

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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Chief Financial Officer

Department of Infrastructure, Transport, Regional Development,

Communications and the Arts

Telephone: 02 6274 7111

Email: helpbudgets@infrastructure.gov.au



The Hon Catherine King MP

**Minister for Infrastructure, Transport, Regional Development and Local Government
Member for Ballarat**

Senator the Hon Sue Lines
President of the Senate
Parliament House
CANBERRA ACT 2600

The Hon Milton Dick MP
Speaker of the House of Representatives
Parliament House
CANBERRA ACT 2600

Dear ^{se}President and ^{Mr Hon}Mr Speaker

I hereby submit the Portfolio Budget Statements in support of the 2025–26 Budget for the Infrastructure, Transport, Regional Development, Communications and the Arts Portfolios.

These statements have been developed, and are submitted to the Parliament, as a statement on the outcomes for the Portfolio.

I present these statements by virtue of my ministerial responsibility for accountability to the Parliament and, through it, the public.

Yours sincerely



Catherine King MP

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nfp	not for publication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.

**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.

Commonwealth performance framework Key components of relevant publications

Portfolio Budget Statements (typically May) Portfolio 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.

Corporate plan (31 August) Entity based

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.

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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

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

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

<p style="text-align: center;">Department of Infrastructure, Transport, Regional Development, Communications and the Arts Secretary: Mr Jim Betts</p> <p>Outcome 1: Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure</p> <p>Outcome 2: An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations</p> <p>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</p> <p>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</p> <p>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</p> <p>Outcome 6: Participation in, and access to, Australia’s arts and culture through developing and supporting cultural expression</p>
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<p style="text-align: center;">Airservices Australia Chair: Mr John Weber Chief Executive Officer: Mr Rob Sharp</p> <p>Mission: Provide air navigation and aviation rescue fire-fighting services for the aviation industry and community</p>

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

<p style="text-align: center;">Australian Broadcasting Corporation Chair: Mr Kim Williams AM Managing Director: Mr Hugh Marks</p> <p>Outcome 1: Informed, educated and entertained audiences – throughout Australia and overseas – through innovative and comprehensive media and related services</p>
<p style="text-align: center;">Australian Communications and Media Authority Chair and Agency Head: Ms Nerida O’Loughlin PSM Deputy Chair and Chief Executive Officer: Mr Adam Suckling</p> <p>Outcome 1: A communications and media environment that balances the needs of the industry and the Australian community through regulation, education and advice</p>
<p style="text-align: center;">Australian Film, Television and Radio School Chair: Ms Rachel Perkins Chief Executive Officer: Dr Nell Greenwood</p> <p>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</p>
<p style="text-align: center;">Australian Maritime Safety Authority Chair: Capt. Jeanine Drummond Chief Executive Officer: Ms Kaylene Dale</p> <p>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</p>
<p style="text-align: center;">Australian National Maritime Museum Chair: Mr John Mullen AM Director and Chief Executive Officer: Ms Daryl Karp AM</p> <p>Outcome 1: Increased knowledge, appreciation and enjoyment of Australia’s maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events</p>

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

<p style="text-align: center;">Australian Postal Corporation Chairperson: Ms Siobhan McKenna Group Chief Executive Officer and Managing Director: Mr Paul Graham</p> <p>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</p>
<p style="text-align: center;">Australian Rail Track Corporation Limited Chair: Mr Peter Duncan AM Managing Director and Chief Executive Officer: Mr Wayne Johnson</p> <p>Mission: To deliver a safe and effective rail network operation that connects the nation, now and into the future</p>
<p style="text-align: center;">Australian Transport Safety Bureau Chief Commissioner and Chief Executive Officer: Mr Angus Mitchell</p> <p>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</p>
<p style="text-align: center;">Bundanon Trust Chair: Mr Samuel Edwards Chief Executive Officer: Ms Rachel Kent</p> <p>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</p>
<p style="text-align: center;">Civil Aviation Safety Authority Chair: Air Chief Marshal (Ret'd) Mark Binskin AC Chief Executive Officer: Ms Pip Spence PSM</p> <p>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</p>

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

<p>Creative Australia Chair: Mr Robert Morgan Chief Executive Officer: Mr Adrian Collette AM</p> <p>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</p>
<p>High Speed Rail Authority Chair: Ms Jill Rossouw Chief Executive Officer: Mr Timothy Parker</p> <p>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</p>
<p>Infrastructure Australia Chief Commissioner: Tim Reardon Chief Executive Officer: Mr Adam Copp</p> <p>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</p>
<p>National Archives of Australia Director-General: Mr Simon Froude</p> <p>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</p>
<p>National Capital Authority Chair: Mr Terry Weber Chief Executive: Ms Karen Doran</p> <p>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</p>

