

PORTFOLIO BUDGET STATEMENTS 2026–27
BUDGET RELATED PAPER NO. 1.13

PRIME MINISTER AND CABINET PORTFOLIO

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

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ASSISTANT MINISTER TO THE PRIME MINISTER

**PARLIAMENT HOUSE
CANBERRA 2600**

President of the Senate
Australian Senate
Parliament House
CANBERRA ACT 2600

Speaker
House of Representatives
Parliament House
CANBERRA ACT 2600

Dear President

Dear Mr Speaker

I hereby submit the Portfolio Budget Statements in support of the 2026–27 Budget for the Prime Minister and Cabinet portfolio.

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

I present these statements to provide accountability to the Parliament and, through it, the public.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Patrick Gorman', with a long horizontal flourish extending to the right.

Patrick Gorman

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nfp	not for publication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 Finance Officer, Department of the Prime Minister and Cabinet on (02) 6271 5111.

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 *2026–27 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) 2026–2027 (or Appropriation (Parliamentary Departments) Bill (No. 1) 2026–2027 for the parliamentary departments) and related Supply Bills where they exist applicable to the 2026–27 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.

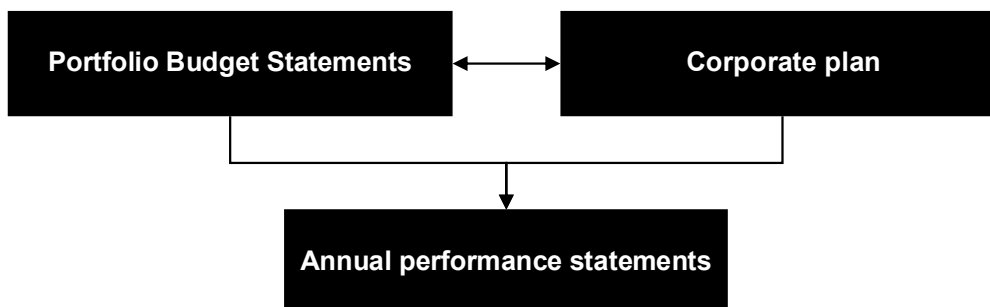
As required under section 12 of the *Charter of Budget Honesty Act 1998*, only entities within the general government sector are included as part of the Commonwealth general government sector fiscal estimates and produce PB Statements where they receive funding (either directly or via portfolio departments)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



<p>Portfolio Budget Statements (typically in May) Portfolio based</p> <p>Supports Annual Appropriations. Informs senators and members of parliament of the proposed allocations of other resources to government outcomes and programs.</p> <p>Provides links to relevant programs undertaken by other Commonwealth entities.</p> <p>Provides high-level performance information for current, ongoing programs.</p> <p>Provides detailed performance information for proposed new budget measures that require a new program or significantly change an existing program.</p> <p>Links to the corporate plan through reporting key activities.</p>	<p>Corporate plan (by 31 August) Entity based</p> <p>Primary planning document of a Commonwealth entity.</p> <p>Sets out the purposes of the entity and the key activities it will undertake to achieve its purposes, over a minimum 4-year period.</p> <p>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.</p> <p>Explains how the entity's performance will be measured and assessed.</p>
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<p>Annual performance statements (October in the following year) Entity based</p> <p>Included in the Commonwealth entity's annual report.</p> <p>Reports on the actual performance results for the reporting year as set out in the corporate plan and Portfolio Budget Statements.</p> <p>Provides an analysis of the factors that may have contributed to the entity's performance results.</p>
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Portfolio overview

Prime Minister and Cabinet Portfolio Overview

Ministers and portfolio responsibilities

The role of the Prime Minister and Cabinet portfolio is to provide advice and support to the Prime Minister, the Cabinet, Portfolio Ministers and Assistant Ministers on matters that are at the forefront of public policy and government administration.

The principal responsibilities of the Department of the Prime Minister and Cabinet include:

- advice to the Prime Minister on policy and implementation across government
- assistance to the Prime Minister in managing the Cabinet and National Cabinet programs
- ensuring high quality and evidence-based analysis is provided to decision makers
- convening and supporting taskforces to coordinate and drive government policies
- women's policies, leadership and development strategy, to support women's equality, safety, economic security, and health and wellbeing
- international and national security policy coordination
- intergovernmental relations and communications with state and territory governments
- coordination of government administration
- Australian honours and symbols policy
- official and ceremonial support
- official establishments, ownership and property management of the Prime Minister's official residences
- policy settings for whole of Government crisis coordination arrangements as outlined in the Australian Government Crisis Management Framework.

The principal responsibilities of the Prime Minister and Cabinet portfolio include:

- Australian Government Aboriginal and Torres Strait Islander policy, programs and service delivery
- improving results for Aboriginal and Torres Strait Islander people through enhanced Indigenous economic rights to support economic independence, the provision of improved access to education, employment, health, wellbeing and other services, as well as the maintenance of cultural identity
- coordination and evaluation of Australia's foreign intelligence activities
- implementing the Australian Government's workplace relations policy to ensure the Australian Public Service (APS) continues to be a model employer and employer of choice

- improving APS people management, capability development and culture including as part of the APS Reform Program
- supporting regional economic transformation as Australia decarbonises and the energy system changes by engaging with a range of stakeholders to help key regions, industries, and employers proactively manage the transformation
- support to the Governor-General to perform their official duties, and
- promoting and improving workplace gender equality in Australian workplaces.

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

The Portfolio comprises the following non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth Companies under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Non-corporate Commonwealth entities under the PGPA Act:

- Department of the Prime Minister and Cabinet
- Australian National Audit Office
- Australian Public Service Commission
- National Indigenous Australians Agency
- Office of National Intelligence
- Office of the Official Secretary to the Governor-General
- Workplace Gender Equality Agency

Corporate Commonwealth entities under the PGPA Act:

- Aboriginal Investment Northern Territory
- Australian Institute of Aboriginal and Torres Strait Islander Studies
- Indigenous Business Australia
- Indigenous Land and Sea Corporation
- Northern Territory Land Councils
 - Anindilyakwa Land Council
 - Central Land Council
 - Northern Land Council
 - Tiwi Land Council
- Torres Strait Regional Authority
- Wreck Bay Aboriginal Community Council

Commonwealth Companies under the PGPA Act:

- Aboriginal Hostels Limited
- National Australia Day Council Limited
- Outback Stores Pty Ltd

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

The **Department of the Prime Minister and Cabinet (PM&C)** is a non-corporate Commonwealth entity subject to the PGPA Act. The Department provides support to the Prime Minister, the Cabinet, Portfolio Ministers and Assistant Ministers to achieve a coordinated, coherent and innovative approach to the development and implementation of government policies.

Aboriginal Hostels Limited (AHL) is a Commonwealth not-for-profit company limited by guarantee and is subject to the *Corporations Act 2001*, *Australian Charities and Not-for-profits Commission Act 2012* and the PGPA Act. Through a national network of accommodation facilities, AHL provide culturally safe and affordable accommodation that supports First Nations people to access services and economic opportunities.

Aboriginal Investment NT, formerly the Northern Territory Aboriginal Investment Corporation (NTAIC) is a corporate Commonwealth entity established by the *Aboriginal Land Rights (Northern Territory) Act 1976* (ALR Act). An independent Board oversees Aboriginal Investment NT which represents a new era of land rights for Aboriginal people in the NT. Aboriginal Investment NT will empower Aboriginal people to activate the economic potential of their land and strategically invest in their communities and businesses to promote self-management and economic self-sufficiency, growing wealth for generations to come. Aboriginal Investment NT will use the Aboriginals Benefit Account (ABA) funding to support the economic, cultural, and social aspirations of Aboriginal people in the NT, whilst generating a modest financial return for reinvestment. Aboriginal Investment NT will also administer beneficial grant programs.

The **Aboriginal Land Commissioner** is an independent statutory office holder under the ALR Act. The principal function of the Commissioner is to conduct formal inquiries into applications for claims to traditional Aboriginal land in the Northern Territory and to provide recommendations to the Minister for Indigenous Australians for the grant of land to traditional owners where appropriate.

The **Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS)** is an independent statutory authority established by the *Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989*. AIATSIS is the only national cultural institution solely dedicated to telling the story of Australia's First Nations Peoples through stewardship of a national collection, providing leadership in research and maintenance of a network of collaborations and partnerships.

The **Australian National Audit Office** (ANAO) is a non-corporate Commonwealth entity established under the *Auditor-General Act 1997* and is subject to the PGPA Act. The ANAO assists the Auditor-General in undertaking the performance of functions under the *Auditor-General Act 1997*.

The **Australian Public Service Commission** (APSC) is a non-corporate Commonwealth entity subject to the PGPA Act. It undertakes a central leadership role in providing expertise, guidance and performance monitoring on workforce management strategies. The APSC has a key role in supporting frameworks for a modern and flexible workforce, improving workforce management to support an efficient and effective Australian Public Service (APS), supporting high integrity standards, and fostering improved capability and leadership.

The **Executive Director of Township Leasing** (EDTL) is an independent statutory office holder subject to the PGPA Act. The position was established under the ALR Act to enter into leases of Aboriginal-held land in the Northern Territory on behalf of the Commonwealth, and to administer sub-leases and other rights and interests derived from such leases. The primary function of the EDTL is to hold leases over townships on Aboriginal land in the Northern Territory following agreement between the Commonwealth and the respective Aboriginal Land Council and Land Trust.

Indigenous Business Australia (IBA) is a corporate Commonwealth entity established under the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act) and is subject to the PGPA Act. IBA drives financial inclusion and economic empowerment with Aboriginal and Torres Strait Islander people and communities to achieve economic independence and ensure they are an integral part of the economy. IBA does this through the distribution of capital targeted at home and business ownership, capability development, co-investing with Aboriginal and Torres Strait Islander people in funds that generate financial returns and through sector specific direct investments that provide employment, training and supply chain opportunities.

The **Indigenous Land and Sea Corporation** (ILSC) is a corporate Commonwealth entity established under the ATSI Act and subject to the PGPA Act. The ILSC assists Aboriginal and Torres Strait Islander people to access the economic, social, cultural and environmental benefits the ownership and management of Country (land, fresh water and salt water) can bring. This includes economic self-determination, cultural identity and connection, and the healing of Country. The ILSC's activities are guided by the principles of self-determination, caring for Country and partnership. It provides assistance by direct investment in projects, supporting capability development, and through enabling the establishment of beneficial networks and partnerships, including sector leadership opportunities.

The **National Australia Day Council Limited** (NADC) is a Commonwealth Company that is subject to the PGPA Act. The NADC's mission is to inspire national pride and spirit through a range of activities including Australia Day programs and the Australian of the Year Awards.

The **National Indigenous Australians Agency** (NIAA) was established as an Executive Agency on 1 July 2019. The NIAA is a non-corporate Commonwealth entity subject to the PGPA Act. The NIAA is responsible for leading and coordinating the Commonwealth's policy development, program design and implementation, and service delivery for First Nations peoples. The NIAA provides advice on whole-of-government priorities for Aboriginal and Torres Strait Islander people to the Prime Minister and the Minister for Indigenous Australians.

The **Anindilyakwa Land Council** (ALC), **Central Land Council** (CLC), **Northern Land Council** (NLC) and **Tiwi Land Council** (TLC) are the four Northern Territory Land Councils established under the ALR Act. The Land Councils are subject to the PGPA Act. Each is a corporate Commonwealth entity established to represent Aboriginal interests in a range of processes under the ALR Act.

The **Office of National Intelligence** (ONI) is a non-corporate Commonwealth entity operating under the *Office of National Intelligence Act 2018* and is subject to the PGPA Act. ONI provides assessments on matters of political, strategic or economic significance to Australia, the Prime Minister, senior ministers and senior officials. ONI is also responsible for integration, coordination and evaluation of Australia's national intelligence capabilities.

The **Office of the Official Secretary to the Governor-General** (OOSGG) is a non-corporate Commonwealth entity that supports the Governor-General in the performance of their responsibilities and is subject to the PGPA Act. The position of the Official Secretary to the Governor-General (the Official Secretary) has existed since 1901. The OOSGG was established in December 1984 by amendment to the *Governor-General Act 1974*.

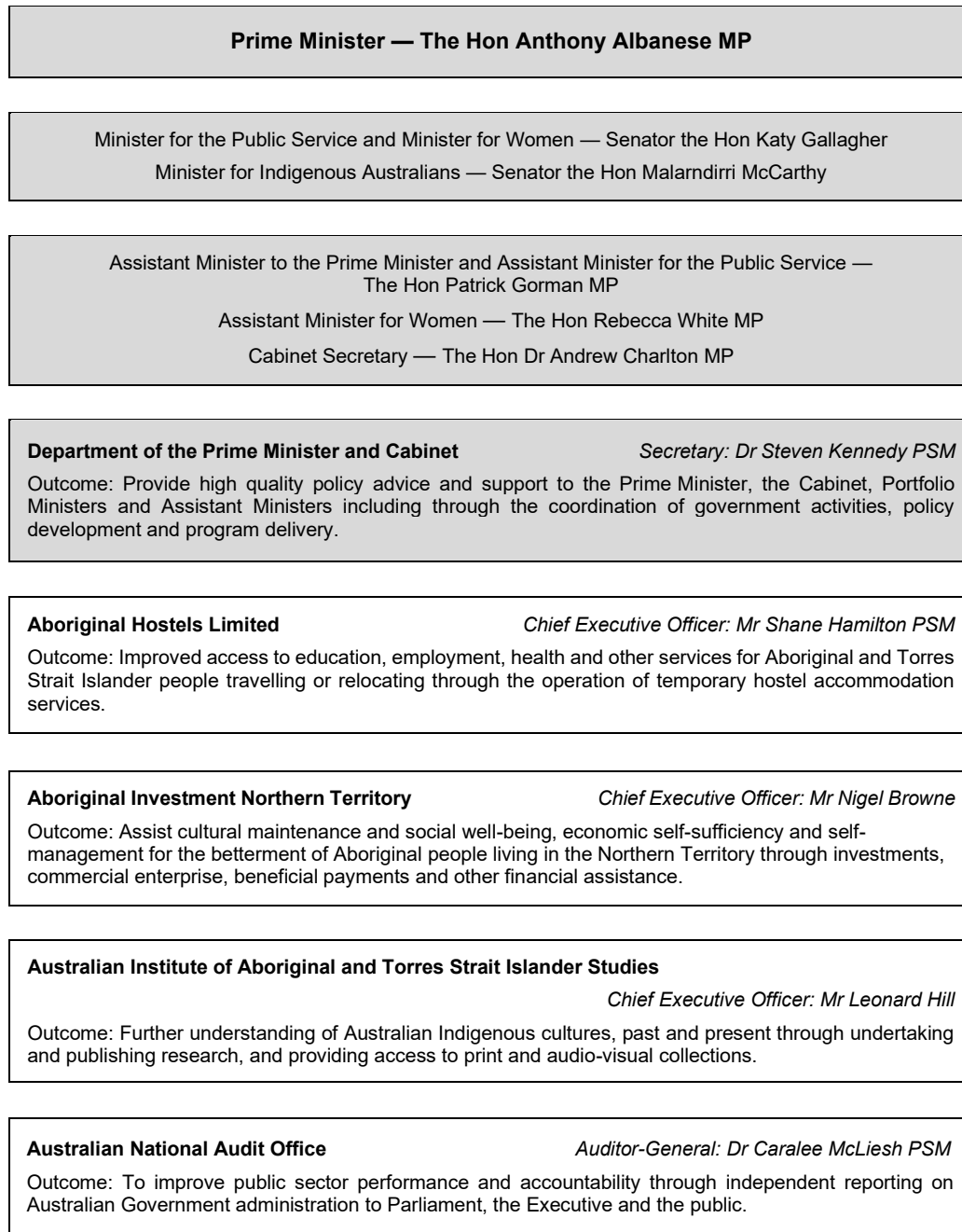
Outback Stores Pty Ltd (OBS) is a Commonwealth company subject to the *Corporations Act 2001* and the PGPA Act. OBS promotes food security, health and employment in remote Indigenous communities by managing community stores. OBS helps Aboriginal and Torres Strait Islander people to improve their standard of living and achieve health goals through increasing access to affordable healthy food and the provision of quality retail management services for community stores.

The **Torres Strait Regional Authority** (TSRA) is a corporate Commonwealth entity established by the ATSI Act and is subject to the PGPA Act. The TSRA formulates, implements and monitors the effectiveness of programs for Torres Strait Islander and Aboriginal people living in the Torres Strait, and also advises the Minister for Indigenous Australians about issues relevant to Torres Strait Islander and Aboriginal people living in the Torres Strait region. The TSRA works to empower Torres Strait Islander and Aboriginal people living in the Torres Strait to determine their own affairs based on the *ailan kastom* (island custom) of the Torres Strait.

The **Workplace Gender Equality Agency** (WGEA) is a non-corporate Commonwealth entity established by the *Workplace Gender Equality Act 2012* (WGE Act) and is subject to the PGPA Act. The WGEA is responsible for promoting and improving gender equality in Australian workplaces and administering the functions of the WGE Act.

The **Wreck Bay Aboriginal Community Council** (WBACC) is a corporate Commonwealth entity established by the Aboriginal Land Grant (Jervis Bay Territory) Act 1986 and is subject to the PGPA Act. The council holds title to land and provides services to the Aboriginal community of Jervis Bay.

Figure 1: Prime Minister and Cabinet portfolio structure and outcomes



Australian Public Service Commission

Acting Commissioner: Dr Subho Banerjee

Outcome: Increased awareness and adoption of best practice public administration by the public service through leadership, promotion, advice and professional development, drawing on research and evaluation.

Indigenous Business Australia

Chief Executive Officer: Mr David Knights

Outcome: Improved economic inclusion and participation to enhance the financial wellbeing and independence of Aboriginal and Torres Strait Islander people through distribution of home and business finance, access to wealth generating opportunities and capability development activities.

Indigenous Land and Sea Corporation

Chief Executive Officer: Mr Joe Morrison

Outcome: Enhanced socio-economic development, maintenance of cultural identity and protection of the environment by Indigenous Australians through the acquisition and management of land, water and water-related rights.

National Australia Day Council Limited

Interim Chief Executive Officer: Todd Ashurst DSM

Outcome: A shared celebration of Australia and Australians through promoting the meaning of and participation in Australia Day and the Australian of the Year Awards.

National Indigenous Australians Agency

Chief Executive Officer: Ms Julie-Ann Guivarra

Outcome: Lead the development and implementation of the Australian Government's agenda to improve the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and communities through working in partnership and effectively delivering programs.

Northern Territory Land Councils

Anindilyakwa Land Council – *Accountable Authority: Ms Cherelle Wurrawilya (Chair) and Mr Kupa Teao (Chief Executive Officer)*

Central Land Council – *Accountable Authority: Mr Warren Williams (Chair) and Mr Lesley Turner (Chief Executive Officer)*

Northern Land Council – *Accountable Authority: Mr Matthew Ryan (Chair) and Mr Yuseph Deen (Chief Executive Officer)*

Tiwi Land Council – *Accountable Authority: Mr Leslie Tungatalum (Chair) and Mr Brenton Toy (Acting Chief Executive Officer)*

Objective: Represent Aboriginal interests in various processes under the *Aboriginal Land Rights (Northern Territory) Act 1976*. The Central Land Council and Northern Land Council are Native Title Representative Bodies under the *Native Title Act 1993*.

Office of National Intelligence

Director-General: Ms Kathy Klugman

Outcome: Advancement of Australia's national interests through increased government awareness of international developments affecting Australia, and integration, coordination and evaluation of Australia's national intelligence capabilities.

Office of the Official Secretary to the Governor-General *Official Secretary: Mr Gerard Martin PSM*

Outcome: The performance of the Governor-General's role is facilitated through organisation and management of official duties, management and maintenance of the official household and property and administration of the Australian Honours and Awards system.

Outback Stores Pty Ltd

Chief Executive Officer: Mr Michael Borg

Objective: To improve access to affordable, healthy food for Indigenous communities, particularly in remote areas, through providing food supply and store management and support services.

Torres Strait Regional Authority

Chief Executive Officer: Mr Charlie Kaddy

Outcome: Progress towards closing the gap for Torres Strait Islander and Aboriginal people living in the Torres Strait Region through development planning, coordination, sustainable resource management, and preservation and promotion of Indigenous culture.

Workplace Gender Equality Agency

Chief Executive Officer: Ms Mary Woldridge

Objective: Promote and improve gender equality in Australian workplaces including through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data.

Wreck Bay Aboriginal Community Council

Chief Executive Officer: Ms Tamara Mitchell

Objective: Established by the *Aboriginal Land Grant (Jervis Bay Territory) Act 1986* to hold title to land and provide council services to the Aboriginal Community of Jervis Bay.

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**Department of the Prime
Minister and Cabinet**

**Entity resources and planned
performance**

Department of the Prime Minister and Cabinet

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Department of the Prime Minister and Cabinet

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Department of the Prime Minister and Cabinet (PM&C) is the centre of the Australian Public Service (APS). We support the Prime Minister, the Cabinet, and portfolio ministers by leading and convening stakeholders across the APS to address our biggest national challenges. Our purpose is to improve the lives of all Australians, advance Australia's interests and keep our country safe and prosperous.

PM&C will support the delivery of government priorities and implementation of policies by applying a whole-of-nation and whole of government perspective. We do this by providing informed, impactful advice; collaborating with our stakeholders and delivering our specialist functions, such as enabling Cabinet operations.

Key focus areas for PM&C include:

- supporting the Prime Minister as Head of Government, Chair of Cabinet, and Chair of the National Cabinet
- supporting the Prime Minister, the Cabinet and our portfolio ministers to prosecute their policy priorities by drawing on our central policy expertise and stakeholder relationships to provide advice on major domestic, international and national security policy issues
- advising the Prime Minister and Minister for Women on women's safety, economic security, workforce participation, leadership and international engagement, and coordinating this work across government
- advising the Prime Minister and the Minister for the Public Service on matters relating to the APS
- supporting the effective functioning of the Government, including National Cabinet and government administration
- monitoring and providing support and advice to other agencies on the implementation of key government initiatives, policies, programs and services
- utilising our taskforce capability to respond quickly to address national emerging issues and crises by promoting whole-of-government coordination

Further details of the objectives and performance evaluation mechanisms attached to this strategy are detailed in Section 2 of this document.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to PM&C 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 entity'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 X' 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: PM&C resource statement – Budget estimates for 2026–27 as at Budget May 2026

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Departmental		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available (b)	32,292	32,292
Departmental appropriation (c)	225,766	220,575
s74 External Revenue (d)	71,965	43,895
Departmental capital budget (e)	33,516	45,290
<i>Total departmental annual appropriations</i>	<i>363,539</i>	<i>342,052</i>
Total departmental resourcing	363,539	342,052
Administered		
Annual appropriations - ordinary annual services		
Prior year appropriations available (b)	9,727	9,727
Outcome 1	44,198	42,279
Administered capital budget (f)	4,560	2,416
Payments to corporate entities (g)	143,929	168,734
Annual appropriations - other services - non-operating (h)		
Payments to corporate entities	37,610	22,978
<i>Total administered annual appropriations</i>	<i>240,024</i>	<i>246,134</i>
<i>Total administered special appropriations</i>	<i>10</i>	<i>10</i>
<i>less payments to corporate entities from annual/special appropriations</i>	<i>(181,539)</i>	<i>(191,712)</i>
Total administered resourcing	58,495	54,432
Total resourcing for PM&C	422,034	396,484
	2025-26	2026-27
Average staffing level (number)	1,222	1,154

Third party payments from and on behalf of other entities

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Receipts received from other entities for the provision of services (disclosed above in s74 External Revenue section above)	71,965	43,895
Payments made to corporate entities within the Portfolio		
Australian Institute of Aboriginal and Torres Strait Islander Studies	41,759	30,123
Indigenous Land and Seas Corporations	10,071	10,499
Indigenous Business Australia	33,616	32,221
Aboriginal Hostels Limited	46,490	60,118
Torres Strait Regional Authority	49,603	58,751

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

- a) The Annual Appropriation amounts appearing for '2025-26 Estimated actual' do not include the Appropriation Bills 2025–26 (No. 5) as this Bill has not been enacted at the time of publication. An amount of \$5.0 million is expected to be received through Appropriation Bill (No. 5) 2025-26. The 2025-26 Portfolio Supplementary Additional Estimates Statements provide detail on these amounts
- b) Excludes \$55.6 million subject to administrative quarantine by 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 and Administered payments to other jurisdictions are not separately identified in Appropriation Bill (No. 1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details. For accounting purposes, this amount has been designated as a 'contribution by owner'.
- f) 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'.
- g) 'Corporate entities' are corporate Commonwealth entities and Commonwealth companies as defined under the PGPA Act.
- h) Appropriation Bill (No. 2) 2026-27.

1.3 Budget measures

Budget measures relating to PM&C are detailed in the *Budget Paper No. 2* and are summarised below.

Table 1.2: PM&C 2026–27 Budget measures

	Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measures						
National Australia Day Council	1.1					
Administered payment		-	10,000	-	-	-
Total		-	10,000	-	-	-
Prime Minister and Cabinet						
Additional Resourcing	1.1					
Administered payment		-	4,934	-	-	-
Departmental payment		-	10,890	3,690	1,720	1,742
Total		-	15,824	3,690	1,720	1,742
Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year extension (a)						
Departmental payment	1.1	-	-	-	-	(8,373)
Total		-	-	-	-	(8,373)
Total payment measures						
Administered		-	14,934	-	-	-
Departmental		-	10,890	3,690	1,720	(6,631)
Total		-	25,824	3,690	1,720	(6,631)

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 measure is a cross portfolio measure. The full measure description and package details appear in the *Budget Paper No. 2* under Cross Portfolio.

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 PM&C can be found at:

<https://www.pmc.gov.au/about-us/accountability-and-reporting/corporate-plans>

The most recent annual performance statement can be found at:

<https://www.pmc.gov.au/about-us/accountability-and-reporting/annual-reports>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Provide high quality policy advice and support to the Prime Minister, the Cabinet, Portfolio Ministers and Assistant Ministers including through coordination of government activities, policy development and program delivery.

