 |
| Trade and other receivables | 3,378 | 3,261 | 3,382 | 3,635 | 3,883 |
| ***Total financial assets*** | ***10,629*** | ***11,192*** | ***12,067*** | ***12,505*** | ***13,251*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 31,998 | 27,986 | 23,735 | 19,484 | 15,233 |
| Property, plant and equipment | 7,383 | 6,695 | 6,010 | 5,957 | 5,611 |
| Intangibles | 89 | 59 | 45 | 43 | 43 |
| Other non-financial assets | 1,124 | 1,124 | 1,124 | 1,124 | 1,124 |
| ***Total non-financial assets*** | ***40,594*** | ***35,864*** | ***30,914*** | ***26,608*** | ***22,011*** |
| **Total assets** | **51,223** | **47,056** | **42,981** | **39,113** | **35,262** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 964 | 964 | 964 | 964 | 964 |
| Other payables | 4,211 | 4,121 | 4,273 | 4,589 | 4,899 |
| ***Total payables*** | ***5,175*** | ***5,085*** | ***5,237*** | ***5,553*** | ***5,863*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 32,483 | 28,523 | 24,216 | 19,853 | 15,434 |
| ***Total interest bearing liabilities*** | ***32,483*** | ***28,523*** | ***24,216*** | ***19,853*** | ***15,434*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 4,333 | 4,294 | 4,334 | 4,417 | 4,523 |
| ***Total provisions*** | ***4,333*** | ***4,294*** | ***4,334*** | ***4,417*** | ***4,523*** |
| **Total liabilities** | **41,991** | **37,902** | **33,787** | **29,823** | **25,820** |
| **Net assets** | **9,232** | **9,154** | **9,194** | **9,290** | **9,442** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Reserves | 2,857 | 2,857 | 2,857 | 2,857 | 2,857 |
| Retained surplus (accumulated deficit) | 6,375 | 6,297 | 6,337 | 6,433 | 6,585 |
| ***Total parent entity interest*** | ***9,232*** | ***9,154*** | ***9,194*** | ***9,290*** | ***9,442*** |
| **Total equity** | **9,232** | **9,154** | **9,194** | **9,290** | **9,442** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |
| Balance carried forward from previous period | 6,375 | 2,857 | 9,232 |
| ***Adjusted opening balance*** | ***6,375*** | ***2,857*** | ***9,232*** |
| **Comprehensive income** |  |  |  |
| Surplus/(deficit) for the period | (78) | - | (78) |
| ***Total comprehensive income*** | ***(78)*** | ***-*** | ***(78)*** |
| **Estimated closing balance as at 30 June 2026** | **6,297** | **2,857** | **9,154** |
| **Closing balance attributable to the Australian Government** | **6,297** | **2,857** | **9,154** |

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 | 27,944 | 28,322 | 29,703 | 36,000 | 36,425 |
| Sale of goods and rendering of services | 9,308 | 9,137 | 9,384 | 9,771 | 9,938 |
| Interest | 946 | 693 | 600 | 600 | 600 |
| Net GST received | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 |
| Other | 279 | 309 | 30 | 30 | 30 |
| ***Total cash received*** | ***39,577*** | ***39,561*** | ***40,817*** | ***47,501*** | ***48,093*** |
| **Cash used** |  |  |  |  |  |
| Employees | 22,933 | 24,532 | 25,281 | 27,116 | 28,037 |
| Suppliers | 9,939 | 8,280 | 8,933 | 13,550 | 12,907 |
| Interest payments on lease liability | 428 | 388 | 342 | 287 | 232 |
| ***Total cash used*** | ***33,300*** | ***33,200*** | ***34,556*** | ***40,953*** | ***41,176*** |
| **Net cash from/(used by) operating activities** | **6,277** | **6,361** | **6,261** | **6,548** | **6,917** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 1,171 | 1,500 | 1,200 | 2,000 | 2,000 |
| ***Total cash used*** | ***1,171*** | ***1,500*** | ***1,200*** | ***2,000*** | ***2,000*** |
| **Net cash from/(used by) investing activities** | **(1,171)** | **(1,500)** | **(1,200)** | **(2,000)** | **(2,000)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 4,010 | 4,181 | 4,307 | 4,363 | 4,419 |
| ***Total cash used*** | ***4,010*** | ***4,181*** | ***4,307*** | ***4,363*** | ***4,419*** |
| **Net cash from/(used by) financing activities** | **(4,010)** | **(4,181)** | **(4,307)** | **(4,363)** | **(4,419)** |
| **Net increase/(decrease) in cash held** | **1,096** | **680** | **754** | **185** | **498** |
| Cash and cash equivalents at the beginning of the reporting period | 6,155 | 7,251 | 7,931 | 8,685 | 8,870 |
| **Cash and cash equivalents at the end of the reporting period** | **7,251** | **7,931** | **8,685** | **8,870** | **9,368** |

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 |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded internally from Departmental resources(a) | 1,171 | 1,500 | 1,200 | 2,000 | 2,000 |
| **TOTAL** | **1,171** | **1,500** | **1,200** | **2,000** | **2,000** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 1,171 | 1,500 | 1,200 | 2,000 | 2,000 |
| **Total cash used to acquire assets** | **1,171** | **1,500** | **1,200** | **2,000** | **2,000** |

Prepared on Australian Accounting Standards basis.

1. Funded from annual appropriations and may include donations and contributions, gifts, internally developed assets, and proceeds from the sale of assets.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Asset Category** | | | |
|  | Buildings    $'000 | Other property, plant and equipment $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |
| Gross book value | - | 11,380 | 3,795 | 15,175 |
| Gross book value - ROU assets | 58,153 | 270 | - | 58,423 |
| Accumulated depreciation/amortisation and impairment | - | (4,065) | (3,706) | (7,771) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (26,155) | (202) | - | (26,357) |
| **Opening net book balance** | **31,998** | **7,383** | **89** | **39,470** |
| **Capital asset additions** |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |
| By purchase - appropriation ordinary  annual services(a) | - | 1,500 | - | 1,500 |
| **Total additions** | **-** | **1,500** | **-** | **1,500** |
| **Other movements** |  |  |  |  |
| Depreciation/amortisation expense | - | (2,162) | (30) | (2,192) |
| Depreciation/amortisation on ROU assets | (4,233) | (26) | - | (4,259) |
| Other - ROU assets | 221 | - | - | 221 |
| **Total other movements** | **(4,012)** | **(2,188)** | **(30)** | **(6,230)** |
| **As at 30 June 2026** |  |  |  |  |
| Gross book value | - | 12,880 | 3,795 | 16,675 |
| Gross book value - ROU assets | 58,374 | 270 | - | 58,644 |
| Accumulated depreciation/amortisation and impairment | - | (6,227) | (3,736) | (9,963) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (30,388) | (228) | - | (30,616) |
| **Closing net book balance** | **27,986** | **6,695** | **59** | **34,740** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2025-2026, Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs).

Australian Maritime Safety Authority

Entity resources and planned performance

Australian Maritime Safety Authority

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Australian Maritime Safety Authority

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Australian Maritime Safety Authority (AMSA) is a statutory authority established under the *Australian Maritime Safety Authority Act 1990* (AMSA Act) to:

* promote maritime safety and protection of the maritime environment
* prevent and combat ship–safety pollution in the marine environment
* provide infrastructure to support safety of navigation in Australian waters
* provide a national search and rescue service to the maritime and aviation sectors
* provide, on request, services to the maritime industry on a commercial basis
* provide, on request, services of a maritime nature on a commercial basis to the Commonwealth and/or states and territories.

AMSA regularly assesses its operating environment, challenges, goals, and risks to identify key priorities for coming years.

In 2025–26, AMSA will continue to focus on the strategic priorities that reflect AMSA’s statutory responsibilities, including taking a modern and risk–based approach, and collaborating with our stakeholders in delivering our regulatory functions. AMSA’s objectives are consistent with the Minister’s Statement of Expectations and forms the basis for the program objectives and outputs detailed in the following sections.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to AMSA 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 Departmental (for AMSA’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: AMSA resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **40,841** | **29,815** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services |  |  |
| Outcome 1(a) | 86,218 | 102,159 |
| Total annual appropriations | 86,218 | 102,159 |
| Special appropriations |  |  |
| *Australian Maritime Safety Authority Act 1990*(b) | 128,517 | 132,292 |
| Total special appropriations | 128,517 | 132,292 |
| Amounts received from related entities(c) |  |  |
| Department of Infrastructure, Transport, Regional Development, Communications and the Arts | 1,892 | 1,892 |
| Total amounts received from related entities | 1,892 | 1,892 |
| **Total funds from Government** | **216,627** | **236,343** |
| **Funds from industry sources** |  |  |
| Regulatory fees | 6,684 | 8,424 |
| **Total funds from industry sources** | **6,684** | **8,424** |
| **Funds from other sources** |  |  |
| Interest | 7,223 | 7,762 |
| Sale of goods and services | 2,658 | 1,857 |
| Other | 1,870 | 1,677 |
| **Total funds from other sources** | **11,751** | **11,296** |
| **Total net resourcing for AMSA** | **275,903** | **285,878** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 490 | 492 |

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.

1. Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025-26.
2. Levies collected under *Marine Navigation Levy Collection Act 1989*, *Marine Navigation (Regulatory Functions) Levy Collection Act 1991*, and *Protection of the Sea (Shipping Levy) Collection Act 1981* are paid to the Consolidated Revenue Fund and appropriated under section 48 of the *Australian Maritime Safety Authority Act 1990*.
3. Funding provided by a government entity that is not specified within the annual appropriation bills as a payment to the Corporate Commonwealth Entity.

AMSA 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, which are then paid to AMSA and are considered 'Departmental' for all purposes.

1.3 Budget measures

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

Table 1.2: Entity 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 |  | - | - | - | - | (940) |
| **Total** |  | **-** | **-** | **-** | **-** | **(940)** |
| Supporting Transport Priorities | 1.1 |  |  |  |  |  |
| Departmental payments |  | - | 15,938 | - | - | - |
| **Total** |  | **-** | **15,938** | **-** | **-** | **-** |
| **Total payment measures** |  |  |  |  |  |  |
| Departmental |  | - | 15,938 | - | - | (940) |
| **Total** |  | **-** | **15,938** | **-** | **-** | **(940)** |

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

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

Section 2: Outcomes and planned performance

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

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

|  |
| --- |
| **Note:**  Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measures described in Portfolio Budget Statements will be read with broader information provided in AMSA’s corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of planned and actual performance.  The most recent corporate plan for AMSA can be found at: (<https://www.amsa.gov.au/corporate-plan-2024-25>).  The most recent annual performance statement can be found at: (<https://www.amsa.gov.au/annual-report-2023-24>). |

AMSA contributes to one Outcome and one Program, which is divided into two Subprograms:

* **Sub-program 1: Seafarer and ship safety and environment protection** aims to minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services.
* **Sub-program 2: Search and rescue** aims to maximise the number of people saved from maritime and aviation incidents through coordinating search and rescue.

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services and maximise people saved from maritime and aviation incidents through search and rescue coordination |

**Linked programs**

|  |
| --- |
| **Attorney-General’s Department** |
| **Programs**   * Program 1.1: Attorney-General's Department Operating Expenses – Legal Services and Families * Program 1.2: Attorney-General’s Department Operating Expenses—National Security, Integrity and International Program |
| **Contribution to Outcome 1 made by linked programs**  The Attorney General’s Department provides high quality legal policy advice to the Australian Government and its entities in relation to national security and criminal justice, protecting and promoting the rule of law, ensuring an effective and efficient Commonwealth criminal justice system, and building a safe and secure Australia compliant with international legal arrangements.  AMSA engages with the Attorney-General’s Department to obtain expert legal advice, to coordinate Australia’s position on critical liability and compensation matters at the International Maritime Organization and to support consideration of AMSA’s aids to navigation network in the Commonwealth’s response to native title claims. This engagement, assists AMSA to operate lawfully within its regulatory remit in both a domestic and international context. |

|  |
| --- |
| **Civil Aviation Safety Authority (CASA)** |
| **Outcome 1** Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training.  **Programs**   * Program 1.1: parts: 1. Maintain and enhance a fair, effective and efficient aviation safety regulation system. 2. Collaborative engagement with the aviation industry and wider community to promote and support aviation. |
| **Contribution to Outcome 1 made by linked program**  CASA is responsible for regulating the aviation industry. The regulation of industry ensures that aircraft tasked by AMSA are meeting regulatory requirements which supports operational risk management for responses, and accordingly the corporate risk that AMSA may be exposed to.  AMSA is responsible for operationalising Australia’s commitment to International Civil Aviation Authority’s (ICAO) Annex 12 (Search and Rescue) and works with CASA and other aviation agencies to ensure a coordinated approach. |
| **Department of Department of Climate Change, Energy, the Environment and Water (DCCEEW)** |
| **Program**   * Program 2.3: Accelerate the transition to a circular economy, while safely managing pollutants and hazardous substances |
| **Contribution to Outcome 1 made by linked program**  DCCEEW provided grant funding that supported a joint AMSA-DAFF project aimed at determining the feasibility of recycling clean and segregated waste from international ships at Australian ports and to develop a nationally consistent framework to support this activity in the longer term. The project is expected to be completed early 2025.  This action is identified in the National Waste Policy Action Plan that guides Australia’s investment and national efforts to better manage waste and recover resources in support of a circular economy to 2030 and beyond. Additionally, the activity supports the International Maritime Organization’s Action Plan to Address Marine Plastic Litter from Ships that identifies the need to improve the effectiveness of port reception facilities in reducing marine plastic litter through the provision of recycling facilities. |

|  |
| --- |
| **Department of Defence** |
| **Programs**   * 2.14: Defence Intelligence |
| **Contribution to Outcome 1 made by linked program**  The Australian Hydrographic Office (AHO), which operates under the Australian Geospatial-Intelligence Organisation (AGO) within the Department of Defence, supports AMSA by conducting hydrographic survey for the safety of navigation as required by the *Navigation Act 2012*. AMSA supports the AHO in this activity by providing advice and recommendations for areas to survey and improve nautical charting development to best support safe navigation, Safety of Life at Sea in Australian waters, and to also protect the marine environment. |
| **Department of Foreign Affairs and Trade (DFAT)** |
| **Programs**   * Program 1.1: Foreign Affairs and Trade Operations * Program 2.1: Consular Services |
| **Contribution to Outcome 1 made by linked program**  DFAT works with AMSA to support capacity building programs in Asia and the Pacific. |
| **Great Barrier Reef Marine Park Authority (the Reef Authority)** |
| **Programs**   * Program 1.1: Great Barrier Reef Marine Park Authority |
| **Contribution to Outcome 1 made by linked program**  The Reef Authority is the regulator responsible for the management of the Great Barrier Reef Marine Park. AMSA supports the ongoing management of the Great Barrier Reef (GBR) through providing services to enable safer shipping within the reef, such as: aids to navigation, GBR Vessel Traffic Services, emergency response arrangements to minimise maritime incidents (including delivery of a dedicated emergency towage vessel, training, and exercises with Reef Authority staff) and regulation of shipping for safety and environmental performance.  The Reef Authority supports AMSA emergency response functions through provision of resources and subject matter expertise and knowledge, particularly in the event of an incident within the Great Barrier Reef. |

|  |
| --- |
| **National Emergency Management Agency** |
| **Programs**   * Program 1.6: Emergency Management |
| **Contribution to Outcome 1 made by outcomes** |
| NEMA is responsible for facilitating the National Coordination Mechanism through which AMSA may be requested to respond in times of national crisis management, delivering a synchronised effect across the whole of government.  Additionally, the National Emergency Management Agency continues to be postured to support AMSA to respond to maritime incidents within Australia, the Australian Search and Rescue Region, or the Australian Exclusive Economic Zone through capabilities such as the National Coordination Mechanism (NCM), the Crisis Appreciation and Strategic Planning (CASP) process, the Australian Government Crisis Coordination Team and the Australian Government National Situation Room. |
| **Department of Home Affairs** |
| **Outcomes**   * Outcome 3: Advance a prosperous and secure Australia through trade and travel facilitation and modernisation, and effective customs, immigration, maritime and enforcement activities across the border continuum |
| **Contribution to Outcome 1 made by linked program**  AMSA supports Home Affairs through the provision of data such as vessel locations (automatic identification system) and occasional use of AMSA response assets under a Memorandum of Understanding. Through leading Australia’s engagement at the International Maritime Organization, AMSA also supports Home Affair’s maritime security role. |

|  |
| --- |
| **National Offshore Petroleum Safety and Environment Management Authority (NOPSEMA)** |
| **Programs**   * Program 1: Regulatory oversight of Safety Cases, Well Operations Management Plans and Environment Plans coupled with effective monitoring, investigation and enforcement. |
| **Contribution to Outcome 1 made by linked program**  NOPSEMA are responsible for promoting and enforcing the effective management of risks to the workforce, the environment and the structural integrity of facilities, wells and well-related equipment of the Australian offshore petroleum and greenhouse gas storage industries through regulatory oversight.  AMSA manages the National Plan for Maritime Environmental Emergencies. Arrangements within the National Plan and AMSA response resources support the response to offshore petroleum oil spill incidents. NOPSEMA regulates the duty holder’s compliance with implementing their oil pollution emergency plan (OPEP). |

##### **Budgeted expenses for Outcome 1**

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

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: Seafarer and ship safety, maritime environment protection, and search and rescue** | | | | | | |
| Revenue from Government |  |  |  |  |  | |
| Ordinary annual services (Appropriation Bill (No. 1) and  Supply Bill (No. 1)) | 86,218 | 102,159 | 87,716 | 89,111 | 85,607 |
| Payment from related entities | 1,943 | 1,892 | - | - | - |
| Special appropriations |  |  |  |  |  |
| *Australian Maritime Safety Authority Act 1990* | 130,960 | 132,342 | 150,410 | 152,577 | 160,197 |
| Expenses not requiring appropriation in the budget year(a) | 33,036 | 18,316 | (1,985) | (2,617) | (1,555) |
| Revenues from industry sources regulatory fees | 8,277 | 8,475 | 8,950 | 9,255 | 9,559 |
| Revenues from other independent sources | 11,522 | 11,244 | 7,733 | 6,154 | 3,899 |
| **Total expenses for Program 1.1** | **271,956** | **274,428** | **252,824** | **254,480** | **257,707** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and  Supply Bill (No. 1)) | 86,218 | 102,159 | 87,716 | 89,111 | 85,607 |
| Payment from related entities | 1,943 | 1,892 | - | - | - |
| Special appropriations | 130,960 | 132,342 | 150,410 | 152,577 | 160,197 |
| Expenses not requiring appropriation in the budget year(a) | 33,036 | 18,316 | (1,985) | (2,617) | (1,555) |
| Revenues from industry sources regulatory fees | 8,277 | 8,475 | 8,950 | 9,255 | 9,559 |
| Revenues from other independent sources | 11,522 | 11,244 | 7,733 | 6,154 | 3,899 |
| **Total expenses for Outcome 1** | **271,956** | **274,428** | **252,824** | **254,480** | **257,707** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 490 | 492 |

Table 2.1.2: Program components of 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 |
| **Subprogram 1.1.1: Seafarer and ship safety, and maritime environment protection** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and  Supply Bill (No. 1)) | 21,265 | 21,671 | 20,863 | 21,211 | 21,737 |
| Payment from related entities | 1,943 | 1,892 | - | - | - |
| Special appropriations |  |  |  |  |  |
| *Australian Maritime Safety Authority Act 1990* | 130,960 | 132,342 | 150,410 | 152,577 | 160,197 |
| Expenses not requiring appropriation in the budget year(a) | 33,036 | 18,316 | (1,985) | (2,617) | (1,555) |
| Revenues from industry sources regulatory fees | 8,277 | 8,475 | 8,950 | 9,255 | 9,559 |
| Revenues from other independent sources | 8,893 | 8,807 | 7,108 | 5,943 | 3,899 |
| **Total expenses for Subprogram 1.1.1** | **204,374** | **191,503** | **185,346** | **186,369** | **193,837** |
| **Subprogram 1.1.2: Search and rescue** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (*Appropriation Bill No. 1*) | 64,953 | 80,488 | 66,853 | 67,900 | 63,870 |
| Revenues from other independent sources | 2,629 | 2,437 | 625 | 211 | - |
| **Total expenses for Subprogram 1.1.2** | **67,582** | **82,925** | **67,478** | **68,111** | **63,870** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and  Supply Bill (No. 1)) | 86,218 | 102,159 | 87,716 | 89,111 | 85,607 |
| Payment from related entities | 1,943 | 1,892 | - | - | - |
| Special appropriations | 130,960 | 132,342 | 150,410 | 152,577 | 160,197 |
| Expenses not requiring appropriation in the budget year(a) | 33,036 | 18,316 | (1,985) | (2,617) | (1,555) |
| Revenues from industry sources regulatory fees | 8,277 | 8,475 | 8,950 | 9,255 | 9,559 |
| Revenues from other independent sources | 11,522 | 11,244 | 7,733 | 6,154 | 3,899 |
| **Total expenses for Outcome 1** | **271,956** | **274,428** | **252,824** | **254,480** | **257,707** |

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

Figures are displayed as a negative (-) represent a decrease in funds and a positive (+) represent an increase in funds.

1. Expenses not requiring appropriation in the Budget year are made up of the operating result.

Table 2.1.3: Performance measures for Outcome 1

Table 2.1.3 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 – Minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services and maximise people saved from maritime and aviation incidents through search and rescue coordination | | |
| **Program 1.1** **Seafarer and ship safety, environment protection and search and rescue.**  Subprogram 1.1.1 – Seafarer and ship safety and environment protection aims to minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services.  Subprogram 1.1.2 – Search and rescue aims to maximise the number of people saved from maritime and aviation incidents through coordinating search and rescue.  As Australia’s national maritime regulatory body, AMSA promotes the safety and protection of our marine environment and combats ship-sourced pollution. AMSA provides the infrastructure for safety of navigation in Australian waters and maintains a national search and rescue service for the maritime and aviation sectors.  Vision: Safe and clean seas, saving lives.  Mission: Ensuring safe vessel operations, combatting marine pollution, and rescuing people in distress. | | |
| Key Activities(a) | * Promote maritime safety * Protect the marine environment from pollution from ships; and other environmental damage caused by shipping * Provide for a national search and rescue service | |
| Year | Performance Measures(b) | Expected Performance Results |
| Current Year 2024–25 | Safety of foreign-flagged ships and Australian-flagged ships (under the Navigation Act 2021) operating in Australian waters is demonstrated through the proportion of very serious and serious incidents(c) to total port arrivals | Target: ≤1.5%  Expected result: 0.98% |
| Timeliness of response to significant(d) oil spill incidents | Target: within 4 hours of notification  Expected result: Achieved |
| Coordinate responses within the Australian Search and Rescue (SAR) region to save as many lives as possible of those at risk | Target: 100%  Expected result: 99% |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures(b) | Planned Performance Results |
| Budget year  2025–26 | Safety of foreign-flagged ships and Australian-flagged ships (under the *Navigation Act 2021*) operating in Australian waters is demonstrated through the proportion of very serious and serious incidents(c) to total port arrivals | Target: ≤1.5% |
| Timeliness of response to significant(d) oil spill incidents | Target: within 4 hours of notification |
| Coordinate incident responses within the Australian Search and Rescue (SAR) region to save as many lives as possible of those at risk | Target: 100% |
| Forward Estimates  2026–29 | As per 2025-26 | As per 2025-26 |

AMSA’s key activities constitute its operational core business to deliver its subprograms, program, and outcome 1. Key activities are also detailed in AMSA’s corporate plan, specifically the plan-on-a-page. Unless there have been changes to legislation, machinery of government or programs, key activities are generally not subject to change.

AMSA’s 2024-25 Corporate Plan lists initiatives (including projects) organised under five strategic priorities. These priorities and initiatives are subject to some change between years as AMSA responds to changes in its operating environment.

Marine incidents are classified by AMSA into one of three severity levels: (1) very serious; (2) serious; and (3) less serious. Several factors are considered by AMSA to decide whether an incident is deemed very serious and/or serious. These include, fatalities, serious injuries, loss of vessel, damage to vessel and equipment; serious pollution and other incidents that result in serious consequences (i.e. fire; grounding; collisions etc.) Incidents are categorised individually.

A significant oil spill is a Level 2 (or higher) incident in accordance with the National Plan for Maritime Environmental Emergencies (<https://www.amsa.gov.au/marine-environment/national-plan-maritime-environmental-emergencies/national-plan-maritime>). It is noted that AMSA’s powers extend to combating pollution in the marine environment and that these powers are not limited to oil (for example, pollution from containers overboard), but this measure focuses on oil spill response.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of AMSA’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 Differences between entity resourcing and financial statements

AMSA’s financial statements are prepared on an accrual basis where revenue and expenses are recognised as and when resources are received and used. The resourcing statement is prepared when cash resources are available to be used during the period and includes amounts recognised as revenue in previous periods.

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

**Budgeted operating results**

AMSA is projecting operating losses, excluding depreciation expenses and principle repayments relating to leases under AASB 16, of $33.0 million in 2024-25 and $18.3 million in 2025‑26, with broadly break-even positions in forward year estimates. This compares to results in the 2024-25 Portfolio Budget Statements of an operating loss of $15.6 million for 2024-25 and small surpluses for other years.

These variances are a combination of a reduction in anticipated cost-recovered levy revenue, and the cessation of Australian Government interim funding for National System regulatory functions for 2024-25 which was reinstated in 2025-26. National System transition funding and jurisdiction contributions of approximately $6 million per annum will continue until the end of 2027-28.

**Revenue**

Total revenue for 2025-26 is budgeted to be $256.1 million, an increase of $17.2 million from projected current year estimates for 2024-25 of $238.9 million.

This reflects the re-instatement of Australian Government interim funding for regulatory service delivery of the National System ($15.9 million) in 2025-26, and anticipated growth in cost-recovered levy revenue in 2025-26 from 2024-25 projections ($1.3 million) following three years of negative growth. This is highly dependent on externalities outside AMSA’s control that may affect the vessel arrivals and net tonnage to Australian ports.

AMSA’s revenue sources are:

* Levy revenue is collected predominately from the international commercial shipping industry paid into Consolidated Revenue Fund and appropriated under section 48 of the AMSA Act as special appropriations. In 2025-26, levy revenue is projected to be $132.3 million (2024-25: $131.0 million).
* Community Services Obligation funding received from the Australian Government for search and rescue coordination services in accordance with Australia’s obligations under international conventions and within the recognised search and rescue region. AMSA will receive an annual Departmental appropriation of $81.3 million (2024-25: $81.1 million).
* Transitional and interim funding received from the Australian Government to support regulatory service delivery of the National System of $20.5 million (2024-25: $4.8 million).
* Commonwealth funding for delivering a Strategic Fleet of $0.3 million (2024-25: $0.3 million).
* Transitional funding packages received from the States and the Northern Territory for the National System of $1.5 million (2024-25: $1.5 million).
* Independent and own-sourced revenue, including charges for cost-recovered fee-based activities, interest revenue, related entity revenue, and other revenue of $21.6 million (2024-25: $21.7 million).

The following table shows the 2025–26 budgeted revenue with comparisons to projected 2024–25 estimated actual.

AMSA sourced revenue comparison

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 |
| **Annual Departmental appropriations** |  |  |
| Search and rescue functions and activities | 81,066 | 81,289 |
| National System transition funding | 4,811 | 4,587 |
| National System interim funding | - | 15,938 |
| Other funding measures | 341 | 345 |
| **Total annual Departmental appropriations** | **86,218** | **102,159** |
| **Special appropriations of levies collected from the maritime shipping industry** |  |  |
| Marine Navigation Levy | 36,958 | 37,348 |
| Marine Navigation (Regulatory Functions) Levy | 56,430 | 57,026 |
| Protection of the Sea Levy | 37,571 | 37,968 |
| **Total special appropriations** | **130,960** | **132,342** |
| **Revenue from independent and own-sources** |  |  |
| Contributions from states and territories for National System | 1,484 | 1,484 |
| Regulatory fees | 8,277 | 8,475 |
| Other revenue | 11,981 | 11,652 |
| **Total independent and own-sources revenue** | **21,742** | **21,611** |
| **Total revenue** | **238,920** | **256,112** |

**Levy revenue**

Budgeted operating results are highly dependent on the stability of levy revenue and risks of potential global disruptions influenced by externalities outside AMSA’s control. Risks include impacts of international events on global trade and demand for Australian commodity exports, especially iron ore and coal.

Year-on-year growth of levy revenue softened in 2022, resulting in a negative growth rate of levy revenue in 2022-23 and 2023-24, with growth rates continuing to be below the long-term average. AMSA is anticipating levy revenue to decrease by 0.2 per cent in 2024-25 but rise by 0.8 per cent in 2025-26 aligning with expected tonnage vessel volumetric movements.

**Operating expenses**

Total operating expenses are budgeted to be $274.4 million in 2025-26, compared to the projection for 2024-25 of $272.0 million, an increase of $2.4 million. The anticipated movements in budgeted operating expenses are:

* Employee benefits expected to decrease slightly by $0.9 million in 2025-26 to $91.1 million, reflecting a movement in AMSA’s resourcing profile partially offset by expected changes in increment pays aligned with AMSA’s Enterprise Agreement.
* Supplier expenses budgeted to increase by $4.1 million in 2025-26 to $145.6 million, associated with an increase in material costs and expenditure related to modernising AMSA’s IT infrastructure.
* Depreciation and finance costs are expected to decrease by $0.7 million to $35.0 million largely representing savings from office relocation of Canberra head-office, and assets reaching end of life.

**Equity and cash position**

Net assets (equity) movements are consistent with expected operating results for budget and each of the three forward year estimates.

AMSA’s net cash position (including investments) is budgeted to decrease in 2025-26 by $20.6 million, with further decreases expected in two of the next three future year estimates. These movements largely correspond with changes in capital expenditure and are dependent on AMSA obtaining National System future funding and securing sustainable charging arrangements.

This cash position includes $10 million set aside to respond to any pollution response emergencies that may arise.

**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 | 91,950 | 91,081 | 93,819 | 95,859 | 98,061 |
| Suppliers | 141,563 | 145,643 | 121,084 | 120,592 | 120,320 |
| Depreciation and amortisation | 35,746 | 35,047 | 35,453 | 35,854 | 36,713 |
| Finance costs | 2,697 | 2,657 | 2,468 | 2,175 | 2,613 |
| **Total expenses** | **271,956** | **274,428** | **252,824** | **254,480** | **257,707** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 12,280 | 11,967 | 12,498 | 12,842 | 13,186 |
| Fees and fines | 183 | 150 | 130 | 130 | 130 |
| Interest | 7,705 | 7,786 | 2,429 | 811 | - |
| Rental income | 90 | 224 | 142 | 142 | 142 |
| Other | 1,484 | 1,484 | 1,484 | 1,484 | - |
| **Total own-source revenue** | **21,742** | **21,611** | **16,683** | **15,409** | **13,458** |
| **Net (cost of)/contribution by services** | **(250,214)** | **(252,817)** | **(236,141)** | **(239,071)** | **(244,249)** |
| Revenue from Government | 217,178 | 234,501 | 238,126 | 241,688 | 245,804 |
| **Surplus/(deficit) attributable to the Australian Government** | **(33,036)** | **(18,316)** | **1,985** | **2,617** | **1,555** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(33,036)** | **(18,316)** | **1,985** | **2,617** | **1,555** |
| **Note: Impact of net cash appropriation arrangements** | | | | | |
| **Total comprehensive income/(loss) as per statement of Comprehensive Income** | **(33,036)** | **(18,316)** | **1,985** | **2,617** | **1,555** |
| plus: depreciation/amortisation expenses for ROU assets(a) | 18,631 | 18,927 | 18,586 | 18,611 | 19,388 |
| less: lease principal repayments(a) | 19,546 | 20,136 | 20,571 | 21,228 | 20,943 |
| **Net Cash Operating Surplus/(Deficit)** | **(33,951)** | **(19,525)** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

* + - * 1. Applies 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 | 29,815 | 24,221 | 45,104 | 64,273 | 72,274 |
| Trade and other receivables | 13,198 | 13,390 | 11,354 | 11,022 | 11,622 |
| Other investments | 65,000 | 50,000 | 25,000 | - | - |
| ***Total financial assets*** | ***108,013*** | ***87,611*** | ***81,458*** | ***75,295*** | ***83,896*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 55,604 | 52,824 | 53,783 | 49,956 | 50,050 |
| Property, plant and equipment | 203,592 | 192,647 | 179,260 | 161,759 | 184,962 |
| Intangibles | 3,796 | 3,338 | 4,309 | 11,443 | 10,227 |
| Inventories | 4,697 | 4,697 | 4,697 | 4,697 | 4,697 |
| Other non-financial assets | 3,694 | 3,719 | 3,793 | 3,868 | 3,167 |
| ***Total non-financial assets*** | ***271,383*** | ***257,225*** | ***245,842*** | ***231,723*** | ***253,103*** |
| **Total assets** | **379,396** | **344,836** | **327,300** | **307,018** | **336,999** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 28,373 | 29,191 | 24,268 | 24,170 | 29,277 |
| Other payables | 1,534 | 1,576 | 1,662 | 1,716 | 1,771 |
| ***Total payables*** | ***29,907*** | ***30,767*** | ***25,930*** | ***25,886*** | ***31,048*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 99,651 | 82,629 | 67,553 | 47,949 | 70,576 |
| ***Total interest bearing liabilities*** | ***99,651*** | ***82,629*** | ***67,553*** | ***47,949*** | ***70,576*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 31,245 | 32,273 | 33,573 | 31,612 | 32,682 |
| Other provisions | 25,725 | 24,615 | 23,707 | 22,417 | 21,984 |
| ***Total provisions*** | ***56,970*** | ***56,888*** | ***57,280*** | ***54,029*** | ***54,666*** |
| **Total liabilities** | **186,528** | **170,284** | **150,763** | **127,864** | **156,290** |
| **Net assets** | **192,868** | **174,552** | **176,537** | **179,154** | **180,709** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 37,986 | 37,986 | 37,986 | 37,986 | 37,986 |
| Reserves | 122,170 | 122,170 | 122,170 | 122,170 | 122,170 |
| Retained surplus (accumulated deficit) | 32,712 | 14,396 | 16,381 | 18,998 | 20,553 |
| ***Total parent entity interest*** | ***192,868*** | ***174,552*** | ***176,537*** | ***179,154*** | ***180,709*** |
| **Total equity** | **192,868** | **174,552** | **176,537** | **179,154** | **180,709** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 32,712 | 122,170 | 37,986 | 192,868 |
| ***Adjusted opening balance*** | ***32,712*** | ***122,170*** | ***37,986*** | ***192,868*** |
| **Comprehensive income** |  |  |  |  |
| Other comprehensive income |  |  |  |  |
| Surplus/(deficit) for the period | (18,316) | - | - | (18,316) |
| ***Total comprehensive income/(loss)*** | ***(18,316)*** | ***-*** | ***-*** | ***(18,316)*** |
| of which: |  |  |  |  |
| Attributable to the Australian Government | (18,316) | - | - | (18,316) |
| **Estimated closing balance as at 30 June 2026** | **14,396** | **122,170** | **37,986** | **174,552** |
| **Closing balance attributable to the Australian Government** | **14,396** | **122,170** | **37,986** | **174,552** |

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 | 86,218 | 102,159 | 87,716 | 89,111 | 85,607 |
| Receipts from Government | 128,517 | 132,292 | 150,344 | 152,511 | 160,130 |
| Sale of goods and rendering of services | 11,234 | 12,173 | 12,596 | 12,956 | 13,300 |
| Interest | 7,223 | 7,762 | 3,987 | 1,282 | 236 |
| Net GST received | - | - | 664 | 13 | - |
| Other | 1,870 | 1,677 | 1,619 | 1,607 | 130 |
| ***Total cash received*** | ***235,062*** | ***256,063*** | ***256,926*** | ***257,480*** | ***259,403*** |
| **Cash used** |  |  |  |  |  |
| Employees | 88,695 | 90,053 | 92,519 | 97,820 | 96,991 |
| Suppliers | 142,985 | 144,850 | 126,081 | 120,765 | 114,512 |
| Borrowing costs | 63 | 110 | - | - | 689 |
| Net GST paid | 2,597 | 2,557 | 2,368 | 2,075 | 2,513 |
| Other | 911 | 1,201 | 1,003 | 1,387 | 530 |
| ***Total cash used*** | ***235,251*** | ***238,771*** | ***221,971*** | ***222,047*** | ***215,235*** |
| **Net cash from/(used by) operating activities** | **(189)** | **17,292** | **34,955** | **35,433** | **44,168** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Investments | 27,000 | 15,000 | 25,000 | 25,000 | - |
| ***Total cash received*** | ***27,000*** | **15,000** | **25,000** | **25,000** | **-** |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 18,291 | 17,750 | 18,501 | 20,036 | 15,224 |
| ***Total cash used*** | ***18,291*** | ***17,150*** | ***18,501*** | ***20,036*** | ***15,224*** |
| **Net cash from/(used by) investing activities** | **8,709** | **(2,750)** | **6,499** | **4,964** | **(15,224)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 19,546 | 20,136 | 20,571 | 21,228 | 20,943 |
| ***Total cash used*** | ***19,546*** | ***20,136*** | ***20,571*** | ***21,228*** | ***20,943*** |
| **Net cash from/(used by) financing activities** | **(19,546)** | **(20,136)** | **(20,571)** | **(21,228)** | **(20,943)** |
| **Net increase/(decrease) in cash held** | **(11,026)** | **(5,594)** | **20,883** | **19,169** | **8,001** |
| Cash and cash equivalents at the beginning of the reporting period | 40,841 | 29,815 | 24,221 | 45,104 | 64,273 |
| **Cash and cash equivalents at the end of the reporting period** | **29,815** | **24,221** | **45,104** | **64,273** | **72,274** |

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 |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded internally from Departmental resources(a) | 18,291 | 17,750 | 18,501 | 20,036 | 15,224 |
| **TOTAL** | **18,291** | **17,750** | **18,501** | **20,036** | **15,224** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 44,228 | 20,864 | 23,996 | 21,660 | 58,794 |
| less: ROU Additions | (25,937) | (3,114) | (5,495) | (1,624) | (43,570) |
| **Total cash used to acquire assets** | **18,291** | **17,750** | **18,501** | **20,036** | **15,224** |

Prepared on Australian Accounting Standards basis.

1. Includes funding from prior year appropriations, entity receipts, and proceeds from sale of assets.

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | | **Asset Category** | | | | |
|  | Land    $'000 | | Buildings    $'000 | Other property, plant and equipment $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  | |  |  |  |  |
| Gross book value | 3,650 | | 13,505 | 162,404 | 20,596 | 200,155 |
| Gross book value - ROU assets | 2,578 | | 47,767 | 77,874 | - | 128,219 |
| Accumulated depreciation/amortisation and impairment | - | | (690) | (15,279) | (16,800) | (32,769) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (598) | | (10,608) | (21,407) | - | (32,613) |
| **Opening net book balance** | **5,630** | | **49,974** | **203,592** | **3,796** | **262,992** |
| **Capital asset additions** |  | |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  | |  |  |  |  |
| By purchase - appropriation ordinary annual services(a) | - | | - | 17,163 | 587 | 17,750 |
| By purchase appropriation ordinary annual services - ROU assets | - | | 2,864 | 250 | - | 3,114 |
| **Total additions** | **-** | | **2,864** | **17,413** | **587** | **20,864** |
| **Other movements** |  | |  |  |  |  |
| Depreciation/amortisation expense | - | | (679) | (14,396) | (1,045) | (16,120) |
| Depreciation/amortisation on ROU assets | (118) | | (4,847) | (13,962) | - | (18,927) |
| **Total other movements** | **(118)** | | **(5,526)** | **(28,358)** | **(1,045)** | **(35,047)** |
| **As at 30 June 2026** |  | |  |  |  |  |
| Gross book value | 3,650 | | 13,505 | 179,567 | 21,183 | 217,905 |
| Gross book value - ROU assets | 2,578 | | 50,631 | 78,124 | - | 131,333 |
| Accumulated depreciation/amortisation and impairment | - | | (1,369) | (29,675) | (17,845) | (48,889) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (716) | | (15,455) | (35,369) | - | (51,540) |
| **Closing net book balance** | **5,512** | | **47,312** | **192,647** | **3,338** | **248,809** |

Prepared on Australian Accounting Standards basis.

1. ‘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, DCBs or other operational expenses.

Australian National Maritime Museum

Entity resources and planned performance

Australian National Maritime Museum

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Australian National Maritime Museum

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Australian National Maritime Museum (ANMM) informs, challenges and nurtures conversations about this nation shaped by sea. We develop, preserve, and present our collection, research, and expertise to connect visitors and their own experiences to stories as old as the continent itself – and yet vital to all our futures. Our work adds knowledge, seeks cohesion and promotes sustainability.

The ANMM was established under the *Australian National Maritime Museum Act 1990*, which sets out its legislative functions. With our unique collection, skilled workforce and commitment to storytelling in its many forms, we play a key role in connecting visitors to the centrality of oceans and waterways to our national story.

The ANMM’s work is focused around our four strategic pillars set out in our Strategic Framework and Corporate Plan:

* Inspire – our visitors leave aware, engaged and motivated to act
* Inform – we are renowned for the quality of our research, our collection and the impact of all our content
* Influence – we advance national conversations, collaborate widely and are partners of choice
* Impact – our people and site are the heart of who we are and embody our ambition for collaboration, cohesion and sustainability.

We will continue to be guided by the pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every plac*e.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the ANMM 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 Departmental (for ANMM’s 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: ANMM resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **28,843** | **31,521** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 24,882 | 24,959 |
| Annual appropriations - other services(b) |  |  |
| Equity injection | 4,608 | 1,921 |
| Total annual appropriations | 29,490 | *26,880* |
| **Total funds from Government** | **29,490** | **26,880** |
| **Funds from other sources** |  |  |
| Interest | 1,187 | 1,500 |
| Sale of goods and services | 7,492 | 8,746 |
| Other | 4,183 | 3,748 |
| **Total funds from other sources** | **12,862** | **13,994** |
| **Total net resourcing for ANMM** | **71,195** | **72,395** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 141 | 141 |

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

1. Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025-2026.
2. Appropriation Bill (No. 2) 2025–2026 and Supply Bill (No. 2) 2025-2026.

The ANMM 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 the ANMM and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the ANMM for the 2025–26 Budget.

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 ANMM can be found at: <https://cms-web.seamuseum.net/sites/default/files/2024-09/anmm-corporate-plan-2024-25.pdf>  The most recent annual performance statement can be found at:  <https://cms-web.seamuseum.net/sites/default/files/2024-11/anmm-annual-report-2023-24.pdf> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Increased knowledge, appreciation and enjoyment of Australia’s maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events |

**Budgeted expenses for Outcome 1**

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

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: Management of maritime heritage** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill No. 1) and Supply Bill (No. 1)) | 24,882 | 24,959 | 26,439 | 26,802 | 26,986 |
| Expenses not requiring appropriation in the budget year(a) | 2,485 | 2,485 | 2,485 | 2,485 | 2,365 |
| Revenues from other independent sources | 12,862 | 13,994 | 14,146 | 14,988 | 15,343 |
| **Total expenses for Program 1.1** | **40,229** | **41,438** | **43,070** | **44,275** | **44,694** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill No. 1) and Supply Bill (No. 1)) | 24,882 | 24,959 | 26,439 | 26,802 | 26,986 |
| Expenses not requiring appropriation in the budget year(a) | 2,485 | 2,485 | 2,485 | 2,485 | 2,365 |
| Revenues from other independent sources | 12,862 | 13,994 | 14,146 | 14,988 | 15,343 |
| **Total expenses for Outcome 1** | **40,229** | **41,438** | **43,070** | **44,275** | **44,694** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 141 | 141 |

1. Expenses not requiring appropriation in the Budget year reflects depreciation of heritage and cultural assets.

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** – Increased knowledge, appreciation and enjoyment of Australia’s maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events | | |
| --- | --- | --- |
| **Program 1.1 – Management of maritime heritage**  Management of maritime heritage that includes a variety of educational and engagement programs, exhibitions and events focusing on Australia’s maritime heritage. | | |
| Key Activities | Key activities reported in the current corporate plan that relate to this program:   * Connect and engage with visitors wherever they are * Develop research and educational partnerships, thought leadership and programs * Grow and sustain our revenues and financial support * Improve our site, collection accessibility and operational systems to enhance the experience for visitors and the working environment for employees | |
| Year | Performance Measures | Expected Performance Results(a) |
| Current Year  2024–25 | Engage, educate and inspire – continue to increase engagement with national and international visitors through innovative exhibitions and programs that are accessed in a variety of ways | Total visitor engagements: 5,700,000   * 1,500,000 visits to the museum * 1,110,000 visitors to travelling exhibitions and activities * 1,200,000 visits to the museum’s website * 1,500,000 people engaging with social media * 400,000 students participating in education programs * 80,000 people participating in public programs   90% of visitors responding in a positive way  95% of teachers reporting overall positive experience  95% of teachers reporting relevance to the classroom curriculum  Targets expected to be met |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Expected Performance Results(a) |
| Current Year  2024–25 cont. | Collect, share and digitise – continue to build and maintain a rich national collection for current and future generations of Australians to enjoy and learn from | 74% of the collection available to the public  73% of the collection available online  New collection policy and strategy implemented  Targets met |
| Year | Performance Measures | Planned Performance Results(a) |
| Budget Year  2025–26 | Engage, educate and inspire – continue to increase engagement with national and international visitors through innovative exhibitions and programs that are accessed in a variety of ways | Total visitor engagements: 5,700,000   * 1,500,000 visits to the museum * 1,100,000 visitors to travelling exhibitions and activities * 1,250,000 visits to the museum’s website * 1,600,000 people engaging with social media * 400,000 students participating in education programs * 80,000 people participating in public programs   90% of visitors responding in a positive way  95% of teachers reporting overall positive experience  95% of teachers reporting relevance to the classroom curriculum |
| Collect, share and digitise – develop and manage the National Maritime Collection and historic fleet | 74% of the collection available to the public  73% of the collection available online  21 venues hosting our travelling exhibitions |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26  (quantitative targets subject to change) |

1. Performance measures are updated as per the 2024-25 Corporate Plan.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of ANMM 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

#### In 2025-26 ANMM’s operational funding will remain on par with the previous financial year, however capital funding received via equity injection reduces as one-off capital funding measures received in previous financial years end.

#### Comprehensive income statement

#### Total budgeted income for 2025-26 is estimated to be $14.1 million in own source revenue and $25.0 million in appropriation from the Government. It includes $3.6 million received in the 2023-24 Budget for the National Collecting Institutions Financial Sustainability funding measure. The funding will be used to improve the long-term financial sustainability of the Museum.