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

<p style="text-align: center;">National Film and Sound Archive of Australia Chair: Ms Annette Shun Wah Chief Executive Officer: Mr Patrick McIntyre</p> <p>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</p>
<p style="text-align: center;">National Gallery of Australia Chair: Mr Ryan Stokes AO Chief Executive Officer: Dr Nick Mitzevich</p> <p>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</p>
<p style="text-align: center;">National Intermodal Corporation Limited Chair: Ms Erin Flaherty Chief Executive Officer: Mr James Boulderstone</p> <p>Mission: Develop and operate an interconnected network of state-of-the-art open access intermodal precincts across Australia</p>
<p style="text-align: center;">National Library of Australia Chair: Distinguished Professor Larissa Behrendt AO Director-General: Dr Marie-Louise Ayres</p> <p>Outcome 1: Enhanced learning, knowledge creation, enjoyment and understanding of Australian life and society by providing access to a national collection of library material</p>
<p style="text-align: center;">National Museum of Australia Chair: Professor Clare Wright OAM Director: Ms Katherine McMahon</p> <p>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</p>

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

<p style="text-align: center;">National Portrait Gallery of Australia Chair: Ms Sam Meers AO Director: Ms Bree Pickering</p> <p>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</p>
<p style="text-align: center;">National Transport Commission Chair and Ordinary Member: Ms Carolyn Walsh Chief Executive Officer: Mr Michael Hopkins</p> <p>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</p>
<p style="text-align: center;">NBN Co Limited Interim Chair: Mr Kevin Russell Chief Executive Officer: Ms Ellie Sweeney</p> <p>Mission: To lift the digital capability of Australia</p>
<p style="text-align: center;">Northern Australia Infrastructure Facility Chair: Ms Tracey Hayes Chief Executive Officer: Mr Craig Doyle</p> <p>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</p>
<p style="text-align: center;">Old Parliament House Chair: Mr Barrie Cassidy Executive Director and CEO: Ms Stephanie Bull</p> <p>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</p>

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

<p style="text-align: center;">Screen Australia Chair: Mr Michael Ebeid AM Chief Executive Officer: Ms Deirdre Brennan</p> <p>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</p>
<p style="text-align: center;">Special Broadcasting Service Corporation Chair: Mr George Savvides AM Managing Director: Mr James Taylor</p> <p>Outcome 1: Provide multilingual and multicultural services that inform, educate and entertain all Australians and in so doing reflect Australia’s multicultural society</p>
<p style="text-align: center;">WSA Co Limited Chair: Mr Paul O’Sullivan Chief Executive Officer: Mr Simon Hickey</p> <p>Mission: Develop and operate Sydney’s new major airport, Western Sydney International (Nancy-Bird Walton) Airport</p>

Entity resources and planned performance

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

**Entity resources and planned
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Department of Infrastructure, Transport, Regional Development, Communications and the Arts

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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 ⁽ⁱ⁾		
Prior year appropriations available ^(b)	4,155,111	3,548,658
Administered assets and liabilities ⁽ⁱ⁾	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 ⁽ⁱ⁾		
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.

- (a) Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025–2026.
- (b) 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).
- (c) Excludes Departmental Capital Budget (DCB).
- (d) Estimated External Revenue receipts under section 74 of the PGPA Act.
- (e) 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'.
- (f) 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.
- (g) Amounts credited to the special accounts from annual and special appropriations.
- (h) 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'.

- (i) 'Corporate entities' are corporate Commonwealth entities and Commonwealth companies as defined under the PGPA Act.
- (j) Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025–2026.
- (k) 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>.
- (l) 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>.
- (m) 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.
- (n) Payments relate to the Tasmanian Freight Equalisation Scheme and the Bass Strait Passenger Vehicle Equalisation Scheme administered items.
- (o) 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					
		-	-	-	-	-
		-	-	-	-	-
	Total	-	-	-	-	-
Supporting Transport Priorities						
	2.1,2.4					
		-	3,451	3,451	3,451	3,451
		-	265	92	92	114
	Total	-	3,716	3,543	3,543	3,565
Continued Funding for the Regional Australia Institute						
	3.1					
		-	2,000	-	-	-
	Total	-	2,000	-	-	-
Hillcrest Tragedy Memorial						
	3.1					
		-	-	-	-	-
		-	-	-	-	-
	Total	-	-	-	-	-
Energy Bill Relief ^(a)						
	4.1					
		-	423	-	-	-
	Total	-	423	-	-	-
Building Australia's Future – Completing the NBN Fibre Upgrades ^(b)						
	5.1					
		-	-	-	-	-
		-	-	-	-	-
	Total	-	-	-	-	-
Extending the School Student Broadband Initiative until 2028 ^(c)						
	5.1,5.2					
		(21)	(21)	(173)	(178)	-
		21	21	173	178	-
	Total	-	-	-	-	-
Closing the Gap – further investments ^(d)						
	6.1,6.2					
		-	2,812	2,896	2,963	-
		-	758	773	783	-
	Total	-	3,570	3,669	3,746	-
Revive – National Cultural Policy						
	6.1,6.2					
		-	7,700	-	-	-
		-	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.

