

# **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 15<sup>th</sup> 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
<b>Opening balance/cash reserves at 1 July</b>	<b>4,482</b>	<b>4,997</b>
<b>Funds from Government</b>		
Annual appropriations - ordinary annual services <sup>(a)</sup>		
Outcome 1	13,247	13,395
Total annual appropriations	13,247	13,395
<b>Total funds from Government</b>	<b>13,247</b>	<b>13,395</b>
<b>Funds from other sources</b>		
Interest	746	458
Other		
<b>Total funds from other sources</b>	<b>746</b>	<b>458</b>
<b>Total net resourcing for Infrastructure Australia</b>	<b>18,475</b>	<b>18,850</b>
	2024-25	2025-26
<b>Average staffing level (number)</b>	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
<b>Payment measures</b>						
Savings from External Labour - extension <sup>(a)</sup>	1.1					
Departmental payments		-	-	-	-	(183)
<b>Total</b>		-	-	-	-	<b>(183)</b>
<b>Total payment measures</b>						
Departmental		-	-	-	-	(183)
<b>Total</b>		-	-	-	-	<b>(183)</b>

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
<b>Program 1.1: Infrastructure Australia</b>					
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
<b>Total expenses for Program 1.1</b>	<b>13,993</b>	<b>13,853</b>	<b>14,070</b>	<b>14,242</b>	<b>14,226</b>
<b>Outcome 1 Totals by resource type</b>					
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
<b>Total expenses for Outcome 1</b>	<b>13,993</b>	<b>13,853</b>	<b>14,070</b>	<b>14,242</b>	<b>14,226</b>
	2024-25	2025-26			
<b>Average staffing level (number)</b>	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.

<b>Outcome 1</b> – 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		
<b>Program 1.1</b> – 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.		
<b>Key Activities<sup>(a)</sup></b>	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	
<b>Year</b>	<b>Performance Measures</b>	<b>Expected Performance Results</b>
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
<b>Year</b>	<b>Performance Measures<sup>(b)</sup></b>	<b>Planned Performance Results</b>
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
<b>EXPENSES</b>					
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
<b>Total expenses</b>	<b>13,825</b>	<b>13,853</b>	<b>14,070</b>	<b>14,242</b>	<b>14,226</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Sale of goods and rendering of services	84	-	-	-	-
Interest	494	458	458	458	458
<b>Total own-source revenue</b>	<b>578</b>	<b>458</b>	<b>458</b>	<b>458</b>	<b>458</b>
<b>Total own-source income</b>	<b>578</b>	<b>458</b>	<b>458</b>	<b>458</b>	<b>458</b>
<b>Net (cost of)/contribution by services</b>	<b>(13,247)</b>	<b>(13,395)</b>	<b>(13,612)</b>	<b>(13,784)</b>	<b>(13,768)</b>
Revenue from Government	13,247	13,395	13,612	13,784	13,768
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Note: Impact of net cash appropriation arrangements</b>					
<b>Total comprehensive income/(loss)- as per statement of Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
plus: depreciation/amortisation expenses for ROU assets <sup>(a)</sup>	1,035	391	391	391	391
less: lease principal repayments <sup>(a)</sup>	(1,142)	(566)	(701)	(729)	(758)
<b>Net Cash Operating Surplus/(Deficit)</b>	<b>(107)</b>	<b>(175)</b>	<b>(310)</b>	<b>(338)</b>	<b>(367)</b>