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Prime Minister and Cabinet					
Administered expenses					
Compensation and legal expenses	145	152	151	156	160
National Australia Day Council Limited	16,079	16,301	6,474	6,624	6,783
Office for Women	16,925	9,612	9,333	5,476	5,649
Parliament House Briefing Room	2,398	2,456	2,514	2,572	2,634
Prime Minister's Official Residences	2,525	2,622	2,694	2,756	2,823
State occasions and official visits	4,424	9,531	4,722	4,827	4,943
Support to the former					
Governors-General (a)	1,702	1,605	1,513	1,424	1,976
Payments to corporate entities	143,929	168,734	164,239	135,333	123,644
Ordinary annual services (Appropriation Act No. 1 and Bill No. 3)	188,127	211,013	191,640	159,168	148,612
Special appropriations					
<i>Public Governance, Performance and Accountability Act 2013 - s77</i>	10	10	10	10	10
Unwinding of provision for support to the former Governors-General (a)	(868)	(834)	(802)	(3,598)	(1,088)
Expenses not requiring appropriation in the Budget year (b)	6,561	4,597	1,324	13,883	3,638
Administered total	193,830	214,786	192,172	169,463	151,172
Departmental expenses					
Departmental appropriation	230,784	220,575	173,259	174,790	176,693
s74 External Revenue (c)	71,965	43,895	50,301	55,328	58,937
Expenses not requiring appropriation in the Budget year (b)	13,282	17,377	23,775	26,872	26,407
Departmental total	316,031	281,847	247,335	256,990	262,037
Total expenses for program 1.1	509,861	496,633	439,507	426,453	413,209
	2025-26	2026-27			
Average staffing level (number)	1,222	1,154			

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

- The annual expense figures reflect the appropriations provided for the provision for future entitlements for each of the former Governors-General. This is unwound as expenses not requiring appropriations in the Budget year.
- Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses, audit fees, and other services provided free of charge.
- Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 – To support the Prime Minister, the Cabinet and our portfolio ministers to improve the lives of all Australians, advance Australia’s interests, and keep our country safe and prosperous.		
Program 1.1 – Prime Minister and Cabinet		
Program 1.1 contributes to the delivery of Outcome 1 by:		
<ul style="list-style-type: none"> • providing advice, support and services to the Prime Minister, the Cabinet and portfolio ministers • providing effective coordination and leadership across the APS-enterprise for major domestic, international, and national security matters 		
supporting the Cabinet and its committees to facilitate informed decision making.		
Key Activities (a)	<ol style="list-style-type: none"> 1. Provide informed, impactful and timely advice 2. Provide coordination and support for government priorities and initiatives 3. Enable Cabinet operations 	
Year	Performance measures (b)	Expected Performance Results (c)
Current Year 2025–26	Percentage of key stakeholders that are satisfied with PM&C’s advice.	Target: 78%
	Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities.	Target: 78%
	Percentage of key stakeholders satisfied with PM&C’s support to the Cabinet and its committees.	Target: 78%
Year	Performance measures (d)	Planned Performance Results (d)
Budget Year 2026–27	Percentage of key stakeholders that are satisfied with PM&C’s advice.	Target: 79%
	Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities.	Target: 79%
	Percentage of key stakeholders satisfied with PM&C’s support to the Cabinet and its committees.	Target: 79%
Forward Estimates 2027–28 to 2029–30	Performance measures as per 2026–27	Target increases by 1% each year to 80% in 2027–28 (to be maintained for 2029–30).
Material changes to Program 1.1 resulting from 2026–27 Budget Measures: Nil		

- PM&C’s key activities were updated in the Corporate Plan 2025–26.
- PM&C’s performance measures were updated in the Corporate Plan 2025–26.
- These performance measures are assessed via the department’s annual stakeholder satisfaction survey, which is anticipated to be completed in May 2026. The details of PM&C’s performance results for 2025–26 will be reported in the annual performance statements in the PM&C Annual Report 2025–26.
- The department is reviewing its key activities and performance measures for 2026–27. PM&C’s performance measures and targets will be published in the PM&C Corporate Plan 2026–27.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of PM&C's finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

The entity resource statement (Table 1.1) offers a consolidated view of all the resources available to the PM&C in 2026–27 and estimated actuals 2025–26. This excludes funding provisioned in Appropriation Bill No.5 2025–26 which has yet to be enacted. The comprehensive income statement (Table 3.1) shows the budgeted operating appropriations for 2025–26 and across the forward estimates.

3.1.2 Explanatory notes and analysis of budgeted financial statements

Departmental Financial Statements

Revenue from government in 2026–27 is budgeted at \$220.6 million (\$230.8 million in 2025–26). The reduction in revenue from government is due to terminating measures and the move to full cost recovery for Australian Government Consulting. PM&C is budgeting for a break-even position in 2026–27 and each year of the forward estimates after adjusting for depreciations expense and right of use assets transactions (in accordance with AASB16 Leases).

PM&C Departmental net asset position at 30 June 2027 is expected to be \$118.5 million. Financial assets of \$74.4 million are primarily appropriation receivables retained to cover employees' provision and supplier payables. The department's asset position is expected to decrease over the forward estimates with depreciation outweighing capital investment

Administered Financial Statements

Administered expenses in 2026–27 is budgeted at \$214.8 million (\$193.8 million in 2025–26). The increase in expense is primarily due to an increase in payments to Corporate Commonwealth Entities.

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	181,258	179,996	175,469	178,005	189,315
Suppliers	110,463	73,214	36,590	41,102	35,199
Depreciation and amortisation (a)	23,350	27,792	34,553	37,287	37,061
Finance costs	960	845	723	596	462
Total expenses	316,031	281,847	247,335	256,990	262,037
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	71,965	43,895	50,301	55,328	58,937
Total own-source revenue	71,965	43,895	50,301	55,328	58,937
Total own-source income	71,965	43,895	50,301	55,328	58,937
Net (cost of)/contribution by services	(244,066)	(237,952)	(197,034)	(201,662)	(203,100)
Revenue from Government	230,784	220,575	173,259	174,790	176,693
Surplus/(deficit) attributable to the Australian Government	(13,282)	(17,377)	(23,775)	(26,872)	(26,407)

Note: Impact of net cash appropriation arrangements

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(13,282)	(17,377)	(23,775)	(26,872)	(26,407)
plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) (a)	13,905	18,714	25,536	28,271	28,045
plus: depreciation/amortisation expenses for ROU assets (b)	9,445	9,078	9,017	9,016	9,016
less: lease principal repayments (b)	10,068	10,415	10,778	10,415	10,654
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). 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)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	1,595	1,595	1,595	1,595	1,595
Trade and other receivables	83,088	74,400	72,986	72,986	72,986
Other financial assets	4,067	4,067	4,067	4,067	4,067
Total financial assets	88,750	80,062	78,648	78,648	78,648
Non-financial assets					
Land and buildings	81,090	69,579	59,824	47,562	35,294
Property, plant and equipment	13,259	21,239	20,099	18,386	16,627
Intangibles	43,127	64,920	64,943	47,135	29,451
Other non-financial assets	10,051	10,051	10,051	10,051	10,051
Total non-financial assets	147,527	165,789	154,917	123,134	91,423
Total assets	236,277	245,851	233,565	201,782	170,071
LIABILITIES					
Payables					
Suppliers	8,587	6,793	5,283	5,283	5,283
Other payables	11,708	11,804	11,708	11,708	11,708
Total payables	20,295	18,597	16,991	16,991	16,991
Interest bearing liabilities					
Leases	69,863	60,212	49,434	39,019	28,365
Total interest bearing liabilities	69,863	60,212	49,434	39,019	28,365
Provisions					
Employee provisions	54,953	47,963	47,963	47,963	47,963
Other provisions	556	556	556	556	556
Total provisions	55,509	48,519	48,519	48,519	48,519
Total liabilities	145,667	127,328	114,944	104,529	93,875
Net assets	90,610	118,523	118,621	97,253	76,196
EQUITY*					
Parent entity interest					
Contributed equity	269,896	315,186	338,830	344,334	349,684
Reserves	9,123	9,123	9,123	9,123	9,123
Retained surplus (accumulated deficit)	(188,409)	(205,786)	(229,332)	(256,204)	(282,611)
Total parent entity interest	90,610	118,523	118,621	97,253	76,196
Total equity	90,610	118,523	118,621	97,253	76,196

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings \$'000	Asset revaluation reserve \$'000	Contributed equity/ capital \$'000	Total equity \$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	(188,409)	9,123	269,896	90,610
Adjusted opening balance	(188,409)	9,123	269,896	90,610
Comprehensive income				
Surplus/(deficit) for the period	(17,377)	-	-	(17,377)
Total comprehensive income	(17,377)	-	-	(17,377)
Transactions with owners				
Contributions by owners				
Departmental Capital Budget (DCB)	-	-	45,290	45,290
Sub-total transactions with owners	-	-	45,290	45,290
Estimated closing balance as at 30 June 2027	-	-	45,290	45,290
Closing balance attributable to the Australian Government	(205,786)	9,123	315,186	118,523

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	302,749	264,470	223,560	230,118	235,630
Sale of goods and rendering of services	71,965	43,895	50,301	55,328	58,937
Total cash received	374,714	308,365	273,861	285,446	294,567
Cash used					
Employees	181,258	179,996	175,469	178,005	189,315
Suppliers	110,463	73,214	36,590	41,102	35,199
Interest payments on lease liability	960	845	723	596	462
s74 External Revenue transferred to the OPA	71,965	43,895	50,301	55,328	58,937
Total cash used	364,646	297,950	263,083	275,031	283,913
Net cash from/(used by) operating activities	10,068	10,415	10,778	10,415	10,654
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	33,516	45,290	23,644	5,504	5,350
Total cash used	33,516	45,290	23,644	5,504	5,350
Net cash from/(used by) investing activities	(33,516)	(45,290)	(23,644)	(5,504)	(5,350)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	33,516	45,290	23,644	5,504	5,350
Total cash received	33,516	45,290	23,644	5,504	5,350
Cash used					
Principal payments on lease liability	10,068	10,415	10,778	10,415	10,654
Total cash used	10,068	10,415	10,778	10,415	10,654
Net cash from/(used by) financing activities	23,448	34,875	12,866	(4,911)	(5,304)
Net increase/(decrease) in cash held	-	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	1,595	1,595	1,595	1,595	1,595
Cash and cash equivalents at the end of the reporting period	1,595	1,595	1,595	1,595	1,595

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	33,516	45,290	23,644	5,504	5,350
Total new capital appropriations	33,516	45,290	23,644	5,504	5,350
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	33,516	45,290	23,644	5,504	5,350
Total items	33,516	45,290	23,644	5,504	5,350
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriation - DCB (a)	33,516	45,290	23,644	5,504	5,350
TOTAL	33,516	45,290	23,644	5,504	5,350
Total cash used to acquire assets	33,516	45,290	23,644	5,504	5,350

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 2026–27)

	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026				
Gross book value	45,923	26,163	81,646	153,732
Gross book value - ROU assets	128,367	108	-	128,475
Accumulated depreciation/amortisation and impairment	(25,127)	(12,928)	(38,519)	(76,574)
Accumulated depreciation/amortisation and impairment - ROU assets	(68,073)	(84)	-	(68,157)
Opening net book balance	81,090	13,259	43,127	137,476
Capital asset additions				
Estimated expenditure on new or replacement assets				
By purchase - appropriation ordinary annual services (a)	-	12,120	33,170	45,290
By purchase - appropriation ordinary annual services - ROU assets	764	-	-	764
Total additions	764	12,120	33,170	46,054
Other movements				
Depreciation/amortisation expense	(3,214)	(4,123)	(11,377)	(18,714)
Depreciation/amortisation on ROU assets	(9,061)	(17)	-	(9,078)
Total other movements	(12,275)	(4,140)	(11,377)	(27,792)
As at 30 June 2027				
Gross book value	45,923	38,283	114,816	199,022
Gross book value - ROU assets	129,131	108	-	129,239
Accumulated depreciation/ amortisation and impairment	(28,341)	(17,051)	(49,896)	(95,288)
Accumulated depreciation/amortisation and impairment - ROU assets	(77,134)	(101)	-	(77,235)
Closing net book balance	69,579	21,239	64,920	155,738

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/amortization expenses, DCBs or other operational expenses.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	2,492	2,544	2,599	2,653	3,132
Suppliers	11,626	14,134	6,137	13,103	10,805
Grants	33,083	26,060	15,807	12,098	11,232
Depreciation and amortisation (a)	1,416	1,678	1,792	1,851	1,271
Finance costs	1,284	1,636	1,598	4,425	1,088
Payments to corporate entities	143,929	168,734	164,239	135,333	123,644
Total expenses administered on behalf of Government	193,830	214,786	192,172	169,463	151,172
Net (cost of)/contribution by services	(193,830)	(214,786)	(192,172)	(169,463)	(151,172)
Surplus/(deficit) before income tax	(193,830)	(214,786)	(192,172)	(169,463)	(151,172)

Prepared on Australian Accounting Standards basis.

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

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Trade and other receivables	45	45	45	45	45
Other investments	4,127,330	4,150,308	4,173,232	4,196,082	4,219,006
Total financial assets	4,127,375	4,150,353	4,173,277	4,196,127	4,219,051
Non-financial assets					
Land and buildings	92,091	92,709	94,442	94,309	95,463
Property, plant and equipment	3,969	4,278	2,642	3,824	3,358
Other non-financial assets	65	65	65	65	65
Total non-financial assets	96,125	97,052	97,149	98,198	98,886
Total assets administered on behalf of Government	4,223,500	4,247,405	4,270,426	4,294,325	4,317,937
LIABILITIES					
Payables					
Suppliers	577	577	577	577	577
Other payables	166	166	166	166	166
Total payables	743	743	743	743	743
Interest bearing liabilities					
Leases	2,128	1,616	881	1,072	1,273
Total interest bearing liabilities	2,128	1,616	881	1,072	1,273
Provisions					
Employee provisions	841	841	841	841	841
Other provisions	20,850	20,260	19,725	28,966	30,054
Total provisions	21,691	21,101	20,566	29,807	30,895
Total liabilities administered on behalf of Government	24,562	23,460	22,190	31,622	32,911
Net assets/(liabilities)	4,198,938	4,223,945	4,248,236	4,262,703	4,285,026

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash used					
Grant	33,083	26,060	15,807	12,098	11,232
Suppliers	11,626	14,134	6,137	13,103	10,805
Interest payments on lease liability	78	58	36	28	38
Payments to corporate entities	143,929	168,734	164,239	135,333	123,644
Total cash used	188,716	208,986	186,219	160,562	145,719
Net cash from/(used by) operating activities	(188,716)	(208,986)	(186,219)	(160,562)	(145,719)
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	4,560	2,416	1,889	1,912	1,959
Total cash used	4,560	2,416	1,889	1,912	1,959
Net cash from/(used by) investing activities	(4,560)	(2,416)	(1,889)	(1,912)	(1,959)
FINANCING ACTIVITIES					
Cash used					
Principal payments on lease liability	713	765	773	801	214
Total cash used	713	765	773	801	214
Net cash from/(used by) financing activities	(713)	(765)	(773)	(801)	(214)
Net increase/(decrease) in cash held	(193,989)	(212,167)	(188,881)	(163,275)	(147,892)
Cash and cash equivalents at beginning of reporting period	-	-	-	-	-
Cash from Official Public Account for:					
- Appropriations	193,989	212,167	188,881	163,275	147,892
Total cash from Official Public Account	193,989	212,167	188,881	163,275	147,892
Cash and cash equivalents at end of reporting period	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (ACB)	4,560	2,416	1,889	1,912	1,959
Total new capital appropriations	4,560	2,416	1,889	1,912	1,959
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	<i>4,560</i>	<i>2,416</i>	<i>1,889</i>	<i>1,912</i>	<i>1,959</i>
Total items	4,560	2,416	1,889	1,912	1,959
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriation					
- ACB (a)	4,560	2,416	1,889	1,912	1,959
TOTAL	4,560	2,416	1,889	1,912	1,959
RECONCILIATION OF CASH USED					
Total accrual purchases	4,560	2,416	1,889	1,912	1,959
Total cash used to acquire assets	4,560	2,416	1,889	1,912	1,959

Prepared on Australian Accounting Standards basis.

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

Table 3.11: Statement of administered asset movements (Budget year 2026–27)

	Land	Buildings	Other property, plant and equipment	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026				
Gross book value	78,100	13,349	4,985	96,434
Gross book value - ROU assets	-	3,677	130	3,807
Accumulated depreciation/amortisation and impairment	-	(945)	(1,020)	(1,965)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(2,090)	(126)	(2,216)
Opening net book balance	78,100	13,991	3,969	96,060
CAPITAL ASSET ADDITIONS				
Estimated expenditure on new or replacement assets				
By purchase - appropriation ordinary annual services (a)	-	1,522	894	2,416
By purchase - appropriation ordinary annual services - ROU assets	-	189	-	189
Total additions	-	1,711	894	2,605
Depreciation/amortisation expense	-	(515)	(531)	(1,046)
Depreciation/amortisation on ROU assets	-	(578)	(54)	(632)
Total other movements	-	(1,093)	(585)	(1,678)
As at 30 June 2027				
Gross book value	78,100	14,871	5,879	98,850
Gross book value - ROU assets	-	3,866	130	3,996
Accumulated depreciation/ amortisation and impairment	-	(1,460)	(1,551)	(3,011)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(2,668)	(180)	(2,848)
Closing net book balance	78,100	14,609	4,278	96,987

Prepared on Australian Accounting Standards basis.

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

Aboriginal Hostels Limited

Entity resources and planned performance

Aboriginal Hostels Limited

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Aboriginal Hostels Limited

Section 1: Entity overview and resources

1.1 Strategic direction statement

Aboriginal Hostels Limited (AHL) is a not-for-profit Commonwealth company limited by guarantee, established under the *Corporations Act 2001*. AHL provides accommodation to First Nations people through its national hostel network. Through its hostel operations, AHL contributes to the Portfolio's goals by providing pathways to education, employment, health and other services for First Nations people.

AHL's purpose is to provide culturally safe and affordable accommodation for First Nations people who need to be away from home to access services and economic opportunities. AHL is at an important moment in its history. With more than 50 years of service behind it, the responsibility now is to ensure AHL is an organisation that is culturally strong, financial sustainable, operationally sound, and future focused for the next decade and beyond.

We are developing our 10-year Strategy which will be focussed on: service innovation, partnerships, workforce capability, digital uplift and governance. Community voice will directly inform the strategic pillars and the implementation roadmap. Importantly, this is only the beginning. The next phase will focus on refining the strategic priorities, mapping clear deliverable, and designing the implementation approach so that this strategy lives in our daily work not just in a document. We will also outline the resources, change supports, and capability uplift required to deliver on what we have collectively envisioned.

In February 2026, the Australian Government announced a \$48.3m investment in AHL over the next 2 years, which includes \$47.6m for AHL to allow us to continue to deliver critical short-term accommodation services for First Nations people. To support AHL's essential role in providing pathways to accessing health care, education, employment and essential services for First Nation people, in 2026-27 AHL will:

- support health system transformation, justice reforms, workforce shortages, and the housing affordability crisis by being an integral provider of affordable accommodation that supports the Australian Government's effort to overcome disadvantage for First Nations people
- respond to increased First Nations urbanisation and mobility through operating in locations of greatest need, in the priority areas of education, employment and health
- deliver a consistent and high-quality standard of accommodation, with an increased scrutiny on quality, compliance and outcomes, and investigating opportunities to digitally transform service delivery
- sustainably manage and maintain our property portfolio, responding to climate and environmental change

- respond to need through evidence-based business planning and multi-agency alignment under Closing the Gap, including local decision-making
- pursue best practice in workplace health and safety
- operate within available resources and focus on options to strengthen our business model and secure the company's longer-term financial viability through shifting from being a government service provider to a First Nations economic and social outcomes enabler.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to AHL 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 entity'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: AHL resource statement – Budget estimates for 2026–27 as at Budget May 2026

	2025-26 <i>Estimated</i> <i>actual</i> \$'000	2026-27 Estimate \$'000
Opening balance/cash reserves at 1 July	5,641	5,540
Funds from Government		
Annual appropriations - ordinary annual services (a)		
Outcome 1	46,490	60,118
Total annual appropriations	46,490	60,118
Amounts received from related entities		
National Indigenous Australians Agency (b)	2,147	890
Amounts from other entities (c)	3,838	3,934
Total amounts received from related entities	5,985	4,824
Total funds from Government	52,475	64,942
Funds from other sources		
Interest	742	1,449
Sale of goods and services	20,051	20,239
Other	1,370	1,383
Total funds from other sources	22,163	23,071
Total net resourcing for AHL	80,279	93,553
	2025-26	2026-27
Average staffing level (number)	396	400

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

- a) Appropriation Bill (No. 1) 2026–2027.
- b) Funding provided by another agency in the portfolio that is not specified within the Annual Appropriation Bills. The payments relate to funding for:
 - I) supplementation of the Wangkana-Kari and the Secondary Education hostels in Tennant Creek, Northern Territory
 - II) the expansion and upgrade project at Apmere Mwerre Visitor Park in Alice Springs, Northern Territory
 - III) student retention strategies and facility improvements programme.
- c) Funding provided by the NT Government that relates to the operation of Apmere Mwerre Visitor Park and Alyerre Hostel in Alice Springs, Northern Territory.

1.3 Budget measures

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

Table 1.2: AHL 2026–27 Budget measures

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

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	
Payment measures						
Securing Financial and Operational Sustainability for Aboriginal Hostels Limited's Future Service Departmental payment	1.1	-	23,938	23,663	-	-
Total	-	23,938	23,663	-	-	
Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year extension (a)	1.1	-	-	-	-	(1,501)
Departmental payment	-	-	-	-	-	(1,501)
Total	-	-	-	-	-	(1,501)
Total payment measures						
Departmental	-	23,938	23,663	-	-	(1,501)
Total	-	23,938	23,663	-	-	(1,501)

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 measure is a cross portfolio measure. The full measure description and package details appear in the *Budget Paper No. 2* under Cross Portfolio.

Part 2: Other measures not previously reported in a portfolio statement

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	
Measures						
Further Reducing spending on Consultants, Contractors and Labour Hire, and non-wage Expenses (a)	1.1	-	-	-	-	-
Departmental payment	(662)	(1,526)	(1,550)	(1,556)	-	
Total	(662)	(1,526)	(1,550)	(1,556)	-	
Total measures						
Departmental	(662)	(1,526)	(1,550)	(1,556)	-	
Total	(662)	(1,526)	(1,550)	(1,556)	-	

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) Measure relates to an election commitment /savings identified in the 2025 Pre-election Economic and Fiscal Outlook and also in the 2025 Explanatory Memorandum to the *Appropriation Act (No. 1) 2025–2026* and *Appropriation Act (No. 2) 2025–2026*.

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 reports to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan for AHL can be found at:

ahl.gov.au/resources

The most recent annual report can be found at:

ahl.gov.au/resources

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Improved access to education, employment, health and other services for Aboriginal and Torres Strait Islander people travelling or relocating through the operating of temporary hostel accommodation services.

Budgeted expenses for Outcome 1

This table shows how much AHL 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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Company Operated Hostels					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)	46,490	60,118	60,110	36,043	36,595
Payment from related entities	10,712	5,325	5,124	5,251	5,385
Expenses not requiring appropriation in the budget year	12,280	370	462	15,642	16,640
Revenues from other independent sources	22,044	22,783	23,029	22,661	22,603
Total expenses for Program 1.1	91,526	88,596	88,725	79,597	81,223
	2025-26	2026-27			
Average staffing level (number)	396	400			

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

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 - Improved access to education, employment, health and other services for Aboriginal and Torres Strait Islander people travelling or relocating through the operation of temporary hostel accommodation services.		
Program 1.1 - Company Operated Hostels		
The objective of this program is to provide temporary accommodation for First Nations people who must live away from home to access services and economic opportunities.		
Key activities	<ul style="list-style-type: none"> Delivering services that improve the quality of life and economic opportunity for First Nations people through providing culturally safe and affordable hostel accommodation for First Nations people. Maximising partnerships and engagement with First Nations organisations and local service providers. Implementing an annual hostel maintenance program to provide safe, comfortable accommodation for residents. Implementing strategies to ensure the company's financial sustainability. Contributing to the priorities of the National Agreement on Closing the Gap. 	
Year	Performance measures	Expected performance results
Current Year 2025–26	Occupancy level as a percentage of resident bed nights available per annum.	Target: 80% Expected actual: 80% On track
	Percentage of residents providing a rating of 'satisfied' (or higher) with the quality of AHL's accommodation services.	Target: 80% Expected actual: 80% On track
	Partnerships and engagement with First Nations organisations and local service providers.	Target: Maintained or increased compared to previous year Expected actual: Maintained or increased compared to previous year. On track
	Maintain industry benchmark repair and maintenance investment in hostel asset portfolio.	Target: Repair and maintenance investment represents at least 2% of hostel property asset replacement value. Expected actual: over 2% On track
	Company operating result consistent with or better than Government approved budget.	Target: 2025-26 original budgeted deficit Expected actual: 2025-26 estimated actual deficit exceeds the original budgeted deficit. At risk
	AHL's contribution to applicable outcomes and targets in the National Agreement on Closing the Gap.	Target: Maintained or increased compared to previous year. Expected actual: Maintained or increased compared to previous year. On track

Outcome 1 - Improved access to education, employment, health and other services for Aboriginal and Torres Strait Islander people travelling or relocating through the operation of temporary hostel accommodation services.		
Program 1.1 - Company Operated Hostels		
The objective of this program is to provide temporary accommodation for First Nations people who must live away from home to access services and economic opportunities.		
Year	Performance measures	Planned performance results
Budget Year 2026–27	Occupancy level as a percentage of resident bed nights available per annum.	80%
	Percentage of residents providing a rating of 'satisfied' (or higher) with the quality of AHL's accommodation services.	80%
	Partnerships and engagement with First Nations organisations and local service providers.	Maintained or increased compared to previous year.
	Maintain industry benchmark repair and maintenance investment in hostel asset portfolio.	Repair and maintenance investment represents at least 2% of hostel property asset replacement value.
	Company operating result consistent with or better than Government approved budget.	2026-27 original budgeted surplus.
	AHL's contribution to applicable outcomes and targets in the National Agreement on Closing the Gap.	Maintained or increased compared to previous year.
Forward Estimates 2027–30	Occupancy level as a percentage of resident bed nights available per annum.	As per 2026-27.
	Percentage of residents providing a rating of 'satisfied' (or higher) with the quality of AHL's accommodation services.	As per 2026-27.
	Partnerships and engagement with First Nations organisations and local service providers.	As per 2026-27.
	Maintain industry benchmark repair and maintenance investment in hostel asset portfolio.	As per 2026-27.
	Company operating result consistent with or better than Government approved budget.	As per forward estimates.
	AHL's contribution to applicable outcomes and targets in the National Agreement on Closing the Gap.	As per 2026-27.
Material changes to Program 1.1 resulting from 2026–27 Budget Measures: Nil		

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of AHL’s finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

Budgeted departmental comprehensive income statement

The increase in Revenue from Government in 2026-27 and 2027-28 relates to the increased funding provided through the 2026-27 budget measure outlined in Table 1.2. This increase in revenue has enabled AHL to budget for breakeven operating results in 2026-27 and 2027-28.