- (a) 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.
- (b) 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.
- (c) 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*.
- (d) 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>

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)

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
Movement of administered funds between years^(c)					
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.

- (a) Relates to appropriation for corporate entities provided through the Department.
 (b) 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.
 (c) 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

- (a) 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.
 (b) 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.

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	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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

Year	Performance Measures	Planned Performance Results
Budget year 2025–26 cont.	Shared oversight for the delivery of Commonwealth infrastructure projects in relation to: <ol style="list-style-type: none"> 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.

- (a) 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.
- (b) 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

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					
<i>Australian Maritime Safety Authority Act 1990</i> ^(b)	131,037	132,218	150,146	152,577	160,197
<i>Protection of the Sea (Oil Pollution Compensation Funds) Act 1993</i> ^(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					
<i>Aviation Fuel Revenues (Special Appropriation) Act 1988</i> ^(b)	129,200	130,200	133,400	137,200	141,200
<i>RPAS levy (Special Appropriation) Act 2020</i> ^(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 s74 external revenues ^(d)	210,144	178,820	150,730	162,530	159,943
Expenses not requiring appropriation in the Budget year ^(e)	4,182	4,182	4,182	4,182	4,182
	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)					
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	-	-	-
Average staffing level (number)					
	2024-25 720	2025-26 703			

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.

- (a) 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.
- (b) Relates to appropriation for corporate entities provided through the Department.
- (c) 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.
- (d) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
- (e) Departmental 'Expenses not requiring appropriation in the Budget year' are made up of depreciation expenses, amortisation expenses, and exclude right of use assets.
- (f) 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 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)					
<i>Australian Maritime Safety Authority Act 1990</i> ^(b)	131,037	132,218	150,146	152,577	160,197
<i>Protection of the Sea (Oil Pollution Compensation Funds) Act 1993</i>	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)					
<i>Aviation Fuel Revenues (Special Appropriation) Act 1988</i>	129,200	130,200	133,400	137,200	141,200
<i>RPAS levy (Special Appropriation) Act 2020</i>	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

(a) 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.

(b) See Acronyms for full title.

(c) 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	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> heavy vehicle, maritime and rail safety surface transport productivity and effectiveness surface transport decarbonisation and maritime environment protection 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: <ol style="list-style-type: none"> Maritime regulation New Vehicle Efficiency Standard (NVES) regulator 	Targets: <ol style="list-style-type: none"> Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year NVES regulator is established Target is expected to be met
	Provide effective administration of surface transport and emissions program functions: <ol style="list-style-type: none"> Tasmanian Shipping Programs (TFES and BSPVES) Heavy Vehicle Safety Initiative Real World Testing of Vehicle Efficiency Strategic Local Government Asset Assessment Project 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	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> 100% of applications are decided within legislative timeframes 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	<ol style="list-style-type: none"> 100% of applications are decided within legislative timeframes 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.

- (a) 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
- (b) This target has been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report
- (c) Future performance measures/targets are to be determined.

Program 2.3 – Air Transport		
<p>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.</p>		
Key Activities	<ul style="list-style-type: none"> • 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	<p>Target: Publish the final Environmental Impact Statement (EIS), including the Public Submission Report in quarter 4, 2024</p> <p>Target is expected to be met</p>
	Percentage of Master Plans and Major Development Plans (MDP) processed for leased federal airports within statutory timeframes	<p>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</p> <p>Target is expected to be met</p>
	Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) Program ^(a)	<p>Target: RAP and RAU projects are completed in line with their funding agreements</p> <p>Target is expected to be met</p>
	The number of per- and poly-fluoroalkyl substances (PFAS) investigations undertaken at civilian airports	<p>Target: Execution of contracts to undertake PFAS investigations at 22 civilian airports</p> <p>Target is expected to be substantially met</p>
	Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for current year's 10-year average	<p>Target: The 10-year average of annual aviation fatalities per 100,000 people is maintained or reduced</p> <p>Target is expected to be met</p>
	Policy advice supporting aviation safety	<p>Target: Policy advice is high quality, timely and evidence-based</p> <p>Target is expected to be met</p>
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.

- (a) Work is currently under way to develop an improved measure for 2025–26. Further detail will be provided in the 2025–26 Corporate Plan.
- (b) 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 <i>Local Government (Financial Assistance) Act 1995</i>	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	-	-	-
Average staffing level (number)					
	2024-25	2025-26			
	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.

- (a) 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.
- (b) Relates to appropriation for corporate entities provided through the Department.
- (c) 'Expenses not requiring appropriation' relate to expenses associated with the concessional loans proposed under the Northern Australia Infrastructure Facility.
- (d) 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 <i>Local Government (Financial Assistance) Act 1995</i>	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

(a) 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	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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.