#### Total expenses are forecast to be $32.2 million (excluding depreciation), an increase from the current financial year due to general increases across the board in the cost of goods and services, particularly utilities and insurance.

#### Operational losses sustained by ANMM are technical accounting losses driven by the depreciation on heritage and cultural assets. ANMM maintains sufficient underlying cash balances to maintain financial sustainability.

#### Departmental Balance Sheet

#### Total assets are budgeted to decrease slightly in 2025-26, mainly due to accumulated depreciation on the non-financial assets being greater than the expenditure on capital works. Total liabilities are as expected given the planned activity around the museum.

**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 | 20,216 | 19,649 | 20,817 | 21,644 | 22,256 |
| Suppliers | 10,615 | 12,336 | 12,892 | 13,266 | 13,070 |
| Grants | 145 | 200 | 108 | 112 | 115 |
| Depreciation and amortisation(a) | 9,253 | 9,253 | 9,253 | 9,253 | 9,253 |
| **Total expenses** | **40,229** | **41,438** | **43,070** | **44,275** | **44,694** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 5,501 | 7,274 | 7,506 | 7,747 | 7,995 |
| Interest | 1,187 | 1,500 | 1,000 | 800 | 700 |
| Rental Income | 1,991 | 1,472 | 1,606 | 2,277 | 2,350 |
| Other | 4,183 | 3,748 | 4,034 | 4,164 | 4,298 |
| **Total own-source revenue** | **12,862** | **13,994** | **14,146** | **14,988** | **15,343** |
| **Gains** |  |  |  |  |  |
| Other | 120 | 120 | 120 | 120 | - |
| **Total gains** | **120** | **120** | **120** | **120** | **-** |
| **Total own-source income** | **12,982** | **14,114** | **14,266** | **15,108** | **15,343** |
| **Net (cost of)/contribution by services** | **(27,247)** | **(27,324)** | **(28,804)** | **(29,167)** | **(29,351)** |
| Revenue from Government | 24,882 | 24,959 | 26,439 | 26,802 | 26,986 |
| **Surplus/(deficit) attributable to the Australian Government** | **(2,365)** | **(2,365)** | **(2,365)** | **(2,365)** | **(2,365)** |
| **OTHER COMPREHENSIVE INCOME** |  |  |  |  |  |
| Changes in asset revaluation surplus | - | - | - | 5,000 | - |
| **Total other comprehensive income** | **-** | **-** | **-** | **5,000** | **-** |
| **Total comprehensive income/(loss)** | **(2,365)** | **(2,365)** | **(2,365)** | **2,635** | **(2,365)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(2,365)** | **(2,365)** | **(2,365)** | **2,635** | **(2,365)** |
| **Note: Impact of net cash appropriation arrangements** | | | | | |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **(2,365)** | **(2,365)** | **(2,365)** | **2,635** | **(2,365)** |
| plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations(a) | 2,365 | 2,365 | 2,365 | 2,365 | 2,365 |
| **Net Cash Operating Surplus/(Deficit)** | **-** | **-** | **-** | **5,000** | **-** |

Prepared on Australian Accounting Standards basis.

1. Prior to 2009-10, the Government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2) and Supply Bill (No. 2). CDABs replaced revenue appropriations previously provided through Appropriation Bill (No. 1) for heritage and cultural depreciation/amortisation expenses of Designated Collection Institutions. For information regarding CDABs, please refer to Table 3.5 Departmental Capital Budget Statement.

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 | 31,521 | 34,269 | 37,038 | 39,561 | 46,449 |
| Trade and other receivables | 1,505 | 1,505 | 1,505 | 1,505 | 1,505 |
| Other financial assets | 22 | 22 | 22 | 22 | 22 |
| ***Total financial assets*** | ***33,048*** | ***35,796*** | ***38,565*** | ***41,088*** | ***47,976*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 160,628 | 156,361 | 152,094 | 152,827 | 148,560 |
| Property, plant and equipment | 18,025 | 19,394 | 20,759 | 19,271 | 17,783 |
| Heritage and Cultural | 86,911 | 86,754 | 86,612 | 86,358 | 86,003 |
| Intangibles | 6,582 | 6,448 | 6,315 | 5,182 | 4,049 |
| Inventories | 287 | 287 | 287 | 287 | 287 |
| Other non-financial assets | 229 | 229 | 229 | 229 | 229 |
| ***Total non-financial assets*** | ***272,662*** | ***269,473*** | ***266,296*** | ***264,154*** | ***256,911*** |
| **Total assets** | **305,710** | **305,269** | **304,867** | **305,242** | **304,887** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 7,125 | 7,128 | 7,126 | 2,887 | 2,887 |
| Other payables | 684 | 684 | 684 | 684 | 684 |
| ***Total payables*** | ***7,809*** | ***7,812*** | ***7,810*** | ***3,571*** | ***3,571*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 2,565 | 2,565 | 2,565 | 2,565 | 2,565 |
| Other provisions | 78 | 78 | 78 | 78 | 78 |
| ***Total provisions*** | ***2,643*** | ***2,643*** | ***2,643*** | ***2,643*** | ***2,643*** |
| **Total liabilities** | **10,452** | **10,455** | **10,453** | **6,214** | **6,214** |
| **Net assets** | **295,258** | **294,814** | **294,408** | **299,028** | **298,673** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 48,200 | 50,121 | 52,080 | 54,065 | 56,075 |
| Reserves | 201,193 | 201,193 | 201,193 | 206,193 | 206,193 |
| Retained surplus (accumulated deficit) | 45,865 | 43,500 | 41,135 | 38,770 | 36,405 |
| ***Total parent entity interest*** | ***295,258*** | ***294,814*** | ***294,408*** | ***299,028*** | ***298,673*** |
| **Total equity** | **295,258** | **294,814** | **294,408** | **299,028** | **298,673** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 45,865 | 201,193 | 48,200 | 295,258 |
| ***Adjusted opening balance*** | ***45,865*** | ***201,193*** | ***48,200*** | ***295,258*** |
| **Comprehensive income** |  |  |  |  |
| Other comprehensive income | (2,365) | - | - | (2,365) |
| ***Total comprehensive income*** | ***(2,365)*** | ***-*** | ***-*** | ***(2,365)*** |
| ***Contributions by owners*** |  |  |  |  |
| Equity injection – Appropriation | - | - | 1,921 | 1,921 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***1,921*** | ***1,921*** |
| **Estimated closing balance as at 30 June 2026** | **43,500** | **201,193** | **50,121** | **294,814** |

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 | 25,027 | 25,099 | 26,583 | 26,951 | 27,140 |
| Sale of goods and rendering of services | 7,492 | 8,746 | 9,112 | 10,024 | 10,345 |
| Other | 1,684 | 1,008 | 1,207 | 1,246 | 1,286 |
| ***Total cash received*** | ***34,203*** | ***34,853*** | ***36,902*** | ***38,221*** | ***38,771*** |
| **Cash used** |  |  |  |  |  |
| Employees | 20,216 | 19,649 | 20,817 | 21,644 | 22,256 |
| Suppliers | 8,261 | 9,733 | 10,211 | 14,736 | 10,212 |
| Other | 145 | 200 | 108 | 112 | 115 |
| ***Total cash used*** | ***28,622*** | ***29,582*** | ***31,136*** | ***36,492*** | ***32,583*** |
| **Net cash from/(used by) operating activities** | **5,581** | **5,271** | **5,766** | **1,729** | **6,188** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Investments | 1,187 | 1,500 | 1,000 | 800 | 700 |
| ***Total cash received*** | ***1,187*** | ***1,500*** | ***1,000*** | ***800*** | ***700*** |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 8,698 | 5,944 | 5,956 | 1,991 | 2,010 |
| ***Total cash used*** | ***8,698*** | ***5,944*** | ***5,956*** | ***1,991*** | ***2,010*** |
| **Net cash from/(used by) investing activities** | **(7,511)** | **(4,444)** | **(4,956)** | **(1,191)** | **(1,310)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 4,608 | 1,921 | 1,959 | 1,985 | 2,010 |
| ***Total cash received*** | ***4,608*** | ***1,921*** | ***1,959*** | ***1,985*** | ***2,010*** |
| **Net cash from/(used by) financing activities** | **4,608** | **1,921** | **1,959** | **1,985** | **2,010** |
| **Net increase/(decrease) in cash held** | **2,678** | **2,748** | **2,769** | **2,523** | **6,888** |
| Cash and cash equivalents at the beginning of the reporting period | 28,843 | 31,521 | 34,269 | 37,038 | 39,5561 |
| **Cash and cash equivalents at the end of the reporting period** | **31,521** | **34,269** | **37,038** | **39,561** | **46,449** |

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** |  |  |  |  |  |
| Equity injections - Bill 2 | 4,608 | 1,921 | 1,959 | 1,985 | 2,010 |
| **Total new capital appropriations** | **4,608** | **1,921** | **1,959** | **1,985** | **2,010** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 4,608 | 1,921 | 1,959 | 1,985 | 2,010 |
| **Total items** | ***4,608*** | ***1,921*** | ***1,959*** | ***1,985*** | ***2,010*** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 4,608 | 1,921 | 1,959 | 1,985 | 2,010 |
| Funded internally from Departmental resources(b) | 4,090 | 4,023 | 3,997 | 6 | - |
| **TOTAL** | **8,698** | **5,944** | **5,956** | **1,991** | **2,010** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 8,698 | 5,944 | 5,956 | 1,991 | 2,010 |
| **Total cash used to acquire assets** | **8,698** | **5,944** | **5,956** | **1,991** | **2,010** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
2. Includes sources of funding from both current Bill 1 and prior year Act 1 appropriations, current and previous years’ Departmental Capital Budgets (DCBs) and internally developed assets.

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 | |
| **As at 1 July 2025** |  |  |  |  |  |  | |
| Gross book value | 65,660 | 132,522 | 36,842 | 108,252 | 24,830 | 368,106 | |
| Accumulated depreciation/amortisation and impairment | - | (37,554) | (18,817) | (21,341) | (18,248) | (95,960) | |
| **Opening net book balance** | **65,660** | **94,968** | **18,025** | **86,911** | **6,582** | **272,146** | |
| **Capital asset additions** |  |  |  |  |  |  | |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  | |
| By purchase - appropriation equity(a) | - | - | 2,857 | 2,088 | 999 | 5,944 | |
| By purchase - appropriation ordinary annual services(b) |  | - | - | 120 | - | 120 | |
| **Total additions** | **-** | **-** | **2,857** | **2,208** | **999** | **6,064** | |
| **Other movements** |  |  |  |  |  |  | |
| Depreciation/amortisation expense | - | (4,267) | (1,488) | (2,365) | (1,133) | (9,253) | |
| **Total other movements** | **-** | **(4,267)** | **(1,488)** | **(2,365)** | **(1,133)** | **(9,253)** | |
| **As at 30 June 2026** |  |  |  |  |  |  | |
| Gross book value | 65,660 | 132,522 | 39,699 | 110,460 | 25,829 | 374,170 | |
| Accumulated depreciation/amortisation and impairment | - | (41,821) | (20,305) | (23,706) | (19,381) | (105,213) | |
| **Closing net book balance** | **65,660** | **90,701** | **19,394** | **86,754** | **6,448** | **268,957** | |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2025-2026, Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs)
2. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025-26, Supply Bill (No. 1) 2025-26 for depreciation/amortisation expenses, or other operational expenses.

Australian Transport Safety Bureau

Entity resources and planned performance

Australian Transport Safety Bureau

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Australian Transport Safety Bureau

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Australian Transport Safety Bureau (ATSB) is an independent statutory agency of the Australian Government conducting safety investigations in the aviation, rail and interstate and overseas shipping modes of transport. It is governed by a Commission and is entirely separate from transport regulators, policy makers and service providers.

The ATSB’s purpose is to improve safety of, and public confidence in, aviation, marine and rail transport through undertaking the following activities:

* independent investigation of transport accidents and other safety occurrences
* safety data recording, analysis and research
* fostering safety awareness, knowledge and action.

The *Transport Safety Investigation Act 2003* (TSI Act) makes it clear that, in carrying out its purpose, the ATSB cannot apportion blame, assist in determining liability or, as a general rule, assist in court proceedings.

The ATSB’s mission is to improve transport safety for the greatest public benefit through our independent investigations and influencing safety action. The ATSB seeks to identify safety issues to promote safety action from organisations with responsibility for managing risk.

In prioritising the public benefit, the ATSB focuses on:

* preventing death and serious injuries of passengers and workers on an aircraft, train and ship
* accidents that may cause significant financial costs, particularly where there is significant damage to public infrastructure or an impact on the national economy.

The ATSB does not have powers to force operators, manufacturers or regulators to take action. The ATSB relies on its ability to influence to promote and encourage safety action. ATSB uses its authority, knowledge, position and relationships to communicate and shape the decisions of others. Where the ATSB is concerned that not enough is being done in response to safety issues being raised, the ATSB will work to campaign for action that prevents accidents.

The ATSB does not have the resources to investigate every accident and incident that occurs in the aviation, rail and marine sectors each year. In order to provide assurance that the ATSB’s finite resources are being used for the greatest safety benefit, the ATSB will continue to work with government and industry stakeholders to clarify the priorities for its existing jurisdiction and the potential for its expansion. For rail investigations, the ATSB relies on the resources provided by the states and territories through agreements.

The ATSB maintains a national information set of all safety–related occurrences in aviation and of all accidents and significant safety occurrences in rail, and the interstate and overseas marine sectors. The information it holds is essential to its capacity to analyse broad safety trends and inform its investigations, safety education work, as well as constituting an important public information resource. The ATSB is enhancing its capacity for a data driven approach to the performance of its investigation, research, communication, and education functions.

The ATSB is committed to close engagement with its international counterpart agencies and relevant multilateral organisations. The ATSB will continue to engage with countries in the Asia–Pacific region, particularly with Indonesia and Papua New Guinea to support transport safety objectives in this region.

The ATSB invests in enhancing the methodologies and techniques used by accident investigation authorities in transport and non–transport modes across the world. The ATSB does this in partnership with the Royal Melbourne Institute of Technology University (RMIT) to deliver transport safety investigation qualifications. This strategic partnership provides industry with access to high quality training in transport accident investigation.

Detailed information about the ATSB's purpose, operating context, activities and performance measures is published in the ATSB Corporate Plan.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the ATSB 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 ATSB’s 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: ATSB resource statement - Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 |
| **Departmental** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Prior year appropriations available(b) | 8,200 | 9,100 |
| Departmental appropriation(c) | 26,064 | 26,327 |
| s74 External Revenue(d) | 1,469 | 1,469 |
| Departmental capital budget(e) | 627 | 636 |
| Total Departmental annual appropriations | 36,360 | 37,532 |
| **Total Departmental resourcing** | **36,360** | **37,532** |
| **Total resourcing for ATSB** | **36,360** | **37,532** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 110 | 110 |

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

1. Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 1) 2025-26.
2. Excludes amounts subject to administrative quarantine by the Department of Finance or withheld under section 51 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)*.*
3. Excludes Departmental Capital Budget (DCB).
4. Estimated External Revenue receipts under section 74 of the PGPA Act.
5. Departmental capital budgets are not separately identified in Appropriation Bill (No. 1) and Supply Bill (No. 1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details. For accounting purposes, this amount has been designated as a 'contribution by owner'.

1.3 Budget measures

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

Table 1.2: ATSB 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 |  | - | - | - | - | (293) |
| **Total** |  | - | - | - | - | **(293)** |
| Supporting Transport Priorities | 1.1 |  |  |  |  |  |
| Departmental payments |  | - | 3,898 | - | - | - |
| **Total** |  | **-** | **3,898** | **-** | **-** | **-** |
| **Total payment measures** |  |  |  |  |  |  |
| Departmental |  | - | 3,898 | - | - | (293) |
| **Total** |  | **-** | **3,898** | **-** | **-** | **(293)** |

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

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

Section 2: Outcomes and planned performance

The Government is seeking tangible outcomes that influence the impacts or consequences of actions 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 ATSB can be found at: <https://www.atsb.gov.au/publications/corporate-plan/corporate-plan>  The most recent annual performance statement can be found at: <https://www.atsb.gov.au/publications/annual-report/2024/annual-report-2023-24> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Improved transport safety in Australia including through: independent ‘no blame’ investigation of transport accidents and other safety occurrences; safety data recording, analysis and research; and influencing safety action. |

**Budgeted expenses for Outcome 1**

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

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: Australian Transport Safety Bureau** | | | | | |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 26,064 | 26,327 | 22,936 | 23,222 | 23,515 |
| s74 External Revenue(a) | 1,469 | 1,469 | 1,000 | 1,230 | 1,290 |
| Expenses not requiring appropriation in the Budget year(b) | 4,530 | 4,454 | 3,899 | 3,900 | 4,611 |
| **Departmental total** | **32,063** | **32,250** | **27,835** | **28,352** | **29,416** |
| **Total expenses for program 1.1** | **32,063** | **32,250** | **27,835** | **28,352** | **29,416** |
| **Outcome 1 Totals by resource type** | | | | | |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 26,064 | 26,327 | 22,936 | 23,222 | 23,515 |
| s74 External Revenue(a) | 1,469 | 1,469 | 1,000 | 1,230 | 1,290 |
| Expenses not requiring appropriation in the Budget year(b) | 4,530 | 4,454 | 3,899 | 3,900 | 4,611 |
| **Departmental total** | **32,063** | **32,250** | **27,835** | **28,352** | **29,416** |
| **Total expenses for Outcome 1** | **32,063** | **32,250** | **27,835** | **28,352** | **29,416** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 110 | 110 |

1. Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
2. Expenses not requiring appropriation in the Budget year are made up of depreciation expenses and the value of services ATSB will receive free of charge from the Victorian Chief Investigator, the NSW office of Transport Safety Investigations and the Australian National Audit Office.

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** – Improved transport safety in Australia including through: independent ‘no blame’ investigation of transport accidents and other safety occurrences; safety data recording, analysis and research; and influencing safety action | | |
| **Program 1.1 – Improved transport safety for the greatest public benefit**  The ATSB will work actively with the aviation, rail and marine industries; transport regulators and governments at a state, national and international level to improve transport safety standards for all Australians. Investigations and related activities seek to influence safety action for the public benefit. | | |
| **Key Activities** | * Independent investigation of transport accidents and other safety incidents * Safety data recording, analysis and research * Influencing safety | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year  2024–25 | Number of safety issues that are addressed through safety action | Target: 65% of safety issues addressed in the last financial year  Target expected to be met  Target: 85% of safety issues addressed in the previous financial year  Target expected to be met |
| Number of Systemic, Defined, and Safety Study investigations completed by ATSB that identify safety issues | Target: 65% of investigations identify a safety issue.  Target expected to be met |
| Percentage of all investigations that identify at least one safety issue not already identified by others | Target: Project 50% of systemic and defined investigations completed identified safety issues not identified by others.  Target expected to be met |
| On an average annual basis, the ATSB will be conducting around twice the number of investigations as it has available investigators | Target: Projecting 90 active investigations.  Target expected to be met |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year  2024–25 cont. | Median time to complete investigations | Target: Short: 6 months; Defined: 12 months; Systemic: 18 months  Target not expected to be met |
| Number of changes to the ATSB’s published investigation finding over the previous financial year | Zero  Target expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | Number of safety issues that are addressed through safety action | 65% of safety issues addressed in the last financial year  85% of safety issues addressed in the previous financial year |
| Median time to complete investigations | Short: 6 months; Defined: 12 months; Systemic: 18 months |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025-26 |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the ATSB 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

**Budgeted Departmental comprehensive income statement**

The ATSB is planning for a break-even operating result, adjusted for depreciation and amortisation expense, in 2025-26 and the forward years.

**Revenue**

Net appropriation revenue of $26.3 million will be provided to the ATSB in 2025-26.

The comprehensive income statement also includes estimates of the ATSB’s own source revenue of $5.2 million which includes:

* estimates of cost recoveries from Queensland, Western Australia, South Australia and Tasmania for safety investigations ATSB undertook on their intrastate rail networks ($1.2 million)
* revenue from the Department of Foreign Affairs and Trade for the ATSB’s participation in Australian Government transport safety initiatives, including capability building activities as part of the Indonesia Transport Safety Assistance Package ($0.3 million)
* estimates of the value of the services the ATSB will receive free of charge from the Victorian Chief Investigator, Transport Safety, the NSW Office of Transport Safety Investigations and the Australian National Audit Office ($3.7 million).

**Expenses**

Budgeted operating expenditure in 2025-26 is $32.2 million, comprised of employee expenses (66%), supplier expenses (27%) and depreciation and finance costs (7.0%).

**Budgeted Departmental balance sheet**

The ATSB's budgeted balance sheet on 30 June 2026 reflects the expected balances for its assets and liabilities as well as retained earnings and contributed equity, based on the operating result for 2024-25 and the Budget year.

The ATSB’s major non-financial assets are buildings ($8.1 million) in relation to their leased office accommodation, intangibles ($1.4 million) and other property plant and equipment ($2.6 million). The ATSB’s primary liabilities are in relation to their office accommodation lease liabilities ($8.4 million) and accrued employee leave entitlements ($6.1 million).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 | 20,566 | 21,310 | 18,933 | 19,312 | 19,891 |
| Suppliers | 9,298 | 8,639 | 7,110 | 6,660 | 6,705 |
| Depreciation and amortisation(a) | 2,177 | 2,294 | 1,753 | 2,300 | 2,750 |
| Finance costs | 22 | 7 | 39 | 80 | 70 |
| **Total expenses** | **32,063** | **32,250** | **27,835** | **28,352** | **29,416** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 1,469 | 1,469 | 1,000 | 1,230 | 1,290 |
| Other | 3,732 | 3,732 | 3,000 | 2,700 | 3,290 |
| **Total own-source revenue** | **5,201** | **5,201** | **4,000** | **3,930** | **4,580** |
| **Total own-source income** | **5,201** | **5,201** | **4,000** | **3,930** | **4,580** |
| **Net (cost of)/contribution by services** | **(26,862)** | **(27,049)** | **(23,835)** | **(24,422)** | **(24,836)** |
| Revenue from Government | 26,064 | 26,327 | 22,936 | 23,222 | 23,515 |
| **Surplus/(deficit) attributable to the Australian Government** | **(798)** | **(722)** | **(899)** | **(1,200)** | **(1,321)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(798)** | **(722)** | **(899)** | **(1,200)** | **(1,321)** |
| **Note: Impact of net cash appropriation arrangements** | | | | | |
| **Total comprehensive income/(loss) - as per statement of comprehensive income** | **(798)** | **(722)** | **(899)** | **(1,200)** | **(1,321)** |
| plus: depreciation/amortisation of assets funded through appropriations (Departmental capital budget funding and/or equity injections)(a) | 900 | 900 | 902 | 1,100 | 1,550 |
| plus: depreciation/amortisation expenses for ROU assets(b) | 1,277 | 1,394 | 851 | 1,200 | 1,200 |
| less: lease principal repayments(b) | (1,379) | (1,572) | (854) | (1,100) | (1,429) |
| **Net cash operating Surplus/(Deficit)** | **-** | **-** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

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

1. Applies 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 | 386 | 386 | 386 | 386 | 386 |
| Trade and other receivables | 13,707 | 13,707 | 13,707 | 13,707 | 13,707 |
| ***Total financial assets*** | ***14,093*** | ***14,093*** | ***14,093*** | ***14,093*** | ***14,093*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 8,850 | 8,067 | 7,216 | 6,016 | 4,816 |
| Property, plant and equipment | 2,745 | 2,639 | 2,516 | 2,373 | 1,836 |
| Heritage and Cultural | 16 | 16 | 16 | 16 | 16 |
| Intangibles | 1,577 | 1,419 | 1,287 | 985 | 635 |
| Other non-financial assets | 636 | 636 | 636 | 636 | 636 |
| ***Total non-financial assets*** | ***13,824*** | ***12,777*** | ***11,671*** | ***10,026*** | ***7,939*** |
| **Total assets** | **27,917** | **26,870** | **25,764** | **24,119** | **22,032** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 4,715 | 4,715 | 4,715 | 4,715 | 4,715 |
| ***Total payables*** | ***4,715*** | ***4,715*** | ***4,715*** | ***4,715*** | ***4,715*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 9,312 | 8,351 | 7,497 | 6,397 | 4,968 |
| ***Total interest bearing liabilities*** | ***9,312*** | ***8,351*** | ***7,497*** | ***6,397*** | ***4,968*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 6,078 | 6,078 | 6,078 | 6,078 | 6,078 |
| ***Total provisions*** | ***6,078*** | ***6,078*** | ***6,078*** | ***6,078*** | ***6,078*** |
| **Total liabilities** | **20,105** | **19,144** | **18,290** | **17,190** | **15,761** |
| **Net assets** | **7,812** | **7,726** | **7,474** | **6,929** | **6,271** |
| **EQUITY** |  |  |  |  |  |
| Contributed equity | 8,097 | 8,733 | 9,380 | 10,035 | 10,698 |
| Reserves | 1,146 | 1,146 | 1,146 | 1,146 | 1,146 |
| Retained surplus (accumulated deficit) | (1,431) | (2,153) | (3,052) | (4,252) | (5,573) |
| **Total equity** | **7,812** | **7,726** | **7,474** | **6,929** | **6,271** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | (1,431) | 1,146 | 8,097 | 7,812 |
| ***Adjusted opening balance*** | ***(1,431)*** | ***1,146*** | ***8,097*** | ***7,812*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (722) | - | - | (722) |
| ***Total comprehensive income*** | ***(722)*** | ***-*** | ***-*** | ***(722)*** |
| of which: |  |  |  |  |
| Attributable to the Australian Government | (722) | - | - | (722) |
| **Transactions with owners** |  |  |  |  |
| ***Contributions by owners*** |  |  |  |  |
| Departmental Capital Budget (DCB) | - | - | 636 | 636 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***636*** | ***636*** |
| **Estimated closing balance as at  30 June 2026** | **(2,153)** | **1,146** | **8,733** | **7,726** |
| **Closing balance attributable to the Australian Government** | **(2,153)** | **1,146** | **8,733** | **7,726** |

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 | 26,064 | 26,327 | 22,936 | 23,222 | 23,515 |
| Sale of goods and rendering of services | 1,469 | 1,469 | 1,000 | 1,230 | 1,290 |
| ***Total cash received*** | ***27,533*** | ***27,796*** | ***23,936*** | ***24,452*** | ***24,805*** |
| **Cash used** |  |  |  |  |  |
| Employees | 20,566 | 21,310 | 18,933 | 19,312 | 19,891 |
| Suppliers | 5,566 | 4,907 | 4,110 | 3,960 | 3,415 |
| Interest payments on lease liability | 22 | 7 | 39 | 80 | 70 |
| ***Total cash used*** | ***26,154*** | ***26,224*** | ***23,082*** | ***23,352*** | ***23,376*** |
| **Net cash from/(used by) operating activities** | **1,379** | **1,572** | **854** | **1,100** | **1,429** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 627 | 636 | 647 | 655 | 663 |
| ***Total cash used*** | ***627*** | ***636*** | ***647*** | ***655*** | ***663*** |
| **Net cash from/(used by) investing activities** | **(627)** | **(636)** | **(647)** | **(655)** | **(663)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 627 | 636 | 647 | 655 | 663 |
| ***Total cash received*** | ***627*** | ***636*** | ***647*** | ***655*** | ***663*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 1,379 | 1,572 | 854 | 1,100 | 1,429 |
| ***Total cash used*** | ***1,379*** | ***1,572*** | ***854*** | ***1,100*** | ***1,429*** |
| **Net cash from/(used by) financing activities** | **(752)** | **(936)** | **(207)** | **(445)** | **(766)** |
| **Net increase/(decrease) in cash held** | **-** | **-** | **-** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 386 | 386 | 386 | 386 | 386 |
| **Cash and cash equivalents at the end of the reporting period** | **386** | **386** | **386** | **386** | **386** |

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) | 627 | 636 | 647 | 655 | 663 |
| **Total new capital appropriations** | **627** | **636** | **647** | **655** | **663** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 627 | 636 | 647 | 655 | 663 |
| **Total items** | **627** | **636** | **647** | **655** | **663** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriation - DCB(a) | 627 | 636 | 647 | 655 | 663 |
| **TOTAL** | **627** | **636** | **647** | **655** | **663** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 627 | 636 | 647 | 655 | 663 |
| **Total cash used to acquire assets** | **627** | **636** | **647** | **655** | **663** |

Prepared on Australian Accounting Standards basis.

1. Does not include annual finance lease costs. Include purchases from current and previous years' Departmental Capital Budgets (DCBs).

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | |
|  | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |
| Gross book value | 1,253 | 5,017 | 16 | 4,423 | 10,709 |
| Gross book value - ROU assets | 13,956 | 182 | - | - | 14,138 |
| Accumulated depreciation/amortisation and impairment | (1,167) | (2,403) | - | (2,846) | (6,416) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (5,192) | (51) | - | - | (5,243) |
| **Opening net book balance** | **8,850** | **2,745** | **16** | **1,577** | **13,188** |
| **Capital asset additions** |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |
| By purchase - appropriation ordinary annual services(a) | - | 267 | - | 369 | 636 |
| By purchase - appropriation ordinary annual services - ROU assets | 611 | - | - | - | 611 |
| **Total additions** | **611** | **267** | **-** | **369** | **1,247** |
| **Other movements** |  |  |  |  |  |
| Depreciation/amortisation expense | - | (373) | - | (527) | (900) |
| Depreciation/amortisation on ROU assets | (1,394) | - | - | - | (1,394) |
| **Total other movements** | **(1,394)** | **(373)** | **-** | **(527)** | **(2,294)** |
| **As at 30 June 2026** |  |  |  |  |  |
| Gross book value | 1,253 | 5,284 | 16 | 4,792 | 11,345 |
| Gross book value - ROU assets | 14,567 | 182 | - | - | 14,749 |
| Accumulated depreciation/amortisation and impairment | (1,167) | (2,776) | - | (3,373) | (7,316) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (6,586) | (51) | - | - | (6,637) |
| **Closing net book balance** | **8,067** | **2,639** | **16** | **1,419** | **12,141** |

Prepared on Australian Accounting Standards basis.

1. 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2025-26, Supply Bill (No. 1) 2025-2026 for depreciation/amortisation expenses, Departmental capital budget or other operational expenses.

Civil Aviation Safety Authority

Entity resources and planned performance

Civil Aviation Safety Authority

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Civil Aviation Safety Authority

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Civil Aviation Safety Authority (CASA) is an independent statutory authority established in 1995 under the *Civil Aviation Act 1988*. The main object of this Act is to establish a regulatory framework for maintaining, enhancing and promoting the safety of civil aviation, with particular emphasis on preventing aviation accidents and incidents.

In accordance with the *Civil Aviation Act 1988* and the regulations, CASA has the function of conducting the safety regulation of:

* civil air operations in Australian territory
* the operation of Australian aircraft outside Australian territory.

While safety regulation of civil aviation remains its primary role, CASA also performs other safety-related and associated functions. CASA has responsibility for airspace regulation.

**Australian Government priorities and CASA’s commitment to aviation safety**

The Australian Government is committed to maintaining and enhancing safety as its number one priority in aviation. As Australia’s aviation safety regulator, CASA will support the Australian Government to maintain, enhance and promote the safety of civil aviation through the application of a detailed risk-based approach with particular emphasis to deliver the objectives as set out in Table 2.1.2: Performance measures for Outcome 1.

CASA will ensure the directions of the Australian Government, as presented in the Minister’s Statement of Expectations, are implemented effectively and efficiently. CASA’s Corporate Plan fully details the activities and initiatives to be undertaken by the organisation to meet the expectations.

The Australian Government has set out some clear objectives relevant to CASA including:

* to continue to focus on aviation safety as the highest priority
* to consider the economic and cost impact on individuals, businesses and the community in the development and finalisation of new or amended regulatory changes
* to take a pragmatic, practical and proportionate approach to regulation as it applies to different industry sectors having regard to risk
* to implement its regulatory philosophy, with the philosophy being reflected in relevant policies, procedures, manuals, and when CASA personnel are carrying out their day-to-day operations.

CASA’s comprehensive planning framework fully incorporates the Australian Government direction and ensures the relevant requirements are implemented effectively and efficiently. CASA aims to achieve its commitment to aviation safety through its three key objectives. They are:

* maintain and enhance a fair, effective, efficient and responsive aviation safety regulation system
* collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes
* organisational improvements in service delivery and workforce planning.

Each objective is supported through a number of performance measures and targets. The progress and achievement against the objectives are monitored by a comprehensive performance management and reporting process. CASA will continue its commitment to making further improvements to the way it operates and continuously strive to achieve these objectives.

To deliver our key objectives CASA is currently focused on:

* implementing all provisions of the Flight Operations Regulations effectively to achieve the safety objectives
* embedding a comprehensive risk-based oversight framework, focussing on both proactive and reactive processes, through the rollout of the National Oversight Plan (NOP)
* improving core regulatory service delivery so that it is both effective and timely, and there is transparency for the aviation community
* implementing the strategic workforce plan and quality assurance framework
* embedding appropriate airspace architecture given the role it plays in supporting safe and efficient aviation activity.

The need to accommodate both the existing and the changing aviation environment,

provides CASA with the following further opportunities:

* supporting the introduction of an Uncrewed Aircraft System (UAS) Traffic Management (UTM) ecosystem, designed to deliver the safe, economical and efficient management of UAS in Australian airspace, as well as
* consistent with CASA’s regulatory roadmap, refreshing our regulatory framework to support the Advanced Air Mobility (AAM) and Remotely Piloted Aircraft Systems (RPAS) operations in Australia.

Like other safety regulators around the world, CASA is cognisant of the need to ensure that safety–related considerations are at the forefront of our regulatory actions for the

benefit of the aviation and wider community. Encouraging a positive safety culture

across the aviation community is at the core of what we do.

Working across government, we have supported the update to the National Aviation Safety Plan which details Australia’s commitment to continuously improving aviation safety. The plan is an important part of how we work across government and collaborate nationally, regionally and globally to support safety and guide many of our key activities.

CASA will continue to work closely with industry on the implementation of regulatory reforms and will stay abreast of changes within the aviation industry by carefully analysing safety and operational data to look for trends and emerging risks which need to be addressed. This approach will further focus CASA on its core activity – the regulation of aviation safety.

In addition, the Aviation White Paper has further articulated the Australian Government’s policies on desired aviation outcomes in relation to safety, competitiveness, sustainability and efficiency to ensure the sector is appropriately positioned to deliver aviation services for the Australian public out to 2050.

**CASA’s funding strategy**

CASA receives funding from three major sources: a 3.556 cents per litre excise on aviation fuel consumed by all domestic aircraft (all of which is provided to CASA); a Government annual appropriation; and regulatory services fees and levies. Whilst CASA conducts surveillance and regulatory oversight of RPAS, aerodromes and international carriers, these do not contribute to the fuel excise funding model.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to CASA 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 Departmental (for CASA’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: CASA resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **136,507** | **106,671** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 41,494 | 54,825 |
| Total annual appropriations | 41,494 | 54,825 |
| Special appropriations |  |  |
| *Aviation Fuel Revenues (Special Appropriation) Act 1988* | 131,016 | 129,841 |
| *RPAS under s46A(4) of the Civil Aviation Act 1988* | 1,000 | 1,000 |
| Total special appropriations | 132,016 | 130,841 |
| **Total funds from Government** | **173,510** | **185,666** |
| **Funds from industry sources** |  |  |
| Regulatory service fees | 12,500 | 12,500 |
| **Total funds from industry sources** | **12,500** | **12,500** |
| **Funds from other sources** |  |  |
| Interest | 7,123 | 5,866 |
| Other | 870 | 1,046 |
| **Total funds from other sources** | **7,993** | **6,912** |
| **Total net resourcing for Civil Aviation Safety Authority** | **330,510** | **311,749** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 832 | 832 |

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.

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-26.

CASA 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 CASA and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

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

Table 1.2: CASA 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 |  | - | - | - | - | (845) |
| **Total** |  | **-** | **-** | **-** | **-** | **(845)** |
| Supporting Transport Priorities | 1.1 |  |  |  |  |  |
| Departmental payment |  | - | 12,900 | - | - | - |
| **Total** |  | **-** | **12,900** | **-** | **-** | **-** |
| **Total payment measures** |  |  |  |  |  |  |
| Departmental |  | - | 12,900 | - | - | (845) |
| **Total** |  | **-** | **12,900** | **-** | **-** | **(845)** |

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

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

Section 2: Outcomes and planned performance

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

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

|  |
| --- |
| **Note:**  Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measures 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 CASA can be found at: <https://www.casa.gov.au/resources-and-education/publications-and-resources/corporate-publications/corporate-plan-2024-25>  The most recent annual performance statement can be found at: <https://www.casa.gov.au/resources-and-education/publications-and-resources/corporate-publications/annual-report-2023-24> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Maximise aviation safety through a regulatory regime, detailed  technical material on safety standards, comprehensive aviation industry  oversight, risk analysis, industry consultation, education and training |

**Budgeted expenses for Outcome 1**

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

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: Civil Aviation Safety Authority** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 41,494 | 54,825 | 42,840 | 43,078 | 42,740 |
| Special appropriations |  |  |  |  |  |
| *Aviation Fuel Revenues (Special Appropriation) Act 1988* | 129,200 | 130,200 | 133,400 | 137,200 | 141,200 |
| *RPAS under s46A(4) of the Civil Aviation Act 1988* | 1,000 | 1,000 | 28,490 | 28,490 | 28,490 |
| Expenses not requiring appropriation in the budget year(a) | 29,564 | 14,709 | 20,463 | 16,663 | 16,663 |
| Revenues from industry sources |  |  |  |  |  |
| Regulatoryfees | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 |
| Other income | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Revenues from other independent sources | 6,960 | 5,500 | 4,630 | 4,050 | 3,570 |
| **Total expenses for Program 1.1** | **221,718** | **219,734** | **243,323** | **242,981** | **246,163** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 41,494 | 54,825 | 42,840 | 43,078 | 42,740 |
| Special appropriations | 130,200 | 131,200 | 161,890 | 165,690 | 169,690 |
| Revenues from industry sources | 13,500 | 13,500 | 13,500 | 13,500 | 13,500 |
| Revenues from other independent sources | 6,960 | 5,500 | 4,630 | 4,050 | 3,570 |
| Expenses not requiring appropriation in the budget year | 29,564 | 14,709 | 20,463 | 16,663 | 16,663 |
| **Total expenses for Outcome 1** | **221,718** | **219,734** | **243,323** | **242,981** | **246,163** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 832 | 832 |

Figures displayed as a negative (‑) represent a decrease in funds and a positive (+) represent an increase in funds.

1. Expenses not requiring appropriation in the Budget year are made up of the operating result and timing of accruals.

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 also provides the related key activities as expressed in the current Corporate Plan where further detail is provided about the delivery of the activities related to the program, 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** – Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training | |
| **Program 1.1 – Civil Aviation Safety Authority**  The following three objectives represent the regulatory services produced by the program in delivering its outcome.  **1. Maintain and enhance a fair, effective, efficient and responsive aviation safety regulation system**  CASA will focus its efforts on maintaining, enhancing and promoting aviation safety, as set out in the *Civil Aviation Act 1988* and in accordance with all Government directions. CASA’s work will centre on monitoring compliance, continuing the Regulatory Implementation Program, continuing to review the Australian administered airspace and continuing effective enforcement to secure compliance with safety standards, with a focus on responsiveness to material changes in the operating environment.  **2. Collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes**  CASA maintains a constructive working relationship with other Australian Government agencies and promotes effective collaboration through consultation and communication with the wider aviation community. CASA engages in a clear, open and transparent manner with the aviation industry through its consultative forums, feedback channels, educational efforts and promotional campaigns, to continuously improve the regulatory framework and be a partner in supporting and facilitating operator-led safety management and promoting a positive aviation safety culture.  **3. Organisational improvement in service delivery and workforce planning**  CASA closely monitors its organisational performance and seeks to continually improve its operational activities, service delivery and other support functions. CASA is adopting a comprehensive quality management approach to drive continuous improvement across all facets of the organisation. | |
| Key Activities | * Ensure the ongoing regulation, oversight and assurance of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. * Maintaining our international compliance and engagement in accordance with legal responsibilities and international agreements * Maintaining, enhancing and promoting civil aviation safety standards and the state safety program * Continuing to focus on strong stakeholder engagement and service delivery * Supporting and growing our workforce, information and risk management capabilities |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | Number of fatalities(a) | Zero fatal accidents for Commercial Air Transport (CAT)  Stable or reducing number of fatal accidents for:  • commercial aviation crewed  • non–commercial crewed  • uncrewed |
| Number of accidents(a) | Stable or reducing accident rate per million departures for CAT  Stable or reducing number of accidents for:  • commercial aviation crewed  • non–commercial crewed  • uncrewed |
| Number of serious incidents(a) | Stable or reducing serious incident rate per million departures for CAT  Stable or reducing number of serious incidents for:  • commercial aviation crewed  • non–commercial crewed  • uncrewed |
| Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk | 90% of surveillance events are achieved as detailed in the National Oversight Plan |
| Clear, open, and transparent engagement with stakeholders, including the aviation industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework | 100% of significant regulatory changes are publicly consulted and outcomes informed by industry feedback  CASA’s stakeholder satisfaction and client sentiment shows a stable or increasing trend  CASA’s education and safety promotion activities are measured and evaluated through a range of feedback mechanisms and show a stable or increasing trend |
| CASA demonstrates excellence in development and implementation of the aviation safety regulatory framework | CASA adheres to Government and CASA regulatory policies and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where appropriate  Regulatory implementation against the planned program is achieved |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | **Planned Performance Results** |
| Current Year  2024–25 cont. | CASA’s actions in the international sphere are in accordance with its legal responsibilities and international agreement arrangements | CASA uses appropriate global resources and arrangements to support its audit certification processes  CASA contributes to the development of the International Civil Aviation Organization (ICAO) standards and practices |
| All regulatory services we deliver have defined timeframes that are followed | CASA establishes and publishes regulatory service delivery timeframes for all regulatory services  CASA ensures all regulatory service decisions are made in accordance with published service delivery timeframes |
| Enforcement actions undertaken are fair, consistent, and transparent | All decisions reviewed by the Administrative Review Tribunal and in the Federal Court are affirmed or not substantially varied in any material respect  All briefs are accepted by the Commonwealth Director of Public Prosecutions |
| Increased uptake of services delivered digitally | Digital submission volumes through Use of self–service channels:  • 2024–25 – 82%  • 2025–26 – 83%  • 2026–27 – 84%  • 2027–28 – 85% |
| CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives | CASA ensures its workforce is managed in accordance with workforce priorities |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk | 90% of surveillance events are achieved as detailed in the National Oversight Plan |
| Enforcement actions undertaken are fair, consistent, and transparent | All decisions reviewed by the Administrative Review Tribunal and in the Federal Court are affirmed or not substantially varied in any material respect  All briefs are accepted by the Commonwealth Director of Public Prosecutions |
| Number of fatalities | Zero fatalities for Commercial Air Transport (CAT)  Stable or reducing number of fatalities for:  • commercial aviation crewed  • non-commercial crewed  • uncrewed |
| Year | Performance Measures | Planned Performance Results |
| Budget Year 2025–26 cont. | Number of accidents | Stable or reducing accident rate per million departures for CAT.  Stable or reducing number of accidents for:  • commercial aviation crewed  • non-commercial crewed  • uncrewed |
| Number of serious incidents | Stable or reducing serious incident rate per million departures for CAT.  Stable or reducing number of serious incidents’ for:  • commercial aviation crewed  • non-commercial crewed  • uncrewed |
| CASA’s actions in the international sphere are in accordance with its legal responsibilities and international agreement arrangements | CASA uses appropriate global resources and arrangements to support its audit certification processes  CASA contributes to the development of the International Civil Aviation Organization (ICAO) standards and practices  CASA fulfilled all its obligations to ICAO under the Universal Safety Oversight Audit Program (USOAP) Continuous Monitoring Approach (CMA) Memorandum of Understanding (MoU) |
| CASA demonstrates excellence in development and implementation of the aviation safety regulatory framework | CASA adheres to Government and CASA regulatory policies and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where appropriate  Regulatory development against the planned program is achieved |
| Clear, open, and transparent engagement with stakeholders, including the aviation industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework | 100% of significant regulatory changes are publicly consulted and outcomes informed by industry feedback  CASA’s stakeholder satisfaction and client sentiment shows a stable or increasing trend  CASA’s education and safety promotion activities are measured and evaluated through a range of feedback mechanisms and show a stable or increasing trend |

|  |  |  |
| --- | --- | --- |
| Year | Performance measures | Planned Performance Results |
| Budget Year 2025–26 cont. | CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives | CASA ensures its workforce is managed in accordance with workforce priorities as outlined in its Strategic Workforce Plan(b) |
| All regulatory services we deliver have defined timeframes that are followed | CASA establishes and publishes service delivery timeframes for 75% of services in 2025-26(c)  CASA ensures 80% of regulatory service decisions are made in accordance with published service delivery timeframes |
| Improved service delivery through digital solutions | An increasing percentage of users who engage with CASA services via digital channels |
| Forward Estimates  2026–29 | As per 2025-26 | As per 2025-26(b) (c) |

* 1. This key performance indicator relies on the availability of data which is not published by the Bureau of Infrastructure, Transport and Regional Economics (BITRE) until after 30 June each year.
  2. The target for this performance measure changes each year.
  3. The target for this performance measure changes in 2026-27 to 100%.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of CASA’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

**Budgeted Departmental Income Statement**

CASA is still anticipating a $29.6 million operating deficit in 2024-25 in line with the 2024-25 Budget.

CASA is budgeting for a $14.7 million operating deficit in 2025-26 and operating deficits across the forward estimates of $20.5 million in 2026-27, $16.7 million in 2027-28 and $16.7 million in 2028-29, unchanged from the 2024-25 Budget.

**Revenue and Expenses**

Total revenue is estimated to increase by $12.9 million from $192.2 million in 2024-25 to $205.0 million in 2025-26. The increase in revenue between financial years is primarily due to:

* Increase in appropriation of $13.3 million, primarily driven by:
* Supplementary funding of $12.9 million provided in 2025-26
* Full cost recovery of the regulation of drones deferred by 12 months until 30 June 2026, resulting in a reduction $27.5 million in revenue
* Increase in aviation fuel excise of $1.0 million
* Decrease in interest revenue of $1.5 million due to reduction in cash as a result of capital purchases of $10.1 million and the operating deficit of $14.7m in 2025-26.

Total expenses are estimated to decrease in 2025-26 by $2.0 million to $219.7 million.

The main movements in the major expense categories are:

* Employee expenses are expected to increase by $5.8 million for 2025-26 predominantly reflecting CASA’s Enterprise Agreement
* Depreciation expenses are expected to increase by $1.3 million for 2025-26 reflecting an increase in capital purchases
* Supplier expenses are expected to decrease by $9.1 million for 2025-26 driven by a reduction in CASA’s operating deficit for 2025-26 of $14.7 million, along with increased employee expenses and depreciation.