The increasing budgeted deficits in 2028-29 and 2029-30 relate to the cessation of the 2026-27 budget measure funding and the increasing costs of hostel operations. Including, increasing employee costs from the improved entitlements from APS-wide bargaining included in the 2024 AHL Enterprise Agreement, increases in depreciation expenses from prior year building revaluations and the application of AASB 16 Leases.

Budgeted departmental balance sheet

The erosion in financial assets and equity in 2028-29 and 2029-30 is due to the increasing budgeted deficits.

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	48,834	49,845	51,270	48,834	50,298
Suppliers	28,386	29,646	28,938	22,266	22,466
Grants	4,945	-	-	-	-
Depreciation and amortisation	8,826	8,585	8,005	7,990	7,957
Finance costs	35	20	12	7	2
Write-down and impairment of assets	250	250	250	250	250
Other expenses	250	250	250	250	250
Total expenses	91,526	88,596	88,725	79,597	81,223
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	20,101	20,289	20,478	20,666	20,854
Interest	655	1,449	1,474	885	845
Dividends	1,288	895	927	960	754
Other	10,712	5,475	5,274	5,401	5,535
Total own-source revenue	32,756	28,108	28,153	27,912	27,988
Gains					
Other	522	450	466	483	379
Total gains	522	450	466	483	379
Total own-source income	33,278	28,558	28,619	28,395	28,367
Net (cost of)/contribution by services	(58,248)	(60,038)	(60,106)	(51,202)	(52,856)
Revenue from Government	46,490	60,118	60,110	36,043	36,595
Surplus/(deficit) attributable to the Australian Government	(11,758)	80	4	(15,159)	(16,261)
Total comprehensive income/(loss)	(11,758)	80	4	(15,159)	(16,261)
Total comprehensive income/(loss) attributable to the Australian Government	(11,758)	80	4	(15,159)	(16,261)

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

Note: Impact of net cash appropriation arrangements

	2025-26	2026-27	2027-28	2028-29	2029-30
	Estimated	Budget	Forw ard	Forw ard	Forw ard
	actual		estimate	estimate	estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Total comprehensive income/(loss)					
- as per statement of					
Comprehensive Income	(11,758)	80	4	(15,159)	(16,261)
plus: depreciation/amortisation					
expenses for ROU assets (a)	1,091	849	270	255	222
less: lease principal repayments (a)	1,167	929	274	263	232
Net Cash Operating Surplus/ (Deficit)	(11,834)	-	-	(15,167)	(16,271)

Prepared on Australian Accounting Standards basis.

a) Applies leases under AASB 16 Leases.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	5,540	5,887	8,200	1,354	736
Trade and other receivables	2,217	1,880	1,907	1,935	1,761
Other financial assets	14,901	15,351	15,817	12,300	1,679
Total financial assets	22,658	23,118	25,924	15,589	4,176
Non-financial assets					
Land and buildings	138,227	136,435	135,188	131,941	128,694
Property, plant and equipment	7,193	6,155	5,152	4,164	3,209
Intangibles	71	115	159	203	247
Other non-financial assets	822	822	822	822	822
Total non-financial assets	146,313	143,527	141,321	137,130	132,972
Total assets	168,971	166,645	167,245	152,719	137,148
LIABILITIES					
Payables					
Suppliers	4,201	2,380	2,380	2,380	2,380
Other payables	2,857	2,356	2,355	2,353	2,351
Total payables	7,058	4,736	4,735	4,733	4,731
Interest bearing liabilities					
Leases	1,705	776	502	239	7
Total interest bearing liabilities	1,705	776	502	239	7
Provisions					
Employee provisions	8,169	9,014	9,885	10,783	11,707
Total provisions	8,169	9,014	9,885	10,783	11,707
Total liabilities	16,932	14,526	15,122	15,755	16,445
Net assets	152,039	152,119	152,123	136,964	120,703
EQUITY*					
Parent entity interest					
Contributed equity	99,648	99,648	99,648	99,648	99,648
Reserves	81,184	81,184	81,184	81,184	81,184
Retained surplus (accumulated deficit)	(28,793)	(28,713)	(28,709)	(43,868)	(60,129)
Total parent entity interest	152,039	152,119	152,123	136,964	120,703
Total equity	152,039	152,119	152,123	136,964	120,703

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	(28,793)	81,184	99,648	152,039
Adjusted opening balance	(28,793)	81,184	99,648	152,039
Comprehensive income				
Surplus/(deficit) for the period	80	-	-	80
Total comprehensive income	80	-	-	80
Estimated closing balance as at 30 June 2027	(28,713)	81,184	99,648	152,119
Closing balance attributable to the Australian Government	(28,713)	81,184	99,648	152,119

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Receipts from Government	46,490	60,118	60,110	36,043	36,595
Sale of goods and rendering of services	20,051	20,239	20,428	20,616	20,804
Interest	742	1,449	1,474	885	845
Dividends	1,237	1,232	900	932	928
Net GST received	3,582	2,932	2,669	2,435	2,581
Other	6,061	4,975	5,274	5,401	5,535
Total cash received	78,163	90,945	90,855	66,312	67,288
Cash used					
Employees	46,925	49,001	50,400	47,938	49,376
Suppliers	28,526	31,467	28,938	22,266	22,466
Net GST paid	3,582	2,932	2,669	2,435	2,581
Interest payments on lease liability	35	20	12	7	2
Other	250	250	250	250	250
Total cash used	79,318	83,670	82,269	72,896	74,675
Net cash from/(used by) operating activities	(1,155)	7,275	8,586	(6,584)	(7,387)
INVESTING ACTIVITIES					
Cash received					
Investments	11,170	-	-	4,000	11,000
Total cash received	11,170	-	-	4,000	11,000
Cash used					
Purchase of property, plant and equipment and intangibles	8,949	5,999	5,999	3,999	3,999
Total cash used	8,949	5,999	5,999	3,999	3,999
Net cash from/(used by) investing activities	2,221	(5,999)	(5,999)	1	7,001
FINANCING ACTIVITIES					
Principal payments on lease liability	1,167	929	274	263	232
Total cash used	1,167	929	274	263	232
Net cash from/(used by) financing activities	(1,167)	(929)	(274)	(263)	(232)
Net increase/(decrease) in cash held	(101)	347	2,313	(6,846)	(618)
Cash and cash equivalents at the beginning of the reporting period	5,641	5,540	5,887	8,200	1,354
Cash and cash equivalents at the end of the reporting period	5,540	5,887	8,200	1,354	736

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
PURCHASE OF NON-FINANCIAL ASSETS					
Funded internally from departmental resources (a)	8,949	5,999	5,999	3,999	3,999
TOTAL	8,949	5,999	5,999	3,999	3,999
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	8,949	5,999	5,999	3,999	3,999
Total cash used to acquire assets	8,949	5,999	5,999	3,999	3,999

Prepared on Australian Accounting Standards basis.

- a) Includes the following s74 external receipts:
- 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 2026–27)

	Land	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026						
Gross book value	46,410	98,980	10,452	3,326	259	159,427
Gross book value - ROU assets	-	7,184	1,918	-	-	9,102
Accumulated depreciation/ amortisation and impairment	-	(8,291)	(6,996)	(66)	(188)	(15,541)
Accumulated depreciation/ amortisation and impairment - ROU assets	-	(6,056)	(1,441)	-	-	(7,497)
Opening net book balance	46,410	91,817	3,933	3,260	71	145,491
Capital asset additions						
Estimated expenditure on new or replacement assets						
By purchase - appropriation ordinary annual services	-	5,158	768	16	57	5,999
Total additions	-	5,158	768	16	57	5,999
Other movements						
Depreciation/amortisation expense	-	(6,060)	(1,630)	(33)	(13)	(7,736)
Depreciation/amortisation on ROU assets	-	(690)	(159)	-	-	(849)
Other	-	(200)	-	-	-	(200)
Total other movements	-	(6,950)	(1,789)	(33)	(13)	(8,785)
As at 30 June 2027						
Gross book value	46,410	103,938	11,220	3,342	316	165,226
Gross book value - ROU assets	-	7,184	1,918	-	-	9,102
Accumulated depreciation/ amortisation and impairment	-	(14,351)	(8,626)	(99)	(201)	(23,277)
Accumulated depreciation/ amortisation and impairment - ROU assets	-	(6,746)	(1,600)	-	-	(8,346)
Closing net book balance	46,410	90,025	2,912	3,243	115	142,705

Prepared on Australian Accounting Standards basis.

**Australian Institute of
Aboriginal and Torres Strait
Islander Studies**

**Entity resources and planned
performance**

Australian Institute of Aboriginal and Torres Strait Islander Studies

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Australian Institute of Aboriginal and Torres Strait Islander Studies

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) is a Corporate Commonwealth entity established under the Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989. AIATSIS, is the only national cultural institution solely dedicated to telling the story of Australia's First Nations Peoples through stewardship of national collection, providing leadership in research and maintenance of network of collaborations and partnerships. AIATSIS' vision is to create a world in which Aboriginal and Torres Strait Islander peoples' rights, knowledge, cultures, and stories are recognised, respected, celebrated and valued.

The mission of AIATSIS is to tell the story of Aboriginal and Torres Strait Islander Australia; create opportunities for people to encounter, engage with and be transformed by that story; support and facilitate Aboriginal and Torres Strait Islander cultural resurgence; and shape the national narrative. This is achieved through AIATSIS' key functions:

- build and preserve a national collection and make it accessible
- promote better understanding of Indigenous peoples', cultures and heritage
- lead and influence on Aboriginal and Torres Strait Islander research, ethics, protocols and collections
- partner and collaborate with our communities, partners and governments, and
- advise on Aboriginal and Torres Strait Islander cultures and heritage.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to AIATSIS 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 entity’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: AIATSIS resource statement - Budget estimates for 2026-27 as at May Budget 2026

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Opening balance/cash reserves at 1 July	17,077	11,759
Funds from Government		
Annual appropriations - ordinary annual services (a)		
Outcome 1	26,999	29,995
Annual appropriations - other services (b)		
Equity injection	14,760	128
Total annual appropriations	41,759	30,123
Total funds from Government	41,759	30,123
Funds from other sources		
Interest	855	500
Sale of goods and services	6,706	6,423
Other	6,424	2,715
Total funds from other sources	13,985	9,638
Total net resourcing for Entity AIATSIS	72,821	51,520
	2025-26	2026-27
Average staffing level (number)	168	179

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

a) Appropriation Bill (No. 1) 2026–2027.

b) Appropriation Bill (No. 2) 2026–2027.

1.3 Budget measures

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

Table 1.2: AIATSIS 2026–27 Budget measures

		2025-26	2026-27	2027-28	2028-29	2029-30
	Program	\$'000	\$'000	\$'000	\$'000	\$'000
Payment measures						
Ngurra Cultural Precinct	1.1					
Departmental payment		-	2,333	-	-	-
Total		-	2,333	-	-	-
Total payment measures						
Departmental		-	2,333	-	-	-
Total		-	2,333	-	-	-

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.

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 AIATSIS can be found at:

<https://aiatsis.gov.au/about/who-we-are/corporate-information>

The most recent annual performance statement can be found at:

<https://aiatsis.gov.au/about/who-we-are/corporate-information>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Further understanding of Australian Indigenous cultures, past and present through undertaking and publishing research and providing access to print and audio-visual collections.

Budgeted expenses for Outcome 1

This table shows how much AIATSIS 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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Australian Institute of Aboriginal and Torres Strait Islander Studies					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)	26,999	29,995	26,314	26,633	27,199
Expenses not requiring appropriation in the budget year (a)	-	3,078	-	-	-
Revenues from other independent sources	13,985	9,638	8,406	5,892	5,893
Total expenses for Program 1.1	40,984	42,711	34,720	32,525	33,092
	2025-26	2026-27			
Average staffing level (number)	168	179			

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

a) Expenses not requiring appropriation in the Budget year includes expenses funded from prior year appropriations or own source revenue.

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 - Further understanding of Australian Indigenous cultures, past and present through undertaking and publishing research and providing access to print and audio-visual collections.		
Key activities (a)	Build, preserve and provide access to a national collection.	
Year	Performance measures	Expected performance results
Current Year 2025–26	<p>Enhance collection development efforts by exploring new acquisition opportunities, including donations and strategic partnerships, while maximizing the use of available resources.</p> <p>Increase in the total amount of content digitised and described for discoverability.</p> <p>Maintenance and preservation of the physical and digital collection as per the AIATSIS Collection Care Policy and relevant standards.</p>	<p>Increase from 2024-25.</p> <p>Five percent increase in content digitised from 2024-25.</p> <p>Increase descriptive metadata for the digitised collections by one percent based on previous year-end total digitised collection.</p> <p>Physical and digital collection maintained and preserved in accordance with the AIATSIS Collection Care Policy and relevant standards.</p>
Year	Performance measures (b)	Planned performance results
Budget Year 2026–27	Number and percentage of collection access requests fulfilled during the reporting period.	An increase in the fulfilment rate of collection access requests of 5%.
Forward Estimates 2027–30	As per 2026–27	As per 2026–27

Outcome 1 - Further understanding of Australian Indigenous cultures, past and present through undertaking and publishing research and providing access to print and audio-visual collections.		
Key activities	Promote and strengthen knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage.	
Year	Performance measures	Expected performance results
Current Year 2025–26	Number of engagements with the collection. Respondents indicating an increased understanding of issues relevant to Aboriginal and Torres Strait Islander Culture and Heritage. Number of Publications and/or education resources released. Number of Core Cultural Learning education program licenses issued.	2,000 engagements. Majority of the respondents surveyed indicated an increased understanding of issues relevant to Aboriginal and Torres Strait Islander Culture and Heritage after an experience with AIATSIS. 15 publications. 50 licenses.
Year	Performance measures (b)	Planned performance results
Budget Year 2026–27	Percentage of participants reporting increased understanding of Aboriginal and Torres Strait Islander culture and heritage measured through post event surveys.	At least 85% of surveyed participants report increased understanding
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Key activities	Leaders in the provision of advice on Indigenous ethics, collections, and research.	
Year	Performance measures	Expected performance results
Current Year 2025–26	Number of downloads of the AIATSIS Code of Ethics. Number of citations of AIATSIS works.	5,000 downloads. 20 citations
Year	Performance measures (b)	Planned performance results
Budget Year 2026–27	Number of ethics applications processed by the Research Ethics Committee. Number of internal research projects that AIATSIS lead or participated in.	≥80 applications. ≥4 activities.
Forward Estimates 2027–30	As per 2026–27	As per 2026–27

Outcome 1 - Further understanding of Australian Indigenous cultures, past and present through undertaking and publishing research and providing access to print and audio-visual collections.		
Key activities	Lead and promote collaborations and partnerships in support of the Institutes functions.	
Year	Performance measures	Expected performance results
Current Year 2025–26	Number of formal agreements with Organisations, Not-for-profit, Corporations and/or the Academy.	Ten formal agreements.
Year	Performance measures (b)	Planned performance results
Budget Year 2026–27	Number of formal partnership agreements that AIATSIS are participating in.	≥10 formal partnership agreements.
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Key activities	Leaders in the provision of advice to the Commonwealth on the situation and Status of Aboriginal and Torres Strait Islander Culture and Heritage.	
Year	Performance measures	Expected performance results
Current Year 2025–26	Reporting on status of Indigenous Culture and Heritage Provision of high-quality advice to the Commonwealth	Provide an update on the development of a report which analyses the situation and status of Indigenous cultures and heritage. High-quality advice provided to the Commonwealth is timely, accurate and effective.
Year	Performance measures (b)	Planned performance results
Budget Year 2026–27	Number of research position papers providing authoritative advice to the Commonwealth on Aboriginal and Torres Strait Islander culture and heritage.	≥3
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Nil		

- a) Refers to updated key activities that will be reflected in the 2026–27 corporate plan.
- b) The 2026–27 performance measure retains all key activities from 2025–26, with performance measures consolidated and updated to shift from activity-specific outputs towards more outcome-focused indicators that emphasise impact, and national leadership.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot AIATSIS' finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

AIATSIS is budgeting a \$3.0 million technical loss in 2026-27. This is due to the application of *AASB 1058 Income of Not-for-Profit Entities*, under which funding received for specific projects is immediately recognised as revenue, but project-related expenses are incurred in a future period.

The operating result reflects alignment between expenses and available funding. The increase in appropriation revenue is primarily attributable to the permanent transfer of funding from the Indigenous Advancement Strategy to support key programs focused on family history tracing and strengthening governance arrangements within Indigenous communities. This is offset by a decrease in other revenue, including lower interest income due to reduced cash holdings; however, the overall impact is mitigated by corresponding reductions in expenses, resulting in no material impact on the operating position.

Total assets are estimated at \$66.2 million as at 30 June 2026, predominantly comprising non-financial assets of \$65.9 million, including buildings and collection assets central to AIATSIS' purpose. Cash and cash equivalents are budgeted at \$11.96 million, which is sufficient to meet all estimated liabilities and supports the funding of future asset replacement and capital requirements.

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	23,611	26,038	19,853	20,841	20,893
Suppliers	17,347	13,090	11,343	8,139	8,651
Depreciation and amortisation (a)	2,381	3,434	3,434	3,434	3,434
Finance costs	163	149	135	120	94
Total expenses	43,502	42,711	34,765	32,534	33,072
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	6,706	6,423	5,475	4,492	4,492
Interest	855	500	500	500	500
Other	6,424	2,715	2,431	900	901
Total own-source revenue	13,985	9,638	8,406	5,892	5,893
Net (cost of)/contribution by services	(29,517)	(33,073)	(26,359)	(26,642)	(27,179)
Revenue from Government	26,999	29,995	26,314	26,633	27,199
Surplus/(deficit) attributable to the Australian Government	(2,518)	(3,078)	(45)	(9)	20

Note: Impact of net cash appropriation arrangements

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(2,518)	(3,078)	(45)	(9)	20
plus: depreciation/amortisation expenses for ROU assets (a)	533	608	608	608	557
less: lease principal repayments (a)	513	530	563	599	577
Net Cash Operating Surplus/ (Deficit)	(2,498)	(3,000)	-	-	-

Prepared on Australian Accounting Standards basis.

a) Applies leases under AASB 16 Leases.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	3,527	3,359	2,895	5,107	4,550
Trade and other receivables	1,275	1,275	1,275	1,275	1,275
Other investments	8,232	7,329	8,395	10,491	13,925
Total financial assets	13,034	11,963	12,565	16,873	19,750
Non-financial assets					
Land and buildings	48,440	47,097	45,754	44,211	42,668
Property, plant and equipment	3,933	3,975	3,963	2,451	939
Heritage and cultural assets	13,245	13,319	13,393	13,467	13,541
Intangibles	1,131	952	773	394	15
Inventories	160	160	160	160	160
Other non-financial assets	418	418	418	418	418
Total non-financial assets	67,327	65,921	64,461	61,101	57,741
Total assets	80,361	77,884	77,026	77,974	77,491
LIABILITIES					
Payables					
Suppliers	638	615	658	2,051	2,051
Other payables	910	1,936	1,569	1,658	1,658
Total payables	1,548	2,551	2,227	3,709	3,709
Interest bearing liabilities					
Leases	4,961	4,431	3,868	3,269	2,692
Total interest bearing liabilities	4,961	4,431	3,868	3,269	2,692
Provisions					
Employee provisions	4,606	4,606	4,606	4,606	4,606
Other provisions	33	33	33	33	33
Total provisions	4,639	4,639	4,639	4,639	4,639
Total liabilities	11,148	11,621	10,734	11,617	11,040
Net assets	69,213	66,263	66,292	66,357	66,451
EQUITY*					
Parent entity interest					
Contributed equity	22,302	22,430	22,504	22,578	22,652
Reserves	23,359	23,359	23,359	23,359	23,359
Retained surplus (accumulated deficit)	23,552	20,474	20,429	20,420	20,440
Total parent entity interest	69,213	66,263	66,292	66,357	66,451
Total equity	69,213	66,263	66,292	66,357	66,451

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	23,552	23,359	22,302	69,213
Adjusted opening balance	23,552	23,359	22,302	69,213
Comprehensive income				
Surplus/(deficit) for the period	(3,078)	-	-	(3,078)
Total comprehensive income	(3,078)	-	-	(3,078)
Contributions by owners				
Equity injection - Appropriation			128	128
Sub-total transactions with owners	-	-	128	128
Estimated closing balance as at 30 June 2027	20,474	23,359	22,430	66,263
Closing balance attributable to the Australian Government	20,474	23,359	22,430	66,263

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Receipts from Government	27,132	29,995	26,314	26,633	27,199
Sale of goods and rendering of services	6,706	6,423	5,475	4,492	4,492
Interest	855	500	500	500	500
Other	6,291	3,741	2,431	989	901
Total cash received	40,984	40,659	34,720	32,614	33,092
Cash used					
Employees	23,611	26,038	19,853	20,841	20,893
Suppliers	17,596	13,113	11,300	6,746	8,651
Interest payments on lease liability	163	149	135	120	94
Other	1,319		367		-
Total cash used	42,689	39,300	31,655	27,707	29,638
Net cash from/(used by) operating activities	(1,705)	1,359	3,065	4,907	3,454
INVESTING ACTIVITIES					
Cash received					
Investments	2,789	1,303	-	-	-
Total cash received	2,789	1,303	-	-	-
Cash used					
Purchase of property, plant and equipment and intangibles	17,860	2,028	1,974	74	74
Purchase of financial instruments					
Investments	-	400	1,066	2,096	3,434
Total cash used	17,860	2,428	3,040	2,170	3,508
Net cash from/(used by) investing activities	(15,071)	(1,125)	(3,040)	(2,170)	(3,508)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	14,760	128	74	74	74
Total cash received	14,760	128	74	74	74
Cash used					
Principal payments on lease liability	513	530	563	599	577
Total cash used	513	530	563	599	577
Net cash from/(used by) financing activities	14,247	(402)	(489)	(525)	(503)
Net increase/(decrease) in cash held	(2,529)	(168)	(464)	2,212	(557)
Cash and cash equivalents at the beginning of the reporting period	6,056	3,527	3,359	2,895	5,107
Cash and cash equivalents at the end of the reporting period	3,527	3,359	2,895	5,107	4,550

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	14,760	128	74	74	74
Total new capital appropriations	14,760	128	74	74	74
Provided for:					
Purchase of non-financial assets	14,760	128	74	74	74
Total items	14,760	128	74	74	74
PURCHASE OF NON-FINANCIAL ASSETS					
ASSETS					
Funded by capital appropriations (a)	14,760	128	74	74	74
Funded internally from departmental resources (b)	3,100	1,900	1,900	1,900	1,900
TOTAL	17,860	2,028	1,974	1,974	1,974
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	17,860	2,028	1,974	1,974	1,974
less: ROU Additions	605	-	-	-	-
Total cash used to acquire assets	18,465	2,028	1,974	1,974	1,974

Prepared on Australian Accounting Standards basis.

- a) Includes both current Appropriation Bill (No. 2) and prior Appropriation Act (No. 2/4/6).
- b) Includes the following s74 external receipts:
- 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 2026–27)

	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026					
Gross book value	44,783	6,943	13,245	1,840	66,811
Gross book value - ROU assets	6,991				6,991
Accumulated depreciation/ amortisation and impairment	(1,003)	(3,010)	-	(709)	(4,722)
Accumulated depreciation/amortisation and impairment - ROU assets	(2,331)	-	-	-	(2,331)
Opening net book balance	48,440	3,933	13,245	1,131	66,749
Capital asset additions					
Estimated expenditure on new or replacement assets					
By purchase - appropriation equity (a)	-	54	74	-	128
By purchase - other	200	1,500	-	200	1,900
Total additions	200	1,554	74	200	2,028
Other movements					
Depreciation/amortisation expense	(935)	(1,512)	-	(379)	(2,826)
Depreciation/amortisation on ROU assets	(608)	-	-	-	(608)
Total other movements	(1,543)	(1,512)	-	(379)	(3,434)
As at 30 June 2027					
Gross book value	44,983	8,497	13,319	2,040	68,839
Gross book value - ROU assets	6,991	-	-	-	6,991
Accumulated depreciation/ amortisation and impairment	(1,938)	(4,522)	-	(1,088)	(7,548)
Accumulated depreciation/amortisation and impairment - ROU assets	(2,939)	-	-	-	(2,939)
Closing net book balance	47,097	3,975	13,319	952	65,343

Prepared on Australian Accounting Standards basis.

Annual appropriation amounts are inclusive of Supply Bill arrangements.

- a) 'Appropriation equity' refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2026–2027 and includes Collection Development Acquisition Budgets (CDABs).

**Australian National Audit
Office**

**Entity resources and planned
performance**

Australian National Audit Office

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Australian National Audit Office

Section 1: Entity overview and resources

1.1 Strategic direction statement

The purpose of the Australian National Audit Office (ANAO) is to support accountability and transparency in the Australian Government sector through independent reporting to the Parliament, and thereby contribute to improved public sector performance.

The ANAO delivers its purpose under the Auditor-General's mandate, in accordance with the *Auditor-General Act 1997*, the *Public Governance, Performance and Accountability Act 2013*, and the *Public Service Act 1999*.

The executive arm of government is accountable to the Parliament for its use of public resources and the administration of legislation passed by the Parliament. The Auditor-General provides independent assurance as to whether the executive is operating and accounting for its performance in accordance with the Parliament's intent.

Under the *Auditor-General Act 1997*, the Auditor-General's functions include:

- auditing the annual financial statements of Commonwealth entities, Commonwealth companies and their subsidiaries, and the consolidated financial statements;
- conducting performance audits and assurance reviews;
- auditing the annual performance statements and performance measures of Commonwealth entities and Commonwealth companies and their subsidiaries;
- conducting performance audits of Commonwealth partners
- providing other audit services as required by other legislation or allowed; and
- reporting directly to the Parliament on any matter, or to a minister on any important matter, that comes to the attention of the Auditor-General.

Independence and quality are fundamental to the ANAO's work. These values ensure that the Parliament – and, by extension, the Australian public – can trust that the ANAO provides accurate, objective and credible assessments of the performance and accountability of Australian Government entities.

The Auditor-General's functions are a key component of the accountability and integrity framework and form part of the core business of Australian public sector entities.

To deliver on its purpose, the ANAO focuses on having impact where it matters, driving performance through innovation, and inspiring and developing its people. These strategic priorities guide how the ANAO delivers high-quality audit and support services to the Parliament.

The ANAO's Corporate Plan outlines the capability investments required to support delivery of its purpose in a dynamic operating environment. This includes investment in workforce capability, innovation in audit methodologies and data analytics, effective communication and engagement with the Parliament, and maintaining quality across audit services.