- (a) 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.
- (b) This target has been amended from the 2024–25 Corporate Plan. Further information will be provided in the 2024–25 Annual Report.
- (c) 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	<ul style="list-style-type: none"> 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 <i>Local Government (Financial Assistance) Act 1995</i> consisting of: <ol style="list-style-type: none"> a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) 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 <i>Local Government (Financial Assistance) Act 1995</i> consisting of: <ol style="list-style-type: none"> a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) 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		
<p>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.</p>		
Key Activities	<ul style="list-style-type: none"> • 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.

- (a) 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 <i>Northern Australia Action Plan 2024–2029</i> 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	<ul style="list-style-type: none"> 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.

(a) 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

(a) 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	<ul style="list-style-type: none"> • Ensuring governance and legislative arrangements are fit for purpose to: <ol style="list-style-type: none"> 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
	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
Movement of administered funds between years^(e)					
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.

- (a) Relates to appropriation for corporate entities provided through the Department.
- (b) 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.
- (c) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
- (d) Departmental 'Expenses not requiring appropriation in the Budget year' are made up of depreciation expenses, amortisation expenses, and exclude right of use assets.
- (e) 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

- (a) 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.
- (b) 'nfp' figures are not for publication due to commercial sensitivity, and are not included in totals.
- (c) Additional funding for this program is contained within the Better Connectivity Plan for Regional and Rural Australia program.
- (d) 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.
- (e) Includes funding for the Mobile Network Hardening Program (MNHP).
- (f) 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	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> National Relay Service (NRS). Audio Description services Broadcaster Captioning compliance 	Targets: <ol style="list-style-type: none"> NRS: Provider meets or exceeds contractual service levels Audio description: National broadcasters provide more than 30 hours per week, on average, of audio described content 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.

- (a) 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.

- (a) Relates to appropriation for corporate entities that is provided through the Department.
(b) 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.
(c) 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

(a) 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	<ul style="list-style-type: none"> 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 <i>Revive</i> , the National Cultural Policy 2023–2027	Target: 50% of the 54 <i>Revive</i> 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 <i>Revive</i> , the National Cultural Policy 2023–2027	90% of the 54 <i>Revive</i> 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 <i>Revive</i> 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.

(a) 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.

- (a) From 2010–11, the Government introduced net cash appropriation arrangements that provided non-corporate Commonwealth entities with a separate Departmental Capital Budget (DCB) under Appropriation Bill (No. 1) and Supply Bill (No. 1). This replaced revenue appropriations provided under Appropriation Bill (No. 1) used for the depreciation/amortisation expenses. For information regarding DCBs, please refer to Table 3.5 Departmental Capital Budget Statement.
- (b) Applies to 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	Asset revaluation reserve	Contributed equity/ capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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:					
<i>Purchase of non-financial assets</i>	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.

(a) 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				Total \$'000
	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'000	
As at 1 July 2025					
Gross book value	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.

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

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
EXPENSES					
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.

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

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

	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.

(a) Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Act 2/4/6 appropriations.

(b) Includes purchases from current and previous years' Administered Capital Budgets (ACBs).

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

	Asset Category					Total
	Land	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2025						
Gross book value	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.

- (a) 'Appropriation equity' refers to Administered Assets and Liabilities provided through Appropriation Bill (No. 2) 2025–2026 and Supply Bill (No. 2) 2025-26.
- (b) '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.

(a) 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

(a) 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.

(a) 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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.

(a) 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				Total
	Land	Buildings	Other property, plant and equipment	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'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.

(a) '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
<hr/>		
	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.

- (a) Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025-2026.
- (b) Excludes Departmental Capital Budget (DCB).
- (c) Estimated External Revenue receipts under section 74 of the PGPA Act.
- (d) Departmental capital budgets are not separately identified in Appropriation Bill (No. 1) and 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'.
- (e) 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.
- (f) Amounts credited to the special account(s) from ACMA's annual and special appropriations.
- (g) 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.

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

Section 2: Outcomes and planned performance

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

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

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan for the 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 appropriations	159,475	166,635	161,270	157,752	153,845
Section 74 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.