**Budgeted Departmental balance sheet**

CASA’s net asset (or equity) position for 2025-26 is forecast to decrease by $14.7 million from 2024-25, representing the anticipated budget deficit of $14.7 million for 2025-26.

Total budgeted assets of $189.4 million in 2025-26 represents a decrease of $23.3 million from the estimated 2024-25 closing position, primarily due to a net decrease in CASA’s property, plant and equipment and land and buildings nonfinancial assets of $13.0 million due to reduction in land and buildings of $8.1 million and intangibles of $4.8 million and decrease in cash and investments of $9.6 million primarily due to the budget deficit of $14.7 million. CASA’s financial assets are budgeted to further decrease over the forward estimates as a result of the budgeted deficits in the forward years.

Total budgeted liabilities of $100.5 million in 2025-26 represents a planned decrease of $8.6 million from the estimated 2024-25 closing position, primarily driven by a planned decrease in lease liabilities of $9.0 million representing amortisation of lease liabilities. CASA’s primary liability continues to be lease liabilities of $51.7 million and accrued employee leave entitlements of $43.6 million.

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 | 148,944 | 154,756 | 161,129 | 167,557 | 174,242 |
| Suppliers | 51,816 | 42,622 | 59,468 | 52,493 | 53,752 |
| Depreciation and amortisation | 19,054 | 20,307 | 20,861 | 21,260 | 16,704 |
| Finance costs | 1,904 | 2,049 | 1,865 | 1,671 | 1,465 |
| **Total expenses** | **221,718** | **219,734** | **243,323** | **242,981** | **246,163** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 |
| Interest | 6,960 | 5,500 | 4,630 | 4,050 | 3,570 |
| Other | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| **Total own-source revenue** | **20,460** | **19,000** | **18,130** | **17,550** | **17,070** |
| **Total own-source income** | **20,460** | **19,000** | **18,130** | **17,550** | **17,070** |
| **Net (cost of)/contribution by services** | **(201,258)** | **(200,734)** | **(225,193)** | **(225,431)** | **(229,938)** |
| Revenue from Government | 171,694 | 186,025 | 204,730 | 208,768 | 212,430 |
| **Surplus/(deficit) attributable to the Australian Government** | **(29,564)** | **(14,709)** | **(20,463)** | **(16,663)** | **(16,663)** |
| **Total comprehensive income/(loss)** | **(29,564)** | **(14,709)** | **(20,463)** | **(16,663)** | **(16,663)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(29,564)** | **(14,709)** | **(20,463)** | **(16,663)** | **(16,663)** |

Prepared on Australian Accounting Standards basis.

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 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Trade and other receivables | 1,739 | 1,928 | 2,512 | 3,174 | 3,245 |
| Other investments | 96,671 | 87,035 | 69,242 | 56,877 | 44,114 |
| Other financial assets | 1,964 | 1,598 | 1,380 | 1,235 | 1,114 |
| ***Total financial assets*** | ***110,374*** | ***100,561*** | ***83,134*** | ***71,286*** | ***58,473*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 58,122 | 50,021 | 42,144 | 34,665 | 27,602 |
| Property, plant and equipment | 6,986 | 6,791 | 10,183 | 10,968 | 9,027 |
| Intangibles | 34,674 | 29,921 | 24,059 | 18,505 | 15,857 |
| Other non-financial assets | 2,534 | 2,107 | 2,894 | 2,553 | 2,644 |
| ***Total non-financial assets*** | ***102,316*** | ***88,840*** | ***79,280*** | ***66,691*** | ***55,130*** |
| **Total assets** | **212,690** | **189,401** | **162,414** | **137,977** | **113,603** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 4,284 | 3,562 | 4,891 | 4,319 | 4,471 |
| Other payables | 1,177 | 1,617 | 2,093 | 3,058 | 3,156 |
| ***Total payables*** | ***5,461*** | ***5,179*** | ***6,984*** | ***7,377*** | ***7,627*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 60,653 | 51,665 | 42,613 | 33,696 | 24,953 |
| ***Total interest bearing liabilities*** | ***60,653*** | ***51,665*** | ***42,613*** | ***33,696*** | ***24,953*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 42,882 | 43,572 | 44,295 | 45,045 | 45,827 |
| Other provisions | 49 | 49 | 49 | 49 | 49 |
| ***Total provisions*** | ***42,931*** | ***43,621*** | ***44,344*** | ***45,094*** | ***45,876*** |
| **Total liabilities** | **109,045** | **100,465** | **93,941** | **86,167** | **78,456** |
| **Net assets** | **103,645** | **88,936** | **68,473** | **51,810** | **35,147** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 3,295 | 3,295 | 3,295 | 3,295 | 3,295 |
| Reserves | 10,570 | 10,570 | 10,570 | 10,570 | 10,570 |
| Retained surplus (accumulated deficit) | 89,780 | 75,071 | 54,608 | 37,945 | 21,282 |
| ***Total parent entity interest*** | ***103,645*** | ***88,936*** | ***68,473*** | ***51,810*** | ***35,147*** |
| **Total equity** | **103,645** | **88,936** | **68,473** | **51,810** | **35,147** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $’000 | Asset revaluation reserve $’000 | Contributed equity/ capital $’000 | Total equity  $’000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 89,780 | 10,570 | 3,295 | 103,645 |
| ***Adjusted opening balance*** | ***89,780*** | ***10,570*** | ***3,295*** | ***103,645*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (14,709) | - | - | (14,709) |
| ***Total comprehensive income*** | ***(14,709)*** | ***-*** | ***-*** | ***(14,709)*** |
| of which: |  |  |  |  |
| Attributable to the Australian Government | (14,709) | - | - | (14,709) |
| **Estimated closing balance as at 30 June 2026** | **75,071** | **10,570** | **3,295** | **88,936** |
| **Closing balance attributable to the Australian Government** | **75,071** | **10,570** | **3,295** | **88,936** |

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 | 41,494 | 54,825 | 42,840 | 43,078 | 42,740 |
| Receipts from Government | 132,016 | 130,841 | 161,507 | 164,912 | 169,630 |
| Sale of goods and rendering of services | 13,444 | 13,796 | 13,778 | 13,768 | 13,765 |
| Interest | 7,123 | 5,866 | 4,848 | 4,195 | 3,691 |
| Net GST received | 5,237 | 4,292 | 5,893 | 5,273 | 5,454 |
| Other | 1,176 | 1,000 | 1,000 | 1,000 | 1,000 |
| ***Total cash received*** | ***200,490*** | ***210,620*** | ***229,866*** | ***232,226*** | ***236,280*** |
| **Cash used** |  |  |  |  |  |
| Employees | 151,451 | 153,626 | 159,930 | 165,842 | 173,362 |
| Suppliers | 58,731 | 48,335 | 66,298 | 59,149 | 60,421 |
| Interest payments on lease liability | 1,904 | 2,049 | 1,865 | 1,671 | 1,465 |
| ***Total cash used*** | ***212,086*** | ***204,010*** | ***228,093*** | ***226,662*** | ***235,248*** |
| **Net cash from/(used by) operating activities** | **(11,596)** | **6,610** | **1,773** | **5,564** | **1,032** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 10,164 | 7,258 | 10,514 | 9,012 | 5,052 |
| ***Total cash used*** | ***10,164*** | ***7,258*** | ***10,514*** | ***9,012*** | ***5,052*** |
| **Net cash from/(used by) investing activities** | **(10,164)** | **(7,258)** | **(10,514)** | **(9,012)** | **(5,052)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 8,076 | 8,988 | 9,052 | 8,917 | 8,743 |
| ***Total cash used*** | ***8,076*** | ***8,988*** | ***9,052*** | ***8,917*** | ***8,743*** |
| **Net cash from/(used by) financing activities** | **(8,076)** | **(8,988)** | **(9,052)** | **(8,917)** | **(8,743)** |
| **Net increase/(decrease) in cash held** | **(29,836)** | **(9,636)** | **(17,793)** | **(12,365)** | **(12,763)** |
| Cash and cash equivalents at the beginning of the reporting period | 136,507 | 106,671 | 97,035 | 79,242 | 66,877 |
| **Cash and cash equivalents at the end of the reporting period** | **106,671** | **97,035** | **79,242** | **66,877** | **54,114** |

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 |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded internally from Departmental resources | 10,164 | 7,258 | 10,514 | 9,012 | 5,052 |
| **TOTAL** | **10,164** | **7,258** | **10,514** | **9,012** | **5,052** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 10,164 | 7,258 | 10,514 | 9,012 | 5,052 |
| **Total cash used to acquire assets** | **10,164** | **7,258** | **10,514** | **9,012** | **5,052** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | **Asset Category** | | | |
|  | Buildings    $'000 | | Other property, plant and equipment $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  | |  |  |  |
| Gross book value | - | | 8,866 | 89,660 | 98,526 |
| Gross book value - ROU assets | 89,733 | | 1,008 | - | 90,741 |
| Accumulated depreciation/amortisation and impairment | - | | (1,896) | (54,986) | (56,882) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (31,611) | | (992) | - | (32,603) |
| **Opening net book balance** | **58,122** | | **6,986** | **34,674** | **99,782** |
| **Capital asset additions** |  | |  |  |  |
| **Estimated expenditure on new or replacement assets** |  | |  |  |  |
| By purchase - other | - | | 1,585 | 5,673 | 7,258 |
| **Total additions** | **-** | | **1,585** | **5,673** | **7,258** |
| **Other movements** |  | |  |  |  |
| Depreciation/amortisation expense | - | | (1,766) | (10,426) | (12,192) |
| Depreciation/amortisation on ROU assets | (8,101) | | (14) | - | (8,115) |
| **Total other movements** | **(8,101)** | | **(1,780)** | **(10,426)** | **(20,307)** |
| **As at 30 June 2026** |  | |  |  |  |
| Gross book value | - | | 10,451 | 95,332 | 105,783 |
| Gross book value - ROU assets | 89,733 | | 1,008 | 1 | 90,742 |
| Accumulated depreciation/amortisation and impairment | - | | (3,662) | (65,412) | (69,074) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (39,712) | | (1,006) | - | (40,718) |
| **Closing net book balance** | **50,021** | | **6,791** | **29,921** | **86,733** |

Prepared on Australian Accounting Standards basis.

Creative Australia

Entity resources and planned performance

Creative Australia

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Creative Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

Creative Australia is the Australian Government’s principal arts investment, development, funding, and advisory body with a purpose to champion and invest in arts and creativity for a dynamic and creative Australia. Creative Australia has a national leadership role in supporting and building Australia’s cultural infrastructure by ensuring local and global audiences enjoy the benefits of thriving, dynamic and sustainable cultural and creative industries. Creative Australia achieves this by:

* investing in artists and organisations through grants, fellowships and awards that enable art to be created and experienced
* advocating for the social, cultural and economic value of the arts and creativity
* advising government on matters connected with the arts
* managing Government-directed initiatives and frameworks in support of the arts
* delivering strategic development activity that builds industry capacity, increases markets and audiences for Australian creative work and enables more people to be inspired by and benefit from their creative engagement
* conducting research and analysis that deepens the understanding of the role and value of arts and creativity
* encouraging, facilitating and recognising public sector, private sector, philanthropic and commercial support for, and investment, in the arts
* supporting artists, creative and cultural workers by providing advice on issues of pay, safety and welfare in the arts and culture sector
* collaborating with state, territory and local governments
* partnering with others to increase investment in and support for creativity.

Creative Australia was formally established under the *Creative Australia Act 2023.* The functions of the former Australia Council for the Arts were significantly expanded to become Creative Australia, as part of the Australian Government’s National Cultural Policy, *Revive: A place for every story, a story for every place*.

The *Creative Australia Act 2023* and subsequent *Creative Australia Amendment (Implementation of Revive)* *Act 2024* set out the agency’s functions and governance, including establishing Creative Workplaces and Music Australia in 2023, and First Nations Arts and a dedicated First Nations Board in 2024. From 2025, there will be a dedicated independent body for writers called Writing Australia. These bodies, as well as new investment in the Creative Futures Fund, and continuing responsibility for the Australian Cultural Fund, will be critical in building partnerships and expertise that will support artists directly and benefit Australian audiences.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to Creative Australia 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 Creative Australia’s 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: Creative Australia resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **25,987** | **23,174** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 289,649 | 311,964 |
| Total annual appropriations | 289,649 | 311,964 |
| **Total funds from Government** | **289,649** | **311,964** |
| **Funds from other sources** |  |  |
| Interest | 7,500 | 300 |
| Other | 9,489 | 5,750 |
| **Total funds from other sources** | 16,989 | 6,050 |
| **Total net resourcing for Creative Australia** | **332,625** | **341,188** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 151 | 159 |

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

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-2026.

Creative Australia 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 Creative Australia and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to Creative Australia for the 2025–26 Budget.

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 Creative Australia can be found at: <https://creative.gov.au/about-us/strategy-and-corporate-plan/>  The most recent annual performance statement can be found at: [https://creative.gov.au/about-us/corporate-documents/annual-reports/](https://creative.gov.au/about-us/corporate-documents/annual-reports/%20) |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Local and global audiences enjoy the benefits of thriving, dynamic and sustainable cultural and creative industries supported through investment, development, partnerships, advice and recognition for Australian artists and arts organisations |

**Budgeted expenses for Outcome 1**

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

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: To champion and invest in arts and creativity for a dynamic creative Australia.** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 289,649 | 311,964 | 329,060 | 335,669 | 341,689 |
| Revenues from other independent sources | 16,989 | 6,050 | 5,462 | 6,074 | 6,384 |
| **Total expenses for Program 1.1** | **306,638** | **318,014** | **334,522** | **341,743** | **348,073** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 289,649 | 311,964 | 329,060 | 335,669 | 341,689 |
| Revenues from other independent sources | 16,989 | 6,050 | 5,462 | 6,074 | 6,384 |
| **Total expenses for Outcome 1** | **306,638** | **318,014** | **334,522** | **341,743** | **348,073** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 151 | 159 |

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** – Local and global audiences enjoy the benefits of thriving, dynamic and sustainable cultural and creative industries supported through investment, development, partnerships, advice and recognition for Australian artists and arts organisations | |
| --- | --- |
| **Program 1.1 –** To champion and invest in arts and creativity for a dynamic creative Australia. | |
| Key Activities(a) | * Administering the Government’s National Performing Arts Partnership Framework * Administering Government programs, including National Regional Touring Programs and the Visual Arts and Craft Design Framework * Undertaking research and knowledge management activity to inform policy and program analysis and awareness of Australia’s arts sector * Delivering an integrated suite of programs that support artists and arts organisations across the arts sector, including:   + Peer assessed and industry advised grant funding for individual artists, groups and arts organisations   + Four Year core program funding for small-to-medium arts organisations   + Strategic national and international market, audience and artistic development activity   + Capacity building activity for arts workers and organisations   + First Nations arts initiatives * Implementing the Government’s National Cultural Policy - *Revive*, including investments for:   + Music Australia   + Creative Workplaces   + First Nations Arts   + Creative Futures Fund   + Writing Australia, and   + The Australian Cultural Fund |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | Annual attendances at Creative Australia funded activities in Australia | 14 million  Target expected to be met |
| Number of artists and creative organisations funded primarily to create works, and total investment value | 300 artists or organisations with $12 million investment  Target expected to be met |
| Number of arts workers and creative organisations supported primarily to develop capability and practice, and total investment value | 500 arts workers or creative organisations with $10 million investment  Target expected to be met |
| Total number First Nations artists and First Nations-led creative organisations supported, and total investment value | 220 First Nations artists or First Nations-led organisations with $20 million investment  Target expected to be met |
| Number of artists and creative organisations supported to present work or collaborate internationally each year | 200 artists or organisations  Target expected to be met |
| Private investment directly facilitated through Creative Australia platforms and incentives | $11 million  Target expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | Annual attendances at Creative Australia funded activities in Australia | 15 million |
| Number of artists and creative organisations funded primarily to create works, and total investment value | 400 artists or organisations with $15 million investment |
| Number of arts workers and creative organisations supported primarily to develop capability and practice, and total investment value | 600 arts workers or creative organisations with $13 million investment |
| Total number First Nations artists and First Nations-led creative organisations supported, and total investment value | 300 First Nations artists or First Nations-led organisations with $30 million investment |
| Number of artists and creative organisations supported to present work or collaborate internationally each year | 250 artists or organisations |
| Private investment directly facilitated through Creative Australia platforms and incentives | $11 million |
| Forward Estimates  2026–29 | As per 2025-26  This is to be reassessed for the next budget when there is more clarity on the impact of the various new activities implemented by Creative Australia in line with the National Cultural Policy | As per 2025-26  This is to be reassessed for the next budget when there is more clarity on the impact of the various new activities implemented by Creative Australia in line with the National Cultural Policy |

1. Refer to updated key activities that will be reflected in the 2025-29 Corporate Plan.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of Creative Australia’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

The Creative Australia’s 2025–26 Budget has been built on the principle of a balanced, break-even budget, that is, annual expense matches the annual revenue forecast to be received.

**Comprehensive income statement**

Creative Australia’s base appropriation will increase by $22.3 million in 2025-26, from $289.7 million to $312.0 million. The increase is due to the continued implementation of the - National Cultural Policy - *Revive* - notably comprising the implementation of new programs for Writing Australia, and an increased investment in Territory Orchestras, together with indexation (net of the applicable annual efficiency dividend).

Other revenue of $6.1 million for 2025-26 includes returned grant monies, interest income, and donations to the Australian Cultural Fund.

Creative Australia’s total expenses are budgeted at $317.9 million for 2025-26, compared to $309.8 million in 2024-25 and comprise:

* Grant expenditure of $267.0 million budgeted to support individual artists, National Performing Arts Partnership Framework organisations, small to medium arts organisations and for initiatives to increase national and international audiences and markets for Australian arts. Budgeted expenditure will increase by $5.2 million, due to indexation, and the implementation of the National Cultural Policy – *Revive,* notably the new programs for Writing Australia, and an increased investment in Territory Orchestras.
* Supplier expenses of $22.3 million, will increase by $0.8 million in 2025-26 due to expenditure related to National Cultural Policy - *Revive* activities.
* Employee benefits expense of $25.7 million, will increase by $2.2 million in 2025-26 due the continued implementation of Revive, including additional employees relating to the commencement of Writing Australia activities, together with expected annual salary and superannuation increases.
* Depreciation and amortisation expenses of $2.7 million in 2025-26 are $0.1 million lower than 2024-25.

**Budgeted Departmental balance sheet**

Financial assets are budgeted at $28.9 million with cash and cash equivalent balances expected to be $23.9 million by the end of 2025-26.

Non–financial assets are budgeted to decrease to $21.4 million due to depreciation of $2.7 million offsetting capital expenditure of $0.4 million. The capital expenditure investment in 2025-26 is predominantly computer and other equipment.

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 | 23,495 | 25,740 | 27,315 | 28,156 | 29,001 |
| Suppliers | 21,486 | 22,290 | 24,206 | 25,096 | 25,077 |
| Grants | 261,887 | 267,047 | 279,831 | 285,329 | 290,716 |
| Depreciation and amortisation | 2,843 | 2,707 | 2,857 | 2,763 | 2,792 |
| Finance costs | 92 | 71 | 50 | 28 | 4 |
| **Total expenses** | **309,803** | **317,855** | **334,259** | **341,372** | **347,590** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Interest | 7,500 | 300 | 300 | 300 | 300 |
| Other | 9,489 | 5,750 | 5,162 | 5,774 | 6,084 |
| **Total own-source revenue** | **16,989** | **6,050** | **5,462** | **6,074** | **6,384** |
| **Total own-source income** | **16,989** | **6,050** | **5,462** | **6,074** | **6,384** |
| **Net (cost of)/contribution by services** | **(292,814)** | **(311,805)** | **(328,797)** | **(335,298)** | **(341,206)** |
| Revenue from Government | 289,649 | 311,964 | 329,060 | 335,669 | 341,689 |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(3,165)** | **159** | **263** | **371** | **483** |
| **Note: Impact of net cash appropriation arrangements** | | | | | |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **(3,165)** | **159** | **263** | **371** | **483** |
| plus: depreciation/amortisation expenses for ROU assets(a) | 1,822 | 1,583 | 1,583 | 1,583 | 1,583 |
| less: lease principal repayments(a) | (1,857) | (1,742) | (1,846) | (1,954) | (2,066) |
| **Net Cash Operating Surplus/(Deficit)** | **(3,200)** | **-** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

1. Applies 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 | 23,174 | 23,936 | 24,185 | 24,966 | 25,764 |
| Trade and other receivables | 4,921 | 4,921 | 4,921 | 4,921 | 4,921 |
| ***Total financial assets*** | ***28,095*** | ***28,857*** | ***29,106*** | ***29,887*** | ***30,685*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 19,951 | 17,787 | 15,622 | 13,452 | 11,282 |
| Property, plant and equipment | 2,579 | 2,375 | 2,701 | 2,531 | 2,335 |
| Intangibles | 219 | 242 | 249 | 225 | 210 |
| Other non-financial assets | 1,003 | 1,003 | 1,003 | 1,003 | 1,003 |
| ***Total non-financial assets*** | ***23,752*** | ***21,407*** | ***19,575*** | ***17,211*** | ***14,830*** |
| **Total assets** | **51,847** | **50,264** | **48,681** | **47,098** | **45,515** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 1,798 | 1,798 | 1,798 | 1,798 | 1,798 |
| Grants | 4,354 | 4,354 | 4,354 | 4,354 | 4,354 |
| Other payables | 4,704 | 4,704 | 4,704 | 4,704 | 4,704 |
| ***Total payables*** | ***10,856*** | ***10,856*** | ***10,856*** | ***10,856*** | ***10,856*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 7,957 | 6,215 | 4,369 | 2,415 | 349 |
| ***Total interest bearing liabilities*** | ***7,957*** | ***6,215*** | ***4,369*** | ***2,415*** | ***349*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 3,074 | 3,074 | 3,074 | 3,074 | 3,074 |
| Other provisions | 786 | 786 | 786 | 786 | 786 |
| ***Total provisions*** | ***3,860*** | ***3,860*** | ***3,860*** | ***3,860*** | ***3,860*** |
| **Total liabilities** | **22,673** | **20,931** | **19,085** | **17,131** | **15,065** |
| **Net assets** | **29,174** | **29,333** | **29,596** | **29,967** | **30,450** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 2,612 | 2,612 | 2,612 | 2,612 | 2,612 |
| Reserves | 21,174 | 21,174 | 21,174 | 21,174 | 21,174 |
| Retained surplus (accumulated deficit) | 5,388 | 5,547 | 5,810 | 6,181 | 6,664 |
| ***Total parent equity interest*** | ***29,174*** | ***29,333*** | ***29,596*** | ***29,967*** | ***30,450*** |
| **Total equity** | **29,174** | **29,333** | **29,596** | **29,967** | **30,450** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Other reserves  $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |  |
| Balance carried forward from previous period | 5,388 | 8,440 | 12,734 | 2,612 | 29,174 |
| ***Adjusted opening balance*** | ***5,388*** | ***8,440*** | ***12,734*** | ***2,612*** | ***29,174*** |
| **Comprehensive income** |  |  |  |  |  |
| Other comprehensive income | 159 | - | - | - | 159 |
| ***Total comprehensive income*** | ***159*** | ***-*** | ***-*** | ***-*** | ***159*** |
| **Estimated closing balance as at 30 June 2026** | **5,547** | **8,440** | **12,734** | **2,612** | **29,333** |
| **Closing balance attributable to the Australian Government** | **5,547** | **8,440** | **12,734** | **2,612** | **29,333** |

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 | 289,649 | 311,964 | 329,060 | 335,669 | 341,689 |
| Interest | 7,500 | 300 | 300 | 300 | 300 |
| Net GST received | 24,341 | 26,215 | 27,400 | 28,546 | 26,198 |
| Other | 9,489 | 5,750 | 5,162 | 5,774 | 6,084 |
| ***Total cash received*** | ***330,979*** | ***344,229*** | ***361,922*** | ***370,289*** | ***374,271*** |
| **Cash used** |  |  |  |  |  |
| Employees | 23,495 | 25,740 | 27,315 | 28,156 | 29,001 |
| Suppliers | 21,486 | 22,290 | 24,206 | 25,096 | 25,077 |
| Net GST paid | 24,341 | 26,215 | 27,400 | 28,546 | 26,198 |
| Interest payments on lease liability | 92 | 71 | 50 | 28 | 4 |
| Other | 261,887 | 267,047 | 279,831 | 285,329 | 290,716 |
| ***Total cash used*** | ***331,301*** | ***341,363*** | ***358,802*** | ***367,155*** | ***370,996*** |
| **Net cash from/(used by) operating activities** | **(322)** | **2,866** | **3,120** | **3,134** | **3,275** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 634 | 362 | 1,025 | 399 | 411 |
| ***Total cash used*** | ***634*** | ***362*** | ***1,025*** | ***399*** | ***411*** |
| **Net cash from/(used by) investing activities** | **(634)** | **(362)** | **(1,025)** | **(399)** | **(411)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 1,857 | 1,742 | 1,846 | 1,954 | 2,066 |
| ***Total cash used*** | ***1,857*** | ***1,742*** | ***1,846*** | ***1,954*** | ***2,066*** |
| **Net cash from/(used by) financing activities** | **(1,857)** | **(1,742)** | **(1,846)** | **(1,954)** | **(2,066)** |
| **Net increase/(decrease) in cash held** | **(2,813)** | **762** | **249** | **781** | **798** |
| Cash and cash equivalents at the beginning of the reporting period | 25,987 | 23,174 | 23,936 | 24,185 | 24,966 |
| **Cash and cash equivalents at the end of the reporting period** | **23,174** | **23,936** | **24,185** | **24,966** | **25,764** |

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 |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded internally from Departmental resources(a) | 634 | 362 | 1,025 | 399 | 411 |
| **TOTAL** | **634** | **362** | **1,025** | **399** | **411** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 634 | 362 | 1,025 | 399 | 411 |
| **Total cash used to acquire assets** | **634** | **362** | **1,025** | **399** | **411** |

Prepared on Australian Accounting Standards basis.

1. Funded from annual appropriations and may include donations and contributions, gifts, internally generated assets, and proceeds from the sale of assets.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |
| Gross book value | 149 | 16,640 | 2,938 | 2,706 | 22,433 |
| Gross book value - ROU assets | - | 16,313 | - | - | 16,313 |
| Accumulated depreciation/amortisation and impairment | - | (3,440) | (359) | (2,487) | (6,286) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (9,711) | - | - | (9,711) |
| **Opening net book balance** | **149** | **19,802** | **2,579** | **219** | **22,749** |
| **Capital asset additions** |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |
| By purchase - appropriation ordinary annual services(a) | - | 50 | 163 | 149 | 362 |
| **Total additions** | **-** | **50** | **163** | **149** | **362** |
| **Other movements** |  |  |  |  |  |
| Depreciation/amortisation expense | - | (632) | (366) | (126) | (1,124) |
| Depreciation/amortisation on ROU assets | - | (1,583) | - | - | (1,583) |
| **Total other movements** | **-** | **(2,215)** | **(366)** | **(126)** | **(2,707)** |
| **As at 30 June 2026** |  |  |  |  |  |
| Gross book value | 149 | 16,690 | 3,101 | 2,855 | 22,795 |
| Gross book value - ROU assets | - | 16,313 | - | - | 16,313 |
| Accumulated depreciation/amortisation and impairment | - | (4,071) | (726) | (2,613) | (7,410) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (11,294) | - | - | (11,294) |
| **Closing net book balance** | **149** | **17,638** | **2,375** | **242** | **20,404** |

Prepared on Australian Accounting Standards basis.

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

High Speed Rail Authority

Entity resources and planned performance

High Speed Rail Authority

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High Speed Rail Authority

Section 1: Entity overview and resources

1.1 Strategic direction statement

The *High Speed Rail Authority Act 2022* (the HSRA Act) established the High Speed Rail Authority (the HSRA) to oversee the planning, development and construction of a high speed rail network in Australia.

The HSRA is an independent body (statutory agency) which provides advice to the Australian Government on Australia’s current and future high speed rail needs. The first priority of the HSRA is planning and corridor works for the Sydney to Newcastle section of the high speed rail network, backed by a $500 million commitment from the Australian Government.

The Accountable Authority of the HSRA is its five–member Board. The HSRA’s purpose and strategic goals are available in the HSRA’s 2024–25 to 2027–28 Corporate Plan, published on the HSRA’s website.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the HSRA 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 Departmental (for the HSRA’s 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: HSRA resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **25,860** | **16,369** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 55,102 | 7,606 |
| Total annual appropriations | 55,102 | *7,606* |
| **Total funds from Government** | **55,102** | **7,606** |
| **Funds from other sources** |  |  |
| Interest | - | 714 |
| **Total funds from other sources** | **-** | **714** |
| **Total net resourcing for HSRA** | **80,962** | **24,689** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 28 | 28 |

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.

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-2026

HSRA 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 HSRA and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the HSRA for the 2025-26 Budget.

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 HSRA can be found at: https://media.caapp.com.au/pdf/ebilpk/80f6034a-d0b4-4324-92ff-08030e2c110d/HSRA%20Corporate%20Plan%202024-28\_FA\_Web\_Acc-UA.pdf  The most recent annual performance statement can be found at: https://media.caapp.com.au/pdf/f6sn9j/eec3fee5-f0fc-433d-956b-24bd37e46053/HSRA%20Annual%20Report%202023-24\_AccUA.pdf |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Developing a high speed rail network between capital cities and key regional centres through policy development and planning, national coordination and strategic advice to enhance Australia’s long term rail investment |

**Budgeted expenses for Outcome 1**

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

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: High Speed Rail Authority(a)(b)** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 63,779 | 7,055 | - | - | - |
| Expenses not requiring appropriation in the budget year(c) | 309 | 451 | - | - | - |
| Revenues from other independent sources | - | 714 | - | - | - |
| **Total expenses for Program 1.1** | **64,088** | **8,220** | **-** | **-** | **-** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 63,779 | 7,055 | - | - | - |
| Expenses not requiring appropriation in the budget year(c) | 309 | 451 | - | - | - |
| Revenues from other independent sources | - | 714 | - | - | - |
| **Total expenses for Outcome 1** | **64,088** | **8,220** | **-** | **-** | **-** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 28 | 28 |

Figures displayed as a negative (‑) represent a decrease in funds and a positive (+) represent an increase in funds.

1. The HSRA was established as an independent body (statutory agency) on 12 June 2023 and formally commenced operation on 13 June 2023 as a corporate Commonwealth entity under the *High Speed Rail Authority Act 2022.*
2. Ongoing funding from 2026-27 will be subject to future Government considerations.
3. Net impact of AASB 16 Leases relating to right of use (buildings) lease repayments and depreciation/amortisation expenses of right of use assets.

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** – Developing a high speed rail network between capital cities and key regional centres through policy development and planning, national coordination and strategic advice to enhance Australia’s long term rail investment | | |
| --- | --- | --- |
| **Program 1.1 –** Advice supports the Australian Government’s objectives for high speed rail. | | |
| **Key Activities** | Under current funding arrangements, consistent with its Statement of Expectations, the Authority will:   * Consult, liaise and negotiate with States and Territories and other relevant parties to identify rail corridors and set up agreements where necessary to protect the corridors. * Conduct market appetite sounding for private financing of rolling stock and rail systems packages. * Develop an organisational transition strategy to ensure the Authority has the capability and resources required to manage the development and delivery of the Newcastle to Sydney stage of the national high speed rail network. * Develop a communications strategy that includes identifying relevant stakeholders and defining suitable timing of engagement and consultation activities.   Subject to a Government decision to proceed with the next steps of the Newcastle to Sydney stage of a national high speed rail network, the Authority will update its key activities. | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year 2024–25 | Develop a Business Case for the Sydney to Newcastle section of a high speed rail network | Target: By the end of 2024, deliver the business case including the proposed alignment, station locations, the type of train to be used, the estimated cost and timeframe for construction for the Sydney to Newcastle section  Target result: Achieved December 2024 |
| Develop an updated high speed rail product definition | Target: By the end of 2024, develop a high speed rail product definition that updates assumptions from previous studies and outlines options for route alignments, corridor protection and staged delivery of entire east coast network from Melbourne to Brisbane  Target result: Achieved December 2024 |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year 2024–25 cont. | Develop an approach to progressing state and federal environmental approvals | Target: By the end of 2024, develop approach to progress state and federal environmental approvals, having due regard to existing frameworks and options for addressing any challenges associated with location–specific issues  Target result: Achieved December 2024 |
| Develop a strategy to progress state and local agreements | Target: By the end of 2024, a governance strategy in place to ensure a consistent approach to state and local agreements to support delivery of the network  Target result: Initial strategy completed in December 2024. Further work to be undertaken as required |
| Develop a forward budget | Target: By end of 2024, develop a forecast budget based on assumptions and budget envelope to align with potential government decisions  Target result: Achieved December 2024 |
| Continue to review, assess and invest in talent, systems and processes to create a strong foundation for a lean, agile and impactful organisation that is capable of delivering on its Vision, Values and Purpose | Target: By mid‑2025, refresh the organisation design to align with potential government decisions and continue to make key investments in resourcing, systems and processes in order to create the strong governance, compliance and capability foundation for the successful delivery of Government objectives  Target result: On track |
| Update and implement communications and engagement plan to build trust, and support for high speed rail planning | Target: By mid–2024, finalise and seek endorsement on the communications and engagement plan. By late 2024, benchmark stakeholder sentiment through qualitative and quantitative stakeholder market research. Providing an understanding of key issues, needs and opportunities  Target result: Achieved December 2024 |
| Ensure the Authority’s activities and initiatives reflect and support the Authority’s vision, purpose and values while enhancing economic well-being of communities across the east coast of Australia | Target: By end of 2024, ensure business case has determined the overall economic benefit that the project will generate and a framework for the benefits to be realised. Ensure there has been positive engagement and consultation with stakeholders and feedback is reflected in final business case  Target result: Achieved December 2024 |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget Year 2025–26 | Consult, liaise and negotiate with States and Territories and other relevant parties to identify rail corridors and set up agreements where necessary to protect the corridors | Activities undertaken by June 2026 |
| Conduct market appetite sounding for private financing of rolling stock and rail systems packages | Market sounding completed by December 2025 |
| Develop an organisational transition strategy to ensure the Authority has the capability and resources required to manage the development and delivery of the Newcastle to Sydney stage of the national high speed rail network | Strategy in place by September 2025 |
| Complete development of communications strategy | Communications strategy in place by December 2025 |
| Forward Estimates 2026–29 | As per 2025-26 | As per 2025-26 |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the HSRA’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

Budgeted income for 2025–26 is estimated to be $8.3 million, consisting of $7.6 million revenue from Government and $0.7 million in interest revenue.

The higher revenue from Government of $55.1 million in 2024–25 reflects the funding received at the 2024–25 Budget for the development of the business case for the Newcastle to Sydney section of a high speed rail network (the Project).

Revenue from Government for the budget year has been adjusted to account for indexation and efficiency dividends.

In 2025-26, the HSRA’s total budgeted expenses are projected to be $8.2 million. This includes $5.5 million in employee benefit expenses, $2.3 million in supplier expenses, and $0.5 million in depreciation and amortisation expenses. Supplier expenses cover contracted services, consultancy, travel and other administrative costs, while depreciation and amortisation expenses primarily relate to right–of–use assets associated with the leases for HSRA’s North Sydney and Newcastle offices.

The HSRA’s major assets consists of $17.2 million in cash and receivables and   
$0.2 million in non-financial assets. Major liabilities include $3.6 million in payables, $0.5 million in employee provisions and $0.1 million relating to leases.

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 | 5,426 | 5,478 | **-** | **-** | **-** |
| Suppliers | 58,338 | 2,280 | **-** | **-** | **-** |
| Depreciation and amortisation(a) | 309 | 451 | - | - | - |
| Finance costs | 15 | 11 | - | - | - |
| **Total expenses** | **64,088** | **8,220** | **-** | **-** | **-** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Interest | - | 714 | **-** | **-** | **-** |
| **Total gains** | **-** | **714** | **-** | **-** | **-** |
| **Total own-source income** | **-** | **714** | **-** | **-** | **-** |
| **Net (cost of)/contribution by services** | **(64,088)** | **(7,506)** | **-** | **-** | **-** |
| Revenue from Government | 55,102 | 7,606 |  |  |  |
| **Surplus/(deficit) attributable to the Australian Government** | **(8,986)** | **100** | **-** | **-** | **-** |
| **Total comprehensive income/(loss)** | **(8,986)** | **100** | **-** | **-** | **-** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(8,986)** | **100** | **-** | **-** | **-** |
| **Total comprehensive income/(loss) as per statement of Comprehensive Income** | **(8,986)** | **100** | **-** | **-** | **-** |
| plus: depreciation/amortisation expenses for ROU assets(a) | 309 | 438 |  |  |  |
| less: lease principal repayments(a) | 272 | 338 |  |  |  |
| **Net Cash Operating Surplus/(Deficit)** | **(8,949)** | **200** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

1. 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 | 16,369 | 16,539 | 16,539 | 16,539 | 16,539 |
| Trade and other receivables | 704 | 704 | 704 | 704 | 704 |
| ***Total financial assets*** | ***17,073*** | ***17,243*** | ***17,243*** | ***17,243*** | ***17,243*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 566 | 128 | 128 | 128 | 128 |
| Property, plant and equipment | - | 30 | 30 | 30 | 30 |
| Other non-financial assets | 59 | 59 | 59 | 59 | 59 |
| ***Total non-financial assets*** | ***625*** | ***217*** | ***217*** | ***217*** | ***217*** |
| **Total assets** | **17,698** | **17,460** | **17,460** | **17,460** | **17,460** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 3,473 | 3,473 | 3,473 | 3,473 | 3,473 |
| Other payables | 100 | 100 | 100 | 100 | 100 |
| ***Total payables*** | ***3,573*** | ***3,573*** | ***3,573*** | ***3,573*** | ***3,573*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 464 | 126 | 126 | 126 | 126 |
| ***Total interest bearing liabilities*** | ***464*** | ***126*** | ***126*** | ***126*** | ***126*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 482 | 482 | 482 | 482 | 482 |
| Other provisions | 49 | 49 | 49 | 49 | 49 |
| ***Total provisions*** | ***531*** | ***531*** | ***531*** | ***531*** | ***531*** |
| **Total liabilities** | **4,568** | **4,230** | **4,230** | **4,230** | **4,230** |
| **Net assets** | **13,130** | **13,230** | **13,230** | **13,230** | **13,230** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | (675) | (675) | (675) | (675) | (675) |
| Retained surplus (accumulated deficit) | 13,805 | 13,905 | 13,905 | 13,905 | 13,905 |
| ***Total parent entity interest*** | ***13,130*** | ***13,230*** | ***13,230*** | ***13,230*** | ***13,230*** |
| **Total equity** | **13,130** | **13,230** | **13,230** | **13,230** | **13,230** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | Retained earnings  $'000 | Contributed equity/ capital $'000 | Total equity   $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |
| Balance carried forward from previous period | 13,805 | (675) | 13,130 |
| ***Adjusted opening balance*** | ***13,805*** | ***(675)*** | ***13,130*** |
| **Comprehensive income** |  |  |  |
| Surplus/(deficit) for the period | 100 | - | 100 |
| ***Total comprehensive income*** | ***100*** | ***-*** | ***100*** |
| **Estimated closing balance as at 30 June 2026** | **13,905** | **(675)** | **13,230** |
| **Closing balance attributable to the Australian Government** | **13,905** | **(675)** | **13,230** |

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** |  |  |  |  |  |
| Receipts from Government | 55,102 | 7,606 | - | - | - |
| Interest | - | 714 | - | - | - |
| ***Total cash received*** | ***55,102*** | ***8,320*** | ***-*** | ***-*** | ***-*** |
| **Cash used** |  |  |  |  |  |
| Employees | 5,426 | 5,478 | - | - | - |
| Suppliers | 58,880 | 2,280 | - | - | - |
| Interest payments on lease liability | 15 | 11 | - | - | - |
| ***Total cash used*** | ***64,321*** | ***7,769*** | ***-*** | ***-*** | ***-*** |
| **Net cash from/(used by) operating activities** | **(9,219)** | **551** | **-** | **-** | **-** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | - | 43 | - | - | - |
| ***Total cash used*** | ***-*** | ***43*** | ***-*** | ***-*** | ***-*** |
| **Net cash from/(used by) investing activities** | **-** | **(43)** | **-** | **-** | **-** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 272 | 338 |  |  |  |
| ***Total cash used*** | ***272*** | ***338*** | ***-*** | ***-*** | ***-*** |
| **Net cash from/(used by) financing activities** | **(272)** | **(338)** | **-** | **-** | **-** |
| **Net increase/(decrease) in cash held** | **(9,491)** | **170** | **-** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 25,860 | 16,369 | 16,539 | 16,539 | 16,539 |
| **Cash and cash equivalents at the end of the reporting period** | **16,369** | **16,539** | **16,539** | **16,539** | **16,539** |

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 |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded internally from Departmental resources(a) | - | 43 | - | - | - |
| **TOTAL** | **-** | **43** | **-** | **-** | **-** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 875 | 43 | - | - | - |
| less: ROU Additions | (875) | - |  |  |  |
| **Total cash used to acquire assets** | **-** | **43** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

(a) Includes both current Appropriation Bill (No. 1), Supply Bill (No. 1) and prior year Appropriation Act 1/3/5.

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | Buildings    $'000 | Other property, plant and equipment $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |
| Gross book value - ROU assets | 875 | - | 875 |
| Accumulated depreciation/amorisation and impairment - ROU assets | (309) |  | (309) |
| **Opening net book balance** | **566** | **-** | **566** |
| **Capital asset additions** |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |
| By purchase - appropriation ordinary annual services (a) | - | 43 | 43 |
| **Total additions** | **-** | **43** | **43** |
| **Other movements** |  |  |  |
| Depreciation/amortisation expense | - | (13) | (13) |
| Depreciation/amortisation on  ROU assets | (438) | - | (438) |
| **Total other movements** | **(438)** | **(13)** | **(451)** |
| **As at 30 June 2026** |  |  |  |
| Gross book value | - | 43 | 43 |
| Gross book value - ROU assets | 875 | - | 875 |
| Accumulated depreciation/ amortisation and impairment | - | (13) | (13) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (747) | - | (747) |
| **Closing net book balance** | **128** | **30** | **158** |

Prepared on Australian Accounting Standards basis.

1. ‘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, DCBs or other operational expenses.

Infrastructure Australia

Entity resources and planned performance

Infrastructure Australia

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Infrastructure Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

Infrastructure Australia (IA) is a Corporate Commonwealth Entity (CCE) established under the Infrastructure Australia Act 2008. IA's primary role is to be the Commonwealth Government’s independent adviser on nationally significant infrastructure investment planning and project prioritisation.

Following the [Independent Review of Infrastructure Australia](https://www.infrastructure.gov.au/sites/default/files/documents/independent-review-of-infrastructure-australia-october2022.pdf) (the Review) and [Government response](https://www.infrastructure.gov.au/sites/default/files/documents/australian-government-response-to-the-independent-review-of-infrastructure-australia.pdf), legislation to amend the *Infrastructure Australia Act 2008* passed Parliament on 15th of December 2023, giving effect to the Government’s response to the Review. This included changing the Accountable Authority from a Board to a Commissioner model, revising our purpose and making several changes to our products and functions. In October 2024, the Government appointed a Chief Commissioner and two Commissioners.

In 2025–26 IA will:

* Continue to provide independent advice to the Australian Government on nationally significant infrastructure matters
* Perform the necessary functions to meet legislative and Statement of Expectations’ requirements
* Continue to develop revised or new products in line with the revised legislation and Governments response to the Review
* Deliver products and advice, including an Annual Budget Statement, Annual Performance Statement and an Infrastructure Priority List that have regard to the Government’s Infrastructure Policy Statement and other stated priorities.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to Infrastructure Australia 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 IA’s 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: Infrastructure Australia resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated  actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **4,482** | **4,997** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 13,247 | 13,395 |
| Total annual appropriations | 13,247 | 13,395 |
| **Total funds from Government** | **13,247** | **13,395** |
| **Funds from other sources** |  |  |
| Interest | 746 | 458 |
| Other |  |  |
| **Total funds from other sources** | **746** | **458** |
| **Total net resourcing for Infrastructure Australia** | **18,475** | **18,850** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 39 | 41 |

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

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-26

Infrastructure Australia is not directly appropriated as it is a corporate Commonwealth entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development and Communications and the Arts, which are then paid to Infrastructure Australia and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

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

Table 1.2: Infrastructure Australia 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 |  | - | - | - | - | (183) |
| **Total** |  | **-** | **-** | **-** | **-** | **(183)** |
| **Total payment measures** |  |  |  |  |  |  |
| Departmental |  | - | - | - | - | (183) |
| **Total** |  | **-** | **-** | **-** | **-** | **(183)** |

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

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

Section 2: Outcomes and planned performance

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

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

|  |
| --- |
| **Note:**  Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity’s corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity’s planned and actual performance.  The most recent corporate plan for IA can be found at: [https://www.infrastructureaustralia.gov.au/corporate-plan](https://www.infrastructureaustralia.gov.au/corporate-plan.)  The most recent annual performance statement can be found at: <https://www.infrastructureaustralia.gov.au/annual-reports> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Improve decision-making on matters relating to infrastructure; advise governments and others on matters relating to infrastructure, including better assessment of infrastructure needs and prioritisation of infrastructure projects; and promote best practice infrastructure planning, financing, delivery and operation |

**Budgeted expenses for Outcome 1**

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

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: Infrastructure Australia** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 13,247 | 13,395 | 13,612 | 13,784 | 13,768 |
| Revenues from other independent sources | 746 | 458 | 458 | 458 | 458 |
| **Total expenses for Program 1.1** | **13,993** | **13,853** | **14,070** | **14,242** | **14,226** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 13,247 | 13,395 | 13,612 | 13,784 | 13,768 |
| Revenues from other independent sources | 746 | 458 | 458 | 458 | 458 |
| **Total expenses for Outcome 1** | **13,993** | **13,853** | **14,070** | **14,242** | **14,226** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 39 | 41 |

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 IA 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** – Improve decision–making on matters relating to infrastructure; advise governments and others on matters relating to infrastructure, including better assessment of infrastructure needs and prioritisation of infrastructure projects; and promote best practice infrastructure planning, financing, delivery and operation | | |
| --- | --- | --- |
| **Program 1.1 –** IA will contribute to the Government's objective of supporting competitiveness, driving productivity and enhancing quality of life, through the provision of high quality advice. | | |
| Key Activities(a) | IA will provide high quality independent advice on nationally significant infrastructure matters to the Australian Government. This advice will include published project evaluations, infrastructure priority lists, Annual Budget and Performance Statements, and other initiatives | |
| Year | Performance Measures | Expected Performance Results |
| Current Year 2024–25 | Provide independent advice to the Australian Government and perform the necessary functions to meet legislative and Statement of Expectations’ requirements | Target expected to be achieved |
| Development of a revised Corporate Plan for 2025-26 onwards after the organisation transitions to a Commission model | Target expected to be achieved |
| Year | Performance Measures(b) | Planned Performance Results |
| Budget Year 2025–26 | New performance measures are expected to be added in the 2025-29 Corporate Plan | New performance measures are expected to be added in the 2025-29 Corporate Plan |
| Forward Estimates 2026–29 | As per 2025–26 | As per 2025–26 |

1. Additional products and functions have been added to reflect the changes to IA’s legislation in December 2023.
2. New of modified performance measures are expected in the 2025-26 Budget year, to reflect change to Commission model.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of IA’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

**Revenue**

The vast majority of IA’s budgeted revenues are appropriations, totalling $13.4 million in 2025-26. In addition to appropriations IA earns a small amount of interest revenue from its cash deposits, budgeted at $0.5 million for 2025-26.