Further details are set out in the ANAO Corporate Plan, available on the ANAO website at www.anao.gov.au.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the ANAO 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 entity'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: ANAO resource statement – Budget estimates for 2026–27 as at Budget May 2026

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Departmental		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available (b)	24,081	21,407
Departmental appropriation (c)	98,290	99,808
s74 External Revenue (d)	5,100	5,100
Departmental capital budget (e)	263	1,053
Total departmental annual appropriations	127,734	127,368
Departmental special appropriations (f)		
Auditor-General	847	847
Acting Auditor-General	90	160
Total departmental special appropriations (f)	937	1,007
Total departmental resourcing	128,671	128,375
	2025-26	2026-27
Average staffing level (number)	435	421

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

- a) Appropriation Bill (No. 1) 2026-27.
- b) Appropriation balance of unspent funding carried forward from prior years Appropriation Bill (No. 1).
- c) Excludes Departmental Capital Budget (DCB).
- d) Estimated retained revenue receipts under section 74 of the PGPA Act.
- e) 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'.
- f) For further information on special appropriations and 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 and special appropriation. The special appropriation includes provision for the remuneration related to Acting Auditor-General arrangements, estimated at approximately ten weeks per financial year in the forward estimates.

1.3 Budget measures

The ANAO has no budget measures in the 2026-27 budget.

Table 1.2: Other measures not previously reported in a portfolio statement

	Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Measures						
Further Reducing spending on Consultants, Contractors and Labour Hire, and non-wage Expenses (a)	1.1, 1.2, 1.3					
Departmental Payment		(130)	-	-	-	-
Total		(130)	-	-	-	-
Total Measures						
Departmental Payment		(130)	-	-	-	-
Total Measures		(130)	-	-	-	-

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) Measure relates an election commitment /savings identified in the 2025 Explanatory Memorandum to the *Appropriation Act (No. 1) 2025–2026* and *Appropriation Act (No. 2) 2025–2026*. The full measure description and package details appear in the 2025-26 MYEFO under Cross Portfolio.

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 ANAO can be found at:

<https://www.anao.gov.au/work/corporate/anao-corporate-plan-2025-26>

The most recent annual performance statement can be found at:

<https://www.anao.gov.au/work/annual-report/anao-annual-report-2024-25>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: To improve public sector performance and accountability through independent reporting on Australian Government administration to Parliament, the Executive, and the public.

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Financial Statement Audit Services					
Departmental expenses					
Departmental appropriation	49,015	48,538	49,083	49,524	50,008
s74 External Revenue (a)	2,427	2,427	2,427	2,427	2,427
Special appropriations (b)					
<i>Auditor-General remuneration and expense - Auditor-General Act 1997 Schedule 1, clause 3(4)</i>	407	400	400	400	400
<i>Acting Auditor-General remuneration and expense - Auditor-General Act 1997</i>	38	80	80	80	80
Expenses not requiring appropriation in the Budget year (c)	550	675	602	526	613
Departmental total	52,437	52,120	52,592	52,957	53,528
Total expenses for program 1.1	52,437	52,120	52,592	52,957	53,528
Program 1.2: Performance Audit Services					
Departmental expenses					
Departmental appropriation	40,597	37,408	38,084	38,631	39,232
s74 External Revenue (a)	1,958	1,958	1,958	1,958	1,958
Special appropriations (b)					
<i>Auditor-General remuneration and expense - Auditor-General Act 1997 Schedule 1, clause 3(4)</i>	330	324	324	324	324
<i>Acting Auditor-General remuneration and expense - Auditor-General Act 1997</i>	30	64	64	64	64
Expenses not requiring appropriation in the Budget year (c)	467	571	513	454	521
Departmental total	43,382	40,325	40,943	41,431	42,099
Total expenses for program 1.2	43,382	40,325	40,943	41,431	42,099

Table 2.1.1: Budgeted expenses for Outcome 1 (continued)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Program 1.3: Performance Statement Audit Services					
Departmental expenses					
Departmental appropriation	11,377	13,862	14,115	14,319	14,543
s74 External Revenue (a)	715	715	715	715	715
Special appropriations (b)					
<i>Auditor-General remuneration and expense - Auditor-General Act 1997 Schedule 1, clause 3(4)</i>	124	123	123	123	123
<i>Acting Auditor-General remuneration and expense - Auditor-General Act 1997</i>	8	16	16	16	16
Expenses not requiring appropriation in the Budget year (c)	284	315	299	281	307
Departmental total	12,508	15,031	15,268	15,454	15,704
Total expenses for program 1.3	12,508	15,031	15,268	15,454	15,704
Departmental expenses					
Departmental appropriation	100,989	99,808	101,282	102,474	103,783
s74 External Revenue (a)	5,100	5,100	5,100	5,100	5,100
Special appropriations (b)					
<i>Auditor-General remuneration and expense - Auditor-General Act 1997 Schedule 1, clause 3(4)</i>	861	847	847	847	847
<i>Acting Auditor-General remuneration and expense - Auditor-General Act 1997</i>	76	160	160	160	160
Expenses not requiring appropriation in the Budget year (c)	1,301	1,561	1,414	1,261	1,441
Departmental total	108,327	107,476	108,803	109,842	111,331
Total expenses for Outcome 1	108,327	107,476	108,803	109,842	111,331
	2025-26	2026-27			
Average staffing level (number)	435	421			

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

- a) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
- b) The special appropriation includes provision for the remuneration related to Acting Auditor-General arrangements, estimated at approximately ten weeks per financial year in the forward estimates.
- c) Expenses not requiring appropriation in the Budget year are made up of depreciation expenses and amortisation expenses.

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 – to support accountability and transparency in the Australian Government sector through independent reporting to the Parliament and thereby contribute to improved public sector performance.		
Program 1.1, 1.2 and 1.3 – Shared performance measure across program 1.1, 1.2 and 1.3. These programs contribute to Outcome 1 by delivering independent reporting to Parliament that supports accountability, transparency, and improved public sector performance.		
Key activities	Shared performance across Program 1.1, 1.2 and 1.3 contribute to the ANAO achieving its purpose through the following activities: <ul style="list-style-type: none"> Monitoring how Parliament uses ANAO products, including scrutiny outcomes and legislative changes arising from audit findings Assessing whether the Auditor-General's work aligns with JCPAA audit priorities and Parliament's expectations Measuring the impact of audits through improvements in accountability, transparency, frameworks, and implementation of recommendations Ensuring audit quality through stakeholder feedback, entity surveys, and internal and external review processes 	
Year	Performance measures (a)	Expected performance results
Current Year 2025–26	Measure 1: The extent to which our work and products support the Parliament and contribute to improvements in public sector performance. (b) (Measure 1 comprises six reporting mechanisms.)	Target: Achieved. (All six reporting mechanisms must meet their targets in order for this target to be achieved). The target is at risk: This measure is not expected to be achieved in 2025-26.
	Reporting mechanism 1: <ul style="list-style-type: none"> Qualitative analysis of the use of ANAO products by the Parliament and changes to public sector frameworks. Feedback from the JCPAA indicates the ANAO has contributed to improved public sector accountability and transparency and public sector administration through its reports and services to the Parliament. Assessment of the ANAO's consideration of the audit priorities of the Parliament as determined by the JCPAA. 	Target: Achieved. The target is at risk: This measure is not expected to be achieved in 2025-26.

<p>Outcome 1 – to support accountability and transparency in the Australian Government sector through independent reporting to the Parliament and thereby contribute to improved public sector performance.</p>		
<p>Program 1.1, 1.2 and 1.3 – Shared performance measure across program 1.1, 1.2 and 1.3. These programs contribute to Outcome 1 by delivering independent reporting to Parliament that supports accountability, transparency, and improved public sector performance.</p>		
	<p>Reporting mechanism 2: Percentage of moderate or significant findings from mandated financial statements and the performance statements audits that are agreed to by audited entities</p>	<p>Target: 90%</p> <p>The target is at risk: This measure is not expected to be met in 2025-26.</p>
	<p>Reporting mechanism 3: Percentage of moderate or significant findings from mandated financial statements and the performance statements audits that are addressed by audited entities within 24 months of reporting</p>	<p>Target:</p> <ul style="list-style-type: none"> Financial statements audits: 90% <p>The target is at risk: This measure is not expected to be met in 2025-26.</p> <p>Target:</p> <ul style="list-style-type: none"> Performance statements audits: 70% <p>The target is on track: This measure is expected to be met in 2025-26.</p>
	<p>Reporting mechanism 4: Percentage of performance audit recommendations agreed to by audited entities and implemented within 24 months of performance audit being presented</p>	<p>Target:</p> <ul style="list-style-type: none"> Recommendations agreed: 90% <p>The target is on track: This measure is expected to be met in 2025-26.</p> <p>Target:</p> <ul style="list-style-type: none"> Recommendations implemented: 70% <p>The target is on track: This measure is expected to be met in 2025-26.</p>
	<p>Reporting mechanism 5: Percentage of positive feedback received from entity surveys on the impact of audits</p>	<p>Target: 70%</p> <p>The target is on track: This measure is expected to be met in 2025-26.</p>
	<p>Reporting mechanism 6: The ANAO's independent quality assurance program indicates that audit opinions and conclusions are appropriate and support the integrity of our audit reports</p>	<p>Target: Achieved.</p> <p>The target is on track: This measure is expected to be achieved in 2025-26.</p>

Outcome 1 – to support accountability and transparency in the Australian Government sector through independent reporting to the Parliament and thereby contribute to improved public sector performance.		
Program 1.1, 1.2 and 1.3 – Shared performance measure across program 1.1, 1.2 and 1.3. These programs contribute to Outcome 1 by delivering independent reporting to Parliament that supports accountability, transparency, and improved public sector performance.		
Year	Performance measures (a)	Planned performance results
Budget Year 2026–27	Measure 1: The extent to which our work and products support the Parliament and contribute to improvements in public sector performance. (b) (Measure 1 comprises six reporting mechanisms)	Target: Achieved.
	Reporting mechanism 1: <ul style="list-style-type: none"> Qualitative analysis of the use of ANAO products by the Parliament and changes to public sector frameworks. Feedback from the JCPAA indicates the ANAO has contributed to improved public sector accountability and transparency and public sector administration through its reports and services to the Parliament. Assessment of the ANAO's consideration of the audit priorities of the Parliament as determined by the JCPAA.	Target: Achieved.
	Reporting mechanism 2: Percentage of moderate or significant findings from mandated financial statements and the performance statements audits that are agreed to by audited entities	Target: 90%
	Reporting mechanism 3: Percentage of moderate or significant findings from mandated financial statements and the performance statements audits that are addressed by audited entities within 24 months of reporting	Target: <ul style="list-style-type: none"> Financial statements audits: 90% Target: <ul style="list-style-type: none"> Performance statements audits: 70%
	Reporting mechanism 4: Percentage of performance audit recommendations agreed to by audited entities and implemented within 24 months of performance audit being presented	Target: <ul style="list-style-type: none"> Financial statements audits: 90% Target: <ul style="list-style-type: none"> Performance statements audits: 70%
	Reporting mechanism 5: Percentage of positive feedback received from entity surveys on the impact of audits	Target: 70%

<p>Outcome 1 – to support accountability and transparency in the Australian Government sector through independent reporting to the Parliament and thereby contribute to improved public sector performance.</p>		
<p>Program 1.1, 1.2 and 1.3 – Shared performance measure across program 1.1, 1.2 and 1.3. These programs contribute to Outcome 1 by delivering independent reporting to Parliament that supports accountability, transparency, and improved public sector performance.</p>		
	<p>Reporting mechanism 6: The ANAO's independent quality assurance program indicates that audit opinions and conclusions are appropriate and support the integrity of our audit reports</p>	<p>Target: Achieved.</p>
<p>Forward Estimates 2027–30</p>	<p>As per 2026–27.</p>	<p>As per 2026–27.</p>
<p>Material changes to Program 1.1, 1.2 and 1.3 (Shared performance measure across program 1.1, 1.2 and 1.3) resulting from 2026–27 Budget Measures: Nil</p>		

Outcome 1 – to support accountability and transparency in the Australian Government sector through independent reporting to the Parliament and thereby contribute to improved public sector performance.		
Program 1.1 – Financial Statements Audit Services The Financial Statements Audit Services program audits the annual financial statements of all Commonwealth entities and the consolidated financial statements of the Australian Government.		
Key activities	Financial statements audit services contribute to the ANAO achieving its purpose through the following key activities: <ul style="list-style-type: none"> • providing assurance on the fair presentation of financial statements of the Australian Government and its controlled entities by providing independent audit opinions for the Parliament, the executive and the public; • presenting two reports annually addressing the outcomes of the financial statements audits of Commonwealth entities and the consolidated financial statements of the Australian Government, to provide the Parliament with an independent examination of the financial accounting and reporting of public sector entities; and • contributing to improvements in the financial administration of Commonwealth entities. 	
Year	Performance measures (a)	Expected performance results
Current Year 2025–26	Measure 2: Percentage of mandated financial statements audit reports issued.	Target: 100% The target is on track: This measure is expected to be met in 2025-26.
	Measure 3: Percentage of mandated financial statements audit reports issued in time to meet entity annual reporting timeframes.	Target: 85% The target is at risk: This measure is not expected to be met in 2025-26.
	Measure 4: Average cost of financial statements audit does not increase by more than CPI from the prior year.	Target: Average cost of a financial statements audit does not increase by more than CPI from the prior year. The target is on track: This measure is expected to be met in 2025-26.
Year	Performance measures (a)	Planned performance results
Budget Year 2026–27	Measure 2: Percentage of mandated financial statements audit reports issued.	Target: 100%
	Measure 3: Percentage of mandated financial statements audit reports issued in time to meet entity annual reporting timeframes.	Target: 85%
	Measure 4: Average cost of financial statements audit does not increase by more than CPI from the prior year.	Target: Average cost of a financial statements audit does not increase by more than CPI from the prior year.
	Measure 5: Deliver independent reports on financial statements audit services (c)	Target: Two
Forward Estimates 2027–30	As per 2026–27.	As per 2026–27.
Material changes to Program 1.1 resulting from 2026–27 Budget Measures: Nil		

<p>Outcome 1 – to support accountability and transparency in the Australian Government sector through independent reporting to the Parliament and thereby contribute to improved public sector performance.</p>		
<p>Program 1.2 – Performance Audit Services The Performance Audit Services program audits and reports on public sector performance by delivering performance audit reports and related products to inform the Parliament, the executive government and the public.</p>		
<p>Key activities</p>	<p>Performance audit services contribute to the ANAO achieving its purpose through the following key activities:</p> <ul style="list-style-type: none"> audits of the performance of Australian Government programs and entities, including identifying opportunities for improvements and lessons for the sector; and identifying opportunities for improvements and lessons for the sector. 	
Year	Performance measures (a)	Expected performance results
Current Year 2025–26	<p>Measure 5: Number of performance audit reports and related products presented to Parliament or published by the Auditor-General.</p>	<p>Target:</p> <ul style="list-style-type: none"> Between 38 and 42 audit reports. One Major Project Report. Three Audit Insights. <p>This target is at risk: The measure is not expected to be met in 2025-26.</p>
	<p>Measure 6: Average cost of a performance audit does not increase by more than CPI from the prior year.</p>	<p>Target: Average cost of a performance audit does not increase by more than CPI from the prior year.</p> <p>This target is at risk: The measure is not expected to be met in 2025-26.</p>
Year	Performance measures (a)	Planned performance results
Budget Year 2026–27	<p>Measure 6: Number of performance audit reports and related products presented to Parliament or published by the Auditor-General. (d)</p>	<p>Target:</p> <ul style="list-style-type: none"> Between 38 and 42 audit and other independent reports. Three Audit Insights.
	<p>Measure 7: Average cost of a performance audit does not increase by more than CPI from the prior year.</p>	<p>Average cost of a performance audit does not increase by more than CPI from the prior year.</p>
Forward Estimates 2027–30	As per 2026–27.	As per 2026–27.
Material changes to Program 1.2 resulting from 2026–27 Budget Measures: Nil		

Outcome 1 – to support accountability and transparency in the Australian Government sector through independent reporting to the Parliament and thereby contribute to improved public sector performance.		
Program 1.3 – Performance Statements Audit Services The Performance Statements Audit Services program audits the annual performance statements of Commonwealth entities, providing assurance to Parliament, the executive government and the public that they are prepared in accordance with the <i>Public Governance, Performance and Accountability Act 2013</i> .		
Key activities	Performance statements audit services contribute to the ANAO achieving its purpose through the following activities: <ul style="list-style-type: none"> audits of the annual performance statements of selected Commonwealth entities. 	
Year	Performance measures (a)	Expected performance results
Current Year 2025–26	Measure 7: Percentage of performance statements audit reports issued.	Target: 100% This target is on track: The measure is expected to be met in 2025-26.
	Measure 8: Percentage of performance statements audit reports issued in time to meet entity annual reporting timeframes.	Target: 100% This target is at risk: The measure is not expected to be met in 2025-26.
	Measure 9: Average cost of a performance statements audit does not increase by more than CPI from the prior year.	Target: Average cost of a performance statements audit does not increase by more than CPI from the prior year. This target is on track: The measure is expected to be met in 2025-26.
Year	Performance measures (a)	Planned performance results
Budget Year 2026–27	Measure 8: Percentage of performance statements audit reports issued.	Target: 100%
	Measure 9: Percentage of performance statements audit reports issued in time to meet entity annual reporting timeframes. (e)	Target: 85%
	Measure 10: Average cost of a performance statements audit does not increase by more than CPI from the prior year.	Target: Average cost of a performance statements audit does not increase by more than CPI from the prior year.
	Measure 11: Deliver independent reports on performance statements audit services (f)	Target: One
Forward Estimates 2027–30	As per 2026–27.	As per 2026–27.
Material changes to Program 1.3 resulting from 2026–27 Budget Measures: Nil		

- a) The ANAO updated the performance measures and targets after the 2025–26 Portfolio Budget Statements was published. These updates are reflected in the 2025–26 Corporate Plan and in the performance measures and targets in the 2026–27 Portfolio Budget Statements.
- b) The ANAO is currently reviewing performance measure one, updates will be reflected in the 2026–27 Corporate Plan.
- c) The ANAO has added a performance measure to Program 1.1 and updates will be reflected in the 2026-27 Corporate Plan.
- d) This measure is under review, and the update will be reflected in the 2026–27 Corporate Plan.
- e) The ANAO has revised this measures target, and the update will be reflected in the 2026–27 Corporate Plan.
- f) The ANAO has added this measure, and the update will be reflected in the 2026–27 Corporate Plan.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of ANAO's finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Differences between entity resourcing and financial statements

The entity resource statement (Table 1.1) provides a consolidated view of all the resources available to the ANAO in 2026–27. This includes appropriation receivable that is yet to be drawn down to cover payables and provisions on the balance sheet. The comprehensive income statement (Table 3.1) shows the operating appropriation provided in 2026–27.

3.1.2 Explanatory notes and analysis of budgeted financial statements

Comprehensive income statement

Revenue from government (annual departmental appropriation and special appropriation funding) in 2026–27 is budgeted at \$100.8 million (2025–26: \$99.2 million). Other revenue is expected to be \$5.1 million (2025–26: \$5.1 million). This revenue relates to:

- international project funding of \$2.3 million to support the Indonesian Board of Audit and the Papua New Guinea Auditor-General's Office, and
- own-sourced revenue of \$2.8 million for 'audits by arrangement' under section 20(2) of the Auditor-General Act 1997 and other miscellaneous income.

Statement of cash flows

The cashflow is consistent with, and representative of, the transactions reported in the comprehensive income statement, adjusted for non-cash items and anticipated capital purchases.

Capital budget statement

The departmental capital budget statement shows the expected capital works program for the current and forward years. Total capital expenditure in 2026–27 is estimated to be \$1.1 million. In addition, the ANAO forecasts spending a further \$3.3 million on capital works over the forward estimates.

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	69,951	70,296	72,823	74,372	77,662
Suppliers	34,061	32,402	31,346	30,883	29,070
Depreciation and amortisation (a)	3,894	4,299	4,299	4,299	4,310
Finance costs	421	379	335	288	289
Write-down and impairment of assets	-	100	-	-	-
Total expenses	108,327	107,476	108,803	109,842	111,331
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	5,100	5,100	5,100	5,100	5,100
Total own-source revenue	5,100	5,100	5,100	5,100	5,100
Total own-source income	5,100	5,100	5,100	5,100	5,100
Net (cost of)/contribution by services	(103,227)	(102,376)	(103,703)	(104,742)	(106,231)
Revenue from Government	99,227	100,815	102,289	103,481	104,790
Surplus/(deficit) attributable to the Australian Government	(4,000)	(1,561)	(1,414)	(1,261)	(1,441)

Note: Impact of net cash appropriation arrangements

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(4,000)	(1,561)	(1,414)	(1,261)	(1,441)
plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) (a)	1,477	1,882	1,882	2,031	2,034
plus: depreciation/amortisation expenses for ROU assets (b)	2,417	2,417	2,417	2,268	2,276
less: lease principal repayments (b)	2,593	2,738	2,885	3,038	2,869
Net Cash Operating Surplus/ (Deficit)	(2,699)	-	-	-	-

Prepared on Australian Accounting Standards basis.

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

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	2,492	661	661	661	661
Trade and other receivables	20,689	20,689	20,689	20,689	20,689
Total financial assets	23,181	21,350	21,350	21,350	21,350
Non-financial assets					
Land and buildings	27,599	24,482	21,365	18,181	14,989
Property, plant and equipment	3,075	2,846	2,733	2,700	2,678
Other non-financial assets	1,127	1,127	1,127	1,127	1,127
Total non-financial assets	31,801	28,455	25,225	22,008	18,794
Total assets	54,982	49,805	46,575	43,358	40,144
LIABILITIES					
Payables					
Suppliers	2,661	730	730	730	730
Other payables	4,389	4,389	4,389	4,389	4,389
Total payables	7,050	5,119	5,119	5,119	5,119
Interest bearing liabilities					
Leases	26,918	24,180	21,295	18,257	15,388
Total interest bearing liabilities	26,918	24,180	21,295	18,257	15,388
Provisions					
Employee provisions	18,604	18,604	18,604	18,604	18,604
Total provisions	18,604	18,604	18,604	18,604	18,604
Total liabilities	52,572	47,903	45,018	41,980	39,111
Net assets	2,410	1,902	1,557	1,378	1,033
EQUITY*					
Parent entity interest					
Contributed equity	21,408	22,461	23,530	24,612	25,708
Reserves	2,598	2,598	2,598	2,598	2,598
Retained surplus (accumulated deficit)	(21,596)	(23,157)	(24,571)	(25,832)	(27,273)
Total parent entity interest	2,410	1,902	1,557	1,378	1,033
Total equity	2,410	1,902	1,557	1,378	1,033

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after deduction of liabilities.

**Table 3.3: Departmental statement of changes in equity – summary of movement
(Budget year 2026–27)**

	Retained earnings \$'000	Asset revaluation reserve \$'000	Contributed equity/ capital \$'000	Total equity \$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	(21,596)	2,598	21,408	2,410
Adjusted opening balance	(21,596)	2,598	21,408	2,410
Comprehensive income				
Surplus/(deficit) for the period	(1,561)	-	-	(1,561)
Total comprehensive income	(1,561)	-	-	(1,561)
Transactions with owners				
Contribution by owners				
Departmental Capital Budget (DCB)	-	-	1,053	1,053
Sub-total transactions with owners	(23,157)	2,598	22,461	1,902
Estimated closing balance as at 30 June 2027	(23,157)	2,598	22,461	1,902
Closing balance attributable to the Australian Government	(23,157)	2,598	22,461	1,902

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	111,901	110,815	112,289	113,481	114,790
Sale of goods and rendering of services	5,100	5,100	5,100	5,100	5,100
Net GST received	5,000	5,000	5,000	5,000	5,000
Total cash received	122,001	120,915	122,389	123,581	124,890
Cash used					
Employees	69,951	70,296	72,823	74,372	77,662
Suppliers	39,036	39,333	36,346	35,883	34,070
Interest payments on lease liability	421	379	335	288	289
s74 External Revenue transferred to the OPA	10,000	10,000	10,000	10,000	10,000
Total cash used	119,408	120,008	119,504	120,543	122,021
Net cash from/(used by) operating activities	2,593	907	2,885	3,038	2,869
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	1,036	1,053	1,069	1,082	1,096
Total cash used	1,036	1,053	1,069	1,082	1,096
Net cash from/(used by) investing activities	(1,036)	(1,053)	(1,069)	(1,082)	(1,096)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	1,036	1,053	1,069	1,082	1,096
Total cash received	1,036	1,053	1,069	1,082	1,096
Cash used					
Principal payments on lease liability	2,593	2,738	2,885	3,038	2,869
Total cash used	2,593	2,738	2,885	3,038	2,869
Net cash from/(used by) financing activities	(1,557)	(1,685)	(1,816)	(1,956)	(1,773)
Net increase (decrease) in cash held	-	(1,831)	-	-	-
Cash and cash equivalents at the beginning of the reporting period	2,492	2,492	661	661	661
Cash and cash equivalents at the end of the reporting period	2,492	661	661	661	661

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	263	1,053	1,069	1,082	1,096
Total new capital appropriations	263	1,053	1,069	1,082	1,096
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	263	1,053	1,069	1,082	1,096
Total items	263	1,053	1,069	1,082	1,096
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriation - DCB (a)	1,036	1,053	1,069	1,082	1,096
TOTAL	1,036	1,053	1,069	1,082	1,096
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	1,036	1,053	1,069	1,082	1,096
Total cash used to acquire assets	1,036	1,053	1,069	1,082	1,096

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 2026-27)

	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026				
Gross book value	9,247	4,448	2,014	15,709
Gross book value - ROU assets	35,405	-	-	35,405
Accumulated depreciation/amortisation and impairment	(1,366)	(1,373)	(2,014)	(4,753)
Accumulated depreciation/amortisation and impairment - ROU assets	(15,687)	-	-	(15,687)
Opening net book balance	27,599	3,075	-	30,674
Capital asset additions				
Estimated expenditure on new or replacement assets				
By purchase - appropriation ordinary annual services (a)	-	1,053	-	1,053
Total additions	-	1,053	-	1,053
Other movements				
Depreciation/amortisation expense	(700)	(1,182)	-	(1,882)
Depreciation/amortisation on	(2,417)	-	-	(2,417)
Other	-	(100)	-	(100)
Total other movements	(3,117)	(1,282)	-	(4,399)
As at 30 June 2027				
Gross book value	9,247	5,501	2,014	16,662
Gross book value - ROU assets	35,405	-	-	35,405
Accumulated depreciation/amortisation and impairment	(2,066)	(2,655)	(2,014)	(6,735)
Accumulated depreciation/amortisation and impairment - ROU assets	(18,104)	-	-	(18,104)
Closing net book balance	24,482	2,846	-	27,228

Prepared on Australian Accounting Standards basis.