- (a) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act 2013.
- (b) Expenses not requiring appropriation in the Budget year are made up of depreciation expenses and amortisation expenses.
- (c) 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.
- (d) Appropriation receipts to the Online Safety Special Account excludes section 74 revenue and Departmental Capital Budget (DCB).
- (e) 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

(a) 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
	<i>The ACMA's communications content and services compliance activities are informed by a risk-based assessment of harm</i>	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
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(a) 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
	<i>Number of Be Connected learners who meaningfully engage with resources on beconnected.esafety.gov.au^(b)</i>	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
	<i>Proportion of users satisfied with the assistance received through the Technology Facilitated Abuse (TFA) support service^(c)</i>	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	<i>Proportion of adult cyber abuse complaints where action is taken^(d)</i>	At least 80%
	<i>Proportion of cyberbullying complaints where action is taken^(d)</i>	At least 80%
	<i>Proportion of image-based abuse complaints where action is taken^(d)</i>	At least 80%
	<i>Proportion of critical Online Content Scheme investigations actioned within two business days^(d)</i>	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
	<i>Publication of transparency summaries in relation to responses received to reporting notices or information requests under the Basic Online Safety Expectations^(e)</i>	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
	<i>Implementation of the social media minimum age requirements for Australian children under the age of 16.</i>	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

- (a) New or modified performance measures that reflect new or materially changed programs are shown in italics.
- (b) 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.
- (c) 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.
- (d) 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.
- (e) 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.

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

(b) Applies to 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	(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.

(a) 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				Total
	Land	Buildings	Other property, plant and equipment	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'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.

(a) '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.

(a) 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.

- (a) 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.

- (a) 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.
- (b) 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.
- (c) 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.

(a) 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	<ul style="list-style-type: none"> • 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.	<p>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</p>	<p>Target: 75% of recent graduates applying the skills they learnt in their AFTRS course professionally</p> <p>Target: 10 industry training partnerships</p> <p>Target: Annual consultation with industry stakeholders, including industry Advisory Panels and triennial skills survey</p>
	<p>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</p>	<p>Target: 2 disseminated industry research projects.</p>
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.

(a) 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	Asset revaluation reserve	Total equity
	\$'000	\$'000	\$'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.

(a) 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			Total
	Buildings	Other property, plant and equipment	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'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.

(a) '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 <i>Australian Maritime Safety Authority Act 1990</i> ^(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.

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

(b) 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*.

(c) 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.

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

Section 2: Outcomes and planned performance

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

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

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance 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 Affairs' 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					
<i>Australian Maritime Safety Authority Act 1990</i>	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					
<i>Australian Maritime Safety Authority Act 1990</i>	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 (<i>Appropriation Bill No. 1</i>)	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.

(a) 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.

<p>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</p>		
<p>Program 1.1 Seafarer and ship safety, environment protection and search and rescue.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Vision: Safe and clean seas, saving lives.</p> <p>Mission: Ensuring safe vessel operations, combatting marine pollution, and rescuing people in distress.</p>		
<p>Key Activities^(a)</p>	<ul style="list-style-type: none"> ● 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 	
<p>Year</p>	<p>Performance Measures^(b)</p>	<p>Expected Performance Results</p>
<p>Current Year 2024–25</p>	<p>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</p>	<p>Target: ≤1.5% Expected result: 0.98%</p>
	<p>Timeliness of response to significant^(d) oil spill incidents</p>	<p>Target: within 4 hours of notification Expected result: Achieved</p>
	<p>Coordinate responses within the Australian Search and Rescue (SAR) region to save as many lives as possible of those at risk</p>	<p>Target: 100% Expected result: 99%</p>

Year	Performance Measures ^(b)	Planned Performance Results
Budget year 2025–26	Safety of foreign-flagged ships and Australian-flagged ships (under the <i>Navigation Act 2021</i>) 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

- (a) 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.
- (b) 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.
- (c) 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.
- (d) 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.

(a) 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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.

(a) 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				Total
	Land	Buildings	Other property, plant and equipment	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'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.

(a) '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 place.*

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.

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

(b) 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			

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

(a) 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.

- (a) 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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	39,556
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
<i>Provided for:</i>					
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.

(a) Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.

(b) 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					Total
	Land	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2025						
Gross book value	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.

- (a) '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)
- (b) '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.

- (a) Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 1) 2025-26.
- (b) 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).
- (c) Excludes Departmental Capital Budget (DCB).
- (d) Estimated External Revenue receipts under section 74 of the PGPA Act.
- (e) 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.

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

Section 2: Outcomes and planned performance

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			

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

(b) Expenses not requiring appropriation in the Budget year 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	<ul style="list-style-type: none"> 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.

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

(b) Applies 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	(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
<i>Provided for:</i>					
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.

(a) 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				Total \$'000
	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'000	
As at 1 July 2025					
Gross book value	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.

- (a) '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		
<i>Aviation Fuel Revenues (Special Appropriation) Act 1988</i>	131,016	129,841
<i>RPAS under s46A(4) of the Civil Aviation Act 1988</i>	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.

(a) 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.

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

Section 2: Outcomes and planned performance

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

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

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance 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					
<i>Aviation Fuel Revenues (Special Appropriation) Act 1988</i>	129,200	130,200	133,400	137,200	141,200
<i>RPAS under s46A(4) of the Civil Aviation Act 1988</i>	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					
Regulatory fees	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.

(a) 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.