**Expenses**

IA is budgeting for expenses of $13.9 million in 2025-26. This consists of $9.8 million employee expenses, $3.2 million supplier expenses and $0.9 million in depreciation, amortisation and finance costs.

IA’s expense budget reflects the work program for IA in 2025–26. This includes the continued provision of advice on nationally significant infrastructure matters to Government through the delivery of an Infrastructure Priority List, Annual Budget and Annual Performance Statement, evaluations or reviews of project proposals and the delivery of our annual Market Capacity Report.

In addition to this IA will continue the development of new and improved products in line with the revised legislation and Governments response to the Review.

IA will further continue to establish and develop corporate capabilities with a continued focus on building in-house capability and improved systems to support IA's role as an independent entity that provides high quality advice.

**Balance Sheet**

At 30 June 2026, IA is budgeting for net equity of $3.1 million representing assets of $8.8 million and liabilities of $5.7 million.

Most significant asset balances relate to cash and a right-of-use asset associated with IA’s office lease.

Most significant liabilities relate to the lease liability associated with IA’s office lease, and employee leave provisions.

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 | 9,040 | 9,812 | 10,122 | 10,424 | 10,735 |
| Suppliers | 3,347 | 3,155 | 3,121 | 3,018 | 2,720 |
| Depreciation and amortisation | 1,395 | 766 | 719 | 719 | 719 |
| Finance costs | 43 | 120 | 108 | 81 | 52 |
| **Total expenses** | **13,825** | **13,853** | **14,070** | **14,242** | **14,226** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 84 | **-** | **-** | **-** | **-** |
| Interest | 494 | 458 | 458 | 458 | 458 |
| **Total own-source revenue** | **578** | **458** | **458** | **458** | **458** |
| **Total own-source income** | **578** | **458** | **458** | **458** | **458** |
| **Net (cost of)/contribution by services** | **(13,247)** | **(13,395)** | **(13,612)** | **(13,784)** | **(13,768)** |
| Revenue from Government | **13,247** | **13,395** | **13,612** | **13,784** | **13,768** |
| **Surplus/(deficit) attributable to the Australian Government** | **-** | **-** | **-** | **-** | **-** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **-** | **-** | **-** | **-** | **-** |
| **Note: Impact of net cash appropriation arrangements** | | |  |  |  |
| **Total comprehensive income/(loss)- as per statement of Comprehensive Income** | **-** | **-** | **-** | **-** | **-** |
| plus: depreciation/amortisation expenses for ROU assets(a) | 1,035 | 391 | 391 | 391 | 391 |
| less: lease principal repayments(a) | (1,142) | (566) | (701) | (729) | (758) |
| **Net Cash Operating Surplus/(Deficit)** | **(107)** | **(175)** | **(310)** | **(338)** | **(367)** |

Prepared on Australian Accounting Standards basis.

1. Applies 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 | 4,997 | 5,681 | 5,657 | 5,661 | 5,667 |
| Trade and other receivables | 39 | 31 | 31 | 31 | 31 |
| ***Total financial assets*** | ***5,036*** | ***5,712*** | ***5,688*** | ***5,692*** | ***5,698*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 3,285 | 2,642 | 1,999 | 1,356 | 713 |
| Property, plant and equipment | 181 | 183 | 169 | 155 | 81 |
| Other non-financial assets | 243 | 243 | 243 | 243 | 243 |
| ***Total non-financial assets*** | **3,709** | **3,068** | **2,411** | **1,754** | **1,037** |
| **Total assets** | **8,745** | **8,780** | **8,099** | **7,446** | **6,735** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 633 | 683 | 683 | 683 | 683 |
| Other payables | 130 | 135 | 135 | 135 | 135 |
| ***Total payables*** | **763** | **818** | **818** | **818** | **818** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 3,296 | 2,885 | 2,204 | 1,551 | 840 |
| ***Total interest bearing liabilities*** | **3,296** | **2,885** | **2,204** | **1,551** | **840** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 1,417 | 1,767 | 1,767 | 1,767 | 1,767 |
| Other provisions | 122 | 163 | 163 | 163 | 163 |
| ***Total provisions*** | **1,539** | **1,930** | **1,930** | **1,930** | **1,930** |
| **Total liabilities** | **5,598** | **5,633** | **4,952** | **4,299** | **3,588** |
| **Net assets** | **3,147** | **3,147** | **3,147** | **3,147** | **3,147** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | (1,263) | (1,263) | (1,263) | (1,263) | (1,263) |
| Reserves | (25) | (25) | (25) | (25) | (25) |
| Retained surplus (accumulated deficit) | 4,435 | 4,435 | 4,435 | 4,435 | 4,435 |
| **Total equity** | **3,147** | **3,147** | **3,147** | **3,147** | **3,147** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 4,435 | (25) | (1,263) | 3,147 |
| ***Adjusted opening balance*** | ***4,435*** | ***(25)*** | ***(1,263)*** | ***3,147*** |
| **Estimated closing balance as at 30 June 2026** | **4,435** | **(25)** | **(1,263)** | **3,147** |
| **Closing balance attributable to the Australian Government** | **4,435** | **(25)** | **(1,263)** | **3,147** |

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 | 13,247 | 13,395 | 13,612 | 13,784 | 13,768 |
| Interest | 494 | 458 | 458 | 458 | 458 |
| Net GST received | 38 | 8 | - | - | - |
| Other | 252 | - | - | - | - |
| ***Total cash received*** | ***14,031*** | ***13,861*** | ***14,070*** | ***14,242*** | ***14,226*** |
| **Cash used** |  |  |  |  |  |
| Employees | 8,764 | 9,457 | 10,122 | 10,424 | 10,735 |
| Suppliers | 3,306 | 3,105 | 3,121 | 3,018 | 2,720 |
| Interest payments on lease liability | 40 | 114 | 105 | 78 | 49 |
| ***Total cash used*** | ***12,110*** | ***12,676*** | ***13,348*** | ***13,520*** | ***13,504*** |
| **Net cash from/(used by) operating activities** | **1,921** | **1,185** | **722** | **722** | **722** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 264 | 90 | 65 | 65 | 5 |
| ***Total cash used*** | ***264*** | ***90*** | ***65*** | ***65*** | ***5*** |
| **Net cash from/(used by) investing activities** | **(264)** | **(90)** | **(65)** | **(65)** | **(5)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 1,142 | 411 | 681 | 653 | 711 |
| ***Total cash used*** | ***1,142*** | ***411*** | ***681*** | ***653*** | ***711*** |
| **Net cash from/(used by) financing activities** | **(1,142)** | **(411)** | **(681)** | **(653)** | **(711)** |
| **Net increase/(decrease) in cash held** | **515** | **684** | **(24)** | **4** | **6** |
| Cash and cash equivalents at the beginning of the reporting period | 4,482 | 4,997 | 5,681 | 5,657 | 5,661 |
| **Cash and cash equivalents at the end of the reporting period** | **4,997** | **5,681** | **5,657** | **5,661** | **5,667** |

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 |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded internally from Departmental resources(a) | 264 | 90 | 65 | 65 | 5 |
| **TOTAL** | **264** | **90** | **65** | **65** | **5** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 264 | 90 | 65 | 65 | 5 |
| **Total cash used to acquire assets** | **264** | **90** | **65** | **65** | **5** |

Prepared on Australian Accounting Standards basis.

1. Includes the following sources of funding: current Bill 1 and Supply Bill (No. 1) and prior year Act 1/3/5 appropriations (excluding amounts from the DCB).

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Asset Category** | | |
|  | Buildings   $'000 | Other property,  plant and equipment $'000 | Total   $'000 |
| **As at 1 July 2025** |  |  |  |
| Gross book value | 1,300 | 697 | 1,995 |
| Gross book value - ROU assets | 2,116 | - | 2,116 |
| Accumulated depreciation/amortisation and impairment | - | (516) | (514) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (131) | - | (131) |
| **Opening net book balance** | **3,285** | **181** | **3,466** |
| **Capital asset additions** |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |
| By purchase – appropriation ordinary annual services(a) | - | 125 | 125 |
| **Total additions** | **-** | **125** | **125** |
| **Other movements** |  |  |  |
| Depreciation/amortisation expense | (252) | (123) | (375) |
| Depreciation/amortisation on ROU assets | (391) | - | (391) |
| **Total other movements** | **(643)** | **(123)** | **(766)** |
| **As at 30 June 2026** |  |  |  |
| Gross book value | 1,300 | 822 | 2,122 |
| Gross book value - ROU assets | 2,116 | - | 2,116 |
| Accumulated depreciation/amortisation and impairment | (252) | (639) | (891) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (522) | - | (522) |
| **Closing net book balance** | **2,642** | **183** | **2,825** |

Prepared on Australian Accounting Standards basis.

* + - * 1. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025-26 for depreciation/amortisation, DCBs or other operational expenses

National Archives of Australia

Entity resources and planned performance

National Archives of Australia

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National Archives of Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

National Archives of Australia’s (National Archives) vision is to be open, valued and trusted. National Archives provides leadership in best practice management of the official record of the Commonwealth and ensures that Australian Government information of enduring significance is secured, preserved and available to government agencies, researchers and the community.

National Archives of Australia is an Australian Government entity established under the *Archives Act 1983*. In 2025–26, National Archives will be guided by the pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every place.*

National Archives:

* sets information management requirements for Australian Government entities to ensure records of government actions and decisions are created and kept, demonstrating accountability and evidence of the integrity of the operations of the Australian Government
* selects and preserves the most significant records of the Australian Government and authorises the destruction of records with no ongoing value to government or the community
* makes these records accessible to government and the public as a national resource, to enrich and inform how Australians live today and into the future.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the National Archives 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 Departmental (for the National Archive’s 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: National Archives 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 | 22,600 | 29,027 |
| Departmental appropriation(b) | 87,080 | 91,331 |
| s74 External Revenue(c) | 2,204 | 2,208 |
| Departmental capital budget(d) | 6,478 | 6,514 |
| Annual appropriations - other services – non operating(e) |  |  |
| Equity injection | 12,075 | - |
| Total Departmental annual appropriations | 130,437 | 129,080 |
| **Total Departmental resourcing** | **130,437** | **129,080** |
| **Total resourcing for National Archives** | **130,437** | **129,080** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 376 | 361 |

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.

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-2026.
2. Excludes Departmental Capital Budget (DCB).
3. Estimated External Revenue receipts under section 74 of the PGPA Act.
4. 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. For accounting purposes, this amount has been designated as a 'contribution by owner'.
5. Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025-2026.

1.3 Budget measures

There are no new measures for the National Archives for the 2025–26 Budget.

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 Archives of Australia can be found at: https://www.naa.gov.au/sites/default/files/2024-08/NAA-Corporate-Plan-2024-25.pdf  The most recent annual performance statement can be found at: [https://www.naa.gov.au/about-us/our-organisation/accountability-an-reporting/annual-reports](https://www.naa.gov.au/sites/default/files/2024-01/NAA-annual-report-2022-23.pdf) |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: To promote the creation, management, and preservation of authentic, reliable, and useable Commonwealth records, and to facilitate Australians’ access to the archival resources of the Commonwealth |

**Budgeted expenses for Outcome 1**

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

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 Archives of Australia** | | | | | |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 87,080 | 91,331 | 82,979 | 85,916 | 86,985 |
| s74 External Revenue(a) | 2,279 | 2,283 | 1,935 | 2,283 | 1,994 |
| Expenses not requiring appropriation in the Budget year(b) | 18,726 | 18,709 | 17,901 | 18,255 | 18,216 |
| **Total expenses for program 1.1** | **108,085** | **112,323** | **102,815** | **106,454** | **107,195** |
| **Outcome 1 Totals by resource type** | | | | | |
| Departmental expenses |  |  |  |  |  |
| Departmental appropriation | 87,080 | 91,331 | 82,979 | 85,916 | 86,985 |
| s74 External Revenue(a) | 2,279 | 2,283 | 1,935 | 2,283 | 1,994 |
| Expenses not requiring appropriation in the Budget year(b) | 18,726 | 18,709 | 17,901 | 18,255 | 18,216 |
| **Total expenses for Outcome 1** | **108,085** | **112,323** | **102,815** | **106,454** | **107,195** |

|  |  |  |
| --- | --- | --- |
|  | 2023-24 | 2024-25 |
| **Average staffing level (number)** | 376 | 361 |

1. Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
2. Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses, audit fees.

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 promote the creation, management, and preservation of authentic, reliable, and useable Commonwealth records, and to facilitate Australians’ access to the archival resources of the Commonwealth | | |
| --- | --- | --- |
| **Program 1.1 –** National Archives provides stewardship of the records of the Australian Government to provide access to the evidence and memory of our nation, connecting Australians with their identity, history, and place in the world. | | |
| Key Activities | Key activities for delivering this program are:   * Evolve – work better together to demonstrate focus, excellence and awareness as the National Archives * Enable – provide strategic leadership in best practice information management by Australian Government entities * Secure – manage an evolving collection of nationally significant Australian Government information * Connect – foster access and engagement between people and the national archival collection | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | At–risk collections are preserved | Digitisation targets are delivered  Target expected to be partially met |
| 18% at–risk analogue collection items1digitised  Target revised in 2024-25 Corporate Plan to ‘18% or more of at-risk physical collection items are digitised’  Target expected to be met |
| 90% digital collection confirmed to be in low–risk stable formats  Target revised in 2024-25 Corporate Plan to 90% ‘or more’  Target expected to be met |
| Nationally significant archival records (meaning those identified as ‘retain as national archives’ (RNA)) are appropriately transferred to National Archives | Engagement with 85% of agencies that have not transferred archival records identified as RNA to National Archives in 10 years or more  Target expected to be met |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 cont. | The ways audiences engage with and use the collection meets their expectations within a digital first approach | 70% or more online visits / sessions are engaged  Target expected to be met |
| Case studies of programs show that more than 80% of audience expectations were met  Target expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | At–risk collections are preserved | Digitisation targets are delivered |
| ≥ 18% of at-risk physical collection items are digitised  Target to be revised from 2024-25 Corporate Plan target of ≥ 20% of agencies |
| ≥ 90% of digital collection items confirmed to be in low-risk stable formats |
| Nationally significant archival records (meaning those identified as ‘retain as national archives’ (RNA)) are appropriately transferred to National Archives | Engagements with ≥ 60% of agencies that have not transferred archival records identified as RNA to National Archives in 10 years or more  Target to be revised from 2024-25 Corporate Plan target of ≥ 90% of agencies |
| The ways audiences engage with and use the collection meets their expectations within a digital first approach | 70% or more online visits / sessions are engaged |
| Case studies of programs show that more than 80% of audience expectations were met |
| Forward Estimates  2026–29 | At–risk collections are preserved | Digitisation targets are delivered |
| ≥ 18% at–risk physical collection items digitised |
| ≥ 95% digital collection confirmed to be in low–risk stable formats |
| Nationally significant archival records (meaning those identified as RNA) are appropriately transferred to National Archives | Engagement with ≥ 60% of agencies that have not transferred archival records identified as RNA to National Archives in 10 years or more |
| The ways audiences engage with and use the collection meets their expectations within a digital first approach | 70% or more online visits / sessions are engaged |
| Case studies of collection programs show that more than 80% of audience expectations were met |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of National Archives 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

In 2025-26, the estimated appropriation revenue is $91.3 million, including funding for National Collection Institutions Financial Sustainability. The National Archives estimated appropriation revenue shows a decrease from 2026-27 as a result of terminating funding measures for Defend the Past, Protect the Future. The small increases over the remaining out years are as a result of ongoing sustainment funding.

Other gains are currently estimated to remain consistent in the budget and forward years and is directly related to the estimated intake of collection items from Commonwealth Government Agencies. Revenue from sale of goods and rendering of services is also estimated to remain consistent in the budget and forward years.

Employee expenses are expected to increase slightly in line with the current Enterprise Bargaining Agreement whilst suppliers will reduce in line with reduced revenue, predominantly around contract staff and short term supplier expenses associated with terminating funding measures.

**Budgeted Departmental Balance Sheet**

#### Heritage and cultural assets are expected to increase in value over the forward years, primarily as a result of the intake of new collection items. A complete revaluation of the collection was undertaken in April 2024 resulting in a net increase to the value of the Collection of $65 million. As at 30 June 2025, total assets were valued at approximately $2.1 billion with approximately 76 per cent of that value being heritage and cultural assets.

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 | 42,400 | 42,062 | 42,235 | | 43,564 | | 43,564 | |
| Suppliers | 21,943 | 26,861 | 17,915 | | 20,220 | | 20,961 | |
| Depreciation and amortisation(a) | 32,786 | 32,786 | 32,416 | | 32,786 | | 32,786 | |
| Finance costs | 10,956 | 10,614 | 10,249 | | 9,884 | | 9,884 | |
| **Total expenses** | **108,085** | **112,323** | **102,815** | | **106,454** | | **107,195** | |
| **LESS:** |  |  |  | |  | |  | |
| **OWN-SOURCE INCOME** |  |  |  | |  | |  | |
| **Own-source revenue** |  |  |  | |  | |  | |
| Sale of goods and rendering of services | 1,860 | 1,860 | 1,860 | | 1,860 | | 1,571 | |
| Rental income | 344 | 348 | - | | 348 | | 348 | |
| Other | 75 | 75 | 75 | | 75 | | 75 | |
| **Total own-source revenue** | **2,279** | **2,283** | **1,935** | | **2,283** | | **1,994** | |
| **Gains** |  |  |  | |  | |  | |
| Other | 10,000 | 10,000 | 10,000 | | 10,000 | | 10,000 | |
| **Total gains** | **10,000** | **10,000** | **10,000** | | **10,000** | | **10,000** | |
| **Total own-source income** | **12,279** | **12,283** | | **11,935** | | **12,283** | | **11,994** | |
| **Net (cost of)/contribution by services** | **(95,806)** | **(100,040)** | | **(90,880)** | | **(94,171)** | | **(95,201)** | |
| Revenue from Government | 87,080 | 91,331 | | 82,979 | | 85,916 | | 86,985 | |
| **Surplus/(deficit) attributable to the Australian Government** | **(8,726)** | **(8,709)** | | **(7,901)** | | **(8,255)** | | **(8,216)** | |
| **Total comprehensive income/(loss)** | **(8,726)** | **(8,709)** | | **(7,901)** | | **(8,255)** | | **(8,216)** | |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(8,726)** | **(8,709)** | | **(7,901)** | | **(8,255)** | | **(8,216)** | |
| **Note: Impact of net cash appropriation arrangements** | | | | | | | | |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **(8,726)** | **(8,709)** | **(7,901)** | | **(8,255)** | | **(8,216)** | |
| plus: depreciation/amortisation of assets funded through appropriations (Departmental capital budget funding and/or equity injections)(a) | 11,245 | 11,245 | 11,245 | | 11,245 | | 11,245 | |
| plus: depreciation/amortisation expenses for ROU assets(b) | 21,541 | 21,541 | 21,171 | | 21,541 | | 21,541 | |
| less: lease principal repayments(b) | 15,505 | 15,505 | 14,531 | | 14,531 | | 14,531 | |
| **Net Cash Operating Surplus/(Deficit)** | **8,555** | **8,572** | **9,984** | | **10,000** | | **10,039** | |

Prepared on Australian Accounting Standards basis.

1. From 2010–11, the Government introduced net cash appropriation arrangements that provided non‑corporate Commonwealth entities with a separate Departmental Capital Budget (DCB) under Appropriation Bill (No. 1) and Supply Bill (No. 1). This replaced revenue appropriations provided under Appropriation Bill (No. 1) used for the depreciation/amortisation expenses. For information regarding DCBs, please refer to Table 3.5 Departmental Capital Budget Statement.
2. Applies 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 | 3,936 | 3,936 | 3,936 | 3,936 | 3,936 |
| Trade and other receivables | 12,398 | 10,986 | 10,986 | 10,986 | 11,025 |
| ***Total financial assets*** | ***16,334*** | ***14,922*** | ***14,922*** | ***14,922*** | ***14,961*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 392,856 | 371,315 | 350,144 | 328,603 | 307,062 |
| Property, plant and equipment | 29,726 | 30,258 | 28,981 | 27,452 | 26,894 |
| Heritage and Cultural | 1,660,478 | 1,664,163 | 1,667,848 | 1,671,533 | 1,675,218 |
| Intangibles | 14,950 | 16,002 | 18,993 | 22,320 | 24,762 |
| Other non-financial assets | 394 | 394 | 394 | 394 | 394 |
| ***Total non-financial assets*** | ***2,098,404*** | ***2,082,132*** | ***2,066,360*** | ***2,050,302*** | ***2,034,330*** |
| **Total assets** | **2,114,738** | **2,097,054** | **2,081,282** | **2,065,224** | **2,049,291** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 1,710 | 1,710 | 1,710 | 1,710 | 1,710 |
| Other payables | 2,039 | 2,039 | 2,039 | 2,039 | 2,039 |
| ***Total payables*** | ***3,749*** | ***3,749*** | ***3,749*** | ***3,749*** | ***3,749*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 442,859 | 427,354 | 412,823 | 398,292 | 383,761 |
| ***Total interest bearing liabilities*** | ***442,859*** | ***427,354*** | ***412,823*** | ***398,292*** | ***383,761*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 11,443 | 11,443 | 11,443 | 11,443 | 11,443 |
| Other provisions | 255 | 271 | 287 | 287 | 287 |
| ***Total provisions*** | ***11,698*** | ***11,714*** | ***11,730*** | ***11,730*** | ***11,730*** |
| **Total liabilities** | **458,306** | **442,817** | **428,302** | **413,771** | **399,240** |
| **Net assets** | **1,656,432** | **1,654,237** | **1,652,980** | **1,651,453** | **1,650,051** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 132,963 | 139,477 | 146,121 | 152,849 | 159,663 |
| Reserves | 498,080 | 498,080 | 498,080 | 498,080 | 498,080 |
| Retained surplus (accumulated deficit) | 1,025,389 | 1,016,680 | 1,008,779 | 1,000,524 | 992,308 |
| ***Total parent entity interest*** | ***1,656,432*** | ***1,654,237*** | ***1,652,980*** | ***1,651,453*** | ***1,650,051*** |
| **Total equity** | **1,656,432** | **1,654,237** | **1,652,980** | **1,651,453** | **1,650,051** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 1,025,389 | 498,080 | 132,963 | 1,656,432 |
| ***Adjusted opening balance*** | ***1,025,389*** | ***498,080*** | ***132,963*** | ***1,656,432*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (8,709) | - | - | (8,709) |
| ***Total comprehensive income*** | ***(8,709)*** | ***-*** | ***-*** | ***(8,709)*** |
| ***Contributions by owners*** |  |  |  |  |
| Departmental Capital Budget (DCB) | - | - | 6,514 | 6,514 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***6,514*** | ***6,514*** |
| **Estimated closing balance as at 30 June 2026** | **1,016,680** | **498,080** | **139,477** | **1,654,237** |
| **Closing balance attributable to the Australian Government** | **1,025,389** | **498,080** | **139,477** | **1,654,237** |

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 | 88,510 | 92,743 | 82,979 | 85,916 | 86,985 |
| Sale of goods and rendering of services | 2,204 | 2,208 | 1,860 | 2,208 | 1,880 |
| Net GST received | 3,265 | 3,265 | 3,265 | 3,265 | 3,265 |
| ***Total cash received*** | ***93,979*** | ***98,216*** | ***88,104*** | ***91,389*** | ***92,130*** |
| **Cash used** |  |  |  |  |  |
| Employees | 42,400 | 42,062 | 42,235 | 43,564 | 43,564 |
| Suppliers | 21,868 | 26,786 | 17,840 | 20,161 | 20,902 |
| Net GST paid | 3,265 | 3,265 | 3,265 | 3,265 | 3,265 |
| Interest payments on lease liability | 10,941 | 10,598 | 10,233 | 9,868 | 9,868 |
| ***Total cash used*** | ***78,474*** | ***82,711*** | ***73,573*** | ***76,858*** | ***77,599*** |
| **Net cash from/(used by) operating activities** | **15,505** | **15,505** | **14,531** | **14,531** | **14,531** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 18,553 | 6,514 | 6,644 | 6,728 | 6,814 |
| ***Total cash used*** | ***18,553*** | ***6,514*** | ***6,644*** | ***6,728*** | ***6,814*** |
| **Net cash from/(used by) investing activities** | **(18,553)** | **(6,514)** | **(6,644)** | **(6,728)** | **(6,814)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 18,553 | 6,514 | 6,644 | 6,728 | 6,814 |
| ***Total cash received*** | ***18,553*** | ***6,514*** | ***6,644*** | ***6,728*** | ***6,814*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 15,505 | 15,505 | 14,531 | 14,531 | 14,531 |
| ***Total cash used*** | ***15,505*** | ***15,505*** | ***14,531*** | ***14,531*** | ***14,531*** |
| **Net cash from/(used by) financing activities** | **3,048** | **(8,991)** | **(7,887)** | **(7,803)** | **(7,717)** |
| **Net increase/(decrease) in cash held** | **-** | **-** | **-** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 3,936 | 3,936 | 3,936 | 3,936 | 3,936 |
| **Cash and cash equivalents at the end of the reporting period** | **3,936** | **3,936** | **3,936** | **3,936** | **3,936** |

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) | 6,478 | 6,514 | 6,644 | 6,728 | 6,814 |
| Equity injections - Bill 2 | 12,075 | - | - | - | - |
| **Total new capital appropriations** | **18,553** | **6,514** | **6,644** | **6,728** | **6,814** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | *18,553* | *6,514* | *6,644* | *6,728* | *6,814* |
| **Total items** | ***18,553*** | ***6,514*** | ***6,644*** | ***6,728*** | ***6,814*** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 6,355 | - | - | - | - |
| Funded by capital appropriation - DCB(b) | 12,198 | 6,514 | 6,644 | 6,728 | 6,814 |
| Funded internally from Departmental resources(c) | 10,000 | 10,000 | 10,000 | 10,000 | - |
| **TOTAL** | **28,553** | **16,514** | **16,644** | **16,728** | **6,814** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
2. Includes purchases from current and previous years’ Departmental Capital Budgets (DCBs).
3. Includes the following s74 external receipts including sponsorship, subsidy, gifts or similar contribution  
   internally developed assets and proceeds from the sale of assets.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | |
|  | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |
| Gross book value | - | 44,168 | 1,666,793 | 32,810 | 1,743,771 |
| Gross book value - ROU assets | 522,220 | 86 | - | - | 522,306 |
| Accumulated depreciation/amortisation and impairment | - | (14,454) | (6,315) | (17,860) | (38,629) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (129,364) | (74) | - | - | (129,438) |
| **Opening net book balance** | **392,856** | **29,726** | **1,660,478** | **14,950** | **2,098,010** |
| **Capital asset additions** |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |
| By purchase - appropriation equity(a) | - | 4,392 | - | 2,122 | 6,514 |
| By purchase - donated funds | - | - | 10,000 | - | 10,000 |
| **Total additions** | **-** | **4,392** | **10,000** | **2,122** | **16,514** |
| **Other movements** |  |  |  |  |  |
| Depreciation/amortisation expense | - | (3,860) | (6,315) | (1,070) | (11,245) |
| Depreciation/amortisation on ROU assets | (21,541) | - | - | - | (21,541) |
| **Total other movements** | **(21,541)** | **(3,860)** | **(6,315)** | **(1,070)** | **(32,786)** |
| **As at 30 June 2026** |  |  |  |  |  |
| Gross book value | - | 48,560 | 1,676,793 | 34,932 | 1,760,285 |
| Gross book value - ROU assets | 522,220 | 86 | - | - | 522,306 |
| Accumulated depreciation/amortisation and impairment | - | (18,314) | (12,630) | (18,930) | (49,874) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (150,905) | (74) | - | - | (150,979) |
| **Closing net book balance** | **371,315** | **30,258** | **1,664,163** | **16,002** | **2,081,738** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2025-2026, Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs).

National Capital Authority

Entity resources and planned performance

National Capital Authority

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National Capital Authority

Section 1: Entity overview and resources

1.1 Strategic direction statement

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

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

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

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

* to prepare and administer a National Capital Plan (the Plan), providing the overall planning and development framework for Canberra as Australia’s National Capital
* to keep the Plan under constant review and to propose amendments to it as required
* on behalf of the Commonwealth, to commission works to be carried out in Designated Areas in accordance with the Plan where neither a Department of State of the Commonwealth nor any Commonwealth authority has the responsibility to commission those works
* to recommend to the Minister the carrying out of works that the NCA considers desirable to maintain or enhance the character of the National Capital
* to foster an awareness of Canberra as the National Capital
* with the Minister’s approval, to perform planning services for any person or body, whether within Australia or overseas
* with the exception of the taking of water, and with the Minister’s approval, to manage National Land designated in writing by the Minister as land required for the special purposes of Canberra as the National Capital, on behalf of the Commonwealth

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

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

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

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

1.2 Entity resource statement

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

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

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

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

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

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

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

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

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

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

(b) Excludes Departmental Capital Budget (DCB).

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

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

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

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

1.3 Budget measures

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

Table 1.2: NCA 2025–26 Budget measures

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

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

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

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

Section 2: Outcomes and planned performance

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

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

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

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: To shape Canberra as a capital that all Australians can be proud of by ensuring it is well planned, managed and promoted, consistent with its enduring national significance |

**Budgeted expenses for Outcome 1**

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

Table 2.1.1: Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1 (continued)

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

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

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

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

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

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

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

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

Section 3: Budgeted financial statements

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

3.1 Budgeted financial statements

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

Departmental

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

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

Administered

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

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

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

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

3.2 Budgeted financial statements tables

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

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

Prepared on Australian Accounting Standards basis.

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

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

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

Prepared on Australian Accounting Standards basis.

1. Includes ROU assets as defined under AASB16 Leases.

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

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

Prepared on Australian Accounting Standards basis.

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

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

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

Prepared on Australian Accounting Standards basis.

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

National Film and Sound Archive of Australia

Entity resources and planned performance

National Film and Sound Archive of Australia

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National Film and Sound Archive of Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Film and Sound Archive of Australia’s (NFSA) purpose is to tell the national story by collecting, preserving and sharing audiovisual media, the cultural experience platforms of our time.

The legislative functions of the NFSA are outlined in the *National Film and Sound Archive of Australia Act 2008*. The NFSA is Australia’s premier audiovisual archive and a place of engagement with Australian audiovisual production past and present.

The NFSA exists to perform three vital functions:

* collect audiovisual works and associated documentation that reflect all aspects of Australian life and our diverse communities
* preserve the collection in accordance with international standards and working within our resources, to ensure permanent access
* share the collection so its stories form an ongoing part of the evolution of our culture.

A formal strategic direction statement which explains the alignment of our work with the five pillars of the new National Cultural Policy - *Revive: a place for every story, a story for every place* can also be found here: https://[www.nfsa.gov.au/about/corporate–information/publications/strategic–direction](http://www.nfsa.gov.au/about/corporate–information/publications/strategic–direction).

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the NFSA 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 any Departmental (for the NFSA’s 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: NFSA resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **2,413** | **1,251** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 40,839 | 41,890 |
| Annual appropriations - other services(b) |  |  |
| Equity injection | 6,983 | 1,736 |
| Total annual appropriations | 47,822 | *43,626* |
| **Total funds from Government** | **47,822** | **43,626** |
| **Funds from other sources** |  |  |
| Interest | 2,102 | 1,500 |
| Royalties | 131 | 131 |
| Sale of Goods | 1,036 | 1,036 |
| Other | 590 | 590 |
| **Total funds from other sources** | **3,859** | **3,257** |
| **Total net resourcing for NFSA** | **54,094** | **48,134** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 250 | 231 |

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.

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-2026.
2. Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025-2026.

NFSA is not directly appropriated as a corporate Commonwealth entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development, Communication and the Arts (a non-corporate Commonwealth entity), which are then paid to NFSA and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to NFSA for the 2025-26 Budget.

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 NFSA can be found at: <https://www.nfsa.gov.au/sites/default/files/2022-08/NFSA%20Corporate%20Plan%202022-23%20to%202025-26.pdf>  The most recent annual performance statement can be found at: <https://www.nfsa.gov.au/sites/default/files/2024-10/24380-NFSA-Annual-Report-2023%E2%80%9324-Web.pdf>. |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Increased engagement with Australia’s audiovisual culture past and present through developing, preserving, maintaining and promoting the national audiovisual collection of historic and cultural significance |

Budgeted expenses for Outcome 1

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

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: Collect, preserve and share the national audio visual collection** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 40,839 | 41,890 | 43,019 | 43,853 | 44,247 |
| Expenses not requiring appropriation in the budget year(a) | 8,598 | 6,139 | 4,190 | 4,895 | 4,861 |
| Revenues from other independent sources | 3,859 | 3,257 | 3,299 | 3,324 | 3,173 |
| **Total expenses for Program 1.1** | **53,296** | **51,286** | **50,508** | **52,072** | **52,281** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 40,839 | 41,890 | 43,019 | 43,853 | 44,247 |
| Expenses not requiring appropriation in the budget year(a) | 8,598 | 6,139 | 4,190 | 4,895 | 4,861 |
| Revenues from other independent sources | 3,859 | 3,257 | 3,299 | 3,324 | 3,173 |
| **Total expenses for Outcome 1** | **53,296** | **51,286** | **50,508** | **52,072** | **52,281** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 250 | 231 |

1. Expenses not requiring appropriation in the Budget year reflect depreciation of heritage and cultural assets.

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 –** Increased engagement with Australia’s audiovisual culture past and present through developing, preserving, maintaining and promoting the national audiovisual collection of historic and cultural significance | | |
| **Program 1.1 –** Collect, preserve and share the national audiovisual collection. | | |
| **Key Activities** | * Ensure First Nations’ knowledge held in the collection is visible and available to communities of origin for us in ongoing cultural practice * Increase discoverability of, and access to, the national audiovisual collection for all Australians * Enhance services for makers and industry to support the creation of new artworks * Be a responsible and innovative cultural business that generates sufficient resources to deliver on our purpose and goals * Be responsive to the needs of the community as a corporate entity and deliver value to Australians through and beyond the collection. | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year  2024–25 | Develop relationships with First Nations communities to return First Nations content in the national audiovisual collection to communities of origin | Success will be measured against the NFSA’s ability to develop relationships with First Nations communities that lead to the return of collection material to communities of origin  Result: Commenced a four-year co-design project with the Torres Strait Islander Media Authority (TSIMA) to preserve, digitise, catalogue and return content from TSIMA’s collection |
| Build the national audiovisual collection | Target: Accession 16,800 items into the national audiovisual collection  Target expected to be met |
| Increase our digitisation capacity to ensure the preservation of ‘at-risk’ audiovisual material | Target: Digitise 32,500 at-risk audiovisual collection items from the NFSA’s collection and from other collecting institutions  Target expected to be met |
| Provide services that ease and encourage engagement with and use of collection material | Target: Procurement of the institution’s first Digital Asset Management System  Target met |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned** **Performance Results** |
| Current Year  2024–25 cont. | Increase earned and contributed revenue | Target increase of 10% earned and contributed revenue  Target expected to be met |
| Fit-for-purpose infrastructure | Safety and collection management improvements to nitrate storage facility  Target expected to be met |
| Increase access to and total engagement with the national audiovisual collection | Statistics for online and in-person engagement with the collection are an increase on the previous year  Target expected to be met |
| Deliver media literacy programs and tools for Australians | Maintain 2023-2024 rate of engagement with *Media & Me* and develop and deliver *Media & Me* online  Target expected to be met |
| **Year** | **Performance Measures** | **Planned** **Performance Results** |
| Budget Year  2025–26 | We will develop relationships with First Nations communities to return First Nations content in the national audiovisual collection to communities of origin | Engage with Aboriginal and/or Torres Strait Islander communities to preserve, digitise and return knowledge to Country |
| Build the national audiovisual collection | Accession 24,300 items into the national audiovisual collection |
| Increase our digitisation capacity to ensure the preservation of ‘at-risk’ audiovisual material | We will digitise 32,700 at-risk audiovisual collection items from the NFSA’s collection and from other collecting institutions |
| Provide services that ease and encourage engagement with and use of collection material | Delivery of a new institution website |
| Increase earned and contributed revenue | Increase earned and contributed revenue by 10%. |
| Fit for purpose infrastructure | Deliver design and documentation for a new nitrate facility and the refit of the existing nitrate vault |
| Increase access to and total engagement with the national audiovisual collection | Statistics for online and in-person engagement with the collection are an increase on the previous year |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025–26 cont. | Deliver media literacy programs and tools for Australians | Increase engagement with *Media & Me* by 15% |
| Forward Estimates  2026-29 | As per 2025-26 | Engage with Aboriginal and/or Torres Strait Islander communities to preserve, digitise and return knowledge to Country  Continue to accession a target number of items into the collection  AVA infrastructure enhances capacity to digitise at–risk material  Continued growth in online and in person engagement with the collection  Efficient and effective services for audiovisual creatives encourage use of the collection  Continue to increase earned and contributed to revenue  Implement long term nitrate storage solution  Media literacy programs equip primary and secondary students with the skills to critically analyse media and safely navigate an increasingly digital world |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NFSA 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

**Comprehensive income statement**

Total income in 2025–26 is expected to be $54.2 million, which includes $41.9 million of revenue from Government, $3.3 million of own sourced revenue and $9.0 million of collection gains.

Total expenses for 2025-26 are estimated to be $51.3 million, $27.2 million for employee benefits, $13.8 million for supplier expenses and $10.3 million of depreciation and amortisation.

**Budgeted Departmental balance sheet**

The NFSA’s net assets are budgeted to be $457.9 million at 30 June 2026. This comprises mainly of the NFSA’s heritage and cultural collection at $372.3 million and land, buildings, plant and equipment at $74.7 million. These are independently valued on a regular basis. Depreciation is incurred on all buildings, plant and equipment and some components of the collection and is determined based on estimated useful lives.

Equity injections of $1.7 million will be used for collection acquisitions and urgent capital works.

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 | 27,537 | 27,214 | 27,640 | 29,142 | 30,093 |
| Suppliers | 15,441 | 13,754 | 14,050 | 15,117 | 15,129 |
| Depreciation and amortisation(a) | 10,253 | 10,253 | 8,753 | 7,748 | 6,994 |
| Finance costs | 65 | 65 | 65 | 65 | 65 |
| **Total expenses** | **53,296** | **51,286** | **50,508** | **52,072** | **52,281** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods | 1,024 | 1,024 | 1,024 | 1,024 | 1,024 |
| Rendering of services | 12 | 12 | 12 | 12 | 12 |
| Interest | 2,102 | 1,500 | 1,542 | 1,567 | 1,583 |
| Royalties | 131 | 131 | 131 | 131 | 131 |
| Other | 590 | 590 | 590 | 590 | 423 |
| **Total own-source revenue** | **3,859** | **3,257** | **3,299** | **3,324** | **3,173** |
| **Gains** |  |  |  |  |  |
| Other | 12,322 | 9,000 | 9,000 | 9,000 | 9,000 |
| **Total gains** | **12,322** | **9,000** | **9,000** | **9,000** | **9,000** |
| **Total own-source income** | **16,181** | **12,257** | **12,299** | **12,324** | **12,173** |
| **Net (cost of)/contribution by services** | **(37,115)** | **(39,029)** | **(38,209)** | **(39,748)** | **(40,108)** |
| Revenue from Government | 40,839 | 41,890 | 43,019 | 43,853 | 44,247 |
| **Surplus/(deficit) attributable to the Australian Government** | **3,724** | **2,861** | **4,810** | **4,105** | **4,139** |
| **Total comprehensive income/(loss)** | **3,724** | **2,861** | **4,810** | **4,105** | **4,139** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **3,724** | **2,861** | **4,810** | **4,105** | **4,139** |
| **Note: Impact of net cash appropriation arrangements** | | | | | |
| **Total comprehensive income/(loss) as per statement of Comprehensive Income** | **3,724** | **2,861** | **4,810** | **4,105** | **4,139** |
| plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations(a) | 1,936 | 1,936 | 1,936 | 1,831 | 1,939 |
| plus: depreciation/amortisation expenses for ROU assets(b) | 620 | 620 | 620 | 802 | 757 |
| less: lease principal repayments(b) | (607) | (647) | (647) | (817) | (775) |
| **Net Cash Operating Surplus/(Deficit)** | **5,673** | **4,770** | **6,719** | **5,921** | **6,060** |

Prepared on Australian Accounting Standards basis.

* + - * 1. From 2010-11, the Government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2) and Supply Bill (No. 2). CDABs replaced revenue appropriations previously provided through Appropriation Bill (No. 1) for heritage and cultural depreciation/amortisation expenses of Designated Collection Institutions. For information regarding CDABs, please refer to Table 3.5 Departmental Capital Budget Statement.
        2. Applies 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 | 1,251 | 6,308 | 4,814 | 6,445 | 8,638 |
| Trade and other receivables | 834 | 834 | 834 | 834 | 834 |
| Other investments | 17,500 | 10,500 | 11,500 | 7,500 | 2,000 |
| Other financial assets | 168 | 168 | 168 | 168 | 168 |
| ***Total financial assets*** | ***19,753*** | ***17,810*** | ***17,316*** | ***14,947*** | ***11,640*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 60,615 | 62,972 | 64,768 | 66,550 | 68,332 |
| Property, plant and equipment | 14,005 | 11,681 | 7,660 | 4,551 | 2,342 |
| Heritage and Cultural | 364,330 | 372,284 | 380,257 | 388,347 | 396,603 |
| Intangibles | 457 | 532 | 607 | 682 | 719 |
| Inventories | 526 | 526 | 526 | 526 | 526 |
| Prepayments | 2,551 | 2,551 | 2,551 | 2,551 | 2,551 |
| Work in progress | 1,015 | 1,015 | 1,015 | 1,015 | 1,015 |
| ***Total non-financial assets*** | ***443,499*** | ***451,561*** | ***457,384*** | ***464,222*** | ***472,088*** |
| **Total assets** | **463,252** | **469,371** | **474,700** | **479,169** | **483,728** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 1,342 | 1,342 | 1,342 | 1,342 | 1,342 |
| Other payables | 774 | 774 | 774 | 774 | 774 |
| ***Total payables*** | ***2,116*** | ***2,116*** | ***2,116*** | ***2,116*** | ***2,116*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 1,350 | 2,872 | 2,225 | 1,408 | 633 |
| ***Total interest bearing liabilities*** | ***1,350*** | ***2,872*** | ***2,225*** | ***1,408*** | ***633*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 5,692 | 5,692 | 5,692 | 5,692 | 5,692 |
| Other provisions | 840 | 840 | 840 | 840 | 840 |
| ***Total provisions*** | ***6,532*** | ***6,532*** | ***6,532*** | ***6,532*** | ***6,532*** |
| **Total liabilities** | **9,998** | **11,520** | **10,873** | **10,056** | **9,281** |
| **Net assets** | **453,254** | **457,851** | **463,827** | **469,113** | **474,447** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 254,494 | 256,230 | 257,396 | 258,577 | 259,772 |
| Reserves | 173,189 | 173,189 | 173,189 | 173,189 | 173,189 |
| Retained surplus (accumulated deficit) | 25,571 | 28,432 | 33,242 | 37,347 | 41,486 |
| **Total equity** | **453,254** | **457,851** | **463,827** | **469,113** | **474,447** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 25,571 | 173,189 | 254,494 | 453,254 |
| ***Adjusted opening balance*** | ***25,571*** | ***173,189*** | ***254,494*** | ***453,254*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | 2,861 | - | - | 2,861 |
| ***Total comprehensive income*** | ***2,861*** | ***-*** | ***-*** | ***2,861*** |
| **Transactions with owners** |  |  |  |  |
| ***Contributions by owners*** |  |  |  |  |
| Equity injection | - | - | 1,736 | 1,736 |
| **Closing balance attributable to the Australian Government** | **28,432** | **173,189** | **256,230** | **457,851** |

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** |  |  |  |  |  |
| Receipts from Government | 40,839 | 41,890 | 43,019 | 43,853 | 44,247 |
| Sale of goods and rendering of services | 1,110 | 1,110 | 1,110 | 1,124 | 1,126 |
| Interest | 2,102 | 1,500 | 1,542 | 1,567 | 1,583 |
| Net GST received | 1,814 | 1,467 | 1,489 | 1,801 | 1,515 |
| Other | 721 | 721 | 721 | 721 | 554 |
| ***Total cash received*** | ***46,586*** | ***46,688*** | ***47,881*** | ***49,066*** | ***49,025*** |
| **Cash used** |  |  |  |  |  |
| Employees | 27,537 | 27,214 | 27,640 | 29,142 | 30,093 |
| Suppliers | 17,255 | 15,221 | 15,539 | 16,918 | 16,644 |
| Net GST paid | 74 | 74 | 74 | 88 | 90 |
| Interest payments on lease liability | 65 | 65 | 65 | 65 | 65 |
| ***Total cash used*** | ***44,931*** | ***42,574*** | ***43,318*** | ***46,213*** | ***46,892*** |
| **Net cash from/(used by) operating activities** | **1,655** | **4,114** | **4,563** | **2,853** | **2,133** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Investments | 3,000 | 7,000 | 1,000 | 4,000 | 5,500 |
| ***Total cash received*** | ***3,000*** | ***7,000*** | ***1,000*** | ***4,000*** | ***5,500*** |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 12,193 | 7,146 | 5,576 | 5,586 | 5,860 |
| Investments | - | - | 2,000 | - | - |
| ***Total cash used*** | ***12,193*** | ***7,146*** | ***7,576*** | ***5,586*** | ***5,860*** |
| **Net cash from/(used by) investing activities** | **(9,193)** | **(146)** | **(6,576)** | **(1,586)** | **(360)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 6,983 | 1,736 | 1,166 | 1,181 | 1,195 |
| ***Total cash received*** | ***6,983*** | ***1,736*** | ***1,166*** | ***1,181*** | ***1,195*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 607 | 647 | 647 | 817 | 775 |
| ***Total cash used*** | ***607*** | ***647*** | ***647*** | ***817*** | ***775*** |
| **Net cash from/(used by) financing activities** | **6,376** | **1,089** | **519** | **364** | **420** |
| **Net increase/(decrease) in cash held** | **(1,162)** | **5,057** | **(1,494)** | **1,631** | **2,193** |
| Cash and cash equivalents at the beginning of the reporting period | 2,413 | 1,251 | 6,308 | 4,814 | 6,445 |
| **Cash and cash equivalents at the end of the reporting period** | **1,251** | **6,308** | **4,814** | **6,445** | **8,638** |

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** |  |  |  |  |  |
| Equity injections – Bill 2 | 6,983 | 1,736 | 1,166 | 1,181 | 1,195 |
| **Total new capital appropriations** | **6,983** | **1,736** | **1,166** | **1,181** | **1,195** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 6,983 | 1,736 | 1,166 | 1,181 | 1,195 |
| **Total items** | ***6,983*** | ***1,736*** | ***1,166*** | ***1,181*** | ***1,195*** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 6,983 | 1,736 | 1,166 | 1,181 | 1,195 |
| Funded internally from Departmental resources | 5,210 | 5,410 | 4,410 | 4,405 | 4,665 |
| **TOTAL** | **12,193** | **7,146** | **5,576** | **5,586** | **5,860** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2) Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |  |
| Gross book value | 8,355 | 57,207 | 22,891 | 370,036 | 4,682 | 463,171 |
| Gross book value - ROU assets |  | 6,820 | 74 | - | - | 6,894 |
| Accumulated depreciation/amortisation and impairment | - | (7,169) | (8,902) | (5,706) | (4,225) | (26,002) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (4,598) | (58) | - | - | (4,656) |
| **Opening net book balance** | **8,355** | **52,260** | **14,005** | **364,330** | **457** | **439,407** |
| **Capital asset additions** |  |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  |
| By purchase - appropriation equity(a) | - | 3,592 | 2,454 | 890 | 210 | 7,146 |
| By purchase - appropriation equity - ROU assets | - | 2,169 | - | - | - | 2,169 |
| Assets received as gifts/donations | - | - | - | 9,000 | - | 9,000 |
| **Total additions** | **-** | **5,761** | **2,454** | **9,890** | **210** | **18,315** |
| **Other movements** |  |  |  |  |  |  |
| Depreciation/amortisation expense | - | (2,784) | (4,778) | (1,936) | (135) | (9,633) |
| Depreciation/amortisation on ROU assets | - | (620) | - | - | - | (620) |
| **Total other movements** | **-** | **(3,404)** | **(4,778)** | **(1,936)** | **(135)** | **(10,253)** |
| **As at 30 June 2026** |  |  |  |  |  |  |
| Gross book value | 8,355 | 60,799 | 25,345 | 379,926 | 4,892 | 479,317 |
| Gross book value - ROU assets | - | 8,989 | 74 | - | - | 9,063 |
| Accumulated depreciation/amortisation and impairment | - | (9,953) | (13,680) | (7,642) | (4,360) | (35,635) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (5,218) | (58) | - | - | (5,276) |
| **Closing net book balance** | **8,355** | **54,617** | **11,681** | **372,284** | **532** | **447,469** |

|  |  |
| --- | --- |
| **Estimated operating expenditure in income statement for heritage and cultural assets** | **$'000** |
| Operations and Maintenance | 2,799 |
| Preservation and Conservation | 8,416 |
| **Total operating expenditure on heritage and cultural assets** | **11,215** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injections appropriations provided through Appropriation Bill (No. 2) 2025–2026, Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs).