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

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OWN-SOURCE INCOME					
Own-source revenue					
Non-taxation revenue					
Sale of goods and rendering of services	14,726	16,400	16,400	16,400	16,400
Total non-taxation revenue	14,726	16,400	16,400	16,400	16,400
Total own-source revenue administered	14,726	16,400	16,400	16,400	16,400
Net (cost of)/contribution by services	(14,726)	(16,400)	(16,400)	(16,400)	(16,400)
Total comprehensive income/(loss)	14,726	16,400	16,400	16,400	16,400

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Trade and other receivables	8,782	8,782	8,782	8,782	8,782
Total financial assets	8,782	8,782	8,782	8,782	8,782
Total assets administered on behalf of Government	8,782	8,782	8,782	8,782	8,782
LIABILITIES					
Payables					
Other payables	326	326	326	326	326
Total payables	326	326	326	326	326
Total liabilities administered on behalf of Government	326	326	326	326	326
Net assets/(liabilities)	8,456	8,456	8,456	8,456	8,456

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Sales of goods and rendering of services	14,726	16,400	16,400	16,400	16,400
Total cash received	14,726	16,400	16,400	16,400	16,400
Net cash from/(used by) operating activities	14,726	16,400	16,400	16,400	16,400
Net increase/(decrease) in cash held	14,726	16,400	16,400	16,400	16,400
Cash to Official Public Account for:					
- Appropriations	(14,726)	(16,400)	(16,400)	(16,400)	(16,400)
<i>Total cash to Official Public Account</i>	<i>(14,726)</i>	<i>(16,400)</i>	<i>(16,400)</i>	<i>(16,400)</i>	<i>(16,400)</i>
Cash and cash equivalents at end of reporting period	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

**Australian Public Service
Commission**

**Entity resources and planned
performance**

Australian Public Service Commission

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Australian Public Service Commission

Section 1: Entity overview and resources

1.1 Strategic direction statement

The outcome of the Australian Public Service Commission (APSC) is to increase awareness and adoption of best practice public service administration by the Australian Public Service (APS) through leadership, promotion, advice and professional development, drawing on research and evaluation. The APSC takes a central leadership role in building capacity, driving productivity and performance, streamlining processes, and promoting integrity and accountability in the APS.

The APSC supports the Australian Public Service Commissioner and the Merit Protection Commissioner to undertake statutory functions under the *Public Service Act 1999*, including functions to strengthen the professionalism of the APS, continually improve workforce management, promote high standards of integrity and conduct, foster leadership, high quality learning and capability development, and to inquire into and review matters consistent with s 41 of the *Public Service Act 1999*.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the APSC 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 APSC'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: APSC resource statement – Budget estimates for 2026–27 as at Budget May 2026

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Departmental		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available	38,238	38,431
Departmental appropriation	58,788	52,728
s74 External Revenue (b)	31,584	31,641
Departmental capital budget	439	448
Total departmental annual appropriations	<u>129,049</u>	<u>123,248</u>
Total departmental resourcing	129,049	123,248
Administered		
Total administered special appropriations	<u>4,850</u>	<u>4,850</u>
Total administered resourcing	4,850	4,850
Total resourcing for APSC	133,899	128,098
	2025-26	2026-27
Average staffing level (number)	386	340

Third party payments from and on behalf of other entities

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Payments made by other entities on behalf of APSC		
Attorney-General's Department - Remuneration Tribunal Act 1973	<u>4,850</u>	<u>4,850</u>

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

a) Appropriation Bill (No. 1) 2026–2027.

b) Estimated External Revenue receipts under section 74 of the PGPA *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

1.3 Budget measures

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

Table 1.2: APSC 2026–27 Budget measures

	Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Receipt measures						
Prime Minister and Cabinet - additional resourcing	1.1	-	(3,495)	(3,495)	(3,495)	(3,495)
Administered receipt		-	(3,495)	(3,495)	(3,495)	(3,495)
Total		-	(3,495)	(3,495)	(3,495)	(3,495)
Total receipt measures						
Administered		-	(3,495)	(3,495)	(3,495)	(3,495)
Total		-	(3,495)	(3,495)	(3,495)	(3,495)
Payment measures						
Prime Minister and Cabinet - additional resourcing	1.1	-	2,367	(609)	1,017	2,444
Departmental payment		-	2,367	(609)	1,017	2,444
Total		-	2,367	(609)	1,017	2,444
Reducing Spending on						
Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year extension (a)	1.1	-	-	-	-	(1,838)
Departmental payment		-	-	-	-	(1,838)
Total		-	-	-	-	(1,838)
Total payment measures						
Departmental		-	2,367	(609)	1,017	606
Total		-	2,367	(609)	1,017	606

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 measure is a cross portfolio measure. The full measure description and package details appear in the *Budget Paper No. 2* under Cross Portfolio.

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 APSC can be found at:

<https://www.apsc.gov.au/publication/corporate-plan-variation-2025-29>

The most recent annual performance statement can be found at:

<https://www.apsc.gov.au/annual-report/australian-public-service-commission-annual-report-2024-25>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Increased awareness and adoption of best practice public administration by the public service through leadership, promotion, advice and professional development, drawing on research and evaluation.

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Australian Public Service Commission					
Departmental expenses					
Departmental appropriation	58,788	52,728	50,640	51,548	49,603
s74 External Revenue (a)	31,584	31,641	31,641	31,641	31,641
Expenses not requiring appropriation in the Budget year (b)	7,949	1,767	1,243	803	803
Departmental total	98,321	86,136	83,524	83,992	82,047
Total expenses for program 1.1	98,321	86,136	83,524	83,992	82,047
Program 1.2: Judicial Office Holders' Remuneration and Entitlements					
Administered expenses					
Special appropriations					
<i>Remuneration Tribunal Act 1973</i>	4,850	4,850	4,850	4,850	4,850
Administered total	4,850	4,850	4,850	4,850	4,850
Total expenses for program 1.2	4,850	4,850	4,850	4,850	4,850
Outcome 1 Totals by appropriation					
Administered expenses					
Special appropriations	4,850	4,850	4,850	4,850	4,850
Administered total	4,850	4,850	4,850	4,850	4,850
Departmental expenses					
Departmental appropriation	58,788	52,728	50,640	51,548	49,603
s74 External Revenue (a)	31,584	31,641	31,641	31,641	31,641
Expenses not requiring appropriation in the Budget year (b)	7,949	1,767	1,243	803	803
Departmental total	98,321	86,136	83,524	83,992	82,047
Total expenses for Outcome 1	103,171	90,986	88,374	88,842	86,897
	2025-26	2026-27			
Average staffing level (number)	386	340			

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 - Increased awareness and adoption of best practice public administration by the public service through leadership, promotion, advice and professional development, drawing on research and evaluation.		
Program 1.1 - Australian Public Service Commission		
This program contributes to the outcome through building capacity, driving productivity and performance, streamlining processes and promoting integrity and accountability.		
Key activities (a)	1. Promote and uphold the high standards of integrity and conduct within the APS. 2. Lead and support the development of quality APS workforce management policy. 3. Build APS capability and leadership for the future.	
Year	Performance measures (b)	Expected performance results
Current Year 2025–26	1.1 Promote the APS Values, APS Employment Principles and the Code of Conduct through identified promotion activities.	Target: Identified promotion activities are delivered, and if applicable, benchmark metrics are met. On track to be achieved.
	1.2 Provide integrity and employment policy advice and assistance.	Targets: >80% of enquiries responded to in accordance with the Service Charter for the Ethics Advisory Service. >80% of enquiries responded to in accordance with the Service Charter for the Employment Policy Advisory Service. >80% of enquiries for SES Code Consultations are responded to within 5 business days. On track to be achieved.
	2.1 Right settings are in place to support an effective APS workforce.	Targets: 100% of collective workplace arrangements are compliant with the Public Sector Workplace Relations Policy. >90% APS agencies meet the required milestones under the Strategic Commissioning Framework. On track to be achieved.
	2.2 Maintain First Nations representation at SES levels across the APS.	Target: Maintain First Nations representation at SES levels across the APS (31 December 2024 baseline). On track to be achieved.

<p>Outcome 1 - Increased awareness and adoption of best practice public administration by the public service through leadership, promotion, advice and professional development, drawing on research and evaluation.</p>		
<p>Program 1.1 - Australian Public Service Commission This program contributes to the outcome through building capacity, driving productivity and performance, streamlining processes and promoting integrity and accountability.</p>		
	<p>3.1 Support APS leadership to develop their leadership capability.</p>	<p>Targets: 80% of learners report a moderate or significant expected impact on their performance against the course learning outcomes (baseline). In courses that include practitioners, at least 85% of learners report that practitioner contributions enhanced their learning (baseline). ≥ 440 SES participated in APS Academy leadership programs.</p> <p>On track to be achieved.</p>
	<p>3.2 Contribute to an uplift in APS capability in the domains of APS Craft.</p>	<p>Targets: ≥ 80% of respondents report a moderate or significant expected impact on their performance against the course learning outcomes (baseline). In courses that include practitioners, at least 85% of respondents report that practitioner contributions enhanced their learning (baseline). ≥ 80% of APS agencies engage with the APS Academy through employee participation in courses or events (baseline). ≥ 85% of actions from APS Learning and Development Strategy Adapt Action Plan are completed within their endorsed timeframes (baseline).</p> <p>On track to be achieved.</p>

Outcome 1 - Increased awareness and adoption of best practice public administration by the public service through leadership, promotion, advice and professional development, drawing on research and evaluation.		
Program 1.1 - Australian Public Service Commission		
This program contributes to the outcome through building capacity, driving productivity and performance, streamlining processes and promoting integrity and accountability.		
Year	Performance measures	Planned performance results
Budget Year 2026–27	1.1 Promote the APS Values, APS Employment Principles and the Code of Conduct through identified promotion activities.	As per 2025–26.
	1.2 Provide integrity and employment policy advice and assistance.	As per 2025–26.
	2.1 Right settings are in place to support an effective APS workforce.	As per 2025–26.
	3.1 Support APS leadership to develop their leadership capability.	Targets to be set based on 2025–26 baseline.
	3.2 Contribute to an uplift in APS capability in the domains of APS Craft.	Targets to be set based on 2025–26 baseline.
Forward Estimates 2027–30	As per 2026–27.	As per 2026–27.
Material changes to Program 1.1 resulting from 2026–27 Budget Measures: Nil.		

- a) Refers to updated key activities that are reflected in the Commission's Varied Corporate Plan 2025–26. The APSC refined key activities to better align with its legislative responsibilities, purpose, and Portfolio Budget Statements program and outcome.
- b) Refers to performance measures reflected in the Commission's Varied Corporate Plan 2025–26. The APSC varied its performance measures to align with refined key activities. As a result, the APSC is no longer reporting against some measures published in the 2025–26 Portfolio Budget Statement. Further information on the removed performance measures will be provided in the 2025–26 Annual Report.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of APSC's finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

Comprehensive income statement

The APSC expects to report an operating loss for the 2025-26 financial year. In all future budget years, the APSC is budgeting for a break-even operating result, adjusted for depreciation and amortisation expense. Own-source revenue includes earnings of the APS Academy and from official international development assistance programs.

Administered financial statements

The administered statements report payments of Judicial Office Holders' remuneration and entitlements. Payments are made by the Attorney-General's Department.

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	61,278	53,788	53,314	57,257	59,346
Suppliers	33,467	28,891	27,111	24,417	20,383
Depreciation and amortisation (a)	3,457	3,339	2,649	1,898	1,898
Finance costs	119	118	450	420	420
Total expenses	98,321	86,136	83,524	83,992	82,047
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	31,584	31,641	31,641	31,641	31,641
Total own-source revenue	31,584	31,641	31,641	31,641	31,641
Gains					
Sale of assets	5	-	-	-	-
Other	43	43	43	43	43
Total gains	48	43	43	43	43
Total own-source income	31,632	31,684	31,684	31,684	31,684
Net (cost of)/contribution by services	(66,689)	(54,452)	(51,840)	(52,308)	(50,363)
Revenue from Government	58,788	52,728	50,640	51,548	49,603
Surplus/(deficit) attributable to the Australian Government	(7,901)	(1,724)	(1,200)	(760)	(760)
Total comprehensive income/(loss)	(7,901)	(1,724)	(1,200)	(760)	(760)
Total comprehensive income/(loss) attributable to the Australian Government	(7,901)	(1,724)	(1,200)	(760)	(760)

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June (continued)
Note: Impact of net cash appropriation arrangements

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(7,901)	(1,724)	(1,200)	(760)	(760)
plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) (a)	1,803	1,842	1,649	898	760
plus: depreciation/amortisation expenses for ROU assets (b)	1,654	1,497	1,000	1,000	1,138
less: lease principal repayments (b)	1,615	1,615	1,449	1,138	1,138
Net Cash Operating Surplus/ (Deficit)	(6,059)	-	-	-	-

Prepared on Australian Accounting Standards basis.

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

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	1,480	1,480	1,480	1,480	1,480
Trade and other receivables	44,283	44,386	44,386	44,386	44,017
Total financial assets	45,763	45,866	45,866	45,866	45,497
Non-financial assets					
Land and buildings	2,672	345	8,515	7,010	5,505
Property, plant and equipment	1,219	1,273	1,333	1,398	1,006
Intangibles	1,179	561	135	136	600
Other non-financial assets	2,294	2,191	2,191	2,191	2,191
Total non-financial assets	7,364	4,370	12,174	10,735	9,302
Total assets	53,127	50,236	58,040	56,601	54,799
LIABILITIES					
Payables					
Suppliers	8,280	8,280	8,280	8,280	7,911
Other payables	14,866	14,866	14,866	14,866	14,866
Total payables	23,146	23,146	23,146	23,146	22,777
Interest bearing liabilities					
Leases	1,835	220	8,771	7,633	6,495
Total interest bearing liabilities	1,835	220	8,771	7,633	6,495
Provisions					
Employee provisions	15,295	15,295	15,295	15,295	15,295
Other provisions	70	70	70	70	70
Total provisions	15,365	15,365	15,365	15,365	15,365
Total liabilities	40,346	38,731	47,282	46,144	44,637
Net assets	12,781	11,505	10,758	10,457	10,162
EQUITY*					
Parent entity interest					
Contributed equity	11,726	12,174	12,627	13,086	13,551
Reserves	1,621	1,621	1,621	1,621	1,621
Retained surplus (accumulated deficit)	(566)	(2,290)	(3,490)	(4,250)	(5,010)
Total parent entity interest	12,781	11,505	10,758	10,457	10,162
Total equity	12,781	11,505	10,758	10,457	10,162

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings	Asset revaluation reserve	Contributed equity/ capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	(566)	1,621	11,726	12,781
Adjusted opening balance	(566)	1,621	11,726	12,781
Comprehensive income				
Surplus/(deficit) for the period	(1,724)			(1,724)
Total comprehensive income	(1,724)	-	-	(1,724)
Transactions with owners				
Contributions by owners				
Departmental Capital Budget (DCB)	-	-	448	448
Sub-total transactions with owners	-	-	448	448
Estimated closing balance as at 30 June 2027	(2,290)	1,621	12,174	11,505
Closing balance attributable to the Australian Government	(2,290)	1,621	12,174	11,505

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	65,223	52,625	50,640	51,548	49,972
Sale of goods and rendering of services	31,584	31,641	31,641	31,641	31,641
Total cash received	96,807	84,266	82,281	83,189	81,613
Cash used					
Employees	61,278	53,788	53,314	57,257	59,346
Suppliers	33,317	28,745	27,068	24,374	20,709
Interest payments on lease liability	118	118	450	420	420
Total cash used	94,713	82,651	80,832	82,051	80,475
Net cash from/(used by) operating activities	2,094	1,615	1,449	1,138	1,138
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	918	448	453	459	465
Total cash used	918	448	453	459	465
Net cash from/(used by) investing activities	(918)	(448)	(453)	(459)	(465)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	439	448	453	459	465
Total cash received	439	448	453	459	465
Cash used					
Principal payments on lease liability	1,615	1,615	1,449	1,138	1,138
Total cash used	1,615	1,615	1,449	1,138	1,138
Net cash from/(used by) financing activities	(1,176)	(1,167)	(996)	(679)	(673)
Net increase/(decrease) in cash held	-	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	1,480	1,480	1,480	1,480	1,480
Cash and cash equivalents at the end of the reporting period	1,480	1,480	1,480	1,480	1,480

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	439	448	453	459	465
Total new capital appropriations	439	448	453	459	465
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	918	448	453	459	465
Total items	918	448	453	459	465
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriation - DCB (a)	439	448	453	459	465
Funded internally from departmental resources	479	-	-	-	-
TOTAL	918	448	453	459	465

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 2026–27)

	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026				
Gross book value	5,694	2,553	3,093	11,340
Gross book value - ROU assets	13,088	-	-	13,088
Accumulated depreciation/ amortisation and impairment	(4,518)	(1,334)	(1,914)	(7,766)
Accumulated depreciation/amortisation and impairment - ROU assets	(11,592)	-	-	(11,592)
Opening net book balance	2,672	1,219	1,179	5,070
Capital asset additions				
Estimated expenditure on new or replacement assets				
By purchase - appropriation ordinary annual services (a)	-	447	1	448
Total additions	-	447	1	448
Other movements				
Depreciation/amortisation expense	(831)	(393)	(619)	(1,843)
Depreciation/amortisation on ROU assets	(1,496)	-	-	(1,496)
Total other movements	(2,327)	(393)	(619)	(3,339)
As at 30 June 2027				
Gross book value	5,694	3,000	3,094	11,788
Gross book value - ROU assets	13,088	-	-	13,088
Accumulated depreciation/ amortisation and impairment	(5,349)	(1,727)	(2,533)	(9,609)
Accumulated depreciation/amortisation and impairment - ROU assets	(13,088)	-	-	(13,088)
Closing net book balance	345	1,273	561	2,179

Prepared on Australian Accounting Standards basis.

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	4,850	4,850	4,850	4,850	4,850
Total expenses administered on behalf of Government	4,850	4,850	4,850	4,850	4,850
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Non-taxation revenue					
Other revenue	3,495	-	-	-	-
Total non-taxation revenue	3,495	-	-	-	-
Total own-source revenue administered on behalf of Government	3,495	-	-	-	-
Total own-sourced income administered on behalf of Government	3,495	-	-	-	-
Net (cost of)/contribution by services	1,355	4,850	4,850	4,850	4,850
Total comprehensive income/(loss)	(1,355)	(4,850)	(4,850)	(4,850)	(4,850)

Prepared on Australian Accounting Standards basis.

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

The APSC has no assets or liabilities administered on behalf of the Government.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Other	3,495	-	-	-	-
Total cash received	3,495	-	-	-	-
Cash used					
Employees	4,850	4,850	4,850	4,850	4,850
Total cash used	4,850	4,850	4,850	4,850	4,850
Net increase/(decrease) in cash held	(1,355)	(4,850)	(4,850)	(4,850)	(4,850)
Cash and cash equivalents at beginning of reporting period					
Cash from Official Public Account for:					
- Appropriations	4,850	4,850	4,850	4,850	4,850
Total cash from Official Public	4,850	4,850	4,850	4,850	4,850
Cash to Official Public Account for:					
- Appropriations	(3,495)	-	-	-	-
Total cash to Official Public Account	(3,495)	-	-	-	-
Cash and cash equivalents at end of reporting period	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

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

The APSC has no administered capital budget.

Table 3.11: Statement of administered asset movements (Budget year 2026–27)

The APSC has no administered assets.

Indigenous Business Australia

Entity resources and planned performance

Indigenous Business Australia

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Indigenous Business Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

Indigenous Business Australia (IBA) is established under the *Aboriginal and Torres Strait Islander Act 2005* (the Act). Section 146 of that Act sets out IBA's purposes:

- To assist and enhance Aboriginal and Torres Strait Islander self-management and economic self-sufficiency, and
- To advance the commercial and economic interests of Aboriginal persons and Torres Strait Islanders by accumulating and using a substantial capital base for the benefit of the Aboriginal and Torres Strait Islander peoples.

Section 147 explains IBA functions are to engage in commercial activities, as well as to promote and encourage Aboriginal and Torres Strait Islander self-management and economic self-sufficiency. Section 148 (1) and (2) sets out how IBA should perform its functions and Section 152 sets out IBA's legislative powers.

IBA delivers on its purpose through the following key activities:

- **Housing:** IBA undertakes activities that enable Aboriginal and Torres Strait Islander people to own a home and build home equity.
- **Business:** IBA undertakes activities to facilitate Aboriginal and Torres Strait Islander people to start and grow a business that supports income, employment, and economic independence.
- **Investments:** IBA partners with Aboriginal and Torres Strait Islander organisations to invest, grow capital, and build commercial capability.

In addition, IBA works to advance Aboriginal and Torres Strait Islander people's commercial and economic interests through research and community engagement, marketing and sponsorships, capability building, sector development initiatives, and strategic partnerships across all these key activity areas.

IBA promotes and encourages Aboriginal and Torres Strait Islander economic development, involvement, and empowerment by influencing and informing the wider financial and economic ecosystem.

On 13 February 2025, the Act was amended to remove the restriction on IBA's ability to borrow and raise money. This change enables IBA to undertake new key activities that contribute to achieving its purpose, particularly facilitating and financing large-scale projects and transactions alongside Aboriginal and Torres Strait Islander organisations.

The next step involves establishing the Rules, which are the parameters under which IBA can borrow and raise money. The Rules must be agreed by both the Minister for Indigenous Australians and the Finance Minister.

IBA has refreshed its long-term strategy to seize the opportunities from its expanded mandate. IBA will deliver against the following four strategic pillars as outlined in the IBA Strategy Towards 2030.

Strategic pillar 1: Raising capital – Indigenous economic participation

This strategic pillar relates to the activities we plan to undertake to borrow and raise money. It includes the following strategies:

- Engage capability and investment partners as we raise capital
- Expand the sources and value of capital raised by IBA
- Create avenues to seek out investment opportunities with partners and Indigenous First Nations.

Strategic pillar 2: Deploying capital – Indigenous prosperity through investment, home ownership, and enterprise growth

This strategic pillar relates to the key activities of Housing, Business and Investment, and includes capability building activities. It includes the following strategies:

- Offer services, products, resources, and opportunities to advance First Nations self-management and economic self-sufficiency
- Boost First Nations peoples' home ownership through a greater range of products and services
- Assist more First Nations entrepreneurs, business owners, and businesses to launch, grow and scale.

Strategic pillar 3: Patient capital – Substantial Indigenous capital asset base

This strategic pillar relates to the Large Projects key activity. It includes the following strategies:

- Build the First Nations' capital base through greater participation in economic development happening on Country
- Deploy greater resources to First Nations that lifts commercial outcomes from economic activities on their Country
- Facilitate Indigenous interests, stakeholders, and businesses to participate in growth sectors of the economy.

Strategic pillar 4: Shaping capital – Insights into the Indigenous-led economy

This strategic pillar relates to our economic analysis, research, and strategic partnership activities. It includes the following strategies:

- Contribute to Indigenous economic development and policy by publishing market intelligence, research, and analysis
- Promote research and knowledge creation that lifts First Nations economic self-sufficiency and efficient investment decisions and transactions
- Increase understanding of the trends and drivers of First Nations self-management and economic self-sufficiency.

The Budget and Expected Performance Results outlined in the following sections are based on IBA's existing capital and funding position. They do not include any potential future borrowing measures.

As part of the 2025–26 Budget, the Government announced \$70.9 million over two years for IBA to increase opportunities for First Nations Australians to buy their own home and \$3.4 million over three years to support First Nations women in business. This is reflected in the expected performance results shown for Performance Measures 1, 2, and 3.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to IBA 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 entity'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: IBA resource statement – Budget estimates for 2026–27 as at Budget May 2026

	<i>2025-26 Estimated actual \$'000</i>	<i>2026-27 Estimate \$'000</i>
Opening balance/cash reserves at 1 July	116,900	130,468
Funds from Government		
Annual appropriations - ordinary annual services (a)		
Outcome 1	10,785	9,438
Annual appropriations - other services (b)		
Equity injection	22,850	22,850
Total annual appropriations	33,635	32,288
Amounts received from related entities		
Amounts from portfolio department (c)	29,000	28,445
Total amounts received from related entities	29,000	28,445
Total funds from Government	62,635	60,733
Funds from other sources		
Interest	77,913	81,992
Sale of goods and rendering of services	96,637	93,989
Dividends	24,730	26,939
Rental income	15,791	16,302
Other	1,784	3,486
Total funds from other sources	216,855	222,708
Total net resourcing for IBA	396,390	413,909
	<i>2025-26</i>	<i>2026-27</i>
Average staffing level (number)	244	261

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

- a) Appropriation Bill (No.1) 2026-27.
- b) Appropriation Bil (No.2) 2026-27.
- c) Funding provided by the National Indigenous Australians Agency that is not specified within the annual appropriation bills as a payment to the Corporate Commonwealth Entity (CCE) (For example, a grant awarded to a CCE from one of its portfolio department's administered programs).

1.3 Budget measures

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

Table 1.2: IBA 2026–27 Budget measures

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

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measure					
Reducing Spending on Consultants, Contractors and Labour Hire, and Non-w age Expenses – one year (a)					
Departmental payment	-	-	-	-	(524)
Total	-	-	-	-	(524)
Total Payment measures					
Departmental	-	-	-	-	(524)
Total	-	-	-	-	(524)

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

a) This measure is a cross portfolio measure. The full measure description and package details appear in the *Budget Paper No. 2* under Cross Portfolio.

Part 2: Other measures not previously reported in a portfolio statement

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measure					
Further Reducing spending on Consultants, Contractors and Labour hire, and Non-w age Expenses (a)					
Departmental payment	(359)	(383)	(383)	(373)	-
Total	(359)	(383)	(383)	(373)	-
Departmental payment	(359)	(383)	(383)	(373)	-
Total	(359)	(383)	(383)	(373)	-

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) Measure relates to an election commitment /savings identified in the 2025 Pre-election Economic and Fiscal Outlook and in the 2025 Explanatory Memorandum to the *Appropriation Act (No. 1) 2025–2026* and *Appropriation Act (No. 2) 2025-2026*. The Full measure description and package details appear in the 2025-26 MYEFO under cross Portfolio.

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 IBA can be found at:

[IBA-Corporate-Plan-2025-26-web.pdf](#)

The most recent annual performance statement can be found at:

[IBA-Annual-Report-2024-25_web.pdf](#)

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Improved economic inclusion and participation to enhance the financial wellbeing and independence of Aboriginal and Torres Strait Islander people through distribution of home and business finance, access to wealth generating opportunities and capability development activities.