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
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	4,997	5,681	5,657	5,661	5,667
Trade and other receivables	39	31	31	31	31
<b>Total financial assets</b>	<b>5,036</b>	<b>5,712</b>	<b>5,688</b>	<b>5,692</b>	<b>5,698</b>
<b>Non-financial assets</b>					
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
<b>Total non-financial assets</b>	<b>3,709</b>	<b>3,068</b>	<b>2,411</b>	<b>1,754</b>	<b>1,037</b>
<b>Total assets</b>	<b>8,745</b>	<b>8,780</b>	<b>8,099</b>	<b>7,446</b>	<b>6,735</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	633	683	683	683	683
Other payables	130	135	135	135	135
<b>Total payables</b>	<b>763</b>	<b>818</b>	<b>818</b>	<b>818</b>	<b>818</b>
<b>Interest bearing liabilities</b>					
Leases	3,296	2,885	2,204	1,551	840
<b>Total interest bearing liabilities</b>	<b>3,296</b>	<b>2,885</b>	<b>2,204</b>	<b>1,551</b>	<b>840</b>
<b>Provisions</b>					
Employee provisions	1,417	1,767	1,767	1,767	1,767
Other provisions	122	163	163	163	163
<b>Total provisions</b>	<b>1,539</b>	<b>1,930</b>	<b>1,930</b>	<b>1,930</b>	<b>1,930</b>
<b>Total liabilities</b>	<b>5,598</b>	<b>5,633</b>	<b>4,952</b>	<b>4,299</b>	<b>3,588</b>
<b>Net assets</b>	<b>3,147</b>	<b>3,147</b>	<b>3,147</b>	<b>3,147</b>	<b>3,147</b>
<b>EQUITY</b>					
<b>Parent entity interest</b>					
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
<b>Total equity</b>	<b>3,147</b>	<b>3,147</b>	<b>3,147</b>	<b>3,147</b>	<b>3,147</b>

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
<b>Opening balance as at 1 July 2025</b>				
Balance carried forward from previous period	4,435	(25)	(1,263)	3,147
<b>Adjusted opening balance</b>	<b>4,435</b>	<b>(25)</b>	<b>(1,263)</b>	<b>3,147</b>
<b>Estimated closing balance as at 30 June 2026</b>	<b>4,435</b>	<b>(25)</b>	<b>(1,263)</b>	<b>3,147</b>
<b>Closing balance attributable to the Australian Government</b>	<b>4,435</b>	<b>(25)</b>	<b>(1,263)</b>	<b>3,147</b>

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
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Appropriations	13,247	13,395	13,612	13,784	13,768
Interest	494	458	458	458	458
Net GST received	38	8	-	-	-
Other	252	-	-	-	-
<b>Total cash received</b>	<b>14,031</b>	<b>13,861</b>	<b>14,070</b>	<b>14,242</b>	<b>14,226</b>
<b>Cash used</b>					
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
<b>Total cash used</b>	<b>12,110</b>	<b>12,676</b>	<b>13,348</b>	<b>13,520</b>	<b>13,504</b>
<b>Net cash from/(used by) operating activities</b>	<b>1,921</b>	<b>1,185</b>	<b>722</b>	<b>722</b>	<b>722</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash used</b>					
Purchase of property, plant and equipment and intangibles	264	90	65	65	5
<b>Total cash used</b>	<b>264</b>	<b>90</b>	<b>65</b>	<b>65</b>	<b>5</b>
<b>Net cash from/(used by) investing activities</b>	<b>(264)</b>	<b>(90)</b>	<b>(65)</b>	<b>(65)</b>	<b>(5)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash used</b>					
Principal payments on lease liability	1,142	411	681	653	711
<b>Total cash used</b>	<b>1,142</b>	<b>411</b>	<b>681</b>	<b>653</b>	<b>711</b>
<b>Net cash from/(used by) financing activities</b>	<b>(1,142)</b>	<b>(411)</b>	<b>(681)</b>	<b>(653)</b>	<b>(711)</b>
<b>Net increase/(decrease) in cash held</b>	<b>515</b>	<b>684</b>	<b>(24)</b>	<b>4</b>	<b>6</b>
Cash and cash equivalents at the beginning of the reporting period	4,482	4,997	5,681	5,657	5,661
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>4,997</b>	<b>5,681</b>	<b>5,657</b>	<b>5,661</b>	<b>5,667</b>

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

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
<b>As at 1 July 2025</b>			
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)
<b>Opening net book balance</b>	<b>3,285</b>	<b>181</b>	<b>3,466</b>
<b>Capital asset additions</b>			
<b>Estimated expenditure on new or replacement assets</b>			
By purchase – appropriation ordinary annual services <sup>(a)</sup>	-	125	125
<b>Total additions</b>	<b>-</b>	<b>125</b>	<b>125</b>
<b>Other movements</b>			
Depreciation/amortisation expense	(252)	(123)	(375)
Depreciation/amortisation on ROU assets	(391)	-	(391)
<b>Total other movements</b>	<b>(643)</b>	<b>(123)</b>	<b>(766)</b>
<b>As at 30 June 2026</b>			
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)
<b>Closing net book balance</b>	<b>2,642</b>	<b>183</b>	<b>2,825</b>

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