National Gallery of Australia

Entity resources and planned performance

National Gallery of Australia

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National Gallery of Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Gallery of Australia (the National Gallery) is Australia’s leading visual arts institution and recognised as the heart of the nation’s visual culture, representing Australia’s people, its ideas and aesthetic expression, histories and broader relationship to the world through its art. The National Gallery reaches Australia’s people and supports Federal Government policy and agenda through its base in Canberra, national and international touring exhibition program, extensive collection loan programs, online education and outreach programs and cultural diplomacy role.

**Vision**

To be the reference point for art in Australia, inspiring all people to explore, experience and learn.

**Functions**

The *National Gallery Act 1975* expresses the functions of the National Gallery as being to:

* develop and maintain a national collection of works of art
* exhibit, or make available for exhibition by others, works of art from the national collection or works of art that are otherwise in possession of the National Gallery
* use every endeavour to make the most advantageous use of the national collection in the national interest.

The National Gallery’s priorities over the next four years continue to be focused on the themes of Collection, Connection, Distinct Identity and Sustainable and Capable as well as supporting implementation of the key pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every place*.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the National Gallery 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 National Gallery’s 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: National Gallery resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **41,797** | **30,000** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 69,917 | 72,666 |
| Annual appropriations - other services(b) |  |  |
| Equity injection | 42,243 | 22,709 |
| Total annual appropriations | 112,160 | *95,375* |
| **Total funds from Government** | **112,160** | **95,375** |
| **Funds from other sources** |  |  |
| Interest | 6,875 | 6,119 |
| Sale of goods and services | 4,955 | 3,296 |
| Dividends | 800 | 800 |
| Contributions | 4,994 | 14,326 |
| Other | 2,924 | 950 |
| **Total funds from other sources** | **20,548** | **25,491** |
| **Total net resourcing for the National Gallery** | **174,505** | **150,866** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 217 | 217 |

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.

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-2026.
2. Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025-2026.

The National Gallery 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 the National Gallery and considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the National Gallery for the 2025–26 Budget.

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 National Gallery can be found at:  <https://nga.gov.au/media/dd/documents/NGA_CorporatePlan24-25.pdf>  The most recent annual performance statement can be found at: <https://nga.gov.au/media/dd/documents/NGA_Annual_Report_23_24.pdf> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Increased understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally |

**Budgeted expenses for Outcome 1**

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

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: Collection development, management, access and promotion** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 69,917 | 72,666 | 73,741 | 72,136 | 72,708 |
| Expenses not requiring appropriation in the budget year(a) | 19,929 | 18,752 | 18,559 | 18,547 | 18,806 |
| Revenues from other independent sources | 17,222 | 23,006 | 19,419 | 19,090 | 19,458 |
| **Total expenses for Program 1.1** | **107,068** | **114,424** | **111,719** | **109,773** | **110,972** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 69,917 | 72,666 | 73,741 | 72,136 | 72,708 |
| Expenses not requiring appropriation in the budget year(a) | 19,929 | 18,752 | 18,559 | 18,547 | 18,806 |
| Revenues from other independent sources | 17,222 | 23,006 | 19,419 | 19,090 | 19,458 |
| **Total expenses for Outcome 1** | **107,068** | **114,424** | **111,719** | **109,773** | **110,972** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 217 | 217 |

1. Expenses not requiring appropriation in the Budget year are made up of depreciation expenses on the national collection and lease adjustments under AASB 16 Leases.

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** – Increased understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally | | |
| **Program 1.1 – Collection development, management, access and promotion** The National Gallery aims to build and maintain an outstanding national collection of works of art, providing access locally, nationally, and internationally. | | |
| Key Activities | * Collection: Develop, conserve and manage an outstanding national collection * Connection: Share the nation’s art collection with audiences * Distinct Identity: Present artistic programs of cultural excellence * Capability: Build for the future | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | **Collection:** The national collection is developed and managed | Target: 10 works of singular outstanding quality added to the national collection  Target expected to be met |
| **Connection:** Audiences access and engage with the national collection | Target: Total audience to the national collection exceeds 2,050,000  Target expected to be met  Target: Unique website sessions exceed 2,000,000  Target expected to be met  Target: Total student attendance of learning programs exceeds 62,000  Target expected to be met |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 cont. | **Distinct Identity:** The National Cultural Policy is supported | Target: 15 new partnerships are established across Australia for Sharing the National Collection  Target expected to be met  Target: 80% of visitors are quite or highly satisfied  Target expected to be met  95% of visitors attending major exhibitions are quite or highly satisfied  Target expected to be met  Two (2) new partnerships are established to advance First Nations art internationally  Target expected to be met |
| **Capability:** The National Gallery ambition is realised | Philanthropic support increases by 2%  Target met  The Sculpture Garden Project design and development phase is implemented  Target not expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | **Collection:** The national collection is developed and managed | 10 works of singular outstanding quality added to the national collection |
| **Connection**: Audiences access and engage with the national collection | Total audience to the national collection exceeds 2,050,000  Unique website sessions exceed 2,000,000  Total student attendance of learning programs exceeds 62,000 |
| **Distinct Identity:** The National Cultural Policy is supported | 15 new partnerships are established across Australia for Sharing the National Collection  >80% of visitors are quite or highly satisfied  >95% of visitors attending major exhibitions are quite or highly satisfied  Two (2) new partnerships are established to advance First Nations art internationally |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 cont. | **Sustainable and Capable:** The National Gallery ambition is realised | Recognition of philanthropic income to the National Gallery equivalent to 30% of revenue from Government  The Sculpture Garden Project design is completed |
| Forward Estimates  2026–29 | As per 2025-26 | The planned performance results will evolve over forward years, building on 2025-26 planned performance results to increase effectiveness and efficiency measures |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the National Gallery’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

The National Gallery is budgeting for an operating surplus of $7.5 million in the Budget excluding heritage and cultural depreciation expenses. This surplus represents estimated gains which reflect the value of gifts of works of art and cash donations tied to the purchase of works of arts. The forward year estimates illustrate a balanced budget after adjusting for $7.5 million of gains as described above.

The delivery of the National Gallery’s capital works program is expected to impact own-source revenue over the forward estimates. Spending of cash throughout program delivery will lead to a lower investment balance and lower interest income. A reduced onsite exhibitions program is also expected as the capital works rectification program commences resulting in lower admissions and merchandising income.

Additional operating funding is provided through two additional appropriations to fund the Hume site enabling works and the Sharing the National Collection pilot, which end in 2025-26 and 2026-27 respectively resulting in a reduction in revenue from government and a corresponding reduction in expenditure.

Contributions from philanthropic income is expected to increase across the forward estimates as donations are received for the National Gallery’s Sculpture Garden revitalisation project.

The National Gallery’s net assets are estimated to be $7.5 billion at 30 June 2026. The national collection and the National Gallery’s land and buildings make up 98% of this value.  Net assets are forecast to increase in 2025-26 with equity injections totalling    
$22.7 million for the acquisition of collection assets and the capital works program. This is augmented by gifts for, and of, works of art, offset by depreciation.

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 | 39,418 | 40,759 | 42,389 | 44,000 | 45,496 |
| Suppliers | 31,555 | 37,456 | 33,126 | 29,995 | 31,278 |
| Depreciation and amortisation | 36,030 | 36,144 | 36,139 | 35,713 | 34,133 |
| Write-down and impairment of assets | 65 | 65 | 65 | 65 | 65 |
| **Total expenses** | **107,068** | **114,424** | **111,719** | **109,773** | **110,972** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 5,199 | 3,311 | 1,506 | 1,308 | 990 |
| Contributions | 4,994 | 14,326 | 14,489 | 15,178 | 15,841 |
| Interest | 6,875 | 6,119 | 4,559 | 3,739 | 3,762 |
| Dividends | 800 | 800 | 800 | 800 | 800 |
| Other | 1,854 | 950 | 565 | 565 | 565 |
| **Total own-source revenue** | **19,722** | **25,506** | **21,919** | **21,590** | **21,958** |
| **Gains** |  |  |  |  |  |
| Sale of assets | 202 | - | - | - | - |
| Other | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| **Total gains** | **5,202** | **5,000** | **5,000** | **5,000** | **5,000** |
| **Total own-source income** | **24,924** | **30,506** | **26,919** | **26,590** | **26,958** |
| **Net (cost of)/contribution by services** | **(82,144)** | **(83,918)** | **(84,800)** | **(83,183)** | **(84,014)** |
| Revenue from Government | 69,917 | 72,666 | 73,741 | 72,136 | 72,708 |
| **Surplus/(deficit) attributable to the Australian Government** | **(12,227)** | **(11,252)** | **(11,059)** | **(11,047)** | **(11,306)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(12,227)** | **(11,252)** | **(11,059)** | **(11,047)** | **(11,306)** |

**Note: Impact of net cash appropriation arrangements**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Total comprehensive income/(loss) - as per statement of comprehensive income** | **(12,227)** | **(11,252)** | **(11,059)** | **(11,047)** | **(11,306)** |
| plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations(a) | 18,706 | 18,706 | 18,706 | 18,706 | 18,706 |
| plus: depreciation/amortisation expenses for ROU assets(b) | 2,045 | 2,158 | 2,153 | 1,726 | 147 |
| less: lease principal repayments(b) | (822) | (2,112) | (2,300) | (1,885) | (47) |
| **Net cash operating Surplus/(Deficit)** | **7,702** | **7,500** | **7,500** | **7,500** | **7,500** |

Prepared on Australian Accounting Standards basis.

1. From 2009-10, the Government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2) and Supply Bill (No. 2). CDABs replaced revenue appropriations previously provided through Appropriation Bill (No. 1) for heritage and cultural depreciation/amortisation expenses of Designated Collection Institutions. For information regarding CDABs, please refer to Table 3.5 Departmental Capital Budget Statement.
2. Applies 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 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Investments | 124,045 | 108,629 | 91,201 | 77,019 | 72,951 |
| Trade and other receivables | 3,390 | 3,390 | 3,390 | 3,390 | 3,390 |
| Other financial assets | 86 | 86 | 86 | 86 | 86 |
| ***Total financial assets*** | ***157,521*** | ***142,105*** | ***124,677*** | ***110,495*** | ***106,427*** |
| **Non-financial assets** |  |  |  |  |  |
| Heritage and Cultural | 6,870,044 | 6,877,382 | 6,885,086 | 6,893,031 | 6,901,221 |
| Land and buildings | 516,652 | 535,621 | 549,110 | 561,735 | 566,380 |
| Property, plant and equipment | 9,373 | 9,363 | 9,358 | 9,358 | 9,358 |
| Intangibles | 1,503 | 1,503 | 1,503 | 1,503 | 1,503 |
| Inventories | 613 | 426 | 426 | 426 | 426 |
| Other non-financial assets | 625 | 625 | 625 | 625 | 625 |
| ***Total non-financial assets*** | ***7,398,810*** | ***7,424,920*** | ***7,446,108*** | ***7,466,678*** | ***7,479,513*** |
| **Total assets** | **7,556,331** | **7,567,025** | **7,570,785** | **7,577,173** | **7,585,940** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 4,470 | 5,328 | 4,717 | 4,279 | 4,499 |
| Other payables | 2,195 | 2,195 | 2,195 | 2,195 | 2,195 |
| ***Total payables*** | ***6,665*** | ***7,523*** | ***6,912*** | ***6,474*** | ***6,694*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 6,350 | 4,238 | 1,938 | 53 | 6 |
| ***Total interest bearing liabilities*** | ***6,350*** | ***4,238*** | ***1,938*** | ***53*** | ***6*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 8,067 | 8,558 | 7,378 | 7,985 | 8,490 |
| ***Total provisions*** | ***8,067*** | ***8,558*** | ***7,378*** | ***7,985*** | ***8,490*** |
| **Total liabilities** | **21,082** | **20,319** | **16,228** | **14,512** | **15,190** |
| **Net assets** | **7,535,249** | **7,546,706** | **7,554,557** | **7,562,661** | **7,570,750** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 541,069 | 563,778 | 582,688 | 601,839 | 621,234 |
| Reserves | 6,451,973 | 6,451,973 | 6,451,973 | 6,451,973 | 6,451,973 |
| Retained surplus | 542,207 | 530,955 | 519,896 | 508,849 | 497,543 |
| **Total equity** | **7,535,249** | **7,546,706** | **7,554,557** | **7,562,661** | **7,570,750** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity   $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 542,207 | 6,451,973 | 541,069 | 7,535,249 |
| ***Adjusted opening balance*** | ***542,207*** | ***6,451,973*** | ***541,069*** | ***7,535,249*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(Deficit) for the period | (11,252) | - | - | (11,252) |
| ***Total comprehensive income*** | ***(11,252)*** | ***-*** | ***-*** | ***(11,252)*** |
| ***Contributions by owners*** |  |  |  |  |
| Equity injection - Appropriation | - | - | 22,709 | 22,709 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***22,709*** | ***22,709*** |
| **Estimated closing balance as at  30 June 2026** | **530,955** | **6,451,973** | **563,778** | **7,546,706** |
| **Closing balance attributable to the Australian Government** | **530,955** | **6,451,973** | **563,778** | **7,546,706** |

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 | 69,917 | 72,666 | 73,741 | 72,136 | 72,708 |
| Sale of goods and rendering of services | 6,274 | 5,153 | 3,146 | 2,997 | 2,713 |
| Interest | 6,875 | 6,119 | 4,559 | 3,739 | 3,762 |
| Dividends | 800 | 800 | 800 | 800 | 800 |
| Net GST received | 1,782 | 1,768 | 1,711 | 1,341 | 1,373 |
| Other | 5,715 | 15,276 | 15,054 | 15,743 | 16,406 |
| ***Total cash received*** | ***91,363*** | ***101,782*** | ***99,011*** | ***96,756*** | ***97,762*** |
| **Cash used** |  |  |  |  |  |
| Employees | 38,700 | 40,268 | 43,569 | 43,393 | 44,991 |
| Suppliers | 31,592 | 39,879 | 37,030 | 33,490 | 34,216 |
| Other | 269 | 207 | 123 | 38 | 2 |
| ***Total cash used*** | ***70,561*** | ***80,354*** | ***80,722*** | ***76,921*** | ***79,209*** |
| **Net cash from operating activities** | **20,802** | **21,428** | **18,289** | **19,835** | **18,553** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Investments | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| Other | 1,974 | - | - | - | - |
| ***Total cash received*** | ***81,974*** | ***80,000*** | ***80,000*** | ***80,000*** | ***80,000*** |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment, intangibles and works of art | 69,272 | 57,441 | 52,327 | 51,283 | 41,968 |
| Investments | 86,722 | 64,584 | 62,572 | 65,818 | 75,933 |
| ***Total cash used*** | ***155,994*** | ***122,025*** | ***114,899*** | ***117,101*** | ***117,901*** |
| **Net cash used by investing activities** | **(74,020)** | **(42,025)** | **(34,899)** | **(37,101)** | **(37,901)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Collection Development Acquisition Budget | 18,309 | 18,544 | 18,910 | 19,151 | 19,395 |
| Equity Injection | 23,934 | 4,165 | - | - | - |
| ***Total cash received*** | ***42,243*** | ***22,709*** | ***18,910*** | ***19,151*** | ***19,395*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 822 | 2,112 | 2,300 | 1,885 | 47 |
| ***Total cash used*** | ***822*** | ***2,112*** | ***2,300*** | ***1,885*** | ***47*** |
| **Net cash from financing activities** | **41,421** | **20,597** | **16,610** | **17,266** | **19,348** |
| **Net (decrease) in cash held** | **(11,797)** | **-** | **-** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 41,797 | 30,000 | 30,000 | 30,000 | 30,000 |
| **Cash and cash equivalents at the end of the reporting period** | **30,000** | **30,000** | **30,000** | **30,000** | **30,000** |

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** |  |  |  |  |  |
| Equity injections - Bill 2 | 42,243 | 22,709 | 18,910 | 19,151 | 19,395 |
| **Total new capital appropriations** | **42,243** | **22,709** | **18,910** | **19,151** | **19,395** |
| **Provided for:** |  |  |  |  |  |
| Purchase of non-financial assets | 42,243 | 22,709 | 18,910 | 19,151 | 19,395 |
| **Total items** | **42,243** | **22,709** | **18,910** | **19,151** | **19,395** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 37,451 | 40,000 | 32,308 | 33,253 | 19,395 |
| Funded internally from Departmental resources(b) | 36,822 | 22,441 | 25,019 | 23,029 | 27,572 |
| **TOTAL** | **74,273** | **62,441** | **57,327** | **56,282** | **46,967** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 75,745 | 62,441 | 57,327 | 56,283 | 46,968 |
| less: ROU additions | (1,473) | - | - | - | - |
| less: gifted assets | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) |
| **Total cash used to acquire assets** | **69,272** | **57,441** | **52,327** | **51,283** | **41,968** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2) Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
2. Includes purchases from current and previous years’ Departmental Capital Budgets (DCBs).

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |  |
| Gross book value | 28,235 | 499,410 | 24,424 | 6,928,254 | 4,270 | 7,484,593 |
| Gross book value - ROU assets | - | 8,746 | 79 | - | - | 8,825 |
| Accumulated depreciation/amortisation and impairment | - | (17,169) | (15,068) | (58,210) | (2,767) | (93,214) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (2,570) | (62) | - | - | (2,632) |
| **Opening net book balance** | **28,235** | **488,417** | **9,373** | **6,870,044** | **1,503** | **7,397,572** |
| **Capital asset additions** |  |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  |
| By purchase - appropriation equity(a) | - | 21,456 | - | 18,544 | - | 40,000 |
| By purchase - appropriation ordinary annual services (b) | - | 10,659 | 3,758 | - | 524 | 14,941 |
| By purchase - donated funds | - | - | - | 2,500 | - | 2,500 |
| Assets received as gifts/donations | - | - | - | 5,000 | - | 5,000 |
| **Total additions** | **-** | **32,115** | **3,758** | **26,044** | **524** | **62,441** |
| **Other movements** |  |  |  |  |  |  |
| Depreciation/amortisation expense | - | (10,998) | (3,758) | (18,706) | (524) | (33,986) |
| Depreciation/amortisation on ROU assets | - | (2,148) | (10) | - | - | (2,158) |
| **Total other movements** | **-** | **(13,146)** | **(3,768)** | **(18,706)** | **(524)** | **(36,144)** |
| **As at 30 June 2026** |  |  |  |  |  |  |
| Gross book value | 28,235 | 531,525 | 28,182 | 6,954,298 | 4,794 | 7,547,034 |
| Gross book value - ROU assets | - | 8,746 | 79 | - | - | 8,825 |
| Accumulated depreciation/amortisation and impairment | - | (28,167) | (18,826) | (76,916) | (3,291) | (127,200) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (4,718) | (72) | - | - | (4,790) |
| **Closing net book balance** | **28,235** | **507,386** | **9,363** | **6,877,382** | **1,503** | **7,423,869** |

|  |  |
| --- | --- |
| **Estimated operating expenditure in income statement for heritage and cultural assets** | **$’000** |
| Operations and Maintenance | 5,850 |
| Preservation and Conservation | 2,946 |
| **Total operating expenditure on heritage and cultural assets** | **8,796** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injections appropriations provided through Appropriation Bill (No.  2) Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs).
2. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs).

National Library of Australia

Entity resources and planned performance

National Library of Australia

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National Library of Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

The functions of the National Library of Australia (Library), as defined in the National Library Act 1960, are to:

* maintain and develop a national collection of library material, including a comprehensive collection of library material relating to Australia and the Australian people
* make library material in the national collection available
* make available such other services in relation to library matters and library material as determined by the National Library Council
* cooperate in library matters with authorities or persons, whether in Australia or elsewhere, concerned with library matters.

The Library is committed to collecting documentary resources, particularly relating to Australia and the Australian people, so Australians can discover, learn and create new knowledge, now and in the future. The Library’s commitment to open access to the national collection and online services drives increasing value from a collection developed over decades. Australians—whoever they are and wherever they live—should be able to easily discover and use information they need to support their research, and to engage with rich digital content to support their lifelong learning.

The Library actively supports creative and intellectual endeavour and the dissemination of knowledge, ideas and information. The Library has a strong national focus in its outlook, services, products and activities and takes a leadership role in sharing expertise and coordinating key projects across the research, collecting and cultural sectors. The Library’s work will continue to be guided by the pillars and principles of the National Cultural Policy – Revive: a place for every story, a story for every place. The Library recognises, respects and prioritises the significance of First Nations voices, stories, and perspectives at the centre of Australia’s national collections. The Library will continue to extend its reach and make its physical and digital collections accessible far beyond Canberra, by providing timely information services and rich digital experiences to benefit all Australians.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the Library 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 Departmental (for the Library’s 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: The Library’s resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **72,217** | **71,316** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services |  |  |
| Outcome 1(a) | 86,219 | 76,889 |
| Annual appropriations - other services(b) |  |  |
| Equity injection | 26,733 | 10,353 |
| Total annual appropriations | 112,952 | 87,242 |
| Amounts received from related entities |  |  |
| Amounts from portfolio Department(c) | 550 | 550 |
| Total amounts received from related entities | 550 | 550 |
| **Total funds from Government** | **113,502** | **87,792** |
| **Funds from other sources** |  |  |
| Interest | 6,514 | 5,125 |
| Sale of goods and services | 6,583 | 5,903 |
| Other | 2,550 | 2,150 |
| **Total funds from other sources** | **15,647** | **13,178** |
| **Total net resourcing for the Library** | **201,366** | **172,286** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 420 | 410 |

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.

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-2026.
2. Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025-2026.
3. Funding provided by the portfolio Department that is not specified within the Annual Appropriation Bills as a payment to the Library.

The Library is not directly appropriated as a corporate Commonwealth entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development, Communication and the Arts (a non-corporate Commonwealth entity), which are then paid to the Library and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the Library for the 2025–26 Budget.

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 Library can be found at: <https://www.library.gov.au/visit/about-us/corporate-information/corporate-plans>  The most recent annual performance statement can be found at: <https://www.library.gov.au/visit/about-us/corporate-information/annual-reports> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Enhanced learning, knowledge creation, enjoyment and understanding of Australian life and society by providing access to a national collection of library material |

**Budgeted expenses for Outcome 1**

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

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 Library of Australia** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill No. 1) and Supply Bill (No. 1)) | 86,219 | 76,889 | 79,206 | 81,891 | 82,702 |
| Payment from related entities | 550 | 550 | 550 | 550 | 550 |
| Expenses not requiring appropriation in the budget year(a) | 7,424 | 9,500 | 9,500 | 9,500 | 9,500 |
| Revenues from other independent sources | 15,647 | 13,178 | 11,789 | 10,400 | 10,400 |
| **Total expenses for Program 1.1** | **109,840** | **100,117** | **101,045** | **102,341** | **103,152** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill No. 1) and Supply Bill (No. 1)) | 86,219 | 76,889 | 79,206 | 81,891 | 82,702 |
| Payment from related entities | 550 | 550 | 550 | 550 | 550 |
| Expenses not requiring appropriation in the budget year(a) | 7,424 | 9,500 | 9,500 | 9,500 | 9,500 |
| Revenues from other independent sources | 15,647 | 13,178 | 11,789 | 10,400 | 10,400 |
| **Total expenses for Outcome 1** | **109,840** | **100,117** | **101,045** | **102,341** | **103,152** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 420 | 410 |

1. Expenses not requiring appropriation in the Budget year are made up of depreciation expenses related to collection assets which are funded through an equity injection; and resources received free of charge.

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** – Enhanced learning, knowledge creation, enjoyment and understanding of Australian life and society by providing access to a national collection of library material | | |
| --- | --- | --- |
| **Program 1.1 – The National Library of Australia**  The Library delivers this program by collecting documentary resources, particularly relating to Australia and the Australian people, so Australians can discover, learn and create new knowledge now and into the future. | | |
| Key Activities | * Recognising and respecting the crucial place of First Nations stories in Australia’s arts, culture and history including through implementing new policies and procedures * Ensuring the National Library’s collection remains relevant to Australia’s diverse population, now and into the future, by improving the diversity of the collection and collecting in culturally appropriate ways * Connecting withcommunities bydelivering accessible services and diverse programs * Expanding and deepening the content in Trove as an essential part of Australia’s cultural and research infrastructure, including through collaboration with national cultural institutions, state libraries and other partners * Continuing toharness resources effectively to realise our ambitions and deliver our mandate including being a dynamic organisation with a strong digital and physical presence and the management of our heritage building | |
| Year | Performance Measures | Expected Performance Results |
| Current Year 2024–25 | Number of Australian works collected | 21,000 digital works  9,000 physical works  Target expected to be met |
| Number of visits to the National Library’s digital platforms | 2.2 million website visits  6.2 million catalogue visits  13 million Trove visits  Target expected to be met |
| Number of Trove Collaborative Services (TCS) partners and contributors that the National Library engages in annually | 900 Trove partners and contributors  Target expected to be met |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Planned Performance Results |
| Budget Year 2025–26 | Number of Australian published works collected | 21,000 digital works  9,000 physical works |
| Number of visits to the National Library’s digital platforms | 2.2 million website visits  6.2 million catalogue visits  13 million Trove visits |
| Number of Trove Collaborative Services (TCS) partners and contributors that the National Library engages with annually | 900 Trove partners and contributors |
| Forward Estimates 2026–29 | As per 2025-26 | As per 2025-26 (targets subject to change) |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the Library’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

Budgeted income for 2025-26 is estimated to be $91.6 million, of which $77.0 million is appropriation revenue. The decrease in revenue from Government from $86.2 million in 2024-25, reflects additional funding received at the May 2023 Budget for the construction of storage facilities and windows replacement.

Total own source revenue is expected to be $14.7 million, which is $2.5 million lower than the 2024–25 financial year. This is attributed to lapsing of grants income for the Heating Ventilation and Air Conditioning Systems (HVAC) and Windows replacement.

Total budgeted operating expenses for 2025–26 is estimated to be $100.1 million, a reduction of $9.7 million from the 2024-25 financial year. The decrease is mostly attributed to the completion of the funded stages of windows replacement and HVAC projects (which included operational funding to remove hazardous materials), and the completion of website redevelopment.

**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 | 49,270 | 49,877 | 51,573 | 53,325 | 55,140 |
| Suppliers | 36,247 | 25,917 | 25,149 | 24,693 | 23,689 |
| Grants | 570 | 570 | 570 | 570 | 570 |
| Depreciation and amortisation(a) | 23,573 | 23,573 | 23,573 | 23,573 | 23,573 |
| Finance costs | 25 | 25 | 25 | 25 | 25 |
| Write-down and impairment of assets | 155 | 155 | 155 | 155 | 155 |
| **Total expenses** | **109,840** | **100,117** | **101,045** | **102,341** | **103,152** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 6,583 | 5,903 | 5,903 | 5,903 | 5,903 |
| Interest | 6,514 | 5,125 | 3,736 | 2,347 | 2,347 |
| Other | 3,100 | 2,700 | 2,700 | 2,700 | 2,700 |
| **Total own-source revenue** | **16,197** | **13,728** | **12,339** | **10,950** | **10,950** |
| **Gains** |  |  |  |  |  |
| Other | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| **Total gains** | **1,000** | **1,000** | **1,000** | **1,000** | **1,000** |
| **Total own-source income** | **17,197** | **14,728** | **13,339** | **11,950** | **11,950** |
| **Net (cost of)/contribution by services** | **(92,643)** | **(85,389)** | **(87,706)** | **(90,391)** | **(91,202)** |
| Revenue from Government | 86,219 | 76,889 | 79,206 | 81,891 | 82,702 |
| **Surplus/(deficit) attributable to the Australian Government** | **(6,424)** | **(8,500)** | **(8,500)** | **(8,500)** | **(8,500)** |
| **Total comprehensive income/(loss)** | **(6,424)** | **(8,500)** | **(8,500)** | **(8,500)** | **(8,500)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(6,424)** | **(8,500)** | **(8,500)** | **(8,500)** | **(8,500)** |
| **Note: Impact of net cash appropriation arrangements** | |  |  |  |  |
| **Total comprehensive income/(loss) as per statement of Comprehensive Income** | **(6,424)** | **(8,500)** | **(8,500)** | **(8,500)** | **(8,500)** |
| plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations(a) | 8,500 | 8,500 | 8,500 | 8,500 | 8,500 |
| plus: depreciation/amortisation expenses for ROU assets(b) | 1,139 | 1,140 | 1,140 | 1,140 | 1,140 |
| less: lease principal repayments(b) | (1,116) | (1,125) | (1,125) | (1,125) | (1,125) |
| **Net Cash Operating Surplus/(Deficit)** | **2,099** | **15** | **15** | **15** | **15** |

Prepared on Australian Accounting Standards basis.

1. From 2009-10, the Government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2) and Supply Bill (No. 2). CDABs replaced revenue appropriations previously provided through Appropriation Bill (No. 1) for heritage and cultural depreciation/amortisation expenses of Designated Collection Institutions. For information regarding CDABs, please refer to Table 3.5 Departmental Capital Budget Statement.
2. Applies to leases under AASB 16 Leases.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **ASSETS** |  |  |  |  |  |
| **Financial assets** |  |  |  |  |  |
| Cash and cash equivalents | 8,922 | 8,922 | 8,922 | 8,922 | 8,922 |
| Trade and other receivables | 3,875 | 3,875 | 3,875 | 3,875 | 3,875 |
| Investments accounted for under the equity method | 62,394 | 61,483 | 60,338 | 60,338 | 60,338 |
| Other financial assets | 124 | 124 | 124 | 124 | 124 |
| ***Total financial assets*** | ***75,315*** | ***74,404*** | ***73,259*** | ***73,259*** | ***73,259*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 347,623 | 346,881 | 346,139 | 345,937 | 345,959 |
| Property, plant and equipment | 17,843 | 16,912 | 15,981 | 15,260 | 14,652 |
| Heritage and Cultural | 1,151,318 | 1,148,740 | 1,145,625 | 1,142,497 | 1,139,460 |
| Intangibles | 105,789 | 111,059 | 117,535 | 121,753 | 126,099 |
| Inventories | 637 | 637 | 637 | 637 | 637 |
| Other non-financial assets | 2,321 | 2,321 | 2,321 | 2,321 | 2,321 |
| ***Total non-financial assets*** | ***1,625,531*** | ***1,626,550*** | ***1,628,238*** | ***1,628,405*** | ***1,629,128*** |
| **Total assets** | **1,700,846** | **1,700,954** | **1,701,497** | **1,701,664** | **1,702,387** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 10,197 | 9,172 | 8,599 | 7,241 | 4,883 |
| Other payables | 5,445 | 4,171 | 2,967 | 1,897 | 1,897 |
| ***Total payables*** | ***15,642*** | ***13,343*** | ***11,566*** | ***9,138*** | ***6,780*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 2,156 | 2,031 | 1,906 | 1,906 | ***1,906*** |
| ***Total interest bearing liabilities*** | ***2,156*** | ***2,031*** | ***1,906*** | ***1,906*** | ***1,906*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 13,338 | 14,017 | 14,436 | 14,892 | 15,697 |
| Other provisions | 51 | 51 | 51 | 51 | 51 |
| ***Total provisions*** | ***13,389*** | ***14,068*** | ***14,487*** | ***14,943*** | ***15,748*** |
| **Total liabilities** | **31,187** | **29,442** | **27,959** | **25,987** | **24,434** |
| **Net assets** | **1,669,659** | **1,671,512** | **1,673,538** | **1,675,677** | **1,677,953** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 201,528 | 211,881 | 222,407 | 233,046 | 243,822 |
| Reserves | 255,268 | 255,268 | 255,268 | 255,268 | 255,268 |
| Retained surplus (accumulated deficit) | 1,212,863 | 1,204,363 | 1,195,863 | 1,187,363 | 1,178,863 |
| ***Total parent entity interest*** | ***1,669,659*** | ***1,671,512*** | ***1,673,538*** | ***1,675,677*** | ***1,677,953*** |
| **Total equity** | **1,669,659** | **1,671,512** | **1,673,538** | **1,675,677** | **1,677,953** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 1,212,863 | 255,268 | 201,528 | 1,669,659 |
| ***Adjusted opening balance*** | ***1,212,863*** | ***255,268*** | ***201,528*** | ***1,669,659*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (8,500) | - | - | (8,500) |
| ***Total comprehensive income*** | ***(8,500)*** | ***-*** | ***-*** | ***(8,500)*** |
| **Estimated closing balance as at  30 June 2026** | **-** | **-** | **10,353** | **10,353** |
| **Closing balance attributable to the Australian Government** | **1,204,363** | **255,268** | **211,881** | **1,671,512** |

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** |  |  |  |  |  |
| Receipts from Government | 86,769 | 77,439 | 79,756 | 82,441 | 83,252 |
| Sale of goods and rendering of services | 7,171 | 6,423 | 5,243 | 5,353 | 6,447 |
| Interest | 6,514 | 5,125 | 3,736 | 2,347 | 2,347 |
| Net GST received | 1,671 | 1,626 | 1,456 | 1,626 | 1,456 |
| Other | 2,550 | 2,150 | 2,150 | 2,150 | 2,150 |
| ***Total cash received*** | ***104,675*** | ***92,763*** | ***92,341*** | ***93,917*** | ***95,652*** |
| **Cash used** |  |  |  |  |  |
| Employees | 47,713 | 50,472 | 51,154 | 52,869 | 54,335 |
| Suppliers | 33,019 | 28,243 | 26,877 | 27,352 | 27,202 |
| Interest payments on lease liability | 25 | 25 | 25 | 25 | 25 |
| Other | 570 | 570 | 570 | 570 | 570 |
| ***Total cash used*** | ***81,327*** | ***79,310*** | ***78,626*** | ***80,816*** | ***82,132*** |
| **Net cash from/(used by) operating activities** | **23,348** | **13,453** | **13,715** | **13,101** | **13,520** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Investments | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| ***Total cash received*** | ***250,000*** | ***250,000*** | ***250,000*** | ***250,000*** | ***250,000*** |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 49,866 | 23,592 | 24,261 | 22,615 | 23,171 |
| Investments | 249,099 | 249,089 | 248,855 | 250,000 | 250,000 |
| ***Total cash used*** | ***298,965*** | ***272,681*** | ***273,116*** | ***272,615*** | ***273,171*** |
| **Net cash from/(used by) investing activities** | **(48,965)** | **(22,681)** | **(23,116)** | **(22,615)** | **(23,171)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 26,733 | 10,353 | 10,526 | 10,639 | 10,776 |
| ***Total cash received*** | ***26,733*** | ***10,353*** | ***10,526*** | ***10,639*** | ***10,776*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 1,116 | 1,125 | 1,125 | 1,125 | 1,125 |
| ***Total cash used*** | ***1,116*** | ***1,125*** | ***1,125*** | ***1,125*** | ***1,125*** |
| **Net cash from/(used by) financing activities** | **25,617** | **9,228** | **9,401** | **9,514** | **9,651** |
| Cash and cash equivalents at the beginning of the reporting period | 8,922 | 8,922 | 8,922 | 8,922 | 8,922 |
| **Cash and cash equivalents at the end of the reporting period** | **8,922** | **8,922** | **8,922** | **8,922** | **8,922** |

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** |  |  |  |  |  |
| Equity injections - Bill 2 | 26,733 | 10,353 | 10,526 | 10,639 | 10,776 |
| **Total new capital appropriations** | **26,733** | **10,353** | **10,526** | **10,639** | **10,776** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 26,733 | 10,353 | 10,526 | 10,639 | 10,776 |
| **Total items** | **26,733** | **10,353** | **10,526** | **10,639** | **10,776** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 26,733 | 10,353 | 10,526 | 10,639 | 10,776 |
| Funded internally from Departmental resources(b) | 23,133 | 13,239 | 13,735 | 11,976 | 12,395 |
| **TOTAL** | **49,866** | **23,592** | **24,261** | **22,615** | **23,171** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 49,866 | 23,592 | 24,261 | 22,615 | 23,171 |
| **Total cash used to acquire assets** | **49,866** | **23,592** | **24,261** | **22,615** | **23,171** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
2. Includes the sources of funding from current Bill 1 and prior year act 1 appropriations, donations and contributions, gifts, internally developed assets and grants.

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |  |
| Gross book value | 33,875 | 318,225 | 30,883 | 1,159,820 | 135,787 | 1,678,590 |
| Gross book value - ROU assets | - | 7,364 | 34 | - | - | 7,398 |
| Accumulated depreciation/amortisation and impairment | - | (6,658) | (13,036) | (8,502) | (29,998) | (58,194) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (5,183) | (38) | - | - | (5,221) |
| **Opening net book balance** | **33,875** | **313,748** | **17,843** | **1,151,318** | **105,789** | **1,622,573** |
| **Capital asset additions** |  |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  |
| By purchase - appropriation equity(a) | - | - | - | 5,922 | 4,431 | 10,353 |
| By purchase - appropriation equity - ROU assets | - | 1,000 | - | - | - | 1,000 |
| By purchase - appropriation ordinary annual services(b) | - | 5,985 | 3,030 | - | 4,224 | 13,239 |
| **Total additions** | **-** | **6,985** | **3,030** | **5,922** | **8,655** | **24,592** |
| **Other movements** |  |  |  |  |  |  |
| Depreciation/amortisation expense | - | (6,587) | (3,961) | (8,500) | (3,385) | (22,433) |
| Depreciation/amortisation on ROU assets | - | (1,140) | - | - | - | (1,140) |
| **Total other movements** | **-** | **(7,727)** | **(3,961)** | **(8,500)** | **(3,385)** | **(23,573)** |
| **As at 30 June 2026** |  |  |  |  |  |  |
| Gross book value | 33,875 | 324,210 | 33,913 | 1,165,742 | 144,442 | 1,702,182 |
| Gross book value - ROU assets | - | 8,364 | 34 | - | - | 8,398 |
| Accumulated depreciation/amortisation and impairment | - | (13,245) | (16,997) | (17,002) | (33,383) | (80,627) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (6,323) | (38) | - | - | (6,361) |
| **Closing net book balance** | **33,875** | **313,006** | **16,912** | **1,148,740** | **111,059** | **1,623,592** |

|  |  |
| --- | --- |
| **Estimated operating expenditure in income statement for heritage and cultural assets** | **$'000** |
| Operations and Maintenance | 13,755 |
| Preservation and Conservation | 1,283 |
| **Total operating expenditure on heritage and cultural assets** | **15,038** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2025-2026, Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs).
2. ‘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.

National Museum of Australia

Entity resources and planned performance

National Museum of Australia

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National Museum of Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Museum of Australia (NMA), as mandated under the *National Museum of Australia Act 1980*, was established for the purpose of developing and maintaining a National Historical Collection for the benefit of the nation; to exhibit and disseminate information and historical and cultural material relating to Australia’s past, present and future; and with a foundational commitment to represent the rich and diverse histories and experiences of First Nations peoples.

The NMA brings to life the stories of the nation through researching, developing, preserving, digitising and exhibiting the National Historical Collection, and creating programs and partnerships for national and international audiences. The NMA is the only national institution that is wholly devoted to the complex and comprehensive story of Australia from deep time to its present and future, and in undertaking our work inspires, challenges and empowers people to find their voice and place in the world.

The NMA has a vital role in helping to connect Australians and their communities, and is committed to implementing the pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every place*. In fulfilling its mission, over the next four years the NMA is committed to:

* **First Nations first**: We will engage broadly and deeply with First Nations peoples to elevate and amplify their perspective, ideas and voices
* **Connecting our audiences**: We will foster social cohesion and make the NMA a place about our future as much as it is about our past
* **Growth**: We will grow the business and audience of the NMA
* **Foundation**: We will build operational capability to underpin our strategic ambitions.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the NMA 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 Departmental (for the NMA’s 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: NMA resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **24,320** | **23,349** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services |  |  |
| Outcome 1(a) | 55,192 | 55,422 |
| Equity injection(b) | 12,140 | 2,120 |
| Total annual appropriations | 67,332 | 57,542 |
| **Total funds from Government** | **67,332** | **57,542** |
| **Funds from other sources** |  |  |
| Interest | 2,406 | 1,000 |
| Sale of goods and services | 9,117 | 8,699 |
| Other | 1,691 | 1,880 |
| **Total funds from other sources** | **13,214** | **11,579** |
| **Total net resourcing for Entity NMA** | **104,866** | **92,470** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 222 | 216 |

All figures shown above are GST exclusive - these may not match figures in the cash flow statement. Prepared on a resourcing (that is, appropriations available) basis.

1. Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 1) 2025-26.
2. Appropriation Bill (No. 2) 2025-26 and Supply Bill (No. 2) 2025-26.

The NMA 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 the NMA and considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the NMA for the 2025–26 Budget.

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 NMA can be found at: https://www.nma.gov.au/\_\_data/assets/pdf\_file/0005/811913/NMA\_Corporate\_Plan\_2024-25-FINAL.pdf  The most recent annual performance statement can be found at: https://www.nma.gov.au/\_\_data/assets/pdf\_file/0005/812471/NMA-Annual-Report-2023-24-web.pdf |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Increased awareness and understanding of Australia’s history and culture by managing the National Museum’s collections and providing access through public programs and exhibitions |

**Budgeted expenses for Outcome 1**

This table shows how much the NMA 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: Collection Management, Research, Exhibitions and Programs** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 55,192 | 55,422 | 57,095 | 58,680 | 58,635 |
| Expenses not requiring appropriation in the budget year(a) | 1,147 | 1,121 | 1,095 | 1,337 | 1,366 |
| Revenues from other independent sources | 13,214 | 11,579 | 11,878 | 12,185 | 12,500 |
| **Total expenses for Program 1.1** | **69,553** | **68,122** | **70,068** | **72,202** | **72,501** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 55,192 | 55,422 | 57,095 | 58,680 | 58,635 |
| Expenses not requiring appropriation in the budget year(a) | 1,147 | 1,121 | 1,095 | 1,337 | 1,366 |
| Revenues from other independent sources | 13,214 | 11,579 | 11,878 | 12,185 | 12,500 |
| **Total expenses for Outcome 1** | **69,553** | **68,122** | **70,068** | **72,202** | **72,501** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 222 | 216 |

1. Expenses not requiring appropriation in the Budget year are depreciation expenses for heritage and cultural assets.

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** – Increased awareness and understanding of Australia’s history and culture by managing the National Museum’s collections and providing access through public programs and exhibitions | | |
| --- | --- | --- |
| **Program 1.1 – Collection Management, Research, Exhibitions and Programs**  The National Museum of Australia increases the awareness and understanding of Australia’s history and culture through its collections and research, providing access to the public through its public programs and exhibitions. | | |
| Key Activities | Maximise opportunities for public engagement that respond to changing audience behaviours and needs | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | Total visitor engagements: 7,580,000   * Permanent Exhibitions: 615,000 * Special Exhibitions: 155,000 * Travelling Exhibitions: 550,000 * Education and Public Programs: 220,000 * Events and Functions: 15,000 * Digital experiences: 5,300,000 * Social Media engagements: 725,000 | Total visitor engagements: 8,364,900   * Permanent Exhibitions: 640,000 * Special Exhibitions: 350,000 * Travelling Exhibitions: 650,000 * Education and Public Programs: 281,900 * Events and Functions: 18,500 * Digital experiences: 5,660,000 * Social Media engagements: 765,000   Target expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | Maximise visitor engagement with NMA collections and experiences | Total visitor engagements: 8,098,500   * Permanent Exhibitions: 635,000 * Special Exhibitions: 250,000 * Travelling Exhibitions: 375,000 * Education and Public Programs: 250,000 * Events and Functions: 18,500 * Digital experiences: 5,820,000 * Social Media engagements: 750,000 |
| Forward Estimates  2026–29 | As per 2025-26 Measures for assessing | Total visitor engagements, 2026-27: 8,340,000  Total visitor engagements, 2027-28: 8,590,000  Total visitor engagements, 2028-29: 8,845,000 |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the NMA’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

As part of the Government’s investment in the National Cultural Policy in the 2023-24 Budget, the NMA received $78.3 million over four years, to safeguard its financial sustainability and address its most urgent collection storage and capital work’s needs.