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Aboriginal and Torres strait islander Economic Participation and Wealth					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	10,785	9,438	9,410	9,358	9,359
Expenses not requiring appropriation in the budget year	129,031	113,668	116,170	118,713	121,556
Revenues from industry sources					
Revenues from other independent	185,279	173,067	174,762	177,812	181,656
Total expenses for Program 1.1	325,095	296,173	300,342	305,883	312,571
	2025-26	2026-27			
Average staffing level (number)	244	261			

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

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 - Improved economic inclusion and participation to enhance the financial wellbeing and independence of Aboriginal and Torres Strait Islander people through distribution of home and business finance, access to wealth generating opportunities and capability development activities.	
Program 1.1 - Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation	
<p>This program contributes to Outcome 1 through IBA's ability to:</p> <ul style="list-style-type: none"> • enable Aboriginal and Torres Strait Islander to own a home and build home equity. • facilitate Aboriginal and Torres Strait Islander people to start and grow a business that supports income, employment, and economic independence. • partner with Aboriginal and Torres Strait Islander organizations to invest, grow capital and build commercial capability. <p>inform, drive, and support the customer journey and experience through sector development initiatives, partnerships and managing customer feedback and complaints.</p> <p>The program recognises the urgency to deliver measurable results alongside Aboriginal and Torres Strait Islander people and does so through an entity wide performance framework in a technically sound and culturally proficient way.</p>	
Key activities (a)	<p>IBA's key activities are guided by its Corporate Plan which sets out the goals, objectives and performance measures that will contribute to outcome 1 in the long, medium and short term, specifically through the provision of:</p> <ul style="list-style-type: none"> • concessional finance products and tailored support for home ownership. • concessional finance products and tailored support to help start, acquire or grow a business. • fund management, co-investment and direct management of businesses and assets. • capability development, increased partnerships, procurement and supply chain opportunities, sponsorships • increased distribution of capital (money) directly to Aboriginal and Torres Strait Islander people through our products and support model.

<p>Outcome 1 - Improved economic inclusion and participation to enhance the financial wellbeing and independence of Aboriginal and Torres Strait Islander people through distribution of home and business finance, access to wealth generating opportunities and capability development activities.</p>		
<p>Program 1.1 - Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation</p> <p>This program contributes to Outcome 1 through IBA's ability to:</p> <ul style="list-style-type: none"> • enable Aboriginal and Torres Strait Islander to own a home and build home equity. • facilitate Aboriginal and Torres Strait Islander people to start and grow a business that supports income, employment, and economic independence. • partner with Aboriginal and Torres Strait Islander organizations to invest, grow capital and build commercial capability. <p>inform, drive, and support the customer journey and experience through sector development initiatives, partnerships and managing customer feedback and complaints.</p> <p>The program recognises the urgency to deliver measurable results alongside Aboriginal and Torres Strait Islander people and does so through an entity wide performance framework in a technically sound and culturally proficient way.</p>		
Year	Performance measures (b)	Expected performance results
Current Year 2025–26	1. Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.	Target of 2,065 Target expected to be exceeded
	2. Total annual number of Aboriginal and Torres Strait Islander people provided with an IBA product or the opportunity to access the economy through a job or procurement opportunity	Target of 2,320 Target expected to be met
	3. Total annual sum of capital and capability development support distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.	Target of \$391 million Target expected to be met
	4. Reported levels of Aboriginal and Torres Strait Islander people's financial wellbeing	Target of >45 out of 100 Target expected to be met
	5. Reported levels of positive impact of IBA's activities by Aboriginal and Torres Strait Islander people	Target is 'impact report published' Target expected to be met
	7. Total proportion of Aboriginal and Torres Strait Islander first home buyers	Target of 80% Target expected to be met
	8. Average conversion rate of demand into a home, business or investment outcome	Target of <43% Target expected to be met
	9. Total rate of efficiency of IBA in achieving its purpose.	Target of <69% Target expected to be met

<p>Outcome 1 - Improved economic inclusion and participation to enhance the financial wellbeing and independence of Aboriginal and Torres Strait Islander people through distribution of home and business finance, access to wealth generating opportunities and capability development activities.</p>		
<p>Program 1.1 - Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation</p> <p>This program contributes to Outcome 1 through IBA's ability to:</p> <ul style="list-style-type: none"> • enable Aboriginal and Torres Strait Islander to own a home and build home equity. • facilitate Aboriginal and Torres Strait Islander people to start and grow a business that supports income, employment, and economic independence. • partner with Aboriginal and Torres Strait Islander organizations to invest, grow capital and build commercial capability. <p>inform, drive, and support the customer journey and experience through sector development initiatives, partnerships and managing customer feedback and complaints.</p> <p>The program recognises the urgency to deliver measurable results alongside Aboriginal and Torres Strait Islander people and does so through an entity wide performance framework in a technically sound and culturally proficient way.</p>		
Year	Performance measures (c)	Planned performance results (d)
Budget Year 2026–27	1. Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.	1,805
	2. Total annual number of Aboriginal and Torres Strait Islander people provided with an IBA product or the opportunity to access the economy through a job or procurement opportunity	2,370
	3. Total annual sum of capital and capability development support distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.	\$317.7 million
	4. Reported levels of Aboriginal and Torres Strait Islander financial wellbeing	>45 out of 100
	5. Reported levels of positive impact of IBA's activities by Aboriginal and Torres Strait Islander people	Impact report published
	7. Total proportion of Aboriginal and Torres Strait Islander first home buyers	80%
	8. Average conversion rate of demand into a home, business or investment outcome.	>41%
	9. Total rate of efficiency of IBA in achieving its purpose	<69%

Outcome 1 - Improved economic inclusion and participation to enhance the financial wellbeing and independence of Aboriginal and Torres Strait Islander people through distribution of home and business finance, access to wealth generating opportunities and capability development activities.		
Program 1.1 - Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation		
<p>This program contributes to Outcome 1 through IBA's ability to:</p> <ul style="list-style-type: none"> • enable Aboriginal and Torres Strait Islander to own a home and build home equity. • facilitate Aboriginal and Torres Strait Islander people to start and grow a business that supports income, employment, and economic independence. • partner with Aboriginal and Torres Strait Islander organizations to invest, grow capital and build commercial capability. inform, drive, and support the customer journey and experience through sector development initiatives, partnerships and managing customer feedback and complaints. <p>The program recognises the urgency to deliver measurable results alongside Aboriginal and Torres Strait Islander people and does so through an entity wide performance framework in a technically sound and culturally proficient way.</p>		
Year	Performance measures (b)	Expected performance results
Forward Estimates 2027–30	1. Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.	2027-28 (1,830) 2028-29 (1,775) 2029-30 (1,795)
	2. Total annual number of Aboriginal and Torres Strait Islander people provided with an IBA product or the opportunity to access the economy through a job or procurement opportunity	2027-28 (2,408) 2028-29 (2,443) 2029-30 (2,499)
	3. Total annual sum of capital and capability development support distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.	2027-28 (\$332.3m) 2028-29 (\$344.1m) 2029-30 (\$352.6m)
	4. Reported levels of Aboriginal and Torres Strait Islander financial wellbeing	2027-28 'as per 2026-27' 2028-29 'as per 2026-27' 2029-30 'as per 2026-27'
	5. Reported levels of positive impact of IBA's activities by Aboriginal and Torres Strait Islander people	2027-28 'as per 2026-27' 2028-29 'as per 2026-27' 2029-30 'as per 2026-27'
	7. Total proportion of Aboriginal and Torres Strait Islander first home buyers	2027-28 'as per 2026-27' 2028-29 'as per 2026-27' 2029-30 'as per 2026-27'
	8. Average conversion rate of demand into a home, business or investment outcome.	2027-28 (>43%) 2028-29 (>44%) 2029-30 (>44%)
	9. Total rate of efficiency of IBA in achieving its purpose	2027-28 'as per 2026-27' 2028-29 'as per 2026-27' 2029-30 'as per 2026-27'
	Material changes to Program 1.1 resulting from 2026–27 Budget Measures: 'Nil'	

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of IBA’s finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

IBA budgets are prepared on a consolidated basis for the agency and its 20 subsidiaries, 16 of which are trading. On consolidation, assets, liabilities, income, and expenditure of all subsidiaries flow through to individual line items in the consolidated budget.

Comprehensive income statement

IBA is budgeting for a surplus of \$40.8 million in 2026-27 compared with an actual estimated surplus of \$12.1 million in 2025-26.

Budgeted departmental balance sheet.

Budgeted net assets as of 30 June 2027 of \$2,440.2 million represents an increase of \$78.6 million over the estimated net assets of \$2,361.6 million as of 30 June 2026. The main drivers of the increase are:

- Continuing capital injections from the Government of \$22.9 million
- Estimated contributions of equity from Aboriginal and Torres Strait Islander partners of \$15 million, and
- The estimated surplus of \$40.8 million.

Budgeted departmental statement of cash flows.

Net lending activity is expected to be \$95.2 million in 2026-27.

Departmental statement of changes in equity

Total equity is expected to increase by \$78.6 million to \$2,440.2 million as of 30 June 2027, with the continuing additional equity injection of \$22.9 million from the Commonwealth, plus the Torres Strait Islander co-investment of \$15 million and the Budget year surplus of \$40.8 million.

Concessional loan discount

IBA continues to designate its loan portfolio in accordance with applicable accounting standards. In line with updated accounting standards, IBA amortises the concessional loan discount over the course of its estimated remaining life.

Financial assets – trade and other receivables

This includes loans and advances made by IBA to clients in the delivery of its outputs, in addition to amounts owing to IBA for delivery of goods and services, and dividends owed to IBA from investments. Loans receivables are amortised over the course of their estimated remaining lives in accordance with applicable accounting standards.

Non-financial assets

Except for any revalued assets, reported value of plant and equipment represents the purchase price paid less depreciation incurred. Land and buildings held for investment are carried at fair value.

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	59,787	58,639	59,929	61,248	62,718
Suppliers	113,233	104,221	105,797	106,828	108,799
Grants	8,916	10,075	10,297	10,523	10,776
Depreciation and amortisation	9,201	8,800	7,362	7,767	7,898
Finance costs	127,745	112,480	114,956	117,473	120,286
Impairment loss on financial instruments	1,286	1,188	1,214	1,240	1,270
Other expenses	4,927	770	787	804	824
Total expenses	325,095	296,173	300,342	305,883	312,571
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	99,996	93,931	95,997	98,109	100,464
Interest	77,913	81,992	83,796	85,640	87,696
Dividends	24,730	26,939	27,531	28,137	28,812
Rental income	15,791	16,302	16,660	17,026	17,435
Unwinding concessional loan discount	77,842	77,055	78,751	80,484	82,415
Other	30,154	31,274	29,734	28,798	28,830
Total own-source revenue	326,426	327,493	332,469	338,194	345,652
Total own-source income	326,426	327,493	332,469	338,194	345,652
Net (cost of)/contribution by services	1,331	31,320	32,127	32,311	33,081
Revenue from Government	10,785	9,438	9,410	9,358	9,359
Total comprehensive income/(loss) Before tax	12,116	40,758	41,537	41,669	42,440
Total comprehensive income/(loss) attributable to non-controlling interest	1,478	4,972	5,068	5,084	5,178
Total comprehensive income/(loss) attributable to the Australian Government	10,638	35,786	36,469	36,585	37,262

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

Note: Impact of net cash appropriation arrangements

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss)					
- as per statement of					
Comprehensive Income	12,116	40,758	41,537	41,669	42,440
plus: depreciation/amortisation					
expenses for ROU assets (a)	1,788	1,857	1,868	1,879	1,890
less: lease principal repayments (a)	3,035	2,584	2,045	2,315	2,094
Net Cash Operating Surplus/ (Deficit)	10,869	40,031	41,360	41,233	42,236

Prepared on Australian Accounting Standards basis.

a) Applies leases under AASB 16 Leases.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	116,900	130,468	129,164	127,872	126,593
Trade and other receivables	1,463,832	1,523,921	1,590,151	1,658,891	1,728,300
Investments accounted for under the equity method	10,834	6,211	6,211	6,211	6,211
Other investments	605,175	619,790	636,242	643,671	648,027
Total financial assets	2,196,741	2,280,390	2,361,768	2,436,645	2,509,131
Non-financial assets					
Land and buildings	49,983	47,457	47,249	46,977	43,793
Property, plant and equipment	23,526	19,945	19,737	19,431	15,971
Investment property	159,022	159,022	159,022	159,022	159,022
Intangibles	8,973	6,012	6,211	5,782	4,528
Inventories	3,174	3,232	3,232	3,232	3,232
Tax assets	923	923	923	923	923
Other non-financial assets	1,693	1,621	1,621	1,621	1,621
Total non-financial assets	247,294	238,212	237,995	236,988	229,090
Total assets	2,444,035	2,518,602	2,599,763	2,673,633	2,738,221
LIABILITIES					
Payables					
Suppliers	12,512	11,973	11,948	11,931	11,913
Tax liability	781	554	554	554	554
Other payables	21,688	22,345	21,855	21,376	20,907
Total payables	34,981	34,872	34,357	33,861	33,374
Interest bearing liabilities					
Loans	19,500	19,400	19,400	19,400	19,400
Leases	5,046	5,199	7,504	7,339	7,177
Total interest bearing liabilities	24,546	24,599	26,904	26,739	26,577
Provisions					
Employee provisions	12,397	12,353	12,280	12,216	12,163
Other provisions	10,556	6,615	6,672	6,748	6,748
Total provisions	22,953	18,968	18,952	18,964	18,911
Total liabilities	82,480	78,439	80,213	79,564	78,862
Net assets	2,361,555	2,440,163	2,519,550	2,594,069	2,659,359
EQUITY*					
Parent entity interest					
Contributed equity	1,376,450	1,408,623	1,440,795	1,468,718	1,488,140
Reserves	3,134	3,134	3,134	3,134	3,134
Retained surplus (accumulated deficit)	693,381	729,166	765,636	802,221	839,483
Total parent entity interest	2,072,965	2,140,923	2,209,565	2,274,073	2,330,757
Attributed to non-controlling interest					
Contributed equity	242,903	248,580	254,258	259,185	262,613
Reserves	1,429	1,429	1,429	1,429	1,429
Retained surplus (accumulated deficit)	44,258	49,231	54,298	59,382	64,560
Total non-controlling interest	288,590	299,240	309,985	319,996	328,602
Total equity	2,361,555	2,440,163	2,519,550	2,594,069	2,659,359

Prepared on Australian Accounting Standards basis.

*Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	737,639	4,563	1,619,353	2,361,555
Adjusted opening balance	737,639	4,563	1,619,353	2,361,555
Comprehensive income				
Other comprehensive income				
Surplus/(deficit) for the period	40,758	-	-	40,758
Total comprehensive income	40,758	-	-	40,758
of which:				
Attributable to the Australian Government	35,786	-	-	35,786
Attributable to non-controlling interest	4,972	-	-	4,972
Contributions by owners				
Equity injection - Appropriation	-	-	22,850	22,850
Other	-	-	15,000	15,000
Sub-total transactions with owners	40,758	-	37,850	78,608
Estimated closing balance as at 30 June 2027	778,397	4,563	1,657,203	2,440,163
Less: non-controlling interests	49,231	1,429	248,580	299,240
Closing balance attributable to the Australian Government	729,166	3,134	1,408,623	2,140,923

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	10,785	9,438	9,410	9,358	9,359
Receipts from Government	29,000	28,445	28,464	27,500	27,500
Sale of goods and rendering of services	96,637	93,989	95,939	98,109	100,464
Interest	77,913	81,992	83,796	85,640	87,696
Dividends	24,730	26,939	27,531	28,137	28,812
Other	17,575	19,788	17,440	17,845	18,296
Total cash received	256,640	260,591	262,580	266,589	272,127
Cash used					
Employees	59,481	58,683	60,002	61,312	62,771
Suppliers	112,863	104,746	105,822	106,845	108,817
Borrowing costs	945	951	972	993	1,017
Net GST paid		-			
Interest payments on lease liability	225	242	248	242	242
Other	12,398	15,155	11,027	11,251	11,600
Total cash used	185,912	179,777	178,071	180,643	184,447
Net cash from/(used by)	70,728	80,814	84,509	85,946	87,680
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of financial instruments	120,786	85,608	82,581	81,528	82,121
Other - loans repayments	301,869	298,190	317,318	332,253	345,584
Total cash received	422,655	383,798	399,899	413,781	427,705
Cash used					
Purchase of property, plant and equipment and intangibles	1,796	2,502	2,795	2,610	2,520
Purchase of financial instruments	27,417	90,334	99,033	90,957	83,957
Other - loans & advances	520,465	393,374	419,689	437,987	450,943
Total cash used	549,678	486,210	521,517	531,554	537,420
Net cash from/(used by) investing activities	(127,023)	(102,412)	(121,618)	(117,773)	(109,715)

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
FINANCING ACTIVITIES					
Cash received					
Contributed equity	22,850	22,850	22,850	22,850	22,850
Other	15,000	15,000	15,000	10,000	-
Total cash received	37,850	37,850	37,850	32,850	22,850
Cash used					
Repayments of borrow ings	-	100	-	-	-
Principal payments on lease liability	3,035	2,584	2,045	2,315	2,094
Dividends paid	-	-	-	-	-
Equity redeemed	-	-	-	-	-
Total cash used	3,035	2,684	2,045	2,315	2,094
Net cash from/(used by) financing activities	34,815	35,166	35,805	30,535	20,756
Net increase/(decrease) in cash held	(21,480)	13,568	(1,304)	(1,292)	(1,279)
Cash and cash equivalents at the beginning of the reporting period	138,380	116,900	130,468	129,164	127,872
Cash and cash equivalents at the end of the reporting period	116,900	130,468	129,164	127,872	126,593

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	22,850	22,850	22,850	22,850	22,850
Total new capital appropriations	22,850	22,850	22,850	22,850	22,850
Provided for:					
IBA's IHOP	22,850	22,850	22,850	22,850	22,850
Total items	22,850	22,850	22,850	22,850	22,850
PURCHASE OF NON-FINANCIAL ASSETS					
Funded internally from departmental resources (a)	1,796	2,502	2,795	2,610	2,520
TOTAL	1,796	2,502	2,795	2,610	2,520
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	2,064	4,856	5,888	4,867	3,815
less: ROU Addition	(268)	(2,354)	(3,093)	(2,257)	(1,295)
Total cash used to acquire assets	1,796	2,502	2,795	2,610	2,520

Prepared on Australian Accounting Standards basis.

- a) May include the following s74 external receipts:
- 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 2026–27)

	Buildings	Other property, plant and equipment	Investment property	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026					
Gross book value	58,636	43,051	159,022	22,849	283,558
Gross book value - ROU assets	16,698				16,698
Accumulated depreciation/ amortisation and impairment	(18,410)	(19,525)	-	(13,876)	(51,811)
Accumulated depreciation/amortisation and impairment - ROU assets	(6,941)	-	-	-	(6,941)
Opening net book balance	49,983	23,526	159,022	8,973	241,504
Capital asset additions					
Estimated expenditure on new or replacement assets					
By purchase - other	2,502	-	-	-	2,502
By purchase - other - ROU assets	2,354	-	-	-	2,354
Total additions	4,856	-	-	-	4,856
Other movements					
Depreciation/amortisation expense	(747)	(3,235)	-	(2,961)	(6,943)
Depreciation/amortisation on ROU assets	(1,857)	-	-	-	(1,857)
From disposal of entities or operations (including restructuring)	(4,778)	(346)	-	-	(5,124)
Total other movements	(7,382)	(3,581)	-	(2,961)	(13,924)
As at 30 June 2027					
Gross book value	56,360	42,705	159,022	22,849	280,936
Gross book value - ROU assets	19,052	-	-	-	19,052
Accumulated depreciation/ amortisation and impairment	(19,157)	(22,760)	-	(16,837)	(58,754)
Accumulated depreciation/amortisation and impairment - ROU assets	(8,798)	-	-	-	(8,798)
Closing net book balance	47,457	19,945	159,022	6,012	232,436

Prepared on Australian Accounting Standards basis.

Indigenous Land and Sea Corporation

**Entity resources and planned
performance**

Indigenous Land and Sea Corporation

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Indigenous Land and Sea Corporation

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Indigenous Land and Sea Corporation's (ILSC's) long term vision is for Indigenous people to enjoy the rightful entitlements, opportunities and benefits that the return of country and its management brings.

Under its governing legislation, the Aboriginal and Torres Strait Islander Act 2005 (ATSI Act) the ILSC's purpose is to:

- assist Aboriginal persons and Torres Strait Islanders to acquire land and water related rights
- assist Aboriginal persons and Torres Strait Islanders to manage Indigenous held land and waters so as to provide economic, environmental, social or cultural benefits for Aboriginal persons and Torres Strait Islander people.

To achieve its vision and deliver on its purpose, the ILSC:

- acquires and divests land and water-related interests to Aboriginal and Torres Strait Islander corporations
- supports Aboriginal and Torres Strait Islander people to preserve and protect culture through reconnection with country partners with Aboriginal and Torres Strait Islander people to drive and influence opportunities for their country, and
- invests in the capacity and capability of Aboriginal and Torres Strait Islander people and corporations to sustainably manage and protect country.

The ILSC operates across the Country held by Aboriginal and Torres Strait Islander peoples. When the ILSC talks about Country, it refers to the lands, waterways, seas, skies and Milky Way to which Indigenous people are connected. Country encompasses much more than a physical place, containing complex ideas and meaning about law, place, custom, language, economy, spiritual belief, cultural practice, wellbeing, family, and identity. It is inseparable from people, community and self, and cannot be separated into land, water and sea – it is all one.

In the year ahead, the ILSC will focus on the continued implementation of its 2023-28 National Indigenous Land and Sea Strategy (NILSS).

Inline with this Strategy, the ILSC will focus its efforts across six Strategic Priorities:

- Returning Country – Expand Indigenous rights and interests in Country.
- Managing Country – Grow Indigenous-led initiatives on Country.
- Sector Leadership – Increase Indigenous influence on priority sectors.
- Meaningful Connection – Build beneficial partnerships.
- Excellent Service – Provide high-quality services.
- Cultural Leadership – Step up as a culturally capable leader

For the 2026-27 year, the ILSC will continue its focus on building its capability to deliver on the aspirations of Aboriginal people and Torres Strait Islanders and the opportunities on Country across each of these priority areas. By June 30, 2027 the ILSC will:

- Continue the implementation of a National Divestment Plan to accelerate the divestment of properties held by the ILSC, with a target of divesting all existing properties within the forward estimates period.
- Embed its Indigenous Evaluation and Engagement Frameworks across its practice in support of maintaining and strengthening meaningful relationships with stakeholders.
- Fully implement the reformed Our Country Our Future program for the delivery of partnership and funding to eligible entities, including a review of this implementation.
- Continue progressing the steps necessary for the divestment of Country associated with Ayers Rock Resort at Yulara, including supporting the continued development and governance of Yulara Anangu Corporation (YAC) as the future land owner of Yulara as landholder.
- Substantively complete its exit from the National Centre of Indigenous Excellence (NCIE) Ltd. vesting the delivery of outcomes from the Redfern site to locally operated First Nations management.
- Make strategic investment in key internal systems to deliver improved efficiency and facilitate improved service to Aboriginal and Torres Strait Islander organisations partnering with the ILSC.

The ILSC presents revised Performance Measures for this budget period. These new measures allow the ILSC to more effectively measure the extent to which it is delivering on its purpose, specifically moving away from measures of outputs, activities and alignment, towards more meaningful outputs such as efficiency, effectiveness and other performance measures that fully comply with Section 16EA of the PGPA Rule.

These measures support the ILSC to more effectively communicate its impact and value to its primary stakeholders, Aboriginal peoples and Torres Strait Islanders, allowing for feedback to highlight any gaps in performance which may emerge.

Measures retain a line of sight to past performance, ensuring ongoing visibility of the ILSC's core functions of the acquisition and granting of Country and the support of its management for the purposes of benefit to First Nations land and water holders.

The ILSC will continue to plan, track and report on its progress against the NILSS with Annual Action Plans and the delivery of Annual NILSS Progress Report alongside our 'Returning and Managing Country' report to Aboriginal and Torres Strait Islander partners.

The ILSC's operations are funded through the Aboriginal and Torres Strait Islander Land and Sea Future Fund (ATSILSFF) – a dedicated fund established (initially as the Aboriginal and Torres Strait Islander Land Account) to support the purpose of the ILSC.

Revenue from the ATSILSFF supports the ILSC's operations, with the ILSC receiving \$45 million (in 2010 values) annually.

The ILSC delivers its operations through:

- its principal grants program - Our Country Our Future - delivered from three Divisional offices: Western (Perth), Central (Adelaide) and Eastern (Brisbane) where new land and water acquisition and management projects are developed and delivered with Indigenous groups
- Its subsidiary, ILSC Employment which employs labour on a number of agribusinesses developed by the ILSC on ILSC-owned land

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to ILSC 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 entity’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: ILSC resource statement – Budget estimates for 2026–27 as at Budget May 2026

	2025-26 <i>Estimated</i> <i>actual</i> \$'000	2026-27 Estimate \$'000
Opening balance/cash reserves at 1 July	66,363	63,600
Funds from Government		
Annual appropriations - ordinary annual services (a)		
Outcome 1	10,071	10,499
Total annual appropriations	10,071	10,499
Special accounts (b)		
Indigenous Land and Sea Corporation Special Funding Account	66,419	68,851
Total special accounts	66,419	68,851
Amounts received from related entities		
Amounts from other entities (c)	1,240	1,297
Total amounts received from related entities	1,240	1,297
Total funds from Government	77,730	80,647
Funds from other sources		
Interest	4,600	4,700
Sale of goods and services	6,000	5,600
Other	8,813	2,387
Total funds from other sources	19,413	12,687
Total net resourcing for ILSC	163,506	156,934
	2025-26	2026-27
Average staffing level (number)	167	167

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

a) Appropriation Bill (No. 1) 2026–2027.

b) A Commonwealth Corporate Entity (CCE) may receive payment from a special account held by a Non-Corporate Commonwealth Entity (NCCE). The CCE does not hold the special account itself and therefore does not have a balance carried forward from earlier years.

c) Amounts received from other entities within the portfolio, or from other portfolios.

1.3 Budget measures

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

Table 1.2: ILSC 2026–27 Budget measures

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

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measures					
Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year (a)	1.1	-	-	-	(21)
Total	-	-	-	-	(21)
Total payment measures					
Departmental	-	-	-	-	(21)
Total	-	-	-	-	(21)

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 measure is a cross portfolio measure. The full measure description and package details appear in the *Budget Paper No. 2* under Cross Portfolio.

Part 2: Other measures not previously reported in a portfolio statement

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	
Measures						
Further Reducing Spending on Consultants, Contractors and Labour Hire, and Non wage Expenses (a)	1.1	(185)	(17)	(18)	(18)	-
Total	(185)	(17)	(18)	(18)	(18)	-
Total measures						
Departmental	(185)	(17)	(18)	(18)	-	
Total	(185)	(17)	(18)	(18)	-	

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) Measure relates an election commitment /savings identified in the 2025 Explanatory Memorandum to the *Appropriation Act (No. 1) 2025–2026* and *Appropriation Act (No. 2) 2025–2026*. The full measure description and package details appear in the 2025-26 MYEFO under Cross Portfolio.