<p>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</p>	
<p>Program 1.1 – Civil Aviation Safety Authority The following three objectives represent the regulatory services produced by the program in delivering its outcome.</p> <p>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 <i>Civil Aviation Act 1988</i> 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.</p> <p>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.</p> <p>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.</p>	
<p>Key Activities</p>	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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)}

(a) 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.

(b) The target for this performance measure changes each year.

(c) 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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			Total \$'000
	Buildings \$'000	Other property, plant and equipment \$'000	Computer software and intangibles \$'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.

(a) 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/>

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)	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ 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 - <i>Revive</i>, including investments for: <ul style="list-style-type: none"> ○ 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

(a) 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.

(a) 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	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'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.

(a) 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				Total \$'000
	Land \$'000	Buildings \$'000	Other property, plant and equipment \$'000	Computer software and intangibles \$'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.

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

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.

(a) 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.

- (a) 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*.
- (b) Ongoing funding from 2026-27 will be subject to future Government considerations.
- (c) 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	<p>Under current funding arrangements, consistent with its Statement of Expectations, the Authority will:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>	
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.

(a) 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	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'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.

(a) '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 (the Review) and Government response, 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.

(a) 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)					
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.

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

Section 2: Outcomes and planned performance

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

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

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan for IA can be found at:
<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

(a) Additional products and functions have been added to reflect the changes to IA's legislation in December 2023.

(b) 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.

(a) 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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.

(a) 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		Total
	Buildings	Other property, plant and equipment	
	\$'000	\$'000	\$'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.

- (a) '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.

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

(b) Excludes Departmental Capital Budget (DCB).

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

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

(e) 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>

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

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

(b) Expenses not requiring appropriation in the Budget year 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: <ul style="list-style-type: none"> • 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 items digitised 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.

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

(b) Applies 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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.

(a) Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.

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

(c) 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				Total \$'000
	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'000	
As at 1 July 2025					
Gross book value	-	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.

(a) '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.

- (d) Departmental Capital budgets are not separately identified in Appropriation Bill (No. 1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details on capital budgets. For accounting purposes, capital budget appropriations have been designated as a 'contribution by owner'.
- (e) Administered capital budgets are not separately identified in Appropriation Bill (No. 1) and form part of ordinary annual services items. Please refer to Table 3.10 for further details. For accounting purposes, this amount is designated as a 'contribution by owner'.
- (f) Appropriation Bill (No. 2) 2025-26 and Supply Bill (No. 2) 2025-26.

1.3 Budget measures

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

Table 1.2: NCA 2025–26 Budget measures

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

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

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

- (a) This is a cross portfolio measure. The full measure description and package details appear in the Budget Paper No. 2 as 'various agencies' under the cross portfolio section.

Section 2: Outcomes and planned performance

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

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

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan for the NCA can be found at:
[NCA Corporate Plan 2024-25 to 2027-28 | National Capital Authority \(nca.gov.au\)](#)

The most recent annual performance statement can be found at:

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

2.1 Budgeted expenses and performance for Outcome 1

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

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1 (continued)

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

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

(b) Expenses not requiring appropriation in the Budget year is made up of depreciation, amortisation expenses, expenses related to the write down of assets, resources received free of charge, principal payments on lease liabilities and movements with no appropriation impacts.

Table 2.1.2: Performance measures for Outcome 1

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

Outcome 1: To shape Canberra as a capital that all Australians can be proud of by ensuring it is well planned, managed and promoted, consistent with its enduring national significance		
Program 1.1 – Planning and designing areas of special national importance in Canberra and raising community awareness by ensuring that the National Capital is planned and promoted consistent with its enduring national significance.		
Key Activities	During 2025–26 and the forward years, the NCA will: <ul style="list-style-type: none"> • continue to develop and implement a comprehensive planning framework for the Australian Capital Territory • keep the National Capital Plan (the Plan) under constant review and, when required, propose, draft and consult on amendments to the Plan • assess and manage applications to undertake works in Designated Areas to ensure that they are in accordance with the Plan • provide, with Ministerial approval, consultancy services either within Australia or overseas • maintain, manage and promote the use of NCA land and other assets • develop and manage the NCA's visitor services and attractions • foster an awareness of Canberra's role as Australia's National Capital. 	
Year	Performance Measures	Expected Performance Results
Current Year 2024–25	At least 80% of Works Approval applications processed are assessed against the National Capital Plan within 15 working days	Target: 80% Expected outcome: 78% Target at risk ^(a)
	Visitor satisfaction rating of at least 90% across NCA managed attraction	Target: 90% Expected outcome: 94% Target expected to be met
Year	Performance Measures	Planned Performance Results
Budget Year 2025–26	At least 80% of Works Approval applications processed are assessed against the National Capital Plan within 15 working days	Target: 80%
	Visitor satisfaction rating of at least 90% across NCA managed attractions	Target: 90%
Forward Estimates 2026–29	As per FY2025-26	As per FY2025-26