In 2025-26, the NMA will continue to invest those funds in furtherance of its mission and strategic objectives. The NMA has forecast a break-even operating budget result (excluding heritage and cultural and right-of-use assets’ depreciation and right-of-use lease principal payments).

The Balance Sheet shows a net equity position of $495.6 million in 2025‑26, representing the surplus of net assets over net liabilities. This primarily reflects the NMA’s non‑financial assets, including land and building and heritage and cultural assets.

The Departmental Capital Budget Statement shows total capital expenditure for 2025‑26 of $24.4 million, funded from equity injection from Government of $2.1 million, and Departmental resources of $22.2 million. The expenditure will address urgent collection storage and physical and ICT infrastructure requirements, gallery refurbishment, facility upgrades and development of the National Historical Collection.

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 | 29,729 | 27,911 | 28,463 | 29,464 | 29,464 |
| Suppliers | 26,252 | 26,393 | 27,395 | 28,121 | 28,412 |
| Depreciation and amortisation(a) | 13,512 | 13,782 | 14,183 | 14,595 | 14,608 |
| Finance costs | 60 | 36 | 27 | 22 | 17 |
| **Total expenses** | **69,553** | **68,122** | **70,068** | **72,202** | **72,501** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 9,117 | 8,699 | 8,960 | 9,229 | 9,505 |
| Interest | 2,406 | 1,000 | 1,000 | 1,000 | 1,000 |
| Other | 1,691 | 1,880 | 1,918 | 1,956 | 1,995 |
| **Total own-source revenue** | **13,214** | **11,579** | **11,878** | **12,185** | **12,500** |
| **Total own-source income** | **13,214** | **11,579** | **11,878** | **12,185** | **12,500** |
| **Net (cost of)/contribution by services** | **(56,339)** | **(56,543)** | **(58,190)** | **(60,017)** | **(60,001)** |
| Revenue from Government | 55,192 | 55,422 | 57,095 | 58,680 | 58,635 |
| **Surplus/(deficit) attributable to the Australian Government** | **(1,147)** | **(1,121)** | **(1,095)** | **(1,337)** | **(1,366)** |
| **Total comprehensive income/(loss)** | **(1,147)** | **(1,121)** | **(1,095)** | **(1,337)** | **(1,366)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(1,147)** | **(1,121)** | **(1,095)** | **(1,337)** | **(1,366)** |
| **Note: Impact of net cash appropriation arrangements** | |  |  |  |  |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **(1,147)** | **(1,121)** | **(1,095)** | **(1,337)** | **(1,366)** |
| plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations(a) | 1,215 | 1,239 | 1,264 | 1,289 | 1,302 |
| plus: depreciation/amortisation  expenses for ROU assets (b) | 1,559 | 1,558 | 1,557 | 1,826 | 1,750 |
| less: lease principal repayments (b) | (1,627) | (1,676) | (1,726) | (1,778) | (1,686) |
| **Net Cash Operating Surplus/(Deficit)** | **-** | **-** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

1. From 2009-10, the Government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2) and Supply Bill (No. 2). CDABs replaced revenue appropriations previously provided through Appropriation Bill (No. 1) for heritage and cultural depreciation/amortisation expenses of Designated Collection Institutions. For information regarding CDABs, please refer to Table 3.5 Departmental Capital Budget Statement.
2. Applies to leases under AASB 16 Leases.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **ASSETS** |  |  |  |  |  |
| **Financial assets** |  |  |  |  |  |
| Cash and cash equivalents | 23,349 | 12,048 | 10,497 | 10,497 | 10,497 |
| Trade and other receivables | 2,214 | 2,214 | 2,214 | 2,214 | 2,214 |
| ***Total financial assets*** | ***25,563*** | ***14,262*** | ***12,711*** | ***12,711*** | ***12,711*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 119,051 | 117,026 | 114,986 | 112,879 | 110,772 |
| Property, plant and equipment | 76,077 | 87,580 | 89,476 | 89,636 | 89,872 |
| Heritage and Cultural | 282,172 | 283,053 | 283,951 | 284,850 | 285,764 |
| Intangibles | 7,436 | 7,662 | 7,980 | 8,281 | 8,582 |
| Inventories | 1,556 | 1,556 | 1,556 | 1,556 | 1,556 |
| Prepayments | 1,099 | 1,099 | 1,099 | 1,099 | 1,099 |
| ***Total non-financial assets*** | ***487,391*** | ***497,976*** | ***499,048*** | ***498,301*** | ***497,645*** |
| **Total assets** | **512,954** | **512,238** | **511,759** | **511,012** | **510,356** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 1,778 | 1,559 | 1,559 | 1,559 | 1,559 |
| Other payables | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 |
| ***Total payables*** | ***3,853*** | ***3,634*** | ***3,634*** | ***3,634*** | ***3,634*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 6,866 | 5,190 | 3,464 | 1,686 | - |
| ***Total interest bearing liabilities*** | ***6,866*** | ***5,190*** | ***3,464*** | ***1,686*** | ***-*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 7,594 | 7,774 | 7,954 | 8,134 | 8,314 |
| ***Total provisions*** | ***7,594*** | ***7,774*** | ***7,954*** | ***8,134*** | ***8,314*** |
| **Total liabilities** | **18,313** | **16,598** | **15,052** | **13,454** | **11,948** |
| **Net assets** | **494,641** | **495,640** | **496,707** | **497,558** | **498,408** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 63,811 | 65,931 | 68,093 | 70,281 | 72,497 |
| Reserves | 164,088 | 164,088 | 164,088 | 164,088 | 164,088 |
| Retained surplus (accumulated deficit) | 266,742 | 265,621 | 264,526 | 263,189 | 261,823 |
| ***Total parent entity interest*** | ***494,641*** | ***495,640*** | ***496,707*** | ***497,558*** | ***498,408*** |
| **Total equity** | **494,641** | **495,640** | **496,707** | **497,558** | **498,408** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 266,742 | 164,088 | 63,811 | 494,641 |
| ***Adjusted opening balance*** | ***266,742*** | ***164,088*** | ***63,811*** | ***494,641*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (1,121) | - | - | (1,121) |
| ***Total comprehensive income*** | ***(1,121)*** | ***-*** | ***-*** | ***(1,121)*** |
| ***Contributions by owners*** |  |  |  |  |
| Equity injection – Appropriation | - | - | 2,120 | 2,120 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***2,120*** | ***2,120*** |
| **Estimated closing balance as at**  **30 June 2026** | **265,621** | **164,088** | **65,931** | **495,640** |
| **Closing balance attributable to the Australian Government** | **265,621** | **164,088** | **65,931** | **495,640** |

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 | 55,192 | | 55,422 | | 57,095 | | 58,680 | | 58,635 | |
| Sale of goods and rendering of services | 9,117 | | 8,699 | | 8,960 | | 9,229 | | 9,505 | |
| Interest | 2,406 | | 1,000 | | 1,000 | | 1,000 | | 1,000 | |
| Net GST received | 2,579 | | 3,288 | | 3,288 | | 3,288 | | 3,288 | |
| Other | 1,691 | | 1,880 | | 1,918 | | 1,956 | | 1,995 | |
| ***Total cash received*** | ***70,985*** | | ***70,289*** | | ***72,261*** | | ***74,153*** | | ***74,423*** | |
| **Cash used** |  | |  | |  | |  | |  | |
| Employees | 29,550 | | 27,731 | | 28,283 | | 29,284 | | 29,284 | |
| Suppliers | 26,252 | | 26,612 | | 27,395 | | 28,121 | | 28,412 | |
| Net GST paid | 2,579 | | 3,288 | | 3,337 | | 3,390 | | 3,390 | |
| Interest payments on lease liability | 60 | | 36 | | 27 | | 22 | | 17 | |
| ***Total cash used*** | ***58,441*** | | ***57,667*** | | ***59,042*** | | ***60,877*** | | ***61,103*** | |
| **Net cash from/(used by) operating activities** | **12,544** | | **12,622** | | **13,268** | | **13,438** | | **13,422** | |
| **INVESTING ACTIVITIES** |  | |  | |  | |  | |  | |
| **Cash used** |  | |  | |  | |  | |  | |
| Purchase of property, plant and equipment and intangibles | 24,028 | | 24,367 | | 15,255 | | 13,848 | | 13,952 | |
| ***Total cash used*** | ***24,028*** | | ***24,367*** | | ***15,255*** | | ***13,848*** | | ***13,952*** | |
| **Net cash from/(used by) investing activities** | **(24,028)** | | **(24,367)** | | **(15,255)** | | **(13,848)** | | **(13,952)** | |
| **FINANCING ACTIVITIES** |  |  | |  | |  | |  | |
| **Cash received** |  |  | |  | |  | |  | |
| Contributed equity | 12,140 | 2,120 | | 2,162 | | 2,188 | | 2,216 | |
| ***Total cash received*** | ***12,140*** | ***2,120*** | | ***2,162*** | | ***2,188*** | | ***2,216*** | |
| **Cash used** |  |  | |  | |  | |  | |
| Principal payments on lease liability | 1,627 | 1,676 | | 1,726 | | 1,778 | | 1,686 | |
| ***Total cash used*** | ***1,627*** | ***1,676*** | | ***1,726*** | | ***1,778*** | | ***1,686*** | |
| **Net cash from/(used by) financing activities** | **10,513** | **444** | | **436** | | **410** | | **530** | |
| **Net increase/(decrease) in cash held** | **(971)** | **(11,301)** | | **(1,551)** | | **-** | | **-** | |
| Cash and cash equivalents at the beginning of the reporting period | 24,320 | 23,349 | | 12,048 | | 10,497 | | 10,497 | |
| **Cash and cash equivalents at the end of the reporting period** | **23,349** | **12,048** | | **10,497** | | **10,497** | | **10,497** | |

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** |  |  |  |  |  |
| Equity injections - Bill 2 | 12,140 | 2,120 | 2,162 | 2,188 | 2,216 |
| **Total new capital appropriations** | **12,140** | **2,120** | **2,162** | **2,188** | **2,216** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 12,140 | 2,120 | 2,162 | 2,188 | 2,216 |
| **Total items** | ***12,140*** | ***2,120*** | ***2,162*** | ***2,188*** | ***2,216*** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 12,140 | 2,120 | 2,162 | 2,188 | 2,216 |
| Funded internally from Departmental resources(b) | 11,888 | 22,247 | 13,093 | 11,660 | 11,736 |
| **TOTAL** | **24,028** | **24,367** | **15,255** | **13,848** | **13,952** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 24,028 | 24,367 | 15,255 | 13,848 | 13,952 |
| **Total cash used to acquire assets** | **24,028** | **24,367** | **15,255** | **13,848** | **13,952** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
2. Includes the following sources of funds ‑ current Bill 1, Supply Bill 1 and prior year Act 1 appropriations; donations and contributions; internally developed assets; and proceeds from the sale of assets.

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |  |
| Gross book value | 10,100 | 107,964 | 122,052 | 289,361 | 14,398 | 543,875 |
| Gross book value - ROU assets | - | 14,455 | 160 | - | - | 14,615 |
| Accumulated depreciation/amortisation and impairment | - | (5,522) | (45,989) | (7,189) | (6,962) | (65,662) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (7,946) | (146) | - | - | (8,092) |
| **Opening net book balance** | **10,100** | **108,951** | **76,077** | **282,172** | **7,436** | **484,736** |
| **Capital asset additions** |  |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  |
| By purchase - appropriation equity(a) | - | - | - | 2,120 | - | 2,120 |
| By purchase - other | - | 150 | 20,867 | - | 1,230 | 22,247 |
| **Total additions** | **-** | **150** | **20,867** | **2,120** | **1,230** | **24,367** |
| **Other movements** |  |  |  |  |  |  |
| Depreciation/amortisation expense | - | (647) | (9,340) | (1,239) | (1,004) | (12,230) |
| Depreciation/amortisation on ROU assets | - | (1,528) | (24) | - | - | (1,552) |
| **Total other movements** | **-** | **(2,175)** | **(9,364)** | **(1,239)** | **(1,004)** | **(13,782)** |
| **As at 30 June 2026** |  |  |  |  |  |  |
| Gross book value | 10,100 | 108,114 | 142,919 | 291,481 | 15,628 | 568,242 |
| Gross book value - ROU assets | - | 14,455 | 160 | - | - | 14,615 |
| Accumulated depreciation/amortisation and impairment | - | (6,169) | (55,329) | (8,428) | (7,966) | (77,892) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (9,474) | (170) | - | - | (9,644) |
| **Closing net book balance** | **10,100** | **106,926** | **87,580** | **283,053** | **7,662** | **495,321** |

|  |  |
| --- | --- |
| **Estimated operating expenditure in income statement for heritage and cultural assets** | **$'000** |
| Operations and Maintenance | 4,226 |
| Preservation and Conservation | 5,317 |
| **Total operating expenditure on heritage and cultural assets** | **9,543** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injections appropriations provided through Appropriation Bill (No. 2) 2025–2026, Supply Bill (No. 2) 2025–2026 andincludes Collection Development Acquisition Budgets (CDABs).

National Portrait Gallery of Australia

Entity resources and planned performance

National Portrait Gallery of Australia

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National Portrait Gallery of Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Portrait Gallery of Australia (NPGA) houses the national collection of portraits. The NPGA uses portraiture to tell their stories and to increase the understanding and appreciation of the Australian people—their identity, history, culture, creativity and diversity.

The functions of the NPGA are expressed in the *National Portrait Gallery of Australia Act 2012* (the Act), which requires the NPGA to:

* develop, preserve, maintain and promote a national collection of portraits and other works of art
* develop and engage a national audience for the collection, exhibitions, education, research, publications, and public and online programs.

The Act calls for the NPGA to use every endeavour to make the most advantageous use of the national collection in the national interest.

The NPGA has three strategic priorities, which underpin the fulfilment of its activities and align with broader government objectives. They are:

* Enrich the collection: develop, maintain and share the national collection of portraits, by acquiring and commissioning excellent artworks which portray the richness of Australian identities and sharing with audiences nationally
* Inspire connection: present innovative and insightful creative projects and dynamic programs that attract and inspire audiences through portraiture
* Ignite support: support and invest in our people and resources and build public and private sector support to underpin all gallery activity to ensure custodianship of the national collection of portraits.

The NPGA’s work will be guided by the pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every place*.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to NPGA 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 Departmental (for NPGA’s 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: NPGA resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **40,656** | **41,756** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 19,181 | 19,489 |
| Annual appropriations - other services(b) |  |  |
| Equity injection | 211 | 214 |
| Total annual appropriations | 19,392 | 19,703 |
| **Total funds from Government** | **19,392** | **19,703** |
| **Funds from other sources** |  |  |
| Interest | 1,400 | 1,200 |
| Sale of goods and services | 1,226 | 1,268 |
| Other | 1,770 | 2,140 |
| **Total funds from other sources** | **4,396** | **4,608** |
| **Total net resourcing for NPGA** | **64,444** | **66,067** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 55 | 55 |

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

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025–2026
2. Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025–2026

NPGA is not directly appropriated as a corporate Commonwealth entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development, Communication and the Arts (a non-corporate Commonwealth entity), which are then paid to NPGA and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the NPGA for the 2025–26 Budget.

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 NPGA can be found at: (<https://www.portrait.gov.au/document/768>).  The most recent annual performance statement can be found at: (<https://www.portrait.gov.au/document/775>). |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Enhanced understanding and appreciation of Australian identity, culture and diversity through portraiture by engaging the public in education programs and exhibitions, and by developing and preserving the national portrait collection |

**Budgeted expenses for Outcome 1**

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

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: Develop, maintain and provide access to Australia's national portrait collection** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 19,181 | 19,489 | 20,135 | 20,662 | 20,886 |
| Expenses not requiring appropriation in the budget year(a) | 220 | 240 | 260 | 280 | 300 |
| Revenues from other independent sources | 3,896 | 4,108 | 4,221 | 4,335 | 4,442 |
| **Total expenses for Program 1.1** | **23,297** | **23,837** | **24,616** | **25,277** | **25,628** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 19,181 | 19,489 | 20,135 | 20,662 | 20,886 |
| Expenses not requiring appropriation in the budget year | 220 | 240 | 260 | 280 | 300 |
| Revenues from other independent sources | 3,896 | 4,108 | 4,221 | 4,335 | 4,442 |
| **Total expenses for Outcome 1** | **23,297** | **23,837** | **24,616** | **25,277** | **25,628** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 55 | 55 |

1. Expenses not requiring appropriation in the Budget year are made up of fair value gains on investments and resources received free of charge.

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** – Enhanced understanding and appreciation of Australian identity, culture and diversity through portraiture by engaging the public in education programs and exhibitions, and by developing and preserving the national portrait collection | | |
| **Program 1.1 – Develop, maintain and provide access to Australia's national portrait collection**  The NPGA houses the national collection of portraits of Australians, reflecting the breadth and energy of Australian culture and endeavour. Subjects in the collection are individuals who have, and who will continue to, shape our nation and define our collective persona. As part of a group of national collecting institutions, the NPGA is unique in its exclusive use of portraiture to explore Australian culture, history, individual achievement and identity. The NPGA provides a forum for the free and respectful discussion of the national identity. The NPGA focuses on both subject and artist. | | |
| **Key Activities** | The NPGA program is delivered in the following ways:   * Through collection development, conservation, management and digitisation * Through on site and travelling exhibitions, education, public and online events which create high levels of engagement and satisfaction * With an increasing level of engagement and collaboration * With a focus on self–generated revenue and private giving, and a commitment to maintain and develop its iconic building | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year 2024–25 | **Enrich the collection**  Commissioned works of art | Target: 2+ (including 1 First Nations sitter)  Target expected to be met |
| Develop and grow the national collection of portraits | Target: Full use of Collection Development acquisitions funding matched with Foundation funding  Target expected to be met |
| Collection digitised | Target: > 98%  Target expected to be met |
| Capital works program delivered | Target: Capital work delivered per 40–year capital life cycle plan  Target expected to be met |
| Present a national travelling exhibition program | Target: 8 venues (4+ outside Major Cities)  Target expected to be met |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year 2024–25 cont. | **Inspire connection**  Reach visitors onsite at the Gallery | Target: 367,500  Target expected to be met |
| Visitors are satisfied with their experience | Target: >90% visitors satisfied or very satisfied  Target expected to be met |
| Reach regional and remote audiences through digital programming | Target: Increase audiences for public and education digital programs outside Major Cities.  Target expected to be met |
| **Ignite support**  Generate non–government revenue through diversified income streams | Target: >$5,000,000  Target expected to be met |
| Contribute to professional development in the creative sector by presenting at cultural sector events | Target: 5  Target met |
| Staffing budget to ongoing professional development of staff | Target: 2%  Target expected to be met |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget Year 2025–26 | Number of First Nations artists and sitters represented in the collection | >5 acquired works of art are of First Nations sitters or by First Nations artists  At least 1 commission is a First Nations sitter or artist  >20 collection works of art by First Nations artists, or which engage with First Nations stories, on display |
| Number of works of art with outstanding quality are added to the National Portrait Collection | >30 works of art are added into the National Portrait Collection  >2 artists commissioned to produce portraits of sitters |
| Number of collection works of art displayed onsite, offsite and on demand | >5 exhibitions/projects dedicated to collection works of art opened onsite  >15 collection works of art shared through outward loans and travelling exhibition programs  >10 new on-demand accessibility resources made available online and onsite |
| Number of people engaged with artistic program onsite, online and offsite and visitor sentiment analysis | 2% increase in overall engagement onsite, online and offsite |
| Number of people engaged in targeted program offerings | 18,000 school students attending onsite  27,000 attendees at online education programs  750 people engaged through outreach programs  >5 First Nations artists, sitters and businesses engaged |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget Year 2025–26 Cont. | Number of sectors engaged through partnerships, programs and professional development | >30 living artists supported through the onsite and offsite exhibition program  2 internships  2 partnerships within the arts sector |
| Value of non-government income streams | Increase private donations to the Foundation, including support for collection development  Increase in non-government revenue through diversified income streams (excluding donations and private gifts)  Maintain 4 high-value commercial partnerships |
| Forward Estimates  2026–29 | As per 2025-26 | The planned performance results will evolve over forward years, building on 2025–26 planned performance results to increase effectiveness and efficiency measures |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NPGA’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

The NPGA is budgeting for an operating surplus of $1.6 million in the 2025-26 budget year. This reflects $0.3 million in donated works of art expected to be received by the NPGA Foundation and $1.3 million in investment income that are expected to be reinvested.

**Budgeted Departmental balance sheet**

Budgeted investments include donations to the NPGA Foundation of approximately $28.0 million, which have been accumulated over a number of years. The NPGA’s Board is charged with setting the guidelines for the use of these funds.

The remainder of budgeted investments is available to meet liabilities for employee entitlements and to assist in funding future asset purchases.

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 | 7,597 | 7,921 | 8,248 | 8,401 | 8,611 |
| Suppliers | 11,196 | 11,392 | 11,824 | 12,312 | 12,433 |
| Depreciation and amortisation | 4,504 | 4,524 | 4,544 | 4,564 | 4,584 |
| **Total expenses** | **23,297** | **23,837** | **24,616** | **25,277** | **25,628** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 1,226 | 1,268 | 1,311 | 1,355 | 1,392 |
| Interest | 1,400 | 1,200 | 1,200 | 1,200 | 1,200 |
| Dividends | 450 | 800 | 850 | 900 | 950 |
| Other | 1,320 | 1,340 | 1,360 | 1,380 | 1,400 |
| **Total own-source revenue** | **4,396** | **4,608** | **4,721** | **4,835** | **4,942** |
| **Gains** |  |  |  |  |  |
| Other | 1,120 | 1,340 | 1,410 | 1,480 | 1,550 |
| **Total gains** | **1,120** | **1,340** | **1,410** | **1,480** | **1,550** |
| **Total own-source income** | **5,516** | **5,948** | **6,131** | **6,315** | **6,492** |
| **Net (cost of)/contribution by services** | **(17,781)** | **(17,889)** | **(18,485)** | **(18,962)** | **(19,136)** |
| Revenue from Government | 19,181 | 19,489 | 20,135 | 20,662 | 20,886 |
| **Surplus/(deficit) attributable to the Australian Government** | **1,400** | **1,600** | **1,650** | **1,700** | **1,750** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **1,400** | **1,600** | **1,650** | **1,700** | **1,750** |
| **Note: Impact of net cash appropriation arrangements** | |  |  |  |  |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **1,400** | **1,600** | **1,650** | **1,700** | **1,750** |
| plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations(a) | - | - | - | - | - |
| **Net Cash Operating Surplus/(Deficit)** | **1,400** | **1,600** | **1,650** | **1,700** | **1,750** |

Prepared on Australian Accounting Standards basis.

1. From 2009-10, the Government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2) and Supply Bill (No. 2). CDABs replaced revenue appropriations previously provided through Appropriation Bill (No. 1) and Supply Bill (No. 1) for heritage and cultural depreciation/amortisation expenses of Designated Collection Institutions. For information regarding CDABs, please refer to Table 3.5 Departmental Capital Budget Statement.

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 | 2,897 | 2,897 | 2,897 | 2,897 | 2,897 |
| Trade and other receivables | 1,518 | 1,518 | 1,518 | 1,518 | 1,518 |
| Other investments | 38,859 | 40,159 | 41,509 | 42,909 | 44,359 |
| Other financial assets | 630 | 630 | 630 | 630 | 630 |
| ***Total financial assets*** | ***43,904*** | ***45,204*** | ***46,554*** | ***47,954*** | ***49,404*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 77,518 | 77,578 | 77,633 | 77,683 | 77,728 |
| Property, plant and equipment | 2,580 | 2,538 | 2,506 | 2,484 | 2,472 |
| Heritage and Cultural | 44,632 | 45,146 | 45,663 | 46,183 | 46,706 |
| Intangibles | 450 | 432 | 409 | 381 | 348 |
| Other non-financial assets | 211 | 211 | 211 | 211 | 211 |
| ***Total non-financial assets*** | ***125,391*** | ***125,905*** | ***126,422*** | ***126,942*** | ***127,465*** |
| **Total assets** | **169,295** | **171,109** | **172,976** | **174,896** | **176,869** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 1,392 | 1,392 | 1,392 | 1,392 | 1,392 |
| Other payables | 710 | 710 | 710 | 710 | 710 |
| ***Total payables*** | ***2,102*** | ***2,102*** | ***2,102*** | ***2,102*** | ***2,102*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 1,539 | 1,539 | 1,539 | 1,539 | 1,539 |
| ***Total provisions*** | ***1,539*** | ***1,539*** | ***1,539*** | ***1,539*** | ***1,539*** |
| **Total liabilities** | **3,641** | **3,641** | **3,641** | **3,641** | **3,641** |
| **Net assets** | **165,654** | **167,468** | **169,335** | **171,255** | **173,228** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 130,765 | 130,979 | 131,196 | 131,416 | 131,639 |
| Reserves | 25,600 | 25,600 | 25,600 | 25,600 | 25,600 |
| Retained surplus (accumulated deficit) | 9,289 | 10,889 | 12,539 | 14,239 | 15,989 |
| ***Total parent entity interest*** | ***165,654*** | ***167,468*** | ***169,335*** | ***171,255*** | ***173,228*** |
| **Total equity** | **165,654** | **167,468** | **169,335** | **171,255** | **173,228** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 9,289 | 25,600 | 130,765 | 165,654 |
| ***Adjusted opening balance*** | ***9,289*** | ***25,600*** | ***130,765*** | ***165,654*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | 1,600 | - | - | 1,600 |
| ***Total comprehensive income*** | ***1,600*** | ***-*** | ***-*** | ***1,600*** |
| ***Contributions by owners*** |  |  |  |  |
| Equity injection – Appropriation | - | - | 214 | 214 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***214*** | ***214*** |
| **Estimated closing balance as at  30 June 2026** | **10,889** | **25,600** | **130,979** | **167,468** |
| **Closing balance attributable to the Australian Government** | **10,889** | **25,600** | **130,979** | **167,468** |

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 | 19,181 | 19,489 | 20,135 | 20,662 | 20,886 |
| Sale of goods and rendering of services | 1,336 | 1,382 | 1,429 | 1,477 | 1,517 |
| Interest | 1,400 | 1,200 | 1,200 | 1,200 | 1,200 |
| Dividends | 450 | 800 | 850 | 900 | 950 |
| Net GST received | 824 | 818 | 846 | 880 | 881 |
| Other | 1,320 | 1,340 | 1,360 | 1,380 | 1,400 |
| ***Total cash received*** | ***24,511*** | ***25,029*** | ***25,820*** | ***26,499*** | ***26,834*** |
| **Cash used** |  |  |  |  |  |
| Employees | 7,597 | 7,921 | 8,248 | 8,401 | 8,611 |
| Suppliers | 11,310 | 11,284 | 11,678 | 12,134 | 12,189 |
| ***Total cash used*** | ***18,907*** | ***19,205*** | ***19,926*** | ***20,535*** | ***20,800*** |
| **Net cash from/(used by) operating activities** | **5,604** | **5,824** | **5,894** | **5,964** | **6,034** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 4,504 | 4,524 | 4,544 | 4,564 | 4,584 |
| Purchase of works of art | 211 | 214 | 217 | 220 | 223 |
| Investments | 1,100 | 1,300 | 1,350 | 1,400 | 1,450 |
| ***Total cash used*** | ***5,815*** | ***6,038*** | ***6,111*** | ***6,184*** | ***6,257*** |
| **Net cash from/(used by) investing activities** | **(5,815)** | **(6,038)** | **(6,111)** | **(6,184)** | **(6,257)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 211 | 214 | 217 | 220 | 223 |
| ***Total cash received*** | ***211*** | ***214*** | ***217*** | ***220*** | ***223*** |
| **Cash used** | **211** | **214** | **217** | **220** | **223** |
| **Net cash from/(used by) financing activities** | **-** | **-** | **-** | **-** | **-** |
| **Net increase/(decrease) in cash held** | 2,897 | 2,897 | 2,897 | 2,897 | 2,897 |
| Cash and cash equivalents at the beginning of the reporting period | **2,897** | **2,897** | **2,897** | **2,897** | **2,897** |
| **Cash and cash equivalents at the end of the reporting period** | **(5,815)** | **(6,038)** | **(6,111)** | **(6,184)** | **(6,257)** |

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** |  |  |  |  |  |
| Equity injections - Bill 2 | 211 | 214 | 217 | 220 | 223 |
| **Total new capital appropriations** | **211** | **214** | **217** | **220** | **223** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 211 | 214 | 217 | 220 | 223 |
| **Total items** | **211** | **214** | **217** | **220** | **223** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations | 211 | 214 | 217 | 220 | 223 |
| Funded internally from Departmental resources | 4,804 | 4,824 | 4,844 | 4,864 | 4,884 |
| **TOTAL** | **5,015** | **5,038** | **5,061** | **5,084** | **5,107** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 5,015 | 5,038 | 5,061 | 5,084 | 5,107 |
| less: gifted assets | (300) | (300) | (300) | (300) | (300) |
| **Total cash used to acquire assets** | **4,715** | **4,738** | **4,761** | **4,784** | **4,807** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |  |
| Gross book value | 13,601 | 74,286 | 6,417 | 44,633 | 1,306 | 140,243 |
| Accumulated depreciation/ amortisation and impairment | - | (10,369) | (3,837) | (1) | (856) | (15,063) |
| **Opening net book balance** | **13,601** | **63,917** | **2,580** | **44,632** | **450** | **125,180** |
| **Capital asset additions** |  |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  |
| By purchase - appropriation equity(a) | - | - | - | 214 | - | 214 |
| By purchase - appropriation ordinary annual services(b) | - | 3,174 | 1,250 | - | 100 | 4,524 |
| Assets received as gifts/donations | - | - | - | 300 | - | 300 |
| **Total additions** | **-** | **3,174** | **1,250** | **514** | **100** | **5,038** |
| **Other movements** |  |  |  |  |  |  |
| Depreciation/amortisation expense | - | (3,114) | (1,292) | - | (118) | (4,524) |
| **Total other movements** | **-** | **(3,114)** | **(1,292)** | **-** | **(118)** | **(4,524)** |
| **As at 30 June 2026** |  |  |  |  |  |  |
| Gross book value | 13,601 | 77,460 | 7,667 | 45,147 | 1,406 | 145,281 |
| Accumulated depreciation/ amortisation and impairment | - | (13,483) | (5,129) | (1) | (974) | (19,587) |
| **Closing net book balance** | **13,601** | **63,977** | **2,538** | **45,146** | **432** | **125,694** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Estimated operating expenditure in income statement for heritage and cultural assets** | | | | **$'000** |
| Operations and Maintenance |  |  |  | 1,405 |
| Preservation and Conservation |  |  |  | 112 |
| **Total operating expenditure on heritage and cultural assets** | | |  | **1,405** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injections appropriations provided through Appropriation Bill   
   (No. 2) 2025-2026 and Supply Bill (No. 2) 2025-26, including Collection Development Acquisition Budgets (CDABs).
2. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1)   
   2025-2026 and Supply Bill (No. 1) 2025-26 for depreciation/amortisation expenses, DCBs or other operational expenses.

National Transport Commission

Entity resources and planned performance

National Transport Commission

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National Transport Commission

Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Transport Commission (NTC) is a national land transport reform agency that supports Australian governments to improve safety, productivity and environmental outcomes, provide for future technologies and improve regulatory efficiency. Our vision is to advance social, economic and environmental outcomes for all Australians through an efficient, integrated and national land transport system.

The National Transport Commission Act 2003 (the NTC Act) and the Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport (IGA) establish the NTC and define our role. This is reflected in the NTC’s outcome statement: Improved transport productivity, efficiency, safety and environmental performance and regulatory efficiency in Australia through developing, monitoring and maintaining nationally consistent regulatory and operational arrangements relating to road, rail and intermodal transport.

As a key contributor to the national reform agenda, the NTC is accountable to the Infrastructure and Transport Ministers’ Meeting (ITMM), and works closely with the ITMM’s advisory body, the Infrastructure and Transport Senior Officials' Committee (ITSOC). ITMM approves the NTC’s program of work (through our Corporate Plan) and reform proposals.

The NTC operates in a complex and changing national environment that faces rapid transformation through technology and innovation. To meet the challenges that this environment poses and deliver on our intended outcomes, the NTC’s focus for 2025-26 is:

* Delivering reform work across three focus areas that are aligned with ITMM’s priorities and offer the highest value for Australia:
* Safer transport – progressing a transport system that enables the safe movement of good and people across Australia
* A productive national system – advancing a seamless national transport system that is productive, resilient and sustainable now and in the future
* Improved environmental outcomes – helping the transport system to deliver better environmental outcomes
* Meaningful engagement, collaboration and partnerships to deliver reform, while taking a more active role as a facilitator and coordinator to support national transport reform
* Further strengthening our policy and regulatory reform capabilities to ensure we have the expertise to deliver high-quality work and advice
* Continuing to embed a more flexible, responsive, and national operating model.

The NTC’s Corporate Plan provides more detail on our program of work and how we will deliver on our outcomes.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the NTC 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 NTC’s 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: National Transport Commission resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **7,643** | **7,596** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 6,746 | 6,423 |
| Total annual appropriations | 6,746 | 6,423 |
| **Total funds from Government** | **6,746** | **6,423** |
| **Funds from other sources** |  |  |
| Interest | 400 | 400 |
| Other | 12,537 | 11,874 |
| **Total funds from other sources** | **12,937** | **12,274** |
| **Total net resourcing for NTC** | **27,326** | **26,293** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 44 | 44 |

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.

1. Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025–2026.

The NTC 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 the NTC and are considered 'Departmental' for all

purposes.

1.3 Budget measures

There are no new measures relating to the NTC for the 2025–26 Budget.

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 NTC can be found at: <https://www.ntc.gov.au/sites/default/files/assets/files/NTC%20Corporate%20Plan%202024-28.pdf>  The most recent annual performance statement can be found at: <https://www.transparency.gov.au/publications/infrastructure-transport-cities-and-regional-development/national-transport-commission/national-transport-commission-annual-report-2023-24> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Improved transport productivity, efficiency, safety and environmental performance and regulatory efficiency in Australia through developing, monitoring and maintaining nationally consistent regulatory and operational arrangements relating to road, rail and intermodal transport |

**Budgeted expenses for Outcome 1**

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

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 Transport Commission** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 6,746 | 6,423 | 5,606 | 4,516 | 4,629 |
| Revenues from other independent sources | 12,937 | 12,274 | 10,599 | 8,629 | 8,838 |
| **Total expenses for Program 1.1** | **19,683** | **18,697** | **16,205** | **13,145** | **13,467** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 6,746 | 6,423 | 5,606 | 4,516 | 4,629 |
| Revenues from other independent sources | 12,937 | 12,274 | 10,599 | 8,629 | 8,838 |
| **Total expenses for Outcome 1** | **19,683** | **18,697** | **16,205** | **13,145** | **13,467** |

|  |  |  |
| --- | --- | --- |
|  | 2023-24 | 2024-25 |
| **Average staffing level (number)** | 44 | 44 |

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 – Improved transport productivity, efficiency, safety and environmental performance and regulatory efficiency in Australia through developing, monitoring and maintaining nationally consistent regulatory and operational arrangements relating to road, rail and intermodal transport | | |
| **Program 1.1** – Improve safety, productivity and environmental outcomes, provide for future technologies and improve regulatory efficiency by developing, monitoring and maintaining nationally consistent regulatory and operational arrangements relating to road, rail and intermodal transport. | | |
| **Key Activity** | Delivery of the NTC’s ministerially approved program of work (as detailed in the NTC’s Corporate Plan) in partnership with Australian governments, safety regulators, standards boards, industry, the private sector and the broader community | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year 2024‑25 | The NTC develops reform proposals that are demonstrated to offer national benefits | Clear evidence is provided of the expected benefits for all reform proposals  Actual achievement cannot be assessed until EOFY but anticipated that target will be met |
| The NTC’s advice is relevant and valuable to ITMM | All the NTC’s recommendations are acknowledged by ITMM (even if not adopted) and influence and inform their decision making  Actual achievement cannot be assessed until EOFY but anticipated that target will be met |
| The NTC delivers its ITMM-agreed deliverables on time and within budget | 100 per cent of ITMM-agreed deliverables are completed on time and within budget  Actual achievement cannot be assessed until EOFY but anticipated that target will be met |
| The NTC delivers a comprehensive program of legislative reviews and amendments | At least three legislative instruments are reviewed each year with amendment packages submitted if required  Actual achievement cannot be assessed until EOFY but anticipated that target will be met |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024‑25 cont. | The NTC consistently monitors and promotes the successful implementation of land transport reforms | The National Transport Reform Implementation Monitoring Report is provided annually and includes:   * the status for each jurisdiction for all land transport reforms being implemented * recommendations to address any barriers to successful implementation   Target achieved |
| All NTC reforms are proposed with a clear implementation pathway | 100 per cent of NTC regulatory amendments presented to ITMM have an implementation plan that includes outputs, timeframes and accountabilities  Actual achievement cannot be assessed until EOFY but anticipated that target will be met |
| The NTC receives positive feedback in its stakeholder survey on how the organisation engages | The overall feedback received is positive and constructive  Actual achievement cannot be assessed until EOFY but anticipated that target will be met |
| The NTC has engaged staff and a supportive culture | An ‘overall staff engagement’ score that indicates the NTC is above average compared to similar organisations  Positive staff feedback from exit interviews and/or other formal feedback mechanisms  Target achieved |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025‑26 | The NTC develops reform proposals that offer national benefits | All the NTC’s reform proposals include clear advice and evidence of the expected benefits of implementing the reform |
| The NTC’s advice is relevant and valuable to ITMM, to enable them to deliver on their strategic objectives | All the NTC’s recommendations are acknowledged by ITMM (even if not adopted) and influence and inform their decision making |
| The NTC delivers its ITMM-agreed deliverables on time and within budget, to enable ITMM to deliver on their strategic objectives | 100 per cent of ITMM-agreed deliverables are completed on time against the ITMM-agreed work program and within budget |
| The NTC delivers a comprehensive program of legislative reviews and amendments as scheduled in the work program to ensure all legislation that the NTC is responsible for is kept contemporary and consistent with its policy intent | No target - Legislative instruments are reviewed each year with amendment packages submitted when a review identifies that a legislative instrument requires changes |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025‑26 cont. | The NTC undertakes regular monitoring and reporting on the implementation of ITMM-agreed land transport reforms to promote an efficient and nationally consistent approach | The *National Transport Reform Implementation Monitoring Report* is provided annually to ITMM and published on the NTC website |
| All NTC reforms and regulatory amendments are proposed with a clear implementation pathway to support those responsible for delivering the reforms to do so in an easy and consistent way that meets the reform intent | 100 per cent of NTC reforms and regulatory amendments presented to ITMM have an implementation pathway that includes outputs, timeframes and accountabilities |
| The NTC seeks and uses stakeholder feedback constructively to improve organisational performance and stakeholder engagement practices | No target - The NTC provides evidence that the organisation is taking active steps to collect and respond to stakeholder feedback and build constructive relationships |
| The NTC has engaged staff and has a supportive culture improving its capability to deliver its program of work | An overall staff engagement and alignment score that indicates the NTC is in the top quartile of results compared to similar organisations |
| Forward Estimates  2026‑29 | Evaluations of the impact of the NTC’s reforms (once implemented) show clear evidence that the reforms delivered the desired outcomes | No target – All implemented NTC reforms evaluated are shown to have been beneficial |
| As per 2025–26 | As per 2025–26 |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NTC’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 Differences between entity resourcing and financial statements

The NTC is funded by Commonwealth, states and territories on an annual basis apportioned by an agreed percentage allocation as outlined within the NTC’s IGA.

Under its Act, funding for the NTC is to be applied only in payment or discharge of the costs, expenses and other obligations incurred by the NTC in the performance of its functions and the exercise of its powers.

Each year, the NTC must prepare estimates, in accordance with ITMM directions, of its receipts and expenditure for each financial year and for any other period specified by ITMM. The NTC must submit estimates so prepared to ITMM no later than such a date as ITMM directs. Except with the consent of ITMM, the funding of the NTC must not be spent otherwise than in accordance with the Corporate Plan and work program provided annually. On this basis, the NTC’s forward estimates may change yearly based on directions from ITMM.

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

The NTC’s balance sheet is simple in structure and classification. Assets are largely comprised of cash and office plant and equipment, while liabilities are payables (to suppliers) and employee provisions (staff entitlements).

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 | 11,847 | 12,400 | 12,610 | 10,552 | 10,851 |
| Suppliers | 7,201 | 5,672 | 2,980 | 2,058 | 2,436 |
| Depreciation and amortisation | 606 | 606 | 606 | 535 | 180 |
| Finance costs | 29 | 19 | 9 | - | - |
| **Total expenses** | **19,683** | **18,697** | **16,205** | **13,145** | **13,467** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Interest | 400 | 400 | 250 | 250 | 250 |
| Other(a) | 12,537 | 11,874 | 10,349 | 8,379 | 8,588 |
| **Total own-source revenue** | **12,937** | **12,274** | **10,599** | **8,629** | **8,838** |
| **Total own-source income** | **12,937** | **12,274** | **10,599** | **8,629** | **8,838** |
| **Net cost of/(contribution by)** |  |  |  |  |  |
| **services** | **(6,746)** | **(6,423)** | **(5,606)** | **(4,516)** | **(4,629)** |
| Revenue from Government | 6,746 | 6,423 | 5,606 | 4,516 | 4,629 |
| **Surplus/(Deficit) attributable to the**  **Australian Government** | **-** | **-** | - | - | - |
| **Total comprehensive income/(loss)**  **attributable to the Australian**  **Government** | **-** | **-** | - | - | - |

Prepared on Australian Accounting Standards basis.

1. Relates to funding provided by states and territories

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 | 7,596 | 7,520 | 7,413 | 7,300 | 7,280 |
| Trade and other receivables | 210 | 210 | 210 | 210 | 210 |
| ***Total financial assets*** | ***7,806*** | ***7,730*** | ***7,623*** | ***7,510*** | ***7,490*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 1,207 | 781 | 355 | - | - |
| Property, plant and equipment | 490 | 510 | 530 | 550 | 570 |
| Other non-financial assets | 150 | 150 | 150 | 150 | 150 |
| ***Total non-financial assets*** | ***1,847*** | ***1,441*** | ***1,035*** | ***700*** | ***720*** |
| **Total assets** | **9,653** | **9,171** | **8,658** | **8,210** | **8,210** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 883 | 883 | 883 | 883 | 883 |
| Other payables | 24 | 24 | 24 | 24 | 24 |
| ***Total payables*** | ***907*** | ***907*** | ***907*** | ***907*** | ***907*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 1,443 | 961 | 448 | - | - |
| ***Total interest bearing liabilities*** | ***1,443*** | ***961*** | ***448*** | ***-*** | ***-*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 1,485 | 1,485 | 1,485 | 1,485 | 1,485 |
| ***Total provisions*** | ***1,485*** | ***1,485*** | ***1,485*** | ***1,485*** | ***1,485*** |
| **Total liabilities** | **3,835** | **3,353** | **2,840** | **2,392** | **2,392** |
| **Net assets** | **5,818** | **5,818** | **5,818** | **5,818** | **5,818** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Retained surplus (accumulated  deficit) | 5,818 | 5,818 | 5,818 | 5,818 | 5,818 |
| ***Total parent entity interest*** | ***5,818*** | ***5,818*** | ***5,818*** | ***5,818*** | ***5,818*** |
| **Total Equity** | **5,818** | **5,818** | **5,818** | **5,818** | **5,818** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |
| --- | --- | --- |
|  | Retained earnings  $’000 | Total equity  $’000 |
| **Opening balance as at 1 July 2025** |  |  |
| Balance carried forward from previous period | 5,818 | 5,818 |
| ***Adjusted opening balance*** | ***5,818*** | ***5,818*** |
| **Estimated closing balance as at 30 June 2026** | **5,818** | **5,818** |
| **Closing balance attributable**  **to the Australian Government** | **5,818** | **5,818** |

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 | 6,746 | 6,423 | 5,606 | 4,516 | 4,629 |
| Receipts from Government | 12,537 | 11,874 | 10,349 | 8,379 | 8,588 |
| Interest | 400 | 400 | 250 | 250 | 250 |
| ***Total cash received*** | ***19,683*** | ***18,697*** | ***16,205*** | ***13,145*** | ***13,467*** |
| **Cash used** |  |  |  |  |  |
| Employees | 11,847 | 12,400 | 12,610 | 10,552 | 10,851 |
| Suppliers | 7,201 | 5,672 | 2,980 | 2,058 | 2,436 |
| Interest payments on lease liability | 29 | 19 | 9 | - | - |
| ***Total cash used*** | ***19,077*** | ***18,091*** | ***15,599*** | ***12,610*** | ***13,287*** |
| **Net cash from/(used by) operating activities** | **606** | **606** | **606** | **535** | **180** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment | 200 | 200 | 200 | 200 | 200 |
| ***Total cash used*** | ***200*** | ***200*** | ***200*** | ***200*** | ***200*** |
| **Net cash from/(used by) investing activities** | **(200)** | **(200)** | **(200)** | **(200)** | **(200)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 453 | 482 | 513 | 448 | - |
| ***Total cash used*** | ***453*** | ***482*** | ***513*** | ***448*** | ***-*** |
| **Net cash from/(used by) financing activities** | **(453)** | **(482)** | **(513)** | **(448)** | **-** |
| **Net increase/(decrease) in cash held** | **(47)** | **(76)** | **(107)** | **(113)** | **(20)** |
| Cash and cash equivalents at the beginning of the reporting period | 7,643 | 7,596 | 7,520 | 7,413 | 7,300 |
| **Cash and cash equivalents at the end of the reporting period** | **7,596** | **7,520** | **7,413** | **7,300** | **7,280** |

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 |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded Internally from Departmental resources(a) | 200 | 200 | 200 | 200 | 200 |
| **TOTAL** | **200** | **200** | **200** | **200** | **200** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 200 | 200 | 200 | 200 | 200 |
| **Total cash used to acquire assets** | **200** | **200** | **200** | **200** | **200** |

Prepared on Australian Accounting Standards basis.