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 ILSC can be found at:

<https://www.ilsc.gov.au/about/ilsc-publications/corporate-plan/>

The most recent annual performance statement can be found at:

<https://www.ilsc.gov.au/about/ilsc-publications/annual-reports/>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Enhanced socio-economic development, maintenance of cultural identity and protection of the environment by Indigenous Australians through the acquisition and management of land, water and water-related rights.

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Program 1.1: Indigenous Land and Sea Corporation					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1) Indigenous Land and Sea Corporation	10,071	10,499	10,662	10,809	11,047
Special Funding Account	66,419	68,851	70,954	72,686	74,497
Revenues from other independent sources	374,822	14,015	14,477	13,162	12,896
Total expenses for Program 1.1	451,312	93,365	96,093	96,657	98,440
Outcome 1 totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1)	10,071	10,499	10,662	10,809	11,047
Special appropriations					
Special accounts	66,419	68,851	70,954	72,686	74,497
Revenues from other independent sources	374,822	14,015	14,477	13,162	12,896
Total expenses for Outcome 1	451,312	93,365	96,093	96,657	98,440
	2025-26	2026-27			
Average staffing level (number)	167	167			

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

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 (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 - Enhanced socio-economic development, maintenance of cultural identity and protection of the environment by Indigenous Australians through the acquisition and management of land, water and water-related rights.		
Program 1.1 The objective of this program is to acquire and manage Indigenous land and water-related interests.		
Key Activities	<ul style="list-style-type: none"> acquiring and granting interests in land and water to Indigenous corporations to provide access to and protection of cultural and environmental values and to achieve socioeconomic development. assisting Indigenous groups manage their land and water-based interests (through grants, guarantees, loans or provision of services) to manage their interests sustainably including the development of viable enterprises. operating subsidiary companies that manage agricultural, tourism and community-based enterprises on lands and waters over which Indigenous Australians hold a legal interest; these enterprises provide training, employment and other opportunities for Indigenous communities and individuals. 	
Year	Performance measures	Expected Performance Results
Current Year 2025-26 (a)	Deliverable 1 Interests in land and water/waters acquired	<i>On Track</i>
	Deliverable 2 Interests granted	<i>On Track</i>
	Deliverable 3 Number of active acquisition and management projects	<i>On Track</i>
	KPI 1 - Indigenous employment A. Number of Indigenous staff directly employed across the ILSC Group B. Number of Indigenous employment outcomes enabled by ILSC funded projects active in financial year	<i>On Track</i> <i>On Track</i>
	KPI 2 - Indigenous training A. Number of Indigenous trainees hosted/employed across the ILSC Group B. Number of Indigenous training completions enabled by ILSC funded projects active in financial year	<i>On Track</i> <i>On Track</i>

Outcome 1 - Enhanced socio-economic development, maintenance of cultural identity and protection of the environment by Indigenous Australians through the acquisition and management of land, water and water-related rights.		
Program 1.1 The objective of this program is to acquire and manage Indigenous land and water-related interests.		
	KPI 3- Indigenous business development Number of Indigenous enterprises assisted by ILSC Group projects	On Track
	KPI 4- Protection of Indigenous culture, heritage and the environment Proportion of ILSC Group projects commenced in the reporting period that maintained or protected Indigenous culture, heritage and/or the environment	Behind
	KPI 5 - Collaboration Proportion of ILSC Group projects commenced in the reporting period that involved contributions from third parties (beyond immediate beneficiary group)	<i>On Track</i>
	KPI 6 - ILSC Group contribution to the Indigenous Estate	On Track

- a) All PBS measures current in 2025-2026 will be replaced/ adjusted from FY2027 as follows (full details in the 2026-27 Corporate Plan):
- i. Deliverable 1 and 2 - replaced with two more meaningful and stable outcome measures
 - ii. Deliverable 3 - discontinued as does not support the ILSC to meaningfully assess its achievement of purpose
 - iii. KPI 1a and 1b and KPI 2a and 2b merged into single 'employment' and 'capability building' measures respectively in recognition of enhanced employment and capability building activity being the relevant outcomes being measured, rather than mechanism
 - iv. KPI 3, KPI 4 and KPI 5 – replaced with measures previously tested as 'Corporate Plan' measures which are more descriptive with more meaningful wording
 - v. KPI 6 – discontinued, replaced with narrative tracking progress towards strategic outcomes.
 - vi. Two new rubric-based efficiency performance measures introduced, based on Value for Money methodology.

Outcome 1 - Enhanced socio-economic development, maintenance of cultural identity and protection of the environment by Indigenous Australians through the acquisition and management of land, water and water-related rights.		
Program 1.1 The objective of this program is to acquire and manage Indigenous land and water-related interests.		
Year	Performance measures	Planned Performance Results
Budget Year 2026-27 (a)	80% of ILSC-acquired Country is under Indigenous care and control	80% or above
	The proportion of ILSC-granted Country returned to the ILSC is 10% or less	10% or less
	Total number of Indigenous employment outcomes supported through the ILSC Group	900
	Extent of Indigenous participation in capability building activities across the ILSC Group	1750
	Total Indigenous-owned and managed businesses established and/or with improved productivity, efficiency and/or resilience through ILSC assistance	50
	50% of new projects annually will contribute to the maintenance and/or protection of Indigenous culture, heritage, and/or the environment	50%
	60% of projects commenced in the reporting period involve contributions from third parties (beyond immediate beneficiary group)	60%
	Value for Money Assessment Technical efficiency A – actual achievement against planned indicators (active projects) and planned actions (NILSS Action Plan) Technical efficiency B – rubric-based assessment of performance against all planned outputs (active projects and internal performance assessment)	80% or above 75% or above for active projects and A standard of 'Establishing' or higher for internal assessment
Forward Estimates 2027-30	As per 2026-27	As per 2026-27
Material changes to Program 1.1 resulting from 2026–27 Budget Measures: 'Nil'		

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of ILSC finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

The financial statements included in the Portfolio Budget Statements are for the ILSC Group comprising the ILSC (the parent entity) and its wholly owned subsidiaries other than Voyages Indigenous Tourism Australia Pty Ltd that has been classified as a Public Non-Financial Corporation and is not a general government sector body.

The ILSC's primary source of income is an annual minimum payment of \$45 million (in 2010 values) from the ATSILSFF pursuant to section 193(2) of the ATSI Act. Indexation has been applied annually to the base amount of \$45 million since 2010-11. Since February 2019, the ATSILSFF has been managed by the Department of Finance with the legislated payments being made to the ILSC through the Indigenous Land and Sea Corporation Funding Special Account managed by PM&C. The total resources for the ILSC's outcome include the income from the ATSILSFF and represent the funds available to ILSC to carry out its legislated functions. The ATSILSFF payment is recognised as income in the Comprehensive Income Statement (Table 3.1) in the period received.

Under its legislation, the ILSC has the flexibility to invest funds and to roll over funds not expended in previous years.

Under section 191H of the ATSI Act, ILSC has the specific power to invest money. Earnings on these investments are represented in the Comprehensive Income Statement (Table 3.1).

Under its legislation, the ILSC acquires interests in land, water and water-related rights for the specific purpose of granting those interests to an Aboriginal or Torres Strait Islander corporation. The ILSC capitalises the interest upon purchase and immediately records provision equivalent to the purchase price. In the Comprehensive Income Statement (Table 3.1), the expenses associated with the purchase and grant of interests are recognised in the period in which the interest is purchased. Expenses associated with projects providing for the management of Indigenous land and/or waters are recognised in the period in which the expenditure is incurred.

The ILSC also holds properties for granting that have livestock on them. In accordance with Australian Accounting Standards, the ILSC values the livestock on a fair value basis. Accordingly, the change in fair value in any given period is recognised in the Comprehensive Income Statement (Table 3.1).

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	26,950	23,100	23,845	24,750	26,100
Suppliers	68,536	67,515	69,748	70,007	70,840
Depreciation and amortisation	3,350	2,750	2,500	1,900	1,500
Write-down and impairment of assets (a)	352,476	-	-	-	-
Total expenses	451,312	93,365	96,093	96,657	98,440
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	6,000	5,600	5,300	5,100	4,900
Interest	10,400	4,700	4,800	4,500	3,500
Indigenous Land and Sea Corporation Special Funding Account	66,419	68,851	70,954	72,686	74,497
Other	3,983	3,734	4,584	3,661	4,620
Total own-source revenue	86,802	82,885	85,638	85,947	87,517
Total own-source income	86,802	82,885	85,638	85,947	87,517
Net (cost of)/contribution by services	(364,510)	(10,480)	(10,455)	(10,710)	(10,923)
Revenue from Government	10,071	10,499	10,662	10,809	11,047
Surplus/(deficit) attributable to the Australian Government	(354,439)	19	207	99	124

Prepared on Australian Accounting Standards basis.

a) On 27 February 2026, ILSC divested its shareholding in Voyages Indigenous Tourism Australia Pty Ltd. As a result of this divestment, a material write-down in assets has been recorded.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	63,600	63,519	63,426	68,564	69,033
Trade and other receivables	4,029	4,079	4,229	3,880	4,150
Total financial assets	67,629	67,598	67,655	72,444	73,183
Non-financial assets					
Land and buildings	1,568	1,208	1,626	1,376	1,176
Property, plant and equipment	15,098	12,708	9,790	8,140	6,840
Intangibles	5,716	5,716	5,716	5,716	5,716
Biological Assets	5,400	5,400	5,400	5,400	5,400
Inventories	376,279	161,279	161,279	161,279	161,279
Other non-financial assets	340	26	-	36	100
Total non-financial assets	404,401	186,337	183,811	181,947	180,511
Total assets	472,030	253,935	251,466	254,391	253,694
LIABILITIES					
Payables					
Suppliers	11,559	9,445	7,680	10,580	9,914
Other payables	778	778	778	778	1,310
Total payables	12,337	10,223	8,458	11,358	11,224
Interest bearing liabilities					
Leases	2,655	1,655	744	155	-
Total interest bearing liabilities	2,655	1,655	744	155	-
Provisions					
Employee provisions	5,055	5,055	5,055	5,570	5,570
Other provisions	377,404	162,404	162,404	162,404	161,872
Total provisions	382,459	167,459	167,459	167,974	167,442
Total liabilities	397,451	179,337	176,661	179,487	178,666
Net assets	74,579	74,598	74,805	74,904	75,028
EQUITY*					
Parent entity interest					
Reserves	11,708	11,708	11,708	11,708	11,708
Retained surplus (accumulated deficit)	62,871	62,890	63,097	63,196	63,320
Total parent entity interest	74,579	74,598	74,805	74,904	75,028
Total equity	74,579	74,598	74,805	74,904	75,028

Prepared on Australian Accounting Standards basis.

*Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings	Asset revaluation reserve	Total equity
	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026			
Balance carried forward from previous period	62,871	11,708	74,579
Adjusted opening balance	62,871	11,708	74,579
Comprehensive income			
Surplus/(deficit) for the period	19	-	19
Total comprehensive income	19	-	19
Estimated closing balance as at 30 June 2027	62,890	11,708	74,598
Closing balance attributable to the Australian Government	62,890	11,708	74,598

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	10,071	10,499	10,662	10,809	11,047
Receipts from Government Indigenous Land and Sea Corporation	1,240	1,297	1,300	1,661	1,700
Special Funding Account	66,419	68,851	70,954	72,686	74,497
Sale of goods and rendering of services	6,270	5,550	5,150	5,238	4,695
Interest	4,600	4,700	4,800	4,444	3,475
Other	2,846	2,751	3,399	1,849	2,795
Total cash received	91,446	93,648	96,265	96,687	98,209
Cash used					
Employees	26,950	23,100	23,845	24,235	28,691
Suppliers	69,559	69,629	71,513	67,881	67,298
Other	-	-	-	125	64
Total cash used	96,509	92,729	95,358	92,241	96,053
Net cash from/(used by) operating activities	(5,063)	919	907	4,446	2,156
INVESTING ACTIVITIES					
Cash received					
Repayments of advances and loans	4,800	-	-	192	-
Total cash received	4,800	-	-	192	-
Cash used					
Purchase of property, plant and equipment and intangibles	1,500	-	-	-	532
Investments	-	-	-	(1,000)	1,000
Total cash used	1,500	-	-	(1,000)	1,532
Net cash from/(used by) investing activities	3,300	-	-	1,192	(1,532)
FINANCING ACTIVITIES					
Cash used					
Principal payments on lease liability	1,000	1,000	1,000	500	155
Total cash used	1,000	1,000	1,000	500	155
Net cash from/(used by) financing activities	(1,000)	(1,000)	(1,000)	(500)	(155)
Net increase/(decrease) in cash held	(2,763)	(81)	(93)	5,138	469
Cash and cash equivalents at the beginning of the reporting period	66,363	63,600	63,519	63,426	68,564
Cash and cash equivalents at the end of the reporting period	63,600	63,519	63,426	68,564	69,033

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
PURCHASE OF NON-FINANCIAL ASSETS					
Funded internally from departmental resources (a)	1,500	-	-	-	532
TOTAL	1,500	-	-	-	532
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases					
less: additions by creditors / borrow ings	1,500	-	-	-	532
Total cash used to acquire assets	1,500	-	-	-	532

Prepared on Australian Accounting Standards basis.

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

- a) Includes the following s74 external receipts:
- 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 2026–27)

	Land	Buildings	Other property, plant and equipment	Computer software and intangibles	Other	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026						
Gross book value	-	-	16,648	6,851	5,400	28,899
Gross book value - ROU assets	1,504	7,028	-	-	-	8,532
Accumulated depreciation/ amortisation and impairment	-	-	(1,550)	(1,135)	-	(2,685)
Accumulated depreciation/amortisation and impairment - ROU assets	(1,322)	(5,642)	-	-	-	(6,964)
Opening net book balance	182	1,386	15,098	5,716	5,400	27,782
Other movements						
Depreciation/amortisation expense	-	-	(2,390)	-	-	(2,390)
Depreciation/amortisation on ROU assets	483	(843)	-	-	-	(360)
Total other movements	483	(843)	(2,390)	-	-	(2,750)
As at 30 June 2027						
Gross book value	-	-	16,648	6,851	5,400	28,899
Gross book value - ROU assets	1,504	7,028	-	-	-	8,532
Accumulated depreciation/ amortisation and impairment	-	-	(3,940)	(1,135)	-	(5,075)
Accumulated depreciation/amortisation and impairment - ROU assets	(839)	(6,485)	-	-	-	(7,324)
Closing net book balance	665	543	12,708	5,716	5,400	25,032

Prepared on Australian Accounting Standards basis.

National Indigenous Australians Agency

Entity resources and planned performance

National Indigenous Australians Agency

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National Indigenous Australians Agency

Section 1: Entity overview and resources

1.1 Strategic direction statement

The purpose of the National Indigenous Australians Agency (NIAA) is to ensure the needs and aspirations of Aboriginal and Torres Strait Islander peoples are met through government policies, programs and services.

The NIAA's work supports the Australian Government's efforts to ensure that Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered.

The NIAA's key activities are to:

- lead and coordinate Closing the Gap, fulfil the NIAA's commitments under the National Agreement, and influence governments to deliver policies, programs and services,
- work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander people,
- deliver targeted programs through the Indigenous Advancement Strategy and partnership agreements.

In service of these efforts, the NIAA leverages a strong regional presence, which helps align policies and investments with the needs of communities. The NIAA supports the Australian Government's efforts to build and maintain effective partnerships with Aboriginal and Torres Strait Islander peoples – and to ensure the Commonwealth's policies, programs and services are tailored to the needs of communities. In 2026–27, the NIAA's priorities include:

- support Commonwealth agencies to accelerate efforts to implement the Government's commitments under the National Agreement on Closing the Gap and the Commonwealth Closing the Gap Implementation Plan,
- continue to deliver the Remote Jobs and Economic Development Program and implement the new Remote Australia Employment Service,
- support Aboriginal and Torres Strait Islander peoples to leverage economic opportunities, including through the Indigenous Rangers Program,
- implement the 10-year NT Housing Agreement and continue the NT Remote Aboriginal Investment to support communities to lead in their social and economic development,
- boost food security through consistent access to healthy, affordable and culturally appropriate food and essentials in remote communities.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the NIAA 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 entity'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' table 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: NIAA resource statement – Budget estimates for 2026–27 as at Budget May 2026

	2025-26 <i>Estimated actual \$'000</i>	2026-27 Estimate \$'000
Departmental		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available (b)(c)	140,279	140,279
Departmental appropriation (d)	312,771	307,592
s74 External Revenue (e)	12,311	12,119
Departmental capital budget (f)	9,024	10,352
Annual appropriations - other services - non-operating		
Prior year appropriations available (c)	2,012	2,012
Equity injection (g)	2,101	2,101
Total departmental annual appropriations	478,498	474,455
Total departmental resourcing	478,498	474,455
Administered		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available (b)(c)	146,625	146,625
Outcome 1	2,238,799	2,116,344
Annual appropriations - other services - specific payments to States, ACT, NT and local government (g)		
Outcome 1 (h)	5,720	5,400
Total administered annual appropriations	2,391,144	2,268,369
Total administered special appropriations	2,010	2,070
Special accounts (i)		
Opening balance	119,161	77,265
Statutory credit of royalty equivalent receipts	380,000	311,000
Non-appropriation receipts	987,925	966,116
Total special account receipts	1,487,086	1,354,381
Total administered resourcing	3,880,240	3,624,820
Total resourcing for NIAA	4,358,738	4,099,275
	2025-26	2026-27
Average staffing level (number)	1,425	1,434

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

- a) Appropriation Bill (No.1) 2026-27. The Annual Appropriation amounts appearing for '2025-26 Estimated actual' do not include the Appropriation Bills 2025–26 (No. 5) as these Bills have not been enacted at the time of publication. An amount of \$4.1 million is expected to be received through Appropriation Bill (No. 5) 2025-26.
- b) Represents unspent appropriations available from prior years.
- c) Excludes \$668.9 million subject to administrative quarantine by Finance or withheld under section 51 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).
- d) Excludes Departmental Capital Budget (DCB).
- e) Estimated External Revenue receipts under section 74 of the PGPA Act.
- f) Departmental capital budgets and Administered payments to other jurisdictions are not separately identified in Appropriation Bill (No. 1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details. For accounting purposes, this amount has been designated as a 'contribution by owner'.
- g) Appropriation Bill (No.2) 2026-27.

- h) Relates to appropriations sought for payment to the States, Territories and local governments in Appropriation Bill (No. 2) 2026–27. Outcome 1 - Program 1.2: Children and Schooling includes the National Partnership on Northern Territory Remote Aboriginal Investment (Non-Government Schools) with payments of \$5.4 million to the Northern Territory in 2026–27. Information on the terms and conditions can be found in the National Partnership on Northern Territory Remote Aboriginal Investment - <https://federalfinancialrelations.gov.au/>. Terms and conditions are made under authority from section 7(2) of the Federation Reform Fund Act 2008 and the Intergovernmental Agreement on Federal Financial Relations.
- i) For further information on special accounts, refer to Budget Paper No. 4 - Agency Resourcing. See Table 2.1.1 containing further information on outcome and program expenses broken down by various funding sources, e.g. annual appropriations, special appropriations and special accounts.

1.3 Budget measures

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

Table 1.2: NIAA 2026–27 Budget measures

	Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measures						
Closing the Gap - further investments (a)						
Administered payment	All	(51,200)	23,368	(21,416)	35,938	7,950
Departmental payment	1.7	-	6,012	7,211	8,323	8,927
Total		(51,200)	29,380	(14,205)	44,261	16,877
National Strategy to Prevent and Respond to Child Sexual Abuse (c)						
Administered payment	1.3	-	-	-	-	-
Total		-	-	-	-	-
Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year extension (b)						
Departmental payment	1.7	-	-	-	-	(5,075)
Total		-	-	-	-	(5,075)
Securing Financial and Operational Sustainability for Aboriginal Hostels Limited's Future Service (a)						
Administered payment	1.1, 1.3	(14,249)	(13,302)	(12,662)	(8,087)	-
Departmental payment	1.7	115	290	294	-	-
Total		(14,134)	(13,012)	(12,368)	(8,087)	-
Total payment measures						
Administered		(65,449)	10,066	(34,078)	27,851	7,950
Departmental		115	6,302	7,505	8,323	3,852
Total		(65,334)	16,368	(26,573)	36,174	11,802

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.

- These measures were partially funded through Appropriation Bill (No.3) and are also published in the 2025-26 Prime Minister and Cabinet Portfolio Supplementary Additional Estimates Statements.
- This measure is a cross portfolio measure. The full measure description and package details appear in the *Budget Paper No. 2* under Cross Portfolio.
- The lead entity for this measure is the Attorney-General's Department. The full measure description and package details appear in the *Budget Paper No. 2* under the Attorney-General's portfolio.

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 NIAA be found at:

<https://www.niaa.gov.au/resource-centre/niaa-corporate-plan-2025-29>

The most recent annual performance statement can be found at:

<https://www.niaa.gov.au/resource-centre/2024-25-national-indigenous-australians-agency-annual-report>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Lead the development and implementation of the Australian Government's agenda to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and communities through working in partnership and effectively delivering programs

Linked programs

Attorney-General's Department
<p>Programs</p> <ul style="list-style-type: none"> – Program 1.1 – Attorney-General's Department Operating Expenses – Legal Services and Families – Program 1.4 – Justice Services – Program 1.6 – Criminal Justice
<p>Contribution to Outcome 1 made by linked programs</p> <p>The Attorney-General's Department (AGD) works with the NIAA by supporting the efficient operation of the native title system. AGD works with the NIAA by supporting the objective and principles of legal assistance services and funding under the National Strategic Framework for Legal Assistance, and contributes to the objectives of the Indigenous Advancement Strategy and achieving the justice targets (Targets 10 and 11) under the National Agreement on Closing the Gap by:</p> <ul style="list-style-type: none"> • leading the Justice Policy Partnership, established under Priority Reform 1 of the National Agreement on Closing the Gap, in partnership with the National Aboriginal and Torres Strait Islander Legal Services. • administering the National Access to Justice Partnership 2025-2030 (NAJP), which commenced on 1 July 2025 and replaced the National Legal Assistance Partnership 2020-2025. The NAJP includes quarantined funding for Aboriginal and Torres Strait Islander Legal Services and Family Violence Prevention and Legal Services to deliver culturally appropriate services consistent with self-determination and to improve justice outcomes for First Nations Australians. • providing funding to the representative peak body for Aboriginal and Torres Strait Islander Legal Services, National Aboriginal and Torres Strait Islander Legal Services, and the peak body for Family Violence Prevention and Legal Services, First Nations Advocates Against Family Violence, supporting collaboration and genuine partnership with First Nations organisations. • implementing the Government's commitment to establish an independent National Justice Reinvestment Unit and developing and managing a grants program to support up to 30 community-led place-based justice reinvestment initiatives aimed at reducing First Nations incarceration rates and addressing the underlying causes of contact with the criminal justice system.