Program 1.2 – To facilitate the proper management and enhancement of National Land.		
Key Activities	During 2025–26 and the forward years, the NCA will: <ul style="list-style-type: none"> propose, develop and renew assets on National Land in accordance with their national significance. hold appropriate levels of insurance cover for the main risks associated with assets on National Land. implement and manage detailed asset maintenance plans that address the severity of asset conditions. 	
Year	Performance Measures	Expected Performance Results
Current Year 2024–25	At least 90% of capital improvements are actioned within target timeframes	Target: 90% Expected outcome: 100% Target expected to be met
	At least 90% of maintenance issues are address within target timeframes, in accordance with safety, risk and priority	Target: 90% Expected outcome: 94% Target expected to be met
Year	Performance Measures	Planned Performance Results
Budget Year 2025–26	At least 90% of capital improvements are actioned within target timeframes	Target: 90%
	At least 90% of maintenance issues are address within target timeframes, in accordance with safety, risk and priority	Target: 90%
Forward Estimates 2026–29	As per FY2025-26	As per FY2025-26

(a) Works Approval performance target at risk due to the number and complexity of applications.

Section 3: Budgeted financial statements

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

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

Departmental

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

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

Administered

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

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

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

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

3.2 Budgeted financial statements tables

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

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

Prepared on Australian Accounting Standards basis.

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

(b) Applies to leases under AASB 16 Leases.

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

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

Prepared on Australian Accounting Standards basis.

(a) Includes ROU assets as defined under AASB16 Leases.

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

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

Prepared on Australian Accounting Standards basis.

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

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

Prepared on Australian Accounting Standards basis.

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

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

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

Prepared on Australian Accounting Standards basis.

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

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

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>.

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.

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

(b) 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			

(a) 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	<ul style="list-style-type: none"> • 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 <i>Media & Me</i> and develop and deliver <i>Media & Me</i> 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 <i>Media & Me</i> by 15%
Forward Estimates 2026-29	As per 2025-26	<p>Engage with Aboriginal and/or Torres Strait Islander communities to preserve, digitise and return knowledge to Country</p> <p>Continue to accession a target number of items into the collection</p> <p>AVA infrastructure enhances capacity to digitise at-risk material</p> <p>Continued growth in online and in person engagement with the collection</p> <p>Efficient and effective services for audiovisual creatives encourage use of the collection</p> <p>Continue to increase earned and contributed to revenue</p> <p>Implement long term nitrate storage solution</p> <p>Media literacy programs equip primary and secondary students with the skills to critically analyse media and safely navigate an increasingly digital world</p>

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.

(a) 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.

(b) 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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
<i>Provided for:</i>					
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.

(a) 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					Total \$'000
	Land \$'000	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'000	
As at 1 July 2025						
Gross book value	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.

(a) '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.

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

(b) 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			

(a) 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	<ul style="list-style-type: none"> • 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	<p>Target: 15 new partnerships are established across Australia for Sharing the National Collection</p> <p>Target expected to be met</p> <p>Target: 80% of visitors are quite or highly satisfied</p> <p>Target expected to be met</p> <p>95% of visitors attending major exhibitions are quite or highly satisfied</p> <p>Target expected to be met</p> <p>Two (2) new partnerships are established to advance First Nations art internationally</p> <p>Target expected to be met</p>
	Capability: The National Gallery ambition is realised	<p>Philanthropic support increases by 2%</p> <p>Target met</p> <p>The Sculpture Garden Project design and development phase is implemented</p> <p>Target not expected to be met</p>
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	<p>Total audience to the national collection exceeds 2,050,000</p> <p>Unique website sessions exceed 2,000,000</p> <p>Total student attendance of learning programs exceeds 62,000</p>
	Distinct Identity: The National Cultural Policy is supported	<p>15 new partnerships are established across Australia for Sharing the National Collection</p> <p>>80% of visitors are quite or highly satisfied</p> <p>>95% of visitors attending major exhibitions are quite or highly satisfied</p> <p>Two (2) new partnerships are established to advance First Nations art internationally</p>

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.

(a) 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.

(b) 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.

(a) Includes both current Appropriation Bill (No. 2) Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.

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

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

	Asset Category					Total
	Land	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2025						
Gross book value	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.

(a) '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).

(b) '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 – *Revoice: 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.

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

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

(c) 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			

(a) 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	<ul style="list-style-type: none"> • 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 with communities by delivering 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 to harness 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.

(a) 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.

(b) Applies to leases under AASB 16 Leases.

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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				
Closing balance attributable to the Australian Government	1,204,363	255,268	10,353	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
<i>Provided for:</i>					
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.

(a) Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.

(b) 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					Total \$'000
	Land \$'000	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'000	
As at 1 July 2025						
Gross book value	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.

- (a) '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).
- (b) '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.

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

(b) 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			

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

(a) 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.

(b) Applies to leases under AASB 16 Leases.

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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
<i>Provided for:</i>					
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.