1. Includes funding from entity receipts, and proceeds from sale of assets.

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Asset Category** | | |
|  | Buildings    $'000 | Other property, plant and equipment $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |
| Gross book value | - | 2,965 | 2,965 |
| Gross book value - ROU assets | 3,763 | - | 3,763 |
| Accumulated depreciation/amortisation and impairment | - | (2,475) | (2,475) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (2,556) | - | (2,556) |
| **Opening net book balance** | **1,207** | **490** | **1,697** |
| **Capital asset additions** |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |
| By purchase - appropriation equity | - | 200 | 200 |
| **Total additions** | **-** | **200** | **200** |
| **Other movements** |  |  |  |
| Depreciation/amortisation expense | - | (180) | (180) |
| Depreciation/amortisation on ROU assets | (426) | - | (426) |
| **Total other movements** | **(426)** | **(180)** | **(606)** |
| **As at 30 June 2026** |  |  |  |
| Gross book value | - | 3,165 | 3,165 |
| Gross book value - ROU assets | 3,763 | - | 3,763 |
| Accumulated depreciation/amortisation and impairment | - | (2,655) | (2,655) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (2,982) | - | (2,982) |
| **Closing net book balance** | **781** | **510** | **1,291** |

Prepared on Australian Accounting Standards basis.

Northern Australia Infrastructure Facility

Entity resources and planned performance

Northern Australia Infrastructure Facility

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Northern Australia Infrastructure Facility

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Northern Australia Infrastructure Facility (NAIF) was established on 1 July 2016 as a corporate Commonwealth entity under the *Northern Australia Infrastructure Facility Act 2016* (NAIF Act).

A commercially focused independent board oversees NAIF and is responsible for making Investment Decisions to provide financial assistance by way of loans or alternative financing mechanisms to projects that support the economic growth and stimulate population growth in northern Australia.

The NAIF Investment Mandate, effective 15 December 2023, outlines the mandatory criteria project proponents must meet for their project to be eligible for NAIF financial assistance. The infrastructure that NAIF is able to finance is wide ranging and includes assets that facilitate the establishment or enhancement of business activity or increase economic activity in a region. Examples of the sectors that NAIF can support include, but are not limited to, resources, airports, ports and rail, agriculture, water, energy, social infrastructure (including property, tourism, education and health), manufacturing and telecommunications. Eligible projects must bring new capacity online either through the construction of new infrastructure or by materially enhancing existing infrastructure.

NAIF projects must be of public benefit (being broad based and demonstrating benefits to the broader economy and community, beyond those captured by a project proponent). In offering any concession pricing or terms, NAIF must have regard to the extent of the forecast public benefit.

NAIF can provide up to 100 per cent of debt funding for an eligible project, provided there is appropriate risk sharing and subject to the Commonwealth Government not being a majority risk taker for the project.

In providing financing to support the development of a project, NAIF utilises several financing tools including longer loan tenor, deferral of interest and principal repayments, security and/or cash flow subordination and concessional pricing. The financing tools provided for a project are determined on a project specific basis. NAIF can accept a higher risk than commercial lenders particularly where the risk relates to factors that are unique to investing in northern Australia, including distance, remoteness and climate. NAIF is only able to offer the minimum concessions necessary for a project to proceed. NAIF moneys are not grant funds and in all cases the loan or other finance must be able to be repaid or refinanced.

NAIF requires each proponent to provide an Indigenous participation, procurement and employment strategy tailored for the Indigenous population in the region of the proposed project. NAIF works with project proponents to ensure these strategies contain sustainable and achievable actions to support Indigenous advancement, including setting targets across employment, procurement, or other areas where suited to the circumstances of the project.

NAIF is able to achieve its primary objective, delivering economic and population growth in the north, through its strategic financing tools, its expansive definition of infrastructure (focus on financing development), and its commitment to delivering public benefit to Northern Australia.

NAIF is an initiative of the Australian Government’s Our North, Our Future: White Paper on Developing Northern Australia. Policy responsibility rests with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

On 17 July 2020, the then responsible Minister announced NAIF’s extension for a further five years to 30 June 2026. Section 8(1) of the NAIF Act states that NAIF must not make a decision after 30 June 2026 to provide financial assistance.

On 22 June 2023 legislation was passed by both houses, and received Royal Assent on 3 July 2023, to provide an additional $2 billion to NAIF, taking the total financing available to $7 billion and the definition of northern Australia was updated to include the Indian Ocean Territories.

More information about NAIF is available at: <https://www.naif.gov.au/>.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the NAIF 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 NAIF’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: Northern Australia Infrastructure Facility (NAIF) resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **25,167** | **25,225** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 21,782 | 22,212 |
| Total annual appropriations | 21,782 | 22,212 |
| **Total funds from Government** | **21,782** | **22,212** |
| **Funds from other sources** |  |  |
| Interest | - | 2,315 |
| **Total funds from other sources** | **-** | **2,315** |
| **Total net resourcing for NAIF** | **46,949** | **49,752** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)(b)** | 1 | 1 |

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.

1. Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 1) 2025-26.
2. The average staffing level (ASL) estimate represents the Chief Executive Officer of NAIF. Total staffing for NAIF is 50.2 full time equivalents as at January 2025. The additional staff for NAIF include specialist staff engaged under contract. Refer to Section 3.1.1 for further information.

NAIF 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 NAIF and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

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

Table 1.2: NAIF 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 |  | - | - | - | - | (263) |
| **Total** |  | **-** | **-** | **-** | **-** | **(263)** |
| **Total payment measures** |  |  |  |  |  |  |
| Departmental |  | - | - | - | - | (263) |
| **Total** |  | **-** | **-** | **-** | **-** | **(263)** |

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

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

Section 2: Outcomes and planned performance

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

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

|  |
| --- |
| **Note:**  Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity’s corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity’s planned and actual performance.  The most recent corporate plan for NAIF can be found at: <https://www.naif.gov.au/media/tcucgoss/fy24-25-corporate-plan.pdf>  The most recent annual performance statement can be found at: <https://www.naif.gov.au/media/2iqd3brg/naif-annualreport-2023-24-digital.pdf> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Enable economic growth in Northern Australia, by facilitating private sector investment in economic infrastructure, primarily through the provision of concessional financing delivered through the State and Territory Governments |

**Linked programs**

| Department of Infrastructure, Transport, Regional Development, Communications and the Arts |
| --- |
| **Programs**   * Program 3.4: Growing a Stronger Northern Australian Economy   **Contribution to Outcome 1 made by linked program**  The Department of Infrastructure, Transport, Regional Development, Communications and the Arts contributes through its policies to increase economic growth and investment in northern Australia. The Department of Infrastructure, Transport, Regional Development and Communications has policy responsibility for NAIF. |
| Infrastructure Australia |
| **Programs**   * Program 1.1: Infrastructure Australia   **Contribution to Outcome 1 made by linked program**  Infrastructure Australia contributes to Outcome 1 through feedback on matters relating to infrastructure and public benefit analysis to support NAIF’s assessment of its mandatory criterion in regards to a project being of public benefit. NAIF must consult Infrastructure Australia where NAIF’s Investment Decision is for an amount more than $250 million. |

|  |
| --- |
| National Indigenous Australians Agency |
| **Programs**   * Program 1.1: Jobs, Land and the Economy * Program 1.2: Children and Schooling * Program 1.3: Safety and Wellbeing * Program 1.4: Culture and Capability * Program 1.5: Remote Australia Strategies * Program 1.6: Evaluation and Research   **Contribution to Outcome 1 made by linked programs**  The National Indigenous Australians Agency contributes to Outcome 1 through engagement with Indigenous-led proponents or those partnering with Indigenous communities on projects related to areas like social infrastructure, ecotourism, agriculture and horticulture, resources and innovative energy solutions for remote communities. NAIF engages with Indigenous stakeholders including for example the Indigenous Reference Group. Furthermore, all NAIF project proponents must develop strategies for Indigenous participation, procurement and employment that is tailored for Indigenous population in the region of the project. |

**Budgeted expenses for Outcome 1**

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

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: Northern Australia Infrastructure Facility** | | | | | | | | | |
| Revenue from Government | |  |  | |  | |  |  | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | | 21,782 | 22,212 | | 22,851 | | 23,111 | 23,410 | |
| Revenues from other independent sources | | - | 2,315 | | 1,175 | | 1,175 | 1,175 | |
| **Total expenses for Program 1.1** | | **21,782** | **24,527** | | **24,026** | | **24,286** | **24,585** | |
| **Outcome 1 Totals by resource type** | | | | | | | | | |
| Revenue from Government | |  |  | |  | |  |  | |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | | 21,782 | 22,212 | | 22,851 | | 23,111 | 23,410 | |
| Revenues from other independent sources | | - | 2,315 | | 1,175 | | 1,175 | 1,175 | |
| **Total expenses for Outcome 1** | | **21,782** | **24,527** | | **24,026** | | **24,286** | **24,585** | |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)(a)** | 1 | 1 |

Figures displayed as a negative (‑) represent a decrease in funds and a positive (+) represent an increase in funds.

* + - * 1. The average staffing level (ASL) estimate represents the Chief Executive Officer of NAIF. Total staffing for NAIF is 50.2 full time equivalents as at January 2025. The additional staff for NAIF include specialist staff engaged under contract. Refer to Section 3.1.1 for further information.

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 –Enable economic growth in Northern Australia, by facilitating private sector investment in economic infrastructure, primarily through the provision of concessional financing delivered through State and Territory Governments | | | |
| --- | --- | --- | --- |
| **Program 1.1 – Northern Australia Infrastructure Facility (NAIF)**  This program contributes to the outcome by accelerating and encouraging development of infrastructure that provides a basis for economic growth and stimulates population growth in Northern Australia. | | | |
| **Key Activities** | NAIF delivers Program 1.1 by the making of investment decisions for financial assistance, which may be concessional. The financial assistance may be provided to state and territory governments in Queensland, Western Australia, and the Northern Territory to on–lend in their jurisdictions for the benefit of their jurisdictions or may be provided directly to the development entity. The assistance is for the construction or material enhancement of infrastructure to enable long term economic and population growth to benefit Northern Australia. | |
| **Year** | **Performance Measures** | **Expected Performance Results** |
| Current Year 2024–25 | Public benefit | Target: Annual dollar value of public benefit forecast from new Investment Decisions is >$4b  Target expected to be met |
| Job creation | Target: Annual forecast direct and indirect jobs associated with Investment Decisions of > 2,500  Target expected to be met |
| Dollar value of Investment Decisions | Target: Annual dollar value of Investment Decisions >$700m  Target not expected to be met – recent years show that increasing costs of materials and labour have had an adverse affect on viability of projects |
| Capital Deployed (i.e. cumulative drawdowns) | Cumulative drawdown total $2.5b  Target expected to be met |
| Indigenous Strategies | Target: > 2 new Investments (small loan and/or ID) supporting a business or project with significant Indigenous ownership  Target not expected to be met – exploring opportunities to support smaller organisations through financial partnerships |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Current Year 2024–25 cont. | Indigenous Employment Opportunities | Target: Annual, average percentage of Indigenous specific jobs for new investment decisions is > 5%, across new IDs  Target not expected to be met – impacted by the nature and location of the project and the available workforce in the region |
| **Year** | **Performance Measures** | **Planned Performance Results** |
| Budget Year  2025–26 | Public benefit | Annual dollar value of public benefit forecast from Investment Decisions is >$4b |
| Job creation | Annual forecast direct and indirect jobs associated with Investment Decisions of > 2,500 |
| Dollar value of Investment Decisions | Annual dollar value of Investment Decisions >$700m |
| Capital Deployed (i.e. cumulative drawdowns) | Cumulative drawdown total $2.5b |
| Indigenous Strategies | > 2 new Investments (small loan and/or ID) supporting a business or project with significant Indigenous ownership |
| Indigenous Employment Opportunities | Annual, average percentage of Indigenous specific jobs for new investment decisions is > 5%, across new IDs |
| Forward Estimates 2026–29 | NAIF forward estimates exist to 30 June 2026 in accordance with NAIF Act which only allows financing of investment decisions up to this date | NAIF forward estimates exist to 30 June 2026 in accordance with NAIF Act which only allows financing of investment decisions up to this date |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NAIF’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

The income statement shows the estimated net cost of services for NAIF. Total budgeted for NAIF in 2025-26 is $22.2 million with other revenue of $2.3 million expected. Budget expenses are largely represented by $14.9 million in employee benefits, and $8.5 million in suppliers. Suppliers include specialist staff engaged under contract; board, travel and overhead costs as well as expenses relating to Export Finance Australia, which provides services to NAIF through a service level agreement across corporate and administrative services (including payroll, information technology and communications, and property management). Section 8(1) of the NAIF Act provides that NAIF must not make a decision after 30 June 2026 to provide financial assistance.

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 | 16,152 | 14,854 | 16,003 | 16,629 | 17,278 |
| Suppliers | 5,116 | 8,484 | 6,903 | 6,803 | 6,583 |
| Depreciation and amortisation | 493 | 1,176 | 1,101 | 841 | 706 |
| Finance costs | 21 | 13 | 19 | 13 | 18 |
| **Total expenses** | **21,782** | **24,527** | **24,026** | **24,286** | **24,585** |
| **LESS:** |  |  |  |  |  | |
| **OWN-SOURCE INCOME** |  |  |  |  |  | |
| **Own-source revenue** |  |  |  |  |  | |
| Interest | - | 2,315 | 1,175 | 1,175 | 1,175 | |
| **Total own-source revenue** | - | **2,315** | **1,175** | **1,175** | **1,175** | |
| **Total own-source income** | - | **2,315** | **1,175** | **1,175** | **1,175** | |
| **Net (cost of)/contribution by services** | **(21,782)** | **(22,212)** | **(22,851)** | **(23,111)** | **(23,410)** |
| Revenue from Government | 21,782 | 22,212 | 22,851 | 23,111 | 23,410 |
| **Surplus/(deficit) attributable to the Australian Government** | **-** | **-** | **-** | **-** | **-** | |
| **Total comprehensive income/(loss)** | **-** | **-** | **-** | **-** | **-** | |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **-** | **-** | **-** | **-** | **-** | |
| **Note: Impact of net cash appropriation arrangements** | | |  |  |  | |
| **Total comprehensive income/(loss) as per statement of Comprehensive Income** | **-** | **-** | **-** | **-** | **-** | |
| plus: depreciation/amortisation expenses for ROU assets (a) | 461 | 1,075 | 897 | 614 | 614 | |
| less: lease principal repayments (a) | (500) | (1,070) | (575) | (544) | (466) | |
| **Net Cash Operating Surplus/ (Deficit)** | **(39)** | **5** | **322** | **70** | **148** | |

Prepared on Australian Accounting Standards basis.

* 1. Applies 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 | 25,225 | 25,311 | 25,116 | 25,116 | 25,116 |
| Trade and other receivables | 125 | 125 | 125 | 125 | 125 |
| ***Total financial assets*** | **25,350** | **25,436** | **25,241** | **25,241** | **25,241** |
| **Non-financial assets** |  |  |  |  |  |
| Property, plant and equipment | 928 | 1,362 | 1,251 | 518 | 21 |
| Other non-financial assets | 119 | 119 | 119 | 119 | 119 |
| ***Total non-financial assets*** | **1,047** | **1,481** | **1,370** | **637** | **140** |
| **Total assets** | **26,397** | **26,917** | **26,611** | **25,878** | **25,381** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 2,820 | 2,734 | 1,953 | 1,764 | 1,524 |
| Other payables | 266 | 266 | 266 | 266 | 266 |
| ***Total payables*** | **3,086** | **3,000** | **2,219** | **2,030** | **1,790** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 527 | 1,001 | 1,416 | 872 | 615 |
| ***Total interest bearing liabilities*** | **527** | **1,001** | **1,416** | **872** | **615** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 1,499 | 1,565 | 1,625 | 1,625 | 1,625 |
| Other provisions | 275 | 341 | 341 | 341 | 341 |
| ***Total provisions*** | **1,774** | **1,906** | **1,966** | **1,966** | **1,966** |
| **Total liabilities** | **5,387** | **5,907** | **5,601** | **4,868** | **4,371** |
| **Net assets** | **21,010** | **21,010** | **21,010** | **21,010** | **21,010** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Retained surplus (accumulated deficit) | 21,010 | 21,010 | 21,010 | 21,010 | 21,010 |
| ***Total parent entity interest*** | ***21,010*** | ***21,010*** | ***21,010*** | ***21,010*** | ***21,010*** |
| **Total equity** | **21,010** | **21,010** | **21,010** | **21,010** | **21,010** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |
| --- | --- | --- |
|  | Retained earnings $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |
| Balance carried forward from previous period | 21,010 | 21,010 |
| ***Adjusted opening balance*** | ***21,010*** | ***21,010*** |
| **Estimated closing balance as at 30 June 2026** | **21,010** | **21,010** |
| **Closing balance attributable to the Australian Government** | **21,010** | **21,010** |

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 |  |  |  |  |  |
| Receipts from Government | 21,782 | 22,212 | 22,851 | 23,111 | 23,410 |
| Interest | - | 2,315 | 1,175 | 1,175 | 1,175 |
| ***Total cash received*** | ***21,782*** | ***24,527*** | ***24,026*** | ***24,286*** | ***24,585*** |
| **Cash used** |  |  |  |  |  |
| Employees | 16,152 | 14,788 | 15,943 | 16,629 | 17,278 |
| Suppliers | 5,051 | 8,570 | 7,684 | 6,992 | 6,823 |
| Other | 21 | 13 | 19 | 13 | 18 |
| ***Total cash used*** | ***21,224*** | ***23,371*** | ***23,646*** | ***23,634*** | ***24,119*** |
| **Net cash from/(used by) operating activities** | **558** | **1,156** | **380** | **652** | **466** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | - | - | - | 108 | - |
| ***Total cash used*** | **-** | **-** | **-** | ***108*** | **-** |
| **Net cash from/(used by) investing activities** | **-** | **-** | **-** | **(108)** | **-** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 500 | 1,070 | 575 | 544 | 466 |
| ***Total cash used*** | ***500*** | ***1,070*** | ***575*** | ***544*** | ***466*** |
| **Net cash from/(used by) financing activities** | **(500)** | **(1,070)** | **(575)** | **(544)** | **(466)** |
| **Net increase/(decrease) in cash held** | **58** | **86** | **(195)** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 25,167 | 25,225 | 25,311 | 25,116 | 25,116 |
| **Cash and cash equivalents at the end of the reporting period** | **25,225** | **25,311** | **25,116** | **25,116** | **25,116** |

Prepared on Australian Accounting Standards basis.

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

This table is not presented as NAIF does not currently have any capital budget.

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

|  |  |  |
| --- | --- | --- |
|  | **Asset Category** | |
|  | Other property, plant and equipment $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |
| Gross book value | 434 | 434 |
| Gross book value - ROU assets | 2,448 | 2,448 |
| Accumulated depreciation/amortisation and impairment | (142) | (142) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (1,812) | (1,812) |
| **Opening net book balance** | **928** | **928** |
| **Capital asset additions** |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |
| By purchase - appropriation ordinary annual services(a) | 66 | 66 |
| By purchase - appropriation ordinary annual services - ROU assets | 1,544 | 1,544 |
| **Total additions** | **1,610** | **1,610** |
| **Other movements** |  |  |
| Depreciation/amortisation expense | (101) | (101) |
| Depreciation/amortisation on ROU assets | (1,075) | (1,075) |
| **Total other movements** | **(1,176)** | **(1,176)** |
| **As at 30 June 2026** |  |  |
| Gross book value | 500 | 500 |
| Gross book value - ROU assets | 3,992 | 3,992 |
| Accumulated depreciation/amortisation and impairment | (243) | (243) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (2,887) | (2,887) |
| **Closing net book balance** | **1,362** | **1,362** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-26 for depreciation/amortisation expenses, DCBs or other operational expenses.

Old Parliament House

Entity resources and planned performance

Old Parliament House

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Old Parliament House

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Museum of Australian Democracy at Old Parliament House (MoAD) was launched in 2009, marking the future direction of Old Parliament House as a National Cultural Institution. Building on the legacy of Old Parliament House, MoAD develops contemporary exhibitions and experiences that help visitors understand Australia’s social and political history and the story of Australia’s democracy.

As the home of our Federal Parliament from 1927 to 1988, the building is an icon of outstanding national heritage significance. Old Parliament House (OPH) aims to communicate the spirit of this important national heritage site, while ensuring the building and heritage collections are conserved for future generations.

The strategic priorities for the Museum of Australian Democracy at Old Parliament House, are to:

* Showcase Old Parliament House, through its collections and historical interpretation to enable visitors to understand the importance it played in shaping Australia today.
* Foster a museum for the people, by delivering organisational excellence in serving the Australian community.
* Share the story of Australian democracy, its social and political history and explore how this heritage has shaped Australia’s unique democracy.
* Inspire Australians to participate in their democracy, by developing innovative and informative content.

The priorities support the National Cultural Policy – Revive: a place for every story, a story for every place.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to OPH 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 Departmental (for OPH 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: OPH resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **18,253** | **19,444** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 22,290 | 22,846 |
| Annual appropriations - other services(b) |  |  |
| Equity injection | 5,318 | 219 |
| Total annual appropriations | 27,608 | *23,065* |
| **Total funds from Government** | **27,608** | **23,065** |
| **Funds from other sources** |  |  |
| Interest | 748 | 525 |
| Sale of goods and services | 3,030 | 3,318 |
| **Total funds from other sources** | **3,778** | **3,843** |
| **Total net resourcing for OPH** | **49,639** | **46,352** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 121 | 101 |

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

1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-26.
2. Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025-26.

OPH is not directly appropriated as 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 OPH and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to OPH for the 2025–26 Budget.

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 OPH can be found at: https://www.moadoph.gov.au/sites/default/files/2024-06/moad-corporate-plan-2024-25.pdf  The most recent annual performance statement can be found at: <https://www.moadoph.gov.au/sites/default/files/2024-11/moad-annual-report-2023-2024-alt-text.pdf> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: An enhanced appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation and upkeep of, and the provision of access to, Old Parliament House and the development of its collections, exhibitions and educational programs |

**Budgeted expenses for Outcome 1**

This table shows how much OPH intends to spend (on an accrual basis) on achieving the outcome, broken down by program, as well as by 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: Old Parliament House** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 22,290 | 22,846 | 23,561 | 24,275 | 24,379 |
| Expenses not requiring appropriation in the budget year(a) | 2,385 | 2,890 | 3,040 | 2,640 | 1,537 |
| Revenues from other independent sources | 3,778 | 3,843 | 4,131 | 4,344 | 5,922 |
| **Total expenses for Program 1.1** | **28,453** | **29,579** | **30,732** | **31,259** | **31,838** |
| **Outcome 1 totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 22,290 | 22,846 | 23,561 | 24,275 | 24,379 |
| Expenses not requiring appropriation in the budget year(a) | 2,385 | 2,890 | 3,040 | 2,640 | 1,537 |
| Revenues from other independent sources | 3,778 | 3,843 | 4,131 | 4,344 | 5,922 |
| **Total expenses for Program 1.1** | **28,453** | **29,579** | **30,732** | **31,259** | **31,838** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 121 | 101 |

1. Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, and amortisation expenses.

**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 –** An enhanced appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation and upkeep of, and the provision of access to, Old Parliament House and the development of its collections, exhibitions and educational programs | | |
| **Program 1.1 – Old Parliament House** The Museum of Australian Democracy at Old Parliament House is dedicated to the protection, conservation and interpretation of the nationally significant, heritage–listed building. Through collections, exhibitions programs and content, MoAD enables the public to develop an understanding of Australia's democracy and be inspired to participate as engaged citizens. | | |
| Key Activities | The Program will be delivered in the following ways:   * Continue our national leadership role in the protection, conservation and interpretation of the nationally significant heritage building OPH and its collections * Develop innovative and informative exhibitions, education content and programs that enable audiences to understand and participate as engaged citizens in Australia’s democracy * Extend MoAD’s partnerships, outreach and engagement with audiences and stakeholders | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | Deliver a range of experiences through collections, exhibitions, events, learning programs and digital engagement that allow audiences to engage with the concepts and history of democracy | 270,000 onsite visitors  Target expected to be met  42,000 visitors offsite and to touring exhibitions  Target expected to be met  880,000 number of visits to the website  Target expected to be met |
| Deliver onsite, online and offsite programs and resources for primary and secondary schools and teachers | 82,000 onsite and offsite students and teachers  Target expected to be met  310,000 students and teachers participating in virtual and online resources  Target expected to be met |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | Deliver a range of experiences through collections, exhibitions, events, learning programs and digital engagement that allow audiences to engage with the concepts and history of democracy | 280,000 onsite visitors  45,000 visitors offsite and to touring exhibitions  1,100,000 number of visits to the website |
| Deliver onsite, online and offsite programs and resources for primary and secondary schools and teachers | 85,000 onsite and offsite students and teachers  315,000 students and teachers participating in virtual and online resources |
| Year | Performance Measures | Planned Performance Results |
| Forward Estimates  2026–29 | Deliver a range of experiences through collections, exhibitions, events, learning programs and digital engagement that allow audiences to engage with the concepts and history of democracy | Total visitor engagement 2026–27: 1,540,000  Total visitor engagement 2027–28: 1,655,000  Total visitor engagement 2028–29: 1,765,000 |
| Deliver onsite, online and offsite programs and resources for primary and secondary schools and teachers | Total learning engagement 2026–27: 410,000  Total learning engagement 2027–28: 415,000  Total learning engagement 2028–29: 420,000 |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of OPH’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

Operational losses sustained by OPH are technical accounting losses driven by the heritage depreciation on the building. OPH maintains sufficient underlying cash balances to maintain financial sustainability.

The Balance Sheet shows a net equity position of $135.0 million in 2025–26, representing the surplus of net assets over net liabilities. This primarily reflects non– financial assets, particularly heritage building and collections assets.

The Departmental Capital Budget Statement shows total capital expenditure for 2025–26 of $3.3 million, for the purchase of non–financial assets. This is funded from an equity injection from the Government of $0.2 million, and Departmental resources of $3.1 million.

OPH classifies the building as a “Heritage and Cultural asset” on the basis that the building reflects significant cultural heritage of the Australian nation. The building has satisfactorily met the criteria under the Financial Reporting Rules for the Heritage and Cultural classification.

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 | 11,297 | 12,270 | 12,704 | 12,848 | 12,738 |
| Suppliers | 9,400 | 8,714 | 9,061 | 9,444 | 10,208 |
| Depreciation and amortisation(a) | 7,756 | 8,595 | 8,967 | 8,967 | 8,892 |
| **Total expenses** | **28,453** | **29,579** | **30,732** | **31,259** | **31,838** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 1,263 | 1,302 | 1,444 | 1,566 | 1,566 |
| Interest | 748 | 525 | 495 | 383 | 373 |
| Rental income | 1,767 | 2,016 | 2,192 | 2,395 | 3,983 |
| **Total own-source revenue** | **3,778** | **3,843** | **4,131** | **4,344** | **5,922** |
| **Total own-source income** | **3,778** | **3,843** | **4,131** | **4,344** | **5,922** |
| **Net (cost of)/contribution by  services** | **(24,675)** | **(25,736)** | **(26,601)** | **(26,915)** | **(25,916)** |
| Revenue from Government | 22,290 | 22,846 | 23,561 | 24,275 | 24,379 |
| **Surplus/(deficit) attributable to the  Australian Government** | **(2,385)** | **(2,890)** | **(3,040)** | **(2,640)** | **(1,537)** |
| **Total comprehensive income/(loss)  attributable to the Australian  Government** | **(2,385)** | **(2,890)** | **(3,040)** | **(2,640)** | **(1,537)** |
| **Note: Impact of net cash appropriation arrangements** | | | | | |
| **Total comprehensive income/(loss)  - as per statement of  Comprehensive Income** | **(2,385)** | **(2,890)** | **(3,040)** | **(2,640)** | **(1,537)** |
| plus: heritage and cultural  depreciation/amortisation expenses previously funded through revenue appropriations(a) | 6,575 | 7,177 | 7,312 | 7,312 | 7,312 |
| plus: depreciation/amortisation expenses for ROU assets(b) | 318 | 319 | 318 | 319 | 318 |
| less: lease principal repayments(b) | (272) | (283) | (297) | (310) | (323) |
| **Net Cash Operating Surplus/(Deficit)** | **4,780** | **4,889** | **4,887** | **5,301** | **6,416** |

Prepared on Australian Accounting Standards basis.

1. From 2009-10, the Government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2). CDABs replaced revenue appropriations previously provided through Appropriation Bill (No. 1) for heritage and cultural depreciation/amortisation expenses of Designated Collection Institutions. For information regarding CDABs, please refer to Table 3.5 Departmental Capital Budget Statement.
2. Applies to leases under AASB 16 Leases.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **ASSETS** |  |  |  |  |  |
| **Financial assets** |  |  |  |  |  |
| Cash and cash equivalents | 19,444 | 20,860 | 22,841 | 23,298 | 22,482 |
| Trade and other receivables | 182 | 212 | 412 | 191 | 191 |
| Other financial assets | 321 | 321 | 321 | 321 | 321 |
| ***Total financial assets*** | ***19,947*** | ***21,393*** | ***23,574*** | ***23,810*** | ***22,994*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 3,425 | 3,106 | 2,788 | 2,469 | 2,080 |
| Property, plant and equipment | 5,408 | 5,536 | 5,199 | 6,663 | 6,270 |
| Heritage and Cultural | 115,135 | 109,917 | 105,828 | 101,872 | 99,874 |
| Intangibles | 108 | 216 | 224 | 237 | 237 |
| Inventories | 107 | 107 | 107 | 107 | 107 |
| Other non-financial assets | 69 | 80 | 99 | 124 | 124 |
| ***Total non-financial assets*** | ***124,252*** | ***118,962*** | ***114,245*** | ***111,472*** | ***108,692*** |
| **Total assets** | **144,199** | **140,355** | **137,819** | **135,282** | **131,686** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 819 | 519 | 619 | 869 | 869 |
| Other payables | 1,172 | 982 | 882 | 432 | 432 |
| ***Total payables*** | ***1,991*** | ***1,501*** | ***1,501*** | ***1,301*** | ***1,301*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 2,316 | 2,033 | 1,736 | 1,426 | 1,103 |
| ***Total interest bearing liabilities*** | ***2,316*** | ***2,033*** | ***1,736*** | ***1,426*** | ***1,103*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 2,185 | 1,785 | 2,135 | 2,592 | 2,592 |
| ***Total provisions*** | ***2,185*** | ***1,785*** | ***2,135*** | ***2,592*** | ***2,592*** |
| **Total liabilities** | **6,492** | **5,319** | **5,372** | **5,319** | **4,996** |
| **Net assets** | **137,707** | **135,036** | **132,447** | **129,963** | **126,690** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 97,654 | 97,873 | 98,324 | 98,480 | 98,705 |
| Reserves | 62,421 | 62,421 | 62,421 | 62,421 | 62,421 |
| Retained surplus (accumulated deficit) | (22,368) | (25,258) | (28,298) | (30,938) | (34,436) |
| ***Total parent entity interest*** | ***137,707*** | ***135,036*** | ***132,447*** | ***129,963*** | ***126,690*** |
| **Total equity** | **137,707** | **135,036** | **132,447** | **129,963** | **126,690** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity   $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | (22,368) | 62,421 | 97,654 | 137,707 |
| ***Adjusted opening balance*** | ***(22,368)*** | ***62,421*** | ***97,654*** | ***137,707*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (2,890) | - | - | (2,890) |
| ***Total comprehensive income*** | ***(2,890)*** | - | - | ***(2,890)*** |
| of which: |  |  |  |  |
| Attributable to the Australian Government | (2,890) | *-* | *-* | (2,890) |
| **Transactions with owners** |  |  |  |  |
| Equity injection - Appropriation | - | - | 219 | 219 |
| ***Sub-total transactions with owners*** | - | - | ***219*** | ***219*** |
| **Estimated closing balance as at 30 June 2026** | **(25,258)** | **62,421** | **97,873** | **135,036** |
| **Closing balance attributable to the Australian Government** | **(25,258)** | **62,421** | **97,873** | **135,036** |

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 | 22,290 | 22,846 | 23,561 | 24,275 | 24,379 |
| Sale of goods and rendering of services | 3,030 | 3,205 | 3,290 | 3,961 | 3,588 |
| Interest | 748 | 525 | 495 | 383 | 373 |
| Other | 56 | 83 | 146 | 221 | - |
| ***Total cash received*** | ***26,124*** | ***26,659*** | ***27,492*** | ***28,840*** | ***28,340*** |
| **Cash used** |  |  |  |  |  |
| Employees | 11,597 | 12,670 | 12,354 | 12,391 | 12,738 |
| Suppliers | 9,195 | 9,014 | 8,733 | 9,260 | 10,208 |
| Other | 212 | 201 | 119 | 475 | - |
| ***Total cash used*** | ***21,004*** | ***21,885*** | ***21,206*** | ***22,126*** | ***22,946*** |
| **Net cash from/(used by) operating activities** | **5,120** | **4,774** | **6,286** | **6,714** | **5,394** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 8,975 | 3,294 | 4,231 | 6,169 | 6,112 |
| ***Total cash used*** | ***8,975*** | ***3,294*** | ***4,231*** | ***6,169*** | ***6,112*** |
| **Net cash from/(used by) investing activities** | **(8,975)** | **(3,294)** | **(4,231)** | **(6,169)** | **(6,112)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 5,318 | 219 | 223 | *222* | 225 |
| ***Total cash received*** | ***5,318*** | ***219*** | ***223*** | ***222*** | ***225*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 272 | 283 | 297 | 310 | 323 |
| ***Total cash used*** | ***272*** | ***283*** | ***297*** | ***310*** | ***323*** |
| **Net cash from/(used by) financing activities** | **5,046** | **(64)** | **(74)** | **(88)** | **(98)** |
| **Net increase/(decrease) in cash held** | **1,191** | **1,416** | **1,981** | **457** | **(816)** |
| Cash and cash equivalents at the beginning of the reporting period | 18,253 | 19,444 | 20,860 | 22,841 | 23,298 |
| **Cash and cash equivalents at the end of the reporting period** | **19,444** | **20,860** | **22,841** | **23,298** | **22,482** |

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** |  |  |  |  |  |
| Equity injections - Bill 2 | 5,318 | 219 | 223 | 222 | 225 |
| **Total new capital appropriations** | **5,318** | **219** | **223** | **222** | **225** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 5,318 | 219 | 223 | 222 | 225 |
| ***Total items*** | ***5,318*** | ***219*** | ***223*** | ***222*** | ***225*** |
| **PURCHASE OF NON-FINANCIAL  ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 5,318 | 219 | 223 | 222 | 225 |
| Funded internally from Departmental resources(b) | 3,657 | 3,075 | 4,008 | 5,947 | 5,887 |
| **TOTAL** | **8,975** | **3,294** | **4,231** | **6,169** | **6,112** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 8,975 | 3,294 | 4,231 | 6,169 | 6,112 |
| **Total cash used to acquire assets** | **8,975** | **3,294** | **4,231** | **6,169** | **6,112** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
2. Funded from within current Appropriation Bill (No. 1) 2025-26, Supply Bill (No. 1) and prior Appropriation Act (No. 1/3/5) and own-source revenue.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | |
|  | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |
| Gross book value | 1,767 | 6,271 | 121,216 | 108 | 129,362 |
| Gross book value - ROU assets | 2,744 | - | - | - | 2,744 |
| Accumulated depreciation/ amortisation and impairment | (812) | (863) | (6,081) | - | (7,756) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (274) | - | - | - | (274) |
| **Opening net book balance** | **3,425** | **5,408** | **115,135** | **108** | **124,076** |
| **Capital asset additions** |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |
| By purchase - appropriation equity(a) | - | - | 219 | - | 219 |
| By purchase - appropriation ordinary annual services(b) | - | 1,227 | 1,740 | 108 | 3,075 |
| **Total additions** | **-** | **1,227** | **1,959** | **108** | **3,294** |
| **Other movements** |  |  |  |  |  |
| Depreciation/amortisation expense | (96) | (1,099) | (7,177) | - | (8,372) |
| Depreciation/amortisation on  ROU assets | (223) | - | - | - | (223) |
| **Total other movements** | **(319)** | **(1,099)** | **(7,177)** | **-** | **(8,595)** |
| **As at 30 June 2026** |  |  |  |  |  |
| Gross book value | 1,767 | 7,498 | 123,175 | 216 | 132,656 |
| Gross book value - ROU assets | 2,744 | - | - | - | 2,744 |
| Accumulated depreciation/ amortisation and impairment | (908) | (1,962) | (13,258) | - | (16,128) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (497) | - | - | - | (497) |
| **Closing net book balance** | **3,106** | **5,536** | **109,917** | **216** | **118,775** |

Prepared on Australian Accounting Standards basis.

1. Includes equity injection appropriations provided through Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 2), including Collection Development Acquisition Budgets (CDABs).
2. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025‑2026 and Supply Bill (No. 1) for depreciation/amortisation expenses, DCBs or other operational expenses.

Screen Australia

Entity resources and planned performance

Screen Australia

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Screen Australia

Section 1: Screen Australia overview and resources

1.1 Strategic direction statement

Screen Australia is the Australian Government’s screen investment and administration agency. Screen Australia was established under the [*Screen Australia Act 2008*](https://www.legislation.gov.au/Details/C2016C00421) (the Act), and is deeply involved in the domestic Australian screen industry, supporting screen projects across all genres and formats, creative businesses, IP and talent development.

Broadly, Screen Australia is responsible for:

* **Content:** developing, producing and promoting Australian programs
* **Culture:** supporting and promoting screen culture in Australia
* **Industry:** driving the development of a highly creative, innovative and commercially sustainable Australian screen production industry.

Screen Australia focuses on content genres most ‘at risk’, including drama, documentary and children’s content. Screen Australia supports the development and production of feature films, television programs for free–to–air and on–demand platforms, and content for online platforms such as YouTube, Facebook and Instagram. From 2022, Screen Australia recommenced support for local independent digital games development.

Screen Australia funds Australian practitioners – producers, writers, game developers and other screen creatives – to attend and promote local content at international markets, festivals and industry events. The agency also provides services to government, industry and the public, including administration of the Producer Offset and applications for international Official Co–productions, industry advice, insights and comprehensive analysis of sector performance and trends.

Screen Australia works closely with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts on informing screen industry policy, and with other Government bodies such as the Department of Foreign Affairs and Trade, and Austrade to globally promote the interests of the Australian screen industry and Australia. Screen Australia also collaborates with the state screen agencies, Ausfilm, Creative Australia and the Australian Children’s Television Foundation, screen guilds and industry bodies in addition to sharing information and best practice with international screen agencies.

Screen Australia has a particular focus on First Nations content through its First Nations Department, which has been in existence for over 30 years. More generally, Screen Australia supports the screen industry to become more inclusive in front of and behind the camera, to better reflect the Australian population.

The Australian, and international, screen industry continues to experience a period of fundamental change. Market disruption caused by global economic conditions, the growth of streaming platforms and emerging forms of distribution have significantly impacted traditional platforms such as free–to–air and subscription television. At the same time, the theatrical market is challenged by changes to audience viewing patterns and consumer behaviour, impacting entertainment-related business models. In parallel to these market shifts, the Australian production sector has experienced a period of unprecedented growth. Competition for limited resources is intense, contributing to an ongoing increase in the cost of production and expanding financing ‘gaps’.

Screen Australia’s funding is under considerable pressure in the face of increased demand for production support, in terms of both volume and value. As the market becomes more competitive, the scope of this support has expanded to include independent games developers and small to medium games studios.

In 2025–26, Screen Australia will continue to identify efficiencies to maximise resource allocation to screen content and industry development. The agency will seek to prioritise its funding, focusing on building a sustainable creative industry through impactful funding programs with clear objectives and measures. Online content and digital games continue to represent a significant opportunity for growth, and will deepen our relevance with a new generation of Australians. First Nations content remains highly successful and culturally important. Screen Australia will continue to support local projects of scale and ambition, whilst providing opportunities for new creative voices.

Screen Australia will also deliver on an expanded research program to empower the local screen industry and related partners. This will include a new screen currency report, providing vital insights into the economic, social and cultural value of Australian screen and games production. A suite of audience research projects, the Viewfinder series, will also deepen our understanding of audience behaviour and attitudes, supporting the industry to respond to the evolving media landscape.

Screen Australia will work to ensure that the screen sector continues to thrive, creating distinct, culturally relevant stories that reflect and connect Australians. The agency will investigate new paths to sector sustainability and identify potential partners for local and inward investment.

In 2025–26, Screen Australia will continue to align with the pillars of the National Cultural Policy*,* as well as developing a new Screen Australia Strategic Framework and Corporate Plan 2025-2029. Screen Australia will evolve its practices to fulfil this framework and build a vibrant, viable screen industry that reflects the depth and diversity of Australian storytelling.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to Screen Australia 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 Departmental (for Screen Australia’s 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: Screen Australia resource statement – Budget estimates for 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **17,410** | **17,410** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 13,226 | 13,352 |
| Total annual appropriations | 13,226 | 13,352 |
| Amounts received from related entities |  |  |
| Amounts from portfolio Department(b) | 72,564 | 72,564 |
| Total amounts received from related entities | 72,564 | 72,564 |
| **Total funds from Government** | **85,790** | **85,916** |
| **Funds from other sources** |  |  |
| Interest | 4,200 | 3,650 |
| Royalties | 3,800 | 3,800 |
| Sale of goods and services | 160 | 180 |
| Other | 250 | 250 |
| **Total funds from other sources** | **8,410** | **7,880** |
| **Total net resourcing for Screen Australia** | **111,610** | **111,206** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 105 | 105 |

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

1. Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 1) 2025-26.
2. Funding provided by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts that is not specified within the annual Appropriation Bills as a payment to Screen Australia.

Screen Australia is not directly appropriated as a corporate Commonwealth entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development, Communication and the Arts (a Non-corporate Commonwealth entity), which are then paid to Screen Australia and are considered ‘Departmental’ for all purposes.

1.3 Budget measures

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

Table 1.2: Screen Australia 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 |  | - | - | - | - | (63) |
| **Total** |  | **-** | **-** | **-** | **-** | **(63)** |
| **Total payment measures** |  |  |  |  |  |  |
| Departmental |  | - | - | - | - | (63) |
| **Total** |  | **-** | **-** | **-** | **-** | **(63)** |

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

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

Section 2: Outcomes and planned performance

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

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

|  |
| --- |
| **Note:**  Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity’s corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity’s planned and actual performance.  The most recent corporate plan for Screen Australia can be found at: <https://www.screenaustralia.gov.au/getmedia/bd7cf2de-1c31-44ed-a8bf-ac49bd2f89c2/Screen-Australia-Corporate-Plan-2023-2027.pdf>  The most recent annual performance statement can be found at: <https://www.screenaustralia.gov.au/getmedia/e0e77bd8-b721-48ac-946b-cebc56493707/SA-Annual-Report-2023-24.pdf?ext=.pdf> |

2.1 Budgeted expenses and performance for Outcome 1

|  |
| --- |
| Outcome 1: Promote engaged audiences and support a creative, innovative and commercially sustainable screen industry through the funding and promotion of diverse Australian screen product |

**Budgeted expenses for Outcome 1**

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

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: Screen Australia** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 13,226 | 13,352 | 13,624 | 13,795 | 13,972 |
| Payment from related entities | 72,564 | 72,564 | 72,564 | 72,564 | 72,564 |
| Expenses not requiring appropriation in the budget year(a) | 205 | 84 | (41) | (173) | (173) |
| Revenues from other independent sources | 8,410 | 7,880 | 7,880 | 7,880 | 7,880 |
| **Total expenses for Program 1.1** | **94,405** | **93,880** | **94,027** | **94,066** | **94,243** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 13,226 | 13,352 | 13,624 | 13,795 | 13,972 |
| Payment from related entities | 72,564 | 72,564 | 72,564 | 72,564 | 72,564 |
| Expenses not requiring appropriation in the budget year(a) | 205 | 84 | (41) | (173) | (173) |
| Revenues from other independent sources | 8,410 | 7,880 | 7,880 | 7,880 | 7,880 |
| **Total expenses for Outcome 1** | **94,405** | **93,880** | **94,027** | **94,066** | **94,243** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 105 | 105 |

1. Net impact of AASB 16 Leases relating to right of use (buildings) lease repayments and depreciation/amortisation expenses of right or use assets.

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** – Promote engaged audiences and support a creative, innovative and commercially sustainable screen industry through the funding and promotion of diverse Australian screen product | | |
| **Program 1.1 – Screen Australia**  The key results will be for creative individuals and businesses, through financial and other assistance, to make high–quality film, television, interactive entertainment, and other screen programs and for these programs to attract Australian and international audiences. | | |
| Key Activities | Key activities reported in the current corporate plan that relate to this program, include:   * Engage, educate and inspire * Lead and collaborate | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | **Engage, educate and inspire** – increaseengagement with national and international visitors through innovative exhibitions and programs that are accessed in a variety of ways | Target: Admissions and views for Australian productions, including 2 million admissions for Australian feature films shown at movie theatres (based on three–year average). 91 million cumulative views for Screen Australia funded projects shown on Free-to-Air (FTA) broadcast television and on broadcasters’ Video On Demand (BVOD) services  1.8 million visits to Screen Australia’s website  50 culturally diverse projects and events funded, with total funding of $8 million  Targets expected to be met |
| **Lead and collaborate** – be leaders in the sector and foster long–term relationships through partnerships and collaborations with key stakeholders and similar organisations/institutions nationally and internationally | 225 new Australian artwork projects supported, with total funding of $58 million provided  $0.5 million total funding for research and development projects  Screen Australia specific indicators:   * dollar value of production generated for each dollar of Screen Australia investment in features: $5.90 * dollar value of production generated for each dollar of Screen Australia investment in documentaries: $2.90 * dollar value of production generated for each dollar of Screen Australia investment in TV drama: $5.50 * dollar value of production generated for each dollar of Screen Australia investment in children’s TV drama: $3.60   Targets expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | **Engage, educate and inspire** – increaseengagement with national and international visitors through innovative exhibitions and programs that are accessed in a variety of ways | Target: Admissions and views for Australian productions, including 2 million admissions for Australian feature films shown at movie theatres (based on three–year average). 91 million cumulative views for Screen Australia funded projects shown on Free-to-Air (FTA) broadcast television and on broadcasters’ Video On Demand (BVOD) services  1.8 million visits to Screen Australia’s website  50 culturally diverse projects and events funded, with total funding of $8 million |
| **Lead and collaborate** – be leaders in the sector and foster long–term relationships through partnerships and collaborations with key stakeholders and similar organisations/institutions nationally and internationally | 225 new Australian artwork projects supported, with total funding of $58 million provided  $1 million total funding for research and development projects  Screen Australia specific indicators:   * dollar value of production generated for each dollar of Screen Australia investment in features: $5.90 * dollar value of production generated for each dollar of Screen Australia investment in documentaries: $2.90 * dollar value of production generated for each dollar of Screen Australia investment in TV drama: $5.50 * dollar value of production generated for each dollar of Screen Australia investment in children’s TV drama: $3.60 |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26 |

Section 3: Budgeted financial statements

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

3.1 Budgeted financial statements

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

#### Screen Australia’s budget has been developed on the underlying principle of a balanced budget, (that is, annual expense matches the annual revenue forecast to be received) adjusted for any surplus/deficit impacts arising from accounting for leases under AASB 16 Leases.

#### Total expenses for 2025–26 are estimated to be $93.9 million and will be used in delivering the activities outlined in Program 1.1.

#### Total income for 2025–26 is estimated to be $93.8 million. Screen Australia’s revenue from Government for 2025–26 is $85.9 million. Screen Australia is also expecting to generate $7.9 million in own source revenue in 2025–26. This will be predominantly sourced from recoupment from screen investments, interest income, rendering of services and partnership contributions.

#### Screen Australia continues to focus on containing administrative operating expenses to maximise funds directed to on–screen production.

#### Screen Australia has budgeted $0.6 million in capital expenditure.

#### Screen Australia’s budgeted net asset position of $14.2 million is expected to comprise total assets of $77.4 million, less liabilities of $63.2 million.

#### Total financial assets as at 30 June 2026 are estimated to be $71.9 million which represents 93 per cent of the total asset value. A significant proportion of Screen Australia’s financial assets (cash and investments in term deposits) have been committed to funding screen projects.

Total liabilities are estimated to be $63.2 million as at 30 June 2026 of which 88 per cent relates to obligations to pay amounts under executed screen industry contracts.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 | | 16,728 | | 16,757 | | 16,688 | | 16,694 | 16,743 |
| Suppliers | | 8,435 | | 8,465 | | 8,581 | | 8,590 | 8,577 |
| Grants | | 33,665 | | 33,665 | | 33,665 | | 33,665 | 33,665 |
| Depreciation and amortisation | | 1,876 | | 1,865 | | 1,865 | | 1,865 | 1,865 |
| Finance costs | | 201 | | 167 | | 114 | | 55 | 55 |
| Write-down and impairment of assets | | 33,500 | | 32,961 | | 33,114 | | 33,197 | 33,338 |
| **Total expenses** | | **94,405** | | **93,880** | | **94,027** | | **94,066** | **94,243** |
| **LESS:** | |  | |  | |  | |  |  |
| **OWN-SOURCE INCOME** | |  | |  | |  | |  |  |
| **Own-source revenue** | |  | |  | |  | |  |  |
| Sale of goods and rendering of services | | 160 | | 180 | | 180 | | 180 | 180 |
| Interest | | 4,200 | | 3,650 | | 3,650 | | 3,650 | 3,650 |
| Royalties | | 3,800 | | 3,800 | | 3,800 | | 3,800 | 3,800 |
| Other | | 250 | | 250 | | 250 | | 250 | 250 |
| **Total own-source revenue** | | **8,410** | | **7,880** | | **7,880** | | **7,880** | **7,880** |
| **Total own-source income** | | **8,410** | | **7,880** | | **7,880** | | **7,880** | **7,880** |
| **Net (cost of)/contribution by services** | | **(85,995)** | | **(86,000)** | | **(86,147)** | | **(86,186)** | **(86,363)** |
| Revenue from Government | | 85,790 | | 85,916 | | 86,188 | | 86,359 | 86,536 |
| **Surplus/(deficit) attributable to the Australian Government** | | **(205)** | | **(84)** | | **41** | | **173** | **173** |
| **Total comprehensive income/(loss)** | | **(205)** | | **(84)** | | **41** | | **173** | **173** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | | **(205)** | | **(84)** | | **41** | | **173** | **173** |
| **Note: Impact of net cash appropriation arrangements** | | | | |  | |  | |  |
| **Total comprehensive income/(loss) as per statement of Comprehensive income** | **(205)** | | **(84)** | | **(41)** | | **(173)** | | **(173)** |
| plus: depreciation/amortisation expenses for ROU assets(a) | 1,453 | | 1,271 | | 1,521 | | 1,785 | | 1,785 |
| less: lease principal repayments(a) | (1,248) | | (1,355) | | (1,480) | | (1,612) | | (1,612) |
| **Net Cash Operating Surplus/(Deficit)** | **-** | | **-** | | **-** | | **-** | | **-** |

Prepared on Australian Accounting Standards basis.

* + - * 1. 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 | 17,410 | 17,410 | 17,410 | 17,410 | 17,410 |
| Trade and other receivables | 994 | 994 | 994 | 994 | 994 |
| Other investments | 53,596 | 53,509 | 53,035 | 53,303 | 53,432 |
| ***Total financial assets*** | ***72,000*** | ***71,913*** | ***71,439*** | ***71,707*** | ***71,836*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 5,067 | 3,487 | 1,907 | 327 | 6,247 |
| Property, plant and equipment | 843 | 1,158 | 1,173 | 1,188 | 1,203 |
| Other non-financial assets | 862 | 862 | 862 | 862 | 862 |
| ***Total non-financial assets*** | ***6,772*** | ***5,507*** | ***3,942*** | ***2,377*** | ***8,312*** |
| **Total assets** | **78,772** | **77,420** | **75,381** | **74,084** | **80,148** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 335 | 335 | 335 | 335 | 335 |
| Other payables | 651 | 738 | 138 | 280 | 283 |
| ***Total payables*** | ***986*** | ***1,073*** | ***473*** | ***615*** | ***618*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 5,287 | 3,932 | 2,452 | 840 | 6,728 |
| ***Total interest bearing liabilities*** | ***5,287*** | ***3,932*** | ***2,452*** | ***840*** | ***6,728*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 2,594 | 2,594 | 2,594 | 2,594 | 2,594 |
| Other provisions | 55,652 | 55,652 | 55,652 | 55,652 | 55,652 |
| ***Total provisions*** | ***58,246*** | ***58,246*** | ***58,246*** | ***58,246*** | ***58,246*** |
| **Total liabilities** | **64,519** | **63,251** | **61,171** | **59,701** | **65,592** |
| **Net assets** | **14,253** | **14,169** | **14,210** | **14,383** | **14,556** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 9,505 | 9,505 | 9,505 | 9,505 | 9,505 |
| Reserves | 45 | 45 | 45 | 45 | 45 |
| Retained surplus (accumulated deficit) | 4,703 | 4,619 | 4,660 | 4,833 | 5,006 |
| ***Total parent entity interest*** | ***14,253*** | ***14,169*** | ***14,210*** | ***14,383*** | ***14,556*** |
| **Total equity** | **14,253** | **14,169** | **14,210** | **14,383** | **14,556** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2024** |  |  |  |  |
| Balance carried forward from previous period | 4,703 | 45 | 9,505 | 14,253 |
| ***Adjusted opening balance*** | ***4,703*** | ***45*** | ***9,505*** | ***14,253*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (84) | - | - | (84) |
| ***Total comprehensive income*** | ***(84)*** | ***-*** | ***-*** | ***(84)*** |
| of which: |  |  |  |  |
| Attributable to the Australian Government | (84) | - | - | (84) |
| **Estimated closing balance as at 30 June 2025** | **4,619** | **45** | **9,505** | **14,169** |
| **Closing balance attributable to the Australian Government** | **4,619** | **45** | **9,505** | **14,169** |

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 | 13,226 | 13,352 | 13,624 | 13,795 | 13,972 |
| Receipts from Government | 72,564 | 72,564 | 72,564 | 72,564 | 72,564 |
| Sale of goods and rendering of services | 176 | 198 | 198 | 198 | 198 |
| Interest | 4,200 | 3,650 | 3,650 | 3,650 | 3,650 |
| Net GST received | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| Other | 4,145 | 4,143 | 4,143 | 4,143 | 4,143 |
| ***Total cash received*** | ***101,311*** | ***100,907*** | ***101,179*** | ***101,350*** | ***101,527*** |
| **Cash used** |  |  |  |  |  |
| Employees | 16,654 | 16,670 | 17,288 | 16,552 | 16,740 |
| Suppliers | 9,279 | 9,312 | 9,439 | 9,449 | 9,441 |
| Interest payments on lease liability | 201 | 167 | 114 | 55 | 55 |
| Other | 39,932 | 39,929 | 39,918 | 39,917 | 39,912 |
| ***Total cash used*** | ***66,066*** | ***66,078*** | ***66,759*** | ***65,973*** | ***66,148*** |
| **Net cash from/(used by) operating activities** | **35,245** | **34,829** | **34,420** | **35,377** | **35,379** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Proceeds from sales of financial instruments | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| ***Total cash received*** | ***175,000*** | ***175,000*** | ***175,000*** | ***175,000*** | ***175,000*** |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 600 | 600 | 300 | 300 | 300 |
| Purchase of financial instruments | 174,846 | 174,913 | 174,526 | 175,268 | 175,129 |
| On-screen Investments | 33,500 | 32,961 | 33,114 | 33,197 | 33,338 |
| Other | 51 | - | - | - | - |
| ***Total cash used*** | ***208,997*** | ***208,474*** | ***207,940*** | ***208,765*** | ***208,767*** |
| **Net cash from/(used by) investing activities** | **(33,997)** | **(33,474)** | **(32,940)** | **(33,765)** | **(33,767)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 1,248 | 1,355 | 1,480 | 1,612 | 1,612 |
| ***Total cash used*** | ***1,248*** | ***1,355*** | ***1,480*** | ***1,612*** | ***1,612*** |
| **Net cash from/(used by) financing activities** | **(1,248)** | **(1,355)** | **(1,480)** | **(1,612)** | **(1,612)** |
| **Net increase/(decrease) in cash held** | **-** | **-** | **-** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 17,410 | 17,410 | 17,410 | 17,410 | 17,410 |
| **Cash and cash equivalents at the end of the reporting period** | **17,410** | **17,410** | **17,410** | **17,410** | **17,410** |

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 |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded internally from Departmental resources(a) | 600 | 600 | 300 | 300 | 300 |
| **TOTAL** | **600** | **600** | **300** | **300** | **300** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 600 | 600 | 300 | 300 | 7,800 |
| less: ROU Additions | - | - | - | - | (7,500) |
| **Total cash used to acquire assets** | **600** | **600** | **300** | **300** | **300** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 1), Supply Bill (No. 1) and revenue from independent sources.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Asset Category** | | | |
|  | Buildings    $'000 | Other property, plant and equipment $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |
| Gross book value | 4,068 | 2,533 | 933 | 7,534 |
| Gross book value - ROU assets | 16,203 | - | - | 16,203 |
| Accumulated depreciation/amortisation and impairment | (4,071) | (1,690) | (933) | (6,694) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (11,133) | - | - | (11,133) |
| **Opening net book balance** | **5,067** | **843** | **-** | **5,910** |
| **Capital asset additions** |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |
| By purchase - appropriation ordinary annual services(a) | - | 600 | - | 600 |
| **Total additions** | **-** | **600** | **-** | **600** |
| **Other movements** |  |  |  |  |
| Depreciation/amortisation expense | (141) | (285) | - | (426) |
| Depreciation/amortisation on ROU assets | (1,439) | - | - | (1,439) |
| **Total other movements** | **(1,580)** | **(285)** | **-** | **(1,865)** |
| **As at 30 June 2026** |  |  |  |  |
| Gross book value | 4,068 | 3,133 | 933 | 8,134 |
| Gross book value - ROU assets | 16,203 | - | - | 16,203 |
| Accumulated depreciation/amortisation and impairment | (4,212) | (1,975) | (933) | (7,120) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (12,572) | - | - | (12,572) |
| **Closing net book balance** | **3,487** | **1,158** | **-** | **4,645** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025‑2026 and Supply Bill (No. 1) 2025-16 for depreciation/amortisation expenses, DCBs or other operational expenses

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 for 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 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 one of the most multilingual broadcasters 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 it continues to meet 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).

*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 and 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, digital and social media, live and on demand.

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 inaccurate and misleading information (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. In 2024, SBS was the most trusted news brand in Australia according to the University of Canberra and Reuters Institute Digital News Report 2024, 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.

A research study conducted by the University of Canberra in collaboration with SBS, found that news representation, trust in news, and confidence to participate, foster a stronger sense of belonging in Australia overall. The Sense of Belonging among Multilingual Audiences in Australia report also highlights that SBS is more successful at helping multilingual Australians feel fairly represented in news compared to other news sources. This fair representation fosters a greater sense of belonging, emphasising the value of a multilingual broadcaster in promoting social cohesion at a community level and 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, Eurovision 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). SBS also offers some programs published on SBS On Demand with Auslan interpretation, and a free audio English language learning service, SBS Learn English, available to the 870,000 Australians who do not speak English well or at all. 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.

In 2024, 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 remains the cornerstone of free-to-air viewing in Australia, reaching millions daily. As the digital video market rapidly expands with an influx of local and global on-demand platforms such as Netflix, Disney+, and Amazon Prime, Australians are now navigating an abundance of choice. This evolving landscape is reshaping how Australians consume video, intensifying competition, and bringing previously unavailable platforms into the local market. SBS continues to deliver a consistent and robust annual strategic review in response to rapid market and audience shifts. In this dynamic environment, our unique ability to reach all Australians—across every language and community—sets us apart. We have the power to educate, entertain, and inform through trusted news, diverse storytelling, and a commitment to reflecting the full spectrum of Australian life. Our role in connecting Australians through accessible, reliable, and culturally relevant content has never been more vital.

SBS monitors the technology landscape particularly around developments in AI to keep pace with the 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. In addition, SBS is assessing itself against Government recommended standards to ensure that we are safely and responsibly using AI.

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 passage of the television prominence legislative framework by the federal parliament in 2024. 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 new legislated requirements 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. Regulations made in support of the legislation confirm that the SBS On Demand app will appear on the home screen on start-up without the user being required to scroll, access menus, or undertake any other input or action.

In a 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 inaccurate and misleading information. 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. The Government has announced it will introduce a revised news bargaining scheme to address these concerns. SBS welcomes any mechanisms which will require global technology firms to fairly compensate SBS for use of its news content.

*A new production facility in Western Sydney*

Following the completion of the initial stage of the SBS Relocation Feasibility Study, SBS has received funding of $5.9 million to scope a new, standalone SBS content production hub in Western Sydney, following the Government’s decision to pursue this option instead of continuing to explore full relocation of the Artarmon office.

Subject to completion of the detailed business case, this outcome will allow SBS to expand its content offer for all Australians through news and current affairs, multilingual audio programs and screen content. It will boost overall production capability and embed SBS in the Western Sydney community, where 2.7 million Australians live, including many from multicultural and First Nations backgrounds. It will also give us increased capacity to work with and build the local creative sector in Western Sydney, to tell even more Australian stories across our platforms.

The facility will be a production hub rather than an alternative general office space and would include a TV studio able to host audiences, edit suites and other technical spaces, radio/podcasting booths, collaboration spaces for talent incubation and a modest number of agile workspaces to support production. The new production space would enable SBS to deliver approximately 360 hours per year of new first run Australian screen content and approximately 1,440 hours per year of original audio and podcast content that resonates with our multicultural audiences and contributes to high quality trusted content for Australian audiences.

Scoping work commenced in early 2025 and will include engaging with local and industry stakeholders to identify an appropriate site and a commercial expression of interest process in which parties (i.e. local councils and others), will have the opportunity to present options.

*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 and 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’s 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 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **13,840** | **11,240** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 350,311 | 359,168 |
| Total annual appropriations | 350,311 | 359,168 |
| **Total funds from Government** | **350,311** | **359,168** |
| **Funds from other sources** |  |  |
| Interest | 9,035 | 5,540 |
| Royalties | 1,523 | 1,159 |
| Sale of goods and services | 147,736 | 170,292 |
| Other | 50 | 26 |
| **Total funds from other sources** | **158,344** | **177,017** |
| **Total net resourcing for SBS** | **522,495** | **547,425** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 1,369 | 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.

* + - * 1. Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-2026.

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 newmeasures relating to the SBS for the 2025–26 Budget.

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/2024/09/SBS-Corporate-Plan-2024-25.pdf>  The most recent annual performance statement can be found at: <https://www.sbs.com.au/aboutus/wp-content/uploads/2024/10/SBS_2024_Annual_Report_DIGITAL.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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 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: SBS General Operational Activities** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 271,023 | 277,453 | 283,245 | 290,783 | 298,088 |
| Revenues from other independent sources | 157,455 | 178,178 | 179,566 | 161,461 | 164,067 |
| **Total expenses for Program 1.1** | **428,478** | **455,631** | **462,811** | **452,244** | **462,155** |
| **Program 1.2: SBS Transmission & Distribution Services** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 79,288 | 81,715 | 82,637 | 83,515 | 84,819 |
| **Total expenses for Program 1.2** | **79,288** | **81,715** | **82,637** | **83,515** | **84,819** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 350,311 | 359,168 | 365,882 | 374,298 | 382,907 |
| Revenues from other independent sources | 157,455 | 178,178 | 179,566 | 161,461 | 164,067 |
| **Total expenses for Outcome 1** | **507,766** | **537,346** | **545,448** | **535,759** | **546,974** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 1,369 | 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 2025–26 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. | | |
| Key Activity | Content creation, acquisition, curation and content commercialisation | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | Number of hours of TV programming broadcast in CALD – all linear channels | Target: 34,300 hours of CALD programming broadcast  Actual: 34,308 hours  Target achieved |
| Number of hours of locally commissioned programs broadcast (first run) all linear channels except NITV | Target: 180 hours  Actual: 217 hours  Target achieved |
| Number of hours of locally commissioned programs broadcast (first run) NITV | Target: 100 hours  Actual: 100 hours  Target achieved |
| Number of hours of radio broadcast in languages other than English | Target: 22,000 hours  Actual: 22,872 hours  Target achieved |
| Total Digital Registrations | Target: 11 million  Actual: 12.7 million  Target achieved |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | 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  2025–26 cont. | Number of hours of radio broadcast in languages other than English | Target: 22,000 hours |
| Total Digital Registrations | Target: 12.8 million |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26 target except:  Total Digital Registrations:   * 2026–27: 13.2 million * 2027–28: 13.2 million * 2028–29: 13.3 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 Activity | Content broadcast and transmission | |
| Year | Performance Measures | Expected Performance Results |
| Current Year  2024–25 | 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: 99.94%  Target achieved |
| Population reach for terrestrial services (excluding satellite) | Target: 97%  Actual: 98.5%  Target achieved |
| Availability of radio transmission services (fully managed services) | Target: 99.86%  Actual: 99.92%  Target achieved |
| Year | Performance Measures | Planned Performance Results |
| Budget Year  2025–26 | Population reach – Digital transmission sites (including VAST Satellite) | Target: 100% |
| Availability of digital television transmission services (fully managed services) | Target: 99.82% |
| Population reach for terrestrial services (excluding satellite) | Target: 97% |
| Availability of radio transmission services (fully managed services) | Target: 99.86% |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26 target |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of SBS’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

SBS’s operating result for 2025-26 is projected to be a modest $0.5 million surplus.

Total revenue for 2025-26 is budgeted to be $537.8 million. The main source of revenue, Government funding, is forecast to be $359.2 million for 2025-26 which is the third year of SBS’s agreed five-year funding. Own source revenue largely generated from sales of goods and services is budgeted to be $178.7 million in 2025-26.

SBS’s budgeted total assets for 2025-26 are $353.6 million, which consists of $73.6 million of financial assets and $280.0 million of non-financial assets. Total liabilities for 2025-26 are budgeted to be $107.1 million.

**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 Estimate actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **EXPENSES** |  |  |  |  |  |
| Employee benefits | 193,414 | 198,281 | 200,284 | 202,307 | 204,350 |
| Suppliers | 300,731 | 325,897 | 332,082 | 320,547 | 329,755 |
| Depreciation and amortisation | 13,045 | 12,625 | 12,574 | 12,482 | 12,434 |
| Finance costs | 576 | 543 | 508 | 423 | 435 |
| **Total expenses** | **507,766** | **537,346** | **545,448** | **535,759** | **546,974** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 147,506 | 170,210 | 172,793 | 154,797 | 157,279 |
| Interest | 9,035 | 5,540 | 4,450 | 4,344 | 4,418 |
| Rental income | 1,688 | 1,765 | 1,846 | 1,864 | 1,896 |
| Royalties | 1,523 | 1,159 | 959 | 991 | 1,008 |
| **Total own-source revenue** | **159,752** | **178,674** | **180,048** | **161,996** | **164,601** |
| **Total own-source income** | **159,752** | **178,674** | **180,048** | **161,996** | **164,601** |
| **Net (cost of)/contribution by services** | **(348,014)** | **(358,672)** | **(365,400)** | **(373,763)** | **(382,373)** |
| Revenue from Government | 350,311 | 359,168 | 365,882 | 374,298 | 382,907 |
| **Surplus/(deficit) attributable to the Australian Government** | **2,297** | **496** | **482** | **535** | **534** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **2,297** | **496** | **482** | **535** | **534** |

**Note: Impact of net cash appropriation arrangements**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **2,297** | **496** | **482** | **535** | **534** |
| plus: depreciation/amortisation expenses for ROU assets(a) | 2,953 | 2,561 | 2,479 | 2,444 | 2,434 |
| less: lease principal repayments(a) | 2,699 | 2,555 | 2,553 | 2,595 | 2,661 |
| **Net Cash Operating Surplus/(Deficit)** | **2,551** | **502** | **408** | **384** | **307** |

Prepared on Australian Accounting Standards basis.

1. Applies to leases under AASB 16 Leases.

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

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | 2024-25 Estimate 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 | | 11,240 | | 11,435 | | 11,333 | | 11,366 | | 12,523 | |
| Trade and other receivables | | 28,916 | | 30,580 | | 32,312 | | 27,855 | | 31,354 | |
| Other investments | | 18,062 | | 31,629 | | 30,626 | | 28,430 | | 30,430 | |
| ***Total financial assets*** | | ***58,218*** | | ***73,644*** | | ***74,271*** | | ***67,651*** | | ***74,307*** | |
| **Non-financial assets** | |  | |  | |  | |  | |  | |
| Land and buildings | | 110,711 | | 106,746 | | 103,001 | | 99,260 | | 95,536 | |
| Property, plant and equipment | | 34,778 | | 36,168 | | 37,339 | | 38,598 | | 39,888 | |
| Intangibles | | 15,368 | | 15,318 | | 15,318 | | 15,318 | | 15,318 | |
| Inventories | | 102,630 | | 103,312 | | 104,806 | | 109,360 | | 104,418 | |
| Other non-financial assets | | 31,902 | | 18,428 | | 18,562 | | 19,315 | | 19,277 | |
| ***Total non-financial assets*** | | ***295,389*** | | ***279,972*** | | ***279,026*** | | ***281,851*** | | ***274,437*** | |
| **Total assets** | | **353,607** | | **353,616** | | **353,297** | | **349,502** | | **348,744** | |
| **LIABILITIES** | |  | |  | |  | |  | |  | |
| **Payables** | |  | |  | |  | |  | |  | |
| Suppliers | | 30,213 | | 31,502 | | 32,404 | | 30,168 | | 31,049 | |
| Other payables | | 17,056 | | 17,830 | | 18,104 | | 18,102 | | 18,102 | |
| ***Total payables*** | | ***47,269*** | | ***49,332*** | | ***50,508*** | | ***48,270*** | | ***49,151*** | |
| **Interest bearing liabilities** | |  | |  | |  | |  | |  | |
| Leases | | 20,515 | | 17,960 | | 15,407 | | 12,812 | | 10,151 | |
| ***Total interest bearing liabilities*** | | ***20,515*** | | ***17,960*** | | ***15,407*** | | ***12,812*** | | ***10,151*** | |
| **Provisions** | |  | |  | |  | |  | |  | |
| Employee provisions | | 38,283 | | 38,273 | | 38,829 | | 39,355 | | 39,862 | |
| Other provisions | | 1,505 | | 1,520 | | 1,540 | | 1,517 | | 1,498 | |
| ***Total provisions*** | | ***39,788*** | | ***39,793*** | | ***40,369*** | | ***40,872*** | | ***41,360*** | |
| **Total liabilities** | | **107,572** | | **107,085** | | **106,284** | | **101,954** | | **100,662** | |
| **Net assets** | | **246,035** | | **246,531** | | **247,013** | | **247,548** | | **248,082** | |
| **EQUITY** |  | |  | |  | |  | |  | |
| **Parent entity interest** |  | |  | |  | |  | |  | |
| Contributed equity | 110,403 | | 110,403 | | 110,403 | | 110,403 | | 110,403 | |
| Reserves | 106,203 | | 106,203 | | 106,203 | | 106,203 | | 106,203 | |
| Retained surplus (accumulated deficit) | 29,429 | | 29,925 | | 30,407 | | 30,942 | | 31,476 | |
| ***Total parent entity interest*** | ***246,035*** | | ***246,531*** | | ***247,013*** | | ***247,548*** | | ***248,082*** | |
| **Total equity** | **246,035** | | **246,531** | | **247,013** | | **247,548** | | **248,082** | |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Other reserves  $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |  |
| Balance carried forward from previous period | 29,429 | 106,104 | 99 | 110,403 | 246,035 |
| ***Adjusted opening balance*** | ***29,429*** | ***106,104*** | ***99*** | ***110,403*** | ***246,035*** |
| **Comprehensive income** |  |  |  |  |  |
| Surplus/(deficit) for the period | 496 | - | - | - | 496 |
| ***Total comprehensive income*** | ***496*** | ***-*** | ***-*** | ***-*** | ***496*** |
| **Estimated closing balance as at 30 June 2026** | **29,925** | **106,104** | **99** | **110,403** | **246,531** |
| **Closing balance attributable to the Australian Government** | **29,925** | **106,104** | **99** | **110,403** | **246,531** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimate 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** |  |  |  |  |  |
| Receipts from Government | 350,311 | 359,168 | 365,882 | 374,298 | 382,907 |
| Sale of goods and rendering of services | 147,736 | 170,292 | 172,058 | 161,172 | 155,271 |
| Interest | 9,035 | 5,540 | 4,450 | 4,344 | 4,418 |
| Net GST received | 20,205 | 21,751 | 19,848 | 20,114 | 20,055 |
| Other | 1,573 | 1,185 | 1,002 | 1,036 | 1,054 |
| ***Total cash received*** | ***528,860*** | ***557,936*** | ***563,240*** | ***560,964*** | ***563,705*** |
| **Cash used** |  |  |  |  |  |
| Employees | 192,463 | 197,497 | 198,627 | 201,627 | 203,684 |
| Suppliers | 337,779 | 333,594 | 352,677 | 348,459 | 343,749 |
| Other | 566 | 528 | 488 | 446 | 454 |
| ***Total cash used*** | ***530,808*** | ***531,619*** | ***551,792*** | ***550,532*** | ***547,887*** |
| **Net cash from/(used by) operating activities** | **(1,948)** | **26,317** | **11,448** | **10,432** | **15,818** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Proceeds from sales of financial instruments | 226,034 | 229,188 | 228,620 | 229,401 | 239,378 |
| ***Total cash received*** | ***226,034*** | ***229,188*** | ***228,620*** | ***229,401*** | ***239,378*** |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Purchase of financial instruments | 213,987 | 242,755 | 227,617 | 227,205 | 241,378 |
| ***Total cash used*** | ***223,987*** | ***252,755*** | ***237,617*** | ***237,205*** | ***251,378*** |
| **Net cash from/(used by) investing activities** | **2,047** | **(23,567)** | **(8,997)** | **(7,804)** | **(12,000)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 2,699 | 2,555 | 2,553 | 2,595 | 2,661 |
| ***Total cash used*** | ***2,699*** | ***2,555*** | ***2,553*** | ***2,595*** | ***2,661*** |
| **Net cash from/(used by) financing activities** | **(2,699)** | **(2,555)** | **(2,553)** | **(2,595)** | **(2,661)** |
| **Net increase/(decrease) in cash held** | **(2,600)** | **195** | **(102)** | **33** | **1,157** |
| Cash and cash equivalents at the beginning of the reporting period | 13,840 | 11,240 | 11,435 | 11,333 | 11,366 |
| **Cash and cash equivalents at the end of the reporting period** | **11,240** | **11,435** | **11,333** | **11,366** | **12,523** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25 Estimate actual $'000 | 2025-26 Budget  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'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** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Computer software and intangibles $'000 | Total    $'000 |
| **As at 1 July 2025** |  |  |  |  |  |
| Gross book value | 58,800 | 50,755 | 49,435 | 45,457 | 204,447 |
| Gross book value - ROU assets | - | 11,904 | 21,046 | - | 32,950 |
| Accumulated depreciation/amortisation and impairment | - | (4,226) | (28,505) | (30,089) | (62,820) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (6,522) | (7,198) | - | (13,720) |
| **Opening net book balance** | **58,800** | **51,911** | **34,778** | **15,368** | **160,857** |
| **Capital asset additions** |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |
| By purchase - other | - | 600 | 7,400 | 2,000 | 10,000 |
| By purchase - other - ROU assets | - | 843 | 154 | - | 997 |
| **Total additions** | **-** | **1,443** | **7,554** | **2,000** | **10,997** |
| **Other movements** |  |  |  |  |  |
| Depreciation/amortisation expense | - | (3,373) | (4,641) | (2,050) | (10,064) |
| Depreciation/amortisation on ROU assets | - | (1,192) | (1,369) | - | (2,561) |
| Other - ROU assets | - | (843) | (154) | - | (997) |
| **Total other movements** | **-** | **(5,408)** | **(6,164)** | **(2,050)** | **(13,622)** |
| **As at 30 June 2026** |  |  |  |  |  |
| Gross book value | 58,800 | 51,355 | 56,835 | 47,457 | 214,447 |
| Gross book value - ROU assets | - | 12,747 | 21,200 | - | 33,947 |
| Accumulated depreciation/amortisation and impairment | - | (7,599) | (33,146) | (32,139) | (72,884) |
| Accumulated depreciation/amortisation and impairment - ROU assets | - | (8,557) | (8,721) | - | (17,278) |
| **Closing net book balance** | **58,800** | **47,946** | **36,168** | **15,318** | **158,232** |

Prepared on Australian Accounting Standards basis.

Portfolio Glossary

| Term | **Meaning** |
| --- | --- |
| Accrual Accounting | The system of accounting where items are brought to account and included in the financial statements as they are earned or incurred, rather than as they are received or paid. |
| Accumulated Depreciation | The aggregate depreciation recorded for a particular depreciating asset. |
| Activities | The actions/functions performed by entities to deliver government policies. |
| Additional Estimates | Where amounts appropriated at Budget time are insufficient, Parliament may appropriate more funds to Portfolios through the Additional Estimates Appropriation Acts. |
| Administered Items | The expenses, revenues, assets or liabilities managed by agencies on behalf of the Commonwealth. Agencies do not control administered items. Administered expenses include grants, subsidies and benefits. In many cases, administered expenses fund the delivery of third party outputs. |
| Administrative Arrangements Order | The functions and activities of the government are administered in accordance with an administrative arrangement order (AAO) issued from time to time by the Government and signed by the Governor-General. An AAO establishes the principal matters or government outcomes to be dealt with by each Department of state, and the Acts of Parliament to be administered by each minister. |
| Administered Capital Budgets (ACB) | Administered Capital Budgets (ACB) are provided to non-corporate entities (as an equity injection) that receive government funding to meet the costs associated with the replacement of minor assets (assets valued at $10 million or less) or maintenance costs that are eligible to be capitalised. |
| Appropriation | An authorisation by Parliament to spend moneys from the Consolidated Revenue Fund for a particular purpose. Annual Appropriation Acts provide annual funding for government operations and programs; for investment in assets; or to reduce liabilities. Bills proposing appropriations for the forthcoming financial year are introduced into Parliament on Budget Night. The annual Appropriation Bills propose specified amounts of appropriation for expenditure by entities to carry out the government’s outcomes. |
| Budget Paper 1 (BP1) | The Budget Strategy and Outlook – provides an overview of the economic and fiscal outlook, summarises the Government’s fiscal strategy, and outlines key Budget priorities. |
| Budget Paper 2 (BP2) | The Budget Measures – provides comprehensive information on all government decisions that involve changes to its receipt and payment activities since the last Economic and Fiscal Update. |
| Budget Paper 3 (BP3) | Federal Financial Relations – includes information on revenue provision and payments (GST and specific purpose payments), as well as an overview of fiscal developments in the states and territories. |
| Budget Paper 4 (BP4) | Agency Resourcing – shows, for each entity, estimated resourcing by type of appropriation, estimated expenses for each special appropriation act, estimated balances and flows for all special accounts, and estimated average staffing levels in the public sector. |
| Capital Expenditure | Expenditure by an agency on capital projects, for example, purchasing a building. |
| Consolidated Revenue Fund (CRF) | Section 81 of the Australian Constitution stipulates that all revenue raised or money received by the Commonwealth forms the one Consolidated Revenue Fund (CRF). The CRF is not a bank account. The Official Public Account reflects most of the operations of the CRF. |
| Corporate Commonwealth Entity | A Commonwealth entity that is a body corporate under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). |
| Departmental Capital Budget | Departmental Capital Budgets (DCB) are provided to non-corporate Entities (as an equity injection) that receive government funding to meet the costs associated with the replacement of minor assets (assets valued at $10 million or less) or maintenance costs that are eligible to be capitalised. The funding for depreciation, amortisation and make-good expenses was replaced with a DCB in the 2010–11 Budget. |
| Departmental Item | Resources (expenses, revenues, assets and liabilities) that an entity controls directly. This includes outsourced activities funded and controlled by the entity. Examples of Departmental items include entity running costs, accrued employee entitlements and net appropriations. A Departmental item is a component of a Departmental program. |
| Depreciation | Apportionment of an asset’s capital value as an expense over its estimated useful life to take account of normal usage, obsolescence, or the passage of time. |
| Entities | Commonwealth entities and Commonwealth companies as defined under the PGPA Act that are within the General Government Sector (GGS). |
| Equity or Net Assets | Residual interest in the assets of an entity after deduction of its liabilities. |
| Estimated Actual | Details of the estimated final figures for 2024-25 as included in the Budget documentation. As the Budget may be released before all 2024-25 Annual Reports are tabled in Parliament, the figures for 2024-25 remain estimates. |
| Executive Agency | An agency designated, in an executive order made by the Governor-General-in-Council, as separate from a Department, for staffing and accountability and reporting purposes, under the *Public Service Act 1999*. |
| Expense | Total value of all of the resources consumed in producing goods and services or the loss of future economic benefits in the form of reductions in assets or increases in liabilities of an entity. |
| Expenses not requiring appropriation in the Budget year | Includes expenses where there is: a government policy not to fund those expenses within the year; where the funding has been provided in a prior year but the expense will be incurred in the current year; items which do not or will not involve a cash flow impact (such as bad debt expenses); or where the expenses reflect the usage of services or resources provided free of charge. From the 2018‑19 MYEFO, movements of Administered funds that can be met from a prior year appropriation are not re-appropriated in the year required. Such expenses are reflected as ‘Expenses not requiring appropriation in the Budget year’. |
| Fair Value | Valuation methodology: The amount for which an asset could be exchanged, or a liability settled, between knowledgeable and willing parties in an arm’s length transaction. The fair value can be affected by the conditions of the sale, market conditions and the intentions of the asset holder. |
| Fiscal Balance | An accrual measure that shows whether the government has to borrow from financial markets to cover its activities. Fiscal balance includes revenue, less operating expenses, plus revaluation adjustments, plus capital adjustments. |
| Forward Estimates Period | The three years following the Budget year. For example, for the 2025-26 Budget year, 2026-27 is forward year 1, 2027-28 is forward year 2 and 2028‑29 is forward year 3. |
| General Government Sector (GGS) | A Government Finance Statistics (GFS) classification of all entities that are controlled and largely funded by the Australian Government. The GGS provides public services that are mainly non-market in nature and for the collective consumption of the community, or involve the transfer or redistribution of income. These services are largely financed through taxes and other compulsory levies, user charging and external funding. This sector comprises all government Departments, offices and some other bodies. |
| Government Finance Statistics (GFS) | A reporting framework that is a specialised statistical system designed to support economic analysis of the public sector. It allows for comprehensive assessments of the economic impact of government and is consistent with international statistical standards of the International Monetary Fund and the System of National Accounts. |
| Measure | A new policy or savings decision of the Government with financial impacts on the government's underlying cash balance; fiscal balance; operating balance; headline cash balance; net debt or net worth. |
| Mid-Year Economic and Fiscal Outlook (MYEFO) | The MYEFO provides an update of the government's Budget estimates by examining expenses and revenues in the year to date, as well as provisions for new decisions that have been taken since the Budget. The report provides updated information to allow the assessment of the government‘s fiscal performance against the fiscal strategy set out in its current fiscal strategy statement. |
| National Partnership payments | Commonwealth payments to states and territories made in accordance with Part 4 of the *Federal Financial Relations Act 2009* (FFR Act). The Minister may determine that an amount specified in the determination is to be paid to a State specified in the determination for the purpose of making a grant of financial assistance to support the delivery by the State of specified outputs or projects; or facilitate reforms by the State; or reward the State for nationally significant reforms. |
| Non-Corporate Commonwealth Entity | A Commonwealth entity that is not a body corporate. |
| Official Public Account (OPA) | The Commonwealth’s central bank account. The OPA is one of a group of linked bank accounts, referred to as the Official Public Account Group of Accounts. OPAs are maintained with the Reserve Bank of Australia, as required by subsection 53(3) of the PGPA Act. |
| Outcomes | The Government's objectives in each Portfolio area. Outcomes are desired results, impacts or consequences for the Australian community as influenced by the actions of the Commonwealth. Actual outcomes are assessments of the results or impacts actually achieved. |
| Parameters | Agency funding is routinely adjusted for changes in parameters to ensure agency funding keeps pace with forecast changes in the economy. The Treasury calculates parameter rates, which factor in various economic indicators including inflation, production levels and exchange rates. |
| Portfolio Budget Statements (PB Statements) | Budget related paper detailing Budget initiatives and explanations of appropriations specified by outcome and program by each directly appropriated entity within a Portfolio. |
| Program | Activity that delivers benefits, services or transfer payments to individuals, industry and/or the community as a whole, with the aim of achieving the intended result specified in an outcome statement. |
| Program support | The entity’s running costs allocated to a program. This is funded through an entity‘s Departmental appropriations. Departmental appropriation splits and totals are indicative estimates and may change in the course of the Budget year as government priorities change. |
| *Public Governance, Performance and Accountability Act 2013* (PGPA Act) | The PGPA Act is the primary piece of Commonwealth resource management legislation. The PGPA Act establishes a coherent system of governance and accountability for public resources, with an emphasis on planning, performance and reporting. It applies to all Commonwealth entities and Commonwealth companies. |
| Revenue | Total value of resources earned or received to cover the production of goods and services. |
| Right of use asset | An asset that represents a lessee’s right to use an asset that is the subject of a lease, for the lease term. |
| Special Account | Special accounts allow money in the CRF to be acknowledged as set-aside for a particular purpose. Amounts credited to a Special Account may only be spent for the purposes of the Special Account. Special Accounts can only be established by a written determination of the Finance Minister (s78 PGPA Act) or through an Act of Parliament (referred to in s80 of the PGPA Act). |
| Special Appropriations (including Standing Appropriations) | Authority within an Act (other than the annual Appropriation Acts) to spend money from the CRF for particular purposes. For special appropriations, the authority to withdraw funds from the CRF does not generally cease at the end of the financial year.  Standing appropriations are a sub-category consisting of ongoing special appropriations ‑ the amount appropriated will depend on circumstances specified in the legislation. |
| Statutory Authority | An Australian Government body established through legislation for a public purpose. This can include a body headed by, or comprising, an office holder, a commission or a governing board. |
| Underlying cash balance | A cash measure that shows whether the government has to borrow from financial markets to cover its activities. Underlying cash balance generally includes operating receipts, less operating payments, less investment in non-financial assets. |

Acronyms

| Acronym | Meaning |
| --- | --- |
| AAO | Administrative Arrangements Order |
| AASB | Australian Accounting Standards Board |
| ABC | Australian Broadcasting Corporation |
| ACA | Adult Cyber Abuse |
| ACB | Administered Capital Budget |
| ACCAN | Australian Consumer Action Network |
| ACMA | Australian Communications and Media Authority |
| ACT | Australian Capital Territory |
| ADR | Australian Design Rules |
| ADS-B | Automatic Dependent Surveillance - Broadcast |
| AFTRS | Australian Film, Television and Radio School |
| AI | Artificial Intelligence |
| AMSA | Australian Maritime Safety Authority |
| AMSA Act | *Australian Maritime Safety Authority Act 1990* |
| Ancestors | Aboriginal and Torres Strait Islanders Ancestral Remains |
| ANMM | Australian National Maritime Museum |
| ARTC | Australian Rail Track Corporation |
| ASL | Average Staffing Level |
| ATSB | Australian Transport Safety Bureau |
| AVA | Audiovisual Australia |
| AVSL | Automated Vehicle Safety Law |
| BBRF | Building Better Regions Fund |
| BITRE | Bureau of Infrastructure, Transport and Regional Economics |
| BP1 | Budget Paper 1 – Budget Strategy and Outlook |
| BP2 | Budget Paper 2 – Budget Measures |
| BP3 | Budget Paper 3 – Federal Financial Relations |
| BP4 | Budget Paper 4 – Agency Resourcing |
| BVOD | Broadcaster Video on Demand |
| CALD | Culturally and linguistically diverse |
| CASA | Civil Aviation Safety Authority |
| CAT | Commercial Air Transport |
| CCE | Corporate Commonwealth Entity |
| CDAB | Collection Development Acquisition Budget |
| CDG | Community Development Grants |
| COVID-19 | Coronavirus disease 2019 |
| CRF | Consolidated Revenue Fund |
| CTVS | Connected Televisions |
| DCB | Departmental Capital Budget |
| DCCEEW | The Department of Climate Change, Energy, the Environment and Water |
| Deals | City and Regional Deals |
| Department | The Department of Infrastructure, Transport, Regional Development, Communications and the Arts |
| DFAT | The Department of Foreign Affairs and Trade |
| DNCR | Do Not Call Register |
| EI | Effective Implementation |
| EIS | Environmental Impact Statement |
| EOFY | End of Financial Year |
| EU | Enforceable Undertakings |
| FFA Act | *Federal Financial Relations Act 2009* |
| FTA | Free-to-air |
| GBR | Great Barrier Reef |
| GGS | General Government Sector |
| GHz | Gigahertz |
| GST | Goods and Services Tax |
| Hon | Honourable |
| HSRA | High Speed Rail Authority |
| HVNL | Heavy Vehicle National Law |
| HVRR | Heavy Vehicle Road Reform |
| IA | Infrastructure Australia |
| IBA | Image Based Abuse |
| ICAO | International Civil Aviation Authority |
| ID | Investment Decisions |
| IGA | Inter‑Governmental Agreement |
| IMO | International Maritime Organisation |
| ISSN | International Standard Serial Number |
| ITMM | Infrastructure and Transport Ministers’ Meeting |
| ITSOC | Infrastructure and Transport Senior Officials’ Committee |
| ITU | International Telecommunication Union |
| IVAIS | Indigenous Visual Arts Industry Support |
| KPI | Key performance indicators |
| MB | Megabyte |
| MHz | Megahertz |
| MNHP | Mobile Network Hardening Program |
| MoAD | Museum of Australian Democracy |
| MOU | Memorandum of Understanding |
| MP | Member of Parliament |
| MYEFO | Mid-Year Economic and Fiscal Outlook |
| NAA | National Archives of Australia |
| NAIF | Northern Australia Infrastructure Facility |
| NAIF Act | *Northern Australia Infrastructure Facility Act 2016* |
| NBN | National Broadband Network |
| NBN Co | NBN Co Limited |
| NCA | National Capital Authority |
| NCD | National Classification Database |
| nfp | not for publication |
| NFSA | National Film and Sound Archive of Australia |
| NGA | National Gallery of Australia |
| NITV | National Indigenous Television |
| NLA | National Library of Australia |
| NLTTAP | National Land Transport Technology Action Plan |
| NMA | National Museum of Australia |
| NOPSEMA | National Offshore Petroleum Safety and Environmental Management Authority |
| NPGA | National Portrait Gallery of Australia |
| NRS | National Relay Service |
| NSW | New South Wales |
| NT | Northern Territory |
| NTC | National Transport Commission |
| NVES | New Vehicle Efficiency Standard |
| Objects | Secret Sacred Objects |
| OCS | Online Content Scheme |
| OPA | Official Public Account |
| OPEP | Oil Pollution Emergency Plan |
| OPH | Old Parliament House |
| PALM Act | *Australian Capital Territory (Planning and Land Management) Act 1988* |
| PB Statements | Portfolio Budget Statements |
| PFAS | Per-and Polyfluoroalkyl Substances |
| PGPA Act | *Public Governance, Performance and Accountability Act 2013* |
| PSM | Public Service Medal |
| QLD | Queensland |
| RAP | Reconciliation Action Plan |
| RASS | Remote Air Services Subsidy |
| RAU | Remote Airstrip Upgrade |
| RMIT | Royal Melbourne Institute of Technology |
| RNA | Retain as National Archives |
| RPAS | Remotely Piloted Aircraft Systems |
| rPPP | regional Precincts and Partnerships Program |
| ROU | Right of Use |
| RVS | Road Vehicle Standards |
| SA | South Australia |
| SBS | Special Broadcasting Service Corporation |
| SBS Act | *Special Broadcasting Service Act 1991* |
| SCP | Stronger Communities Program |
| SVOD | Subscription Video on Demand |
| TAS | Tasmania |
| TCS | Trove Collaborative Services |
| TFA | Technology Facilitated Abuse |
| The ABC Act | *Australian Broadcasting Corporation Act 1983* |
| The HSRA Act | *High Speed Rail Authority Act 2022* |
| The NTC Act | *National Transport Commission Act 2003* |
| TSI Act | *Transport Safety Investigation Act 2003* |
| Treasury | The Department of the Treasury |
| TV | Television |
| uPPP | urban Precincts and Partnerships Program |
| USO | Universal Service Obligation |
| USOAP | Universal Safety Oversight Audit Program |
| UTM | Uncrewed Air Traffic Management |
| VAST | Viewer Access Satellite Television |
| VIC | Victoria |
| VOD | Video on Demand |
| WA | Western Australia |
| WSA Co | WSA Co Limited | |
| WSI | Western Sydney International |