- (a) Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
- (b) 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					Total
	Land	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2025						
Gross book value	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.

(a) '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 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.

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

(b) 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			

(a) 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: <ul style="list-style-type: none"> • 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	Target: 2+ (including 1 First Nations sitter) Target expected to be met
	Commissioned works of art	
	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.

- (a) 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	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					
Total 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	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
<i>Provided for:</i>					
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					Total \$'000
	Land \$'000	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'000	
As at 1 July 2025						
Gross book value	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.

- (a) '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).
- (b) '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.

(a) 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: <ul style="list-style-type: none"> 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 <i>National Transport Reform Implementation Monitoring Report</i> 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.

(a) 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	Total equity
	\$'000	\$'000
Opening balance as at 1 July 2025		
Balance carried forward from previous period	5,818	5,818
<i>Adjusted opening balance</i>	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.

(a) 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	Other property, plant and equipment	Total
	\$'000	\$'000	\$'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.

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

(b) 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)					
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.

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

Section 2: Outcomes and planned performance

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

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

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan for 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.

(a) 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.

(a) 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		
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.

- (a) '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.

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

(b) 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			

(a) 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.

<p>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</p>		
<p>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.</p>		
<p>Key Activities</p>	<p>The Program will be delivered in the following ways:</p> <ul style="list-style-type: none"> • 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 	
<p>Year</p>	<p>Performance Measures</p>	<p>Expected Performance Results</p>
<p>Current Year 2024–25</p>	<p>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</p>	<p>270,000 onsite visitors Target expected to be met</p> <p>42,000 visitors offsite and to touring exhibitions Target expected to be met</p> <p>880,000 number of visits to the website Target expected to be met</p>
	<p>Deliver onsite, online and offsite programs and resources for primary and secondary schools and teachers</p>	<p>82,000 onsite and offsite students and teachers Target expected to be met</p> <p>310,000 students and teachers participating in virtual and online resources Target expected to be met</p>

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.

(a) 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.

(b) Applies to leases under AASB 16 Leases.

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	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
<i>Provided for:</i>					
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.

(a) Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.

(b) 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				Total \$'000
	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'000	
As at 1 July 2025					
Gross book value	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.

- (a) Includes equity injection appropriations provided through Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 2), including Collection Development Acquisition Budgets (CDABs).
- (b) '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* (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
Average staffing level (number)	105	105

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) 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.

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

Section 2: Outcomes and planned performance

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

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

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan for 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			

(a) 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 – 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: <ul style="list-style-type: none"> Engage, educate and inspire Lead and collaborate 	
Year	Performance Measures	Expected Performance Results
Current Year 2024–25	Engage, educate and inspire – increase engagement 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: <ul style="list-style-type: none"> 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 – increase engagement 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: <ul style="list-style-type: none"> • 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.

(a) 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	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'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.

(a) 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			Total \$'000
	Buildings \$'000	Other property, plant and equipment \$'000	Computer software and intangibles \$'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.

(a) '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.

(a) 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 new measures 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: <ul style="list-style-type: none"> • 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.

(a) 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	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'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				Total \$'000
	Land \$'000	Buildings \$'000	Other property, plant and equipment \$'000	Computer software and intangibles \$'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

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

Term	Meaning
	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 <i>Public Service Act 1999</i> .
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.

Term	Meaning
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.

Term	Meaning
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 <i>Federal Financial Relations Act 2009</i> (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.

Term	Meaning
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.
<i>Public Governance, Performance and Accountability Act 2013</i> (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.

Term	Meaning
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)	<p>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.</p> <p>Standing appropriations are a sub-category consisting of ongoing special appropriations - the amount appropriated will depend on circumstances specified in the legislation.</p>
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	<i>Australian Maritime Safety Authority Act 1990</i>
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

Acronym	Meaning
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

Acronym	Meaning
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	<i>Federal Financial Relations Act 2009</i>
FTA	Free-to-air
GBR	Great Barrier Reef
GGG	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

Acronym	Meaning
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	<i>Northern Australia Infrastructure Facility Act 2016</i>
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

Acronym	Meaning
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	<i>Australian Capital Territory (Planning and Land Management) Act 1988</i>
PB Statements	Portfolio Budget Statements
PFAS	Per-and Polyfluoroalkyl Substances
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>

Acronym	Meaning
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	<i>Special Broadcasting Service Act 1991</i>
SCP	Stronger Communities Program
SVOD	Subscription Video on Demand
TAS	Tasmania
TCS	Trove Collaborative Services
TFA	Technology Facilitated Abuse
The ABC Act	<i>Australian Broadcasting Corporation Act 1983</i>
The HSRA Act	<i>High Speed Rail Authority Act 2022</i>
The NTC Act	<i>National Transport Commission Act 2003</i>

Acronym	Meaning
TSI Act	<i>Transport Safety Investigation Act 2003</i>
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