Department of Agriculture, Fisheries and Forestry
Programs <ul style="list-style-type: none">– Program 1.2 – Sustainable Management - Natural Resources– Program 2.1 – Biosecurity and Export Services
Contribution to Outcome 1 made by linked programs <p>The Department of Agriculture, Fisheries and Forestry (DAFF) and NIAA partner with First Nations Ranger groups to deliver biosecurity work that protects Australian agriculture and the northern Australian environment. First Nations groups contribute to the delivery of enhanced biosecurity surveillance capability in northern Australia, and actions to reduce the spread and negative impacts of established pests and weeds. DAFF, the Department of Climate Change, Energy, the Environment and Water and NIAA together are ensuring that National Heritage Trust programs provide opportunities that enable strengthened partnerships with First Nations people, groups and organisations and First Nations leadership.</p>
Department of Climate Change, Energy, the Environment and Water
Program <ul style="list-style-type: none">– Program 2.1 – Conserve, protect, sustainably manage and restore Australia’s natural environment
Contribution to Outcome 1 made by linked program <p>The Department of Climate Change, Energy, the Environment and Water works with the NIAA to provide opportunities for First Nations communities and land managers to engage with the Natural Heritage Trust.</p>
Department of Employment and Workplace Relations
Program <ul style="list-style-type: none">– Program 1.1 – Employment Services
Contribution to Outcome 1 made by linked program <p>The Department of Employment and Workplace Relations contributes to Outcome 1 by fostering a productive and competitive labour market through policies and programs that assist job seekers into work, including secure work, and meet employer and industry needs.</p>

Department of Education
Program
– Program 1.1 – Support for the Child Care System
<p>Contribution to Outcome 1 made by linked program</p> <p>The Closing the Gap Early Childhood Care and Development Policy Partnership (the Partnership) drives coordinated reform efforts on the priority areas of early childhood education, maternal and child health, child safety, and children and families to improve early childhood systems and sectors for First Nations families and children. The Partnership is co-chaired by the CEO of SNAICC – National Voice for Our Children, the national peak body for First Nations children, and the Deputy Secretary, Early Childhood and Youth, Department of Education. Membership comprises senior officials from each state and territory government, six Coalition of Peaks representatives including SNAICC – National Voice for Our Children (SNAICC), and five First Nations independent members to support genuine shared decision-making.</p> <p>The Community Child Care Fund (CCCF) is a grants program for ECEC services that aims to increase participation in ECEC, particularly in disadvantaged, regional and remote communities. The objective is to support approved ECEC services to address barriers to ECEC participation, particularly targeting disadvantaged and vulnerable families and communities. Restricted non-competitive grants (CCCF Restricted) support specified ECEC services – mainly those previously funded under the former Budget Based Funded (BBF) program and former Indigenous Advancement Strategy (IAS) – to operate sustainably and to improve early childhood development outcomes for vulnerable and disadvantaged families, and increase workforce participation by vulnerable and disadvantaged families.</p> <p>The Community Child Care Fund Restricted (CCCFR) Closing the Gap (CTG) Expansion measure aims to fund the establishment of high quality and mostly Aboriginal and Torres Strait Islander-led child care services, in mainly remote and very remote areas, with low or no supply of Child Care Subsidy approved child care. These services will operate in the scope of the National Quality Framework (NQF) and will prioritise First Nations children attending the service. Children will have access to an educational program which enhances their individual learning and development, giving consideration to culture, abilities and interests. The measure may also provide sustainability funding to existing CCCFR services to support them to deliver accessible, and culturally informed and responsive ECEC where staff are culturally competent and utilise trauma informed education and care practices. Though the measure is focused on Outcome 3 - Aboriginal and Torres Strait Islander children are engaged in high quality, culturally appropriate early childhood education in their early years and Outcome 4 - Aboriginal and Torres Strait Islander children thrive in their early years, aiming to reduce barriers to accessing ECEC which include out of pocket costs, a limited awareness of services, administrative complexity, lack of transport or locally available services, it will also contribute to Outcome 1 through working in partnership with Aboriginal and Torres Strait Islander communities to effectively deliver programs. In addition, the program has engaged an Expert Advisory Group (EAG) which provides</p>

<p>Department of Education</p> <p>advice on the development of the measure and is co-chaired by the department and SNAICC National Voice for our Children with membership comprised of predominantly Aboriginal and/or Torres Strait Islander leaders. This group is a mechanism for formal partnership and shared decision making between the government and Aboriginal and Torres Strait Islander people.</p> <p>The Connected Beginnings program supports First Nations children, families and communities by fostering culturally safe, integration of services and supports across early childhood, health and family support sectors. The program builds on local strengths, cultural knowledge and leadership to improve early learning and developmental outcomes. This strengths-based, place-based approach enhances engagement with health and early childhood education and care (ECEC) services, ensuring children are safe, healthy and ready to thrive when they transition to school.</p> <p>Jointly administered by the Department of Education and the Department of Health, Disability and Ageing, and delivered in partnership with SNAICC and NACCHO – the National Aboriginal Community Controlled Health Organisation, the program aligns with all four Priority Reforms under the National Agreement on Closing the Gap.</p> <p>An Intensive Early Childhood Education and Care (ECEC) model trial aims to lift school readiness and broader education and health outcomes through increased access to high quality ECEC for vulnerable and disadvantaged children and their families. The trial includes a dedicated site for First Nations children and their families to support efforts to meet Closing the Gap targets for school readiness and increased participation in ECEC. The trial provides multi-disciplinary, trauma-informed ECEC to support children’s learning and development in their early years.</p>
<p>Program</p> <p>– Program 1.2 – Child Care Subsidy</p>
<p>Contribution to Outcome 1 made by linked program</p> <p>Contribution to Outcome 1 made by linked program. The Child Care Subsidy (CCS) supports children to attend quality early childhood education and care. From 5 January 2026 under the 3 Day Guarantee, individuals with First Nations children can get 100 hours of CCS per fortnight for each Aboriginal and/or Torres Strait Islander child in their care.</p>

Department of Education
Program
– Program 1.5 – Early Learning and Schools Support – Early Learning Support
<p>Contribution to Outcome 1 made by linked program</p> <p>The Department of Education contributes to NIAA’s outcomes by strengthening cultural capability across the education system; and funding programs for engagement, language learning, scholarships, and academy-based wraparound support for First Nations learners. This work is delivered through programs including English Language Learning for Indigenous Children (ELLIC), Aurora RISE, the Australian Indigenous Education Foundation (AIEF), the City–Country Partnerships Program, Clontarf Foundation, GO Foundation, First Nations Languages Education Program (FNLEP) and the Indigenous Cultural Responsiveness Initiative (ICRI).</p> <p>Contribution to Outcome 1 made by linked program. The Australian Early Development Census (AEDC) is a national population measure of children’s development as they enter their first year of full-time school. It assesses five key domains: physical health and wellbeing, social competence, emotional maturity, language and cognitive skills, and communication skills and general knowledge.</p> <p>AEDC data is used to report on Closing the Gap Target 4, which aims to increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track in all five AEDC domains to 55% by 2031. In 2024, only 33.9% of First Nations children were assessed as developmentally on track, highlighting the importance of targeted early childhood interventions.</p> <p>AEDC data informs policy and program development across education, health, and community sectors, enabling tailored support for First Nations children and families. It supports cross government efforts under the National Aboriginal and Torres Strait Islander Early Childhood Strategy and the Early Childhood Care and Development Policy Partnership.</p> <p>The SNAICC Core Funding Program funds SNAICC as the national peak body for First Nations children. The Program will support SNAICC’s core operations so that it can continue to build trusting relationships with communities and government, provide independent policy advice and ensure First Nations children, families and communities can participate in the co-design, delivery and evaluation of services and strategies that create positive change.</p> <p>SNAICC Early Years Support Program (EYS) provides targeted support to Aboriginal and Torres Strait Islander early childhood services across NSW, Victoria and WA to strengthen service capability and deliver high quality, culturally strong early learning for First Nations children and families.</p>

<p>Department of Education</p>
<p>Program</p> <ul style="list-style-type: none"> – Program 2.1 – Commonwealth Grant Scheme
<p>Contribution to Outcome 1 made by linked program</p> <p>The Commonwealth Grant Scheme (CGS) subsidises tuition costs for Commonwealth supported higher education students enrolled in undergraduate and postgraduate degrees. Starting in 2024, all eligible Aboriginal and Torres Strait Islander students in Australia are guaranteed a Commonwealth supported place at a university of their choice, when accepted into their chosen course of study. An eligible university place is a bachelor level course (other than medicine) at an Australian public university. From 2026, this was extended to Aboriginal and Torres Strait Islander students accepted into eligible undergraduate and postgraduate courses in medicine.</p>
<p>Program</p> <ul style="list-style-type: none"> – Program 2.3 – Higher Education Support
<p>Contribution to Outcome 1 made by linked programs</p> <p>The program aims to improve access to, and education outcomes for, students from under represented groups, including Aboriginal and Torres Strait Islander students, and supports transition to employment.</p> <p>The Regional University Study Hubs program helps students in regional and remote areas access tertiary education without needing to leave their community. On 3 February 2025, 10 new hubs (Cohort 5) were announced, bringing the total number of regional hubs across Australia to 56.</p> <p>Three existing Regional University Study Hubs, the Arnhem Land Progress Aboriginal Corporation, the Wuyagiba Study Hub, and the Garrthalala Bush University Study Hub focus on supporting First Nations students on country in Arnhem Land. The Regional Hubs also provide employment opportunities for First Nations staff.</p> <p>A further four Regional University Study Hubs, Countries Universities Centre (CUC) Cape York (Cooktown), CUC Balonne (St George and Dirranbandi), Geraldton University Centre and Cassowary Coast University Centre (Innisfail) have First Nations Support Officer positions to support First Nations students.</p> <p>As of July – December 2025, 10% of students supported by Regional University Study Hubs identified as Aboriginal and/or Torres Strait Islander, compared to only 2.2% of students in the broader higher education population.</p> <p>Note: The Regional University Study Hubs program is NOT specifically a First Nations focused program, but as outlined above, is supporting the aspirations of Aboriginal</p>

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peoples and Torres Strait Islander peoples and communities, providing tailored support for students, particularly in the NT and Queensland.

The Suburban University Study Hubs program aims to support students from outer metropolitan areas with low tertiary education participation and attainment, who may face increased barriers to accessing tertiary study. Hubs offer dedicated study facilities and wrap-around support services designed to improve access, strengthen outcomes, and foster readiness and aspiration for tertiary study.

15 Fifteen Suburban University Study Hubs are now open in outer metropolitan areas across Australia.

Note: The Suburban University Study Hubs program is NOT specifically a First Nations focused program, but is expected to support the aspirations of Aboriginal peoples and Torres Strait Islander peoples and communities, providing tailored support for students.

Regional Partnership Project Pool Program (RPPPP) funds university and Regional University Study Hubs -led consortia to deliver collaborative outreach initiatives to enable the higher education aspirations of students in regional and remote areas, which may include Aboriginal and Torres Strait Islander students.

The program is using a two-phase process to co-design (Phase 1) and deliver (Phase 2) targeted outreach initiatives. This approach is to support initial engagement with communities who may be underserved by existing initiatives, and subsequent delivery of outreach projects.

Under Phase 2, two successful projects were awarded further funding for their two-year outreach projects co-designed under Phase 1 and commenced delivery in July 2023. One of these projects, led by Flinders University, focuses on increasing awareness, aspiration and readiness for a higher education allied health pathway amongst First Nations youth in regional and remote areas.

The Indigenous Student Success Program supports self-determination by:

- Allowing universities to tailor funding use to local Indigenous needs.
- Promoting Indigenous leadership in governance and program delivery.
- Ensuring transparency and accountability in funding decisions.
- Advocating for policy frameworks that protect First Nations autonomy.

Department of Industry, Science and Resources
Programs <ul style="list-style-type: none">– Program 1.1 – Growing innovative and competitive businesses, industries and regions– Program 1.2 – Investing in science and technology– Program 1.3 – Supporting a strong resources sector
<p>Contribution to Outcome 1 made by linked programs</p> <p>The Department of Industry, Science and Resources (DISR) has been consulting with NIAA to ensure activities realising a better future for First Nation peoples. This includes supporting greater access to mainstream business support offerings by First Nations business owners and ensuring that the Buy Australian Plan, Australian Industry Participation, resources projects and the Square Kilometre Array provide opportunities and benefits for First Nations businesses and communities.</p> <p>DISR works with NIAA on initiatives to elevate First Nations knowledge and knowledge systems. DISR also works with NIAA on initiatives to address critical workforce shortages in STEM by attracting and retaining Australians from diverse backgrounds in STEM education and careers, including Aboriginal and Torres Strait Islander Peoples.</p>

Department of Health, Disability and Ageing
Program <ul style="list-style-type: none">– Program 1.3 – First Nations Health
<p>Contribution to Outcome 1 made by linked program</p> <p>The NIAA works closely with the Department of Health, Disability and Ageing to ensure the effectiveness of First Nations health funding. They ensure that mainstream policy, programs and services deliver benefits to First Nations peoples and communities.</p> <p>The NIAA also provides grants for health, health workforce, wellbeing and resilience projects; reduced substance misuse and harm minimisation projects; and projects aimed at combating petrol sniffing and the use of other volatile substances.</p>

<p>Department of Social Services</p>
<p>Programs</p> <ul style="list-style-type: none"> – Program 1.6 – Working Age Payments – Program 1.7 – Student Payments – Program 2.1 – Families and Communities
<p>Contribution to Outcome 1 made by linked programs</p> <p>The Department of Social Services (DSS) has policy responsibility for working age payments, which provide financial assistance to people (including First Nations people) who are temporarily unable to support themselves through work.</p> <p>DSS is also responsible for student payments, including ABSTUDY, which provide financial assistance to First Nations families and students to encourage participation and retention in secondary and tertiary education.</p> <p>Many scholarships funded under the Indigenous Advancement Strategy (IAS) provide the basis for eligibility of ABSTUDY Away from Home entitlements for secondary school students, extending the education access and outcomes for First Nations students.</p> <p>DSS contributes to the IAS by supporting the development of stronger families and more resilient communities. This includes supporting First Nations families and communities to enjoy similar levels of physical emotional and social wellbeing to that enjoyed by other Australians; supporting families to give children a good start in life; supporting access to affordable housing; and supporting remote strategic investments and remote housing strategies.</p> <p>DSS contributes to the IAS by supporting eligible First Nations peoples with disability or who are caring for others.</p> <p>DSS is the Commonwealth lead for two key socio-economic Targets: 12 (out-of-home care) and 13 (family violence). In addition to addressing the Targets, the Department is working to embed the four Priority Reforms.</p> <p>DSS contributes a range of initiatives and actions toward achieving these Targets, and Priority Reforms as set out in the Commonwealth Closing the Gap Implementation Plan (Implementation Plan) and Action Tables. The Implementation Plan was tabled in the Australian Parliament on 12 February 2026 and the Action Tables were published on the NIAA website at that time.</p> <p>Safe and Supported: the National Framework for Protecting Australia’s Children 2021-2031 aims to make significant and sustained progress in reducing child abuse and neglect, and its generational impacts. Safe and Supported is also the key mechanism for achieving Target 12 on Closing the Gap. The Safe and Supported First Action Plan and Safe and Supported Aboriginal and Torres Strait Islander First Action Plan were</p>

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developed in partnership with First Nations leaders and state and territory governments, and in close collaboration with the broader non-government sector. In line with Closing the Gap Priority Reform One, a Safe and Supported Partnership Agreement between the Safe and Supported Aboriginal and Torres Strait Islander Leadership Group (Leadership Group) and Community Services Ministers was launched on 8 March 2024, formalising shared decision-making arrangements. These arrangements are reflected in the Safe and Supported governance structure, where the Leadership Group is represented at all levels.

The National Commission for Aboriginal and Torres Strait Islander Children and Young People (National Commission) was established on 13 January 2025 as an Executive Agency within the Social Services portfolio. The Commonwealth, through DSS, worked in partnership with the National Commissioner to develop the policy design for primary legislation, drawing on extensive consultation with Aboriginal and Torres Strait Islander peak bodies, leaders, organisations and communities.

The Government is investing \$33.5 million over four years from 2025-26 to transition the National Commission to a permanent statutory agency, with \$8.4 million per year ongoing to support its operations. On 5 February 2026, a Bill was introduced into Parliament to establish the National Commission as a statutory body from 1 July 2026. Primary legislation will enable the National Commissioner to operate with dedicated functions and powers to drive greater accountability and influence systemic issues that disproportionately impact First Nations children and young people, such as out-of-home care and youth detention.

DSS is leading the development of a Commonwealth Implementation Plan of the National Child and Family Investment Strategy, under the Safe and Supported Aboriginal and Torres Strait Islander First Action Plan. The Investment Strategy involves Commonwealth, state and territory governments working together to shift investments in child and family services towards early intervention and preventative supports by Aboriginal Community-Controlled Organisations (ACCOs). This will also contribute to Priority Reform Two of the National Agreement on Closing the Gap.

DSS has funded a new collection of family, domestic and sexual violence statistics for First Nations peoples. This will form a significant part of the evidence-based on violence against women and children, and address the gap in data on violence experienced by First Nations peoples. The data collected will inform reporting on Closing the Gap Target 13.

The Department of Social Services leads the development and implementation of the Australian Government's Aboriginal and Torres Strait Islander family, domestic and sexual violence agenda in partnership with the Aboriginal and Torres Strait Islander peoples.

Launched on 10 February 2026, *Our Ways – Strong Ways – Our Voices: National Aboriginal and Torres Strait Islander Plan to End Family, Domestic and Sexual Violence 2026-2036* (Our

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Ways – Strong Ways – Our Voices) was developed in partnership with Aboriginal and Torres Strait Islander peoples and state and territory governments. Our Ways – Strong Ways – Our Voices aims to address the high and disproportionate rates of violence against Aboriginal and Torres Strait Islander women, children and families. It sits on equal footing with the *National Plan to End Violence against Women and Children 2022–2032* (National Plan) and builds on the foundations laid by the Aboriginal and Torres Strait Islander Action Plan 2022–2025 under the National Plan. An action plan will be developed through shared decision-making to place culture, safety, and self-determination at the centre of change.

DSS has partnered with the Coalition of Peaks to establish Our Ways Strong Together: National Aboriginal and Torres Strait Islander Family, Domestic and Sexual Violence (FDSV) Peak. Our Ways Strong Together was launched at Parliament House, in Canberra on 25 March 2026. Our Ways Strong Together will lead collaboration and consultation as a unified voice across the FDSV community-controlled sector. The Australian Government has committed \$15.5 million until 2029–2030 to fund Our Ways Strong Together’s core operations and work in partnership with Government on activities that contribute to the effective delivery of actions and outcomes towards Target 13 of Closing the Gap.

DSS is working to develop the First Nations Domestic, Family and Sexual Violence Sector Strengthening Plan (DFSV SSP) in partnership with the First Nations Advocates Against Family Violence (FNAAFV). The DFSV SSP is due to be agreed by Joint Council on Closing the Gap by December 2026. The DFSV SSP is a key mechanism for strengthening the Aboriginal and Torres Strait Islander community-controlled sector, integrated into the delivery of Our Ways and reflects the Government’s commitment to Priority Reform Two of the National Agreement on Closing the Gap.

DSS has committed \$38.7 million in funding for the Leaving Violence Program Regional Trials which commenced 1 July 2025, in Cairns (QLD), Broome (WA), Darwin (NT) and Dubbo (NSW). The Regional Trials are delivered by First Nations led organisations and provide specialised and culturally appropriate support to individuals of any gender and background, experiencing intimate partner violence, empowering them to separate from an abusive intimate partner relationship. While the Regional Trials focus on supporting Aboriginal and Torres Strait Islander victim-survivors, anyone living in these regions can access the program via the First Nations led organisations. On 10 February 2026, the Government announced an extension of the Regional Trials from 30 June 2026 to 30 June 2027.

DSS is delivering the Closing the Gap Outcomes and Evidence Fund, for First Nations people, organisations and communities to co-design, trial and evaluate projects aimed at contributing to Closing the Gap Targets 12 (out of home care) and 13 (family violence). There are 8 trial sites across Australia.

DSS funds Lifeline Australia to deliver DV-alert training which is a free nationally accredited training program designed to help health, allied health and community

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frontline workers better recognise the signs of domestic and family violence, respond appropriately and refer women and children subjected to or at risk of domestic violence to support services. DV-alert offers three First Nation’s specific training modules, including:

- 2-Day First Nations Foundation Workshop: This workshop is for frontline workers to learn how to recognise the signs of family violence, respond appropriately, and refer to support services relevant to Aboriginal and Torres Strait Islander communities. It covers the nature and scope, patterns and impacts of family violence, what to consider for diverse groups, communication skills, safety planning, referral pathways and more.
- 1-Day Focused Workshop Training: Further training for frontline workers who have completed any 2-day DV-alert workshop, this workshop focuses on family violence in Aboriginal and Torres Strait Islander contexts. Frontline workers will learn how to Recognise, Respond and Refer appropriately and with care, and
- Brothers Standing Tall workshop: This two-hour workshop is for Aboriginal and Torres Strait Islander men aged 18 years and over to learn about the impact of family violence on community. It is delivered by experienced Aboriginal male trainers at locations across Australia.

DSS is working with the NIAA and the Department of Employment and Workplace Relations on the Remote Jobs and Economic Development Program, and the development of a new remote employment service.

DSS conducts the Longitudinal Study of Indigenous Children under the guidance of an Indigenous led Steering Committee Chaired by Associate Professor Kalinda Griffiths, from The Flinders University of South Australia.

Data collection started in 2008 and follows the development of two cohorts of up to 1,700 children as they transition from infants to adulthood. A range of physical, social and economic information about the child, their family and educators is collected annually. Survey results are used to understand what helps First Nations children grow up strong. Microdata is publicly released to approved researchers through the Australian Data Archive.

DSS drives the implementation of Australia’s Disability Strategy 2021-2031 (ADS) across governments, and the NIAA has a responsibility to apply ADS when considering policy, programs, services or systems to ensure they are accessible, and inclusive of First Nations peoples with disability. NIAA’s approach aligns with DSS’ responsibility for overseeing the needs of First Nations peoples with disability in line with the cross-cutting disability outcome under the National Agreement on Closing the Gap.

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DSS is also leading the Early Childhood Targeted Action Plan to support ADS. It aims to strengthen early identification, information, supports and pathways for young children with disability or developmental concerns, their parent and carers. This includes First Nations and culturally and linguistically diverse children, their parents and carers. It will also encourage better collaboration between programs and services to support the development and wellbeing of children to help them thrive across and between life stages.

DSS is progressing several service delivery initiatives to develop the new National Early Childhood program for children with disability or developmental concerns. The program will deliver a range of disability-specific information, workshops and supported playgroups for young children aged 0 to 8 years with disability or developmental concerns. The new program will assist in meeting the Closing the Gap Target 4 – Aboriginal and Torres Strait Islander children thrive in their early years.

Through the Early Years Strategy 2024-2034 (the Strategy), DSS is also working to improve the integration and coordination of different parts of the early years system, so that services and supports work together in a way that better meets the whole needs of a child and their family. Launched on 7 May 2024, the Strategy sets out the Government’s vision to best support Australia’s children and their families in the early years.

Developed in collaboration with NIAA and other relevant agencies, the Strategy is a 10 year framework to shape how the Government prioritises the wellbeing of young children in Australia, including First Nations children, their families, kin and the communities who support them. The Strategy recognises the importance of the National Agreement on Closing the Gap and seeks to amplify the National Aboriginal and Torres Strait Islander Early Childhood Strategy. The Strategy will be delivered through 3 action plans over the next 10 years. The First Action Plan 2024-2027 was released in December 2024, alongside an Outcomes Framework to measure progress against the Strategy’s outcomes and vision.

DSS is funding Aboriginal Community Controlled Organisations to deliver the First Nations Playgroups Pilot which provides accessible and affordable spaces, resources and opportunities for First Nation children to play together and for parents and carers to seek social and parenting support. The First Nations Playgroups pilot is an activity that contributes to the delivery of the Early Years Strategy, Target 4 of the Commonwealth Government’s Closing the Gap Implementation Plan and will also contribute to Priority Reform Two of the National Agreement on Closing the Gap Priority Reforms.

DSS and the National Disability Insurance Agency (NDIA) are undertaking the pilot on Alternative Commissioning approaches in two regional and remote areas including remote First Nations communities. The pilot aims to explore and develop commissioning models that will better meet the disability support needs and improve the outcomes of the National Disability Insurance Scheme (NDIS) participants and their community.

Housing: DSS is the co-chair of the Housing Policy Partnership (HPP), which is a forum established under Priority Reform One of the National Agreement on Closing the Gap

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for Aboriginal and Torres Strait Islander people to have a genuine say in the design and delivery of Aboriginal and Torres Strait Islander housing services. The Australian Government committed \$9.2 million over three years from 2022-23, to establish the HPP. This includes resources to support the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) as co-chair and secretariat.

Membership of the HPP includes representatives from federal governments (including the NIAA) state and territory governments, the Coalition of Peaks and independent Aboriginal and Torres Strait Islander community representatives. One key output of the HPP is to make recommendations to the Joint Council about improving housing outcomes and homelessness prevention for Aboriginal and Torres Strait Islander people.

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 1 made by linked programs

Payments and services under the IAS are delivered by Services Australia under a number of First Nations specific and mainstream programs.

The Treasury

Program

- 1.4 – Commonwealth-State Financial Relations

Contribution to Outcome 1 made by linked programs

The Treasury contributions to Outcome 1 through National Partnership Payments which are paid as part of the Federation Funding Agreements Framework.

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Jobs, Land and the Economy					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	1,212,391	1,229,578	1,337,534	1,219,906	1,171,150
Total annual administered expenses	1,212,391	1,229,578	1,337,534	1,219,906	1,171,150
Special appropriations					
<i>Aboriginal Land Rights (Northern Territory (Act) 1976 - Ranger Agreement)</i>	2,000	2,060	2,122	2,185	2,251
<i>Public Governance, Performance and Accountability Act 2013, s.77</i>	10	10	10	10	10
Total special appropriation expenses	2,010	2,070	2,132	2,195	2,261
Special accounts					
Aboriginals and Torres Strait Islander Corporations Unclaimed Money Account	12	12	12	12	12
Aboriginals Benefit Account	449,188	400,562	340,362	263,463	259,001
Indigenous Land and Sea Corporation (a) Funding Special Account	66,419	68,851	70,954	72,686	74,497
Indigenous Remote Service Delivery Special Account	3,845	5,844	2,055	1,000	-
Services for Other Entities and Trust Moneys	3,411	2,843	2,842	-	-
Total special account expenses	522,875	478,112	416,225	337,161	333,510
Expenses not requiring appropriation in the Budget year (b)					
	90	90	90	90	90
Administered total	1,737,366	1,709,850	1,755,981	1,559,352	1,507,011
Total expenses for Program 1.1	1,737,366	1,709,850	1,755,981	1,559,352	1,507,011
Program 1.2: Children and Schooling					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	342,207	318,208	285,611	280,551	287,155
Other services (Appropriation Bill (No. 2) and Supply Bill (No. 2)) (c)	5,720	5,400	5,400	5,470	5,500
Total annual administered expenses	347,927	323,608	291,011	286,021	292,655
Special accounts					
Services for Other Entities and Trust Moneys	1,156	-	-	-	-
Total special account expenses	1,156	-	-	-	-
Expenses not requiring appropriation in the Budget year (b)					
	33	33	33	33	33
Administered total	349,116	323,641	291,044	286,054	292,688
Total expenses for Program 1.2	349,116	323,641	291,044	286,054	292,688

Table 2.1.1: Budgeted expenses for Outcome 1 (continued)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Program 1.3: Safety and Wellbeing					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	479,918	407,103	326,010	297,741	302,488
Total annual administered expenses	479,918	407,103	326,010	297,741	302,488
Special accounts					
Services for Other Entities and Trust Moneys	35	-	-	-	-
Total special account expenses	35	-	-	-	-
Administered total	479,953	407,103	326,010	297,741	302,488
Total expenses for Program 1.3	479,953	407,103	326,010	297,741	302,488
Program 1.4: Culture and Capability					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	86,150	73,039	70,532	49,061	50,448
Total annual administered expenses	86,150	73,039	70,532	49,061	50,448
Special accounts					
Services for Other Entities and Trust Moneys	3,941	471	150	150	150
Total special account expenses	3,941	471	150	150	150
Expenses not requiring appropriation in the Budget year (b)	261	261	261	261	261
Administered total	90,352	73,771	70,943	49,472	50,859
Total expenses for Program 1.4	90,352	73,771	70,943	49,472	50,859
Program 1.5: Remote Australia Strategies					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	103,702	82,394	70,163	70,003	59,643
Total annual administered expenses	103,702	82,394	70,163	70,003	59,643
Special accounts					
Indigenous Remote Service Delivery Special Account	32,404	27,111	14,177	1,000	-
Total special account expenses	32,404	27,111	14,177	1,000	-
Administered total	136,106	109,505	84,340	71,003	59,643
Total expenses for Program 1.5	136,106	109,505	84,340	71,003	59,643
Program 1.6: Evaluation and Research					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1))	5,000	6,022	6,046	6,035	6,234
Total annual administered expenses	5,000	6,022	6,046	6,035	6,234
Administered total	5,000	6,022	6,046	6,035	6,234
Total expenses for Program 1.6	5,000	6,022	6,046	6,035	6,234

Table 2.1.1: Budgeted expenses for Outcome 1 (continued)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.7: Program Support					
Departmental expenses					
Departmental appropriation	312,886	307,592	295,687	287,160	291,766
s74 External Revenue (d)	15,543	15,727	15,914	16,103	16,294
Expenses not requiring appropriation in the Budget year (b)	26,878	14,375	13,820	12,673	11,857
Departmental total	355,307	337,694	325,421	315,936	319,917
Total expenses for Program 1.7	355,307	337,694	325,421	315,936	319,917
Outcome 1 Totals by appropriation type					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	2,229,368	2,116,344	2,095,896	1,923,297	1,877,118
Other services (Appropriation Bill (No. 2) and Supply Bill (No. 2)) (c)	5,720	5,400	5,400	5,470	5,500
Special appropriations	2,010	2,070	2,132	2,195	2,261
Special accounts	560,411	505,694	430,552	338,311	333,660
Expenses not requiring appropriation in the Budget year (b)	384	384	384	384	384
Administered total	2,797,893	2,629,892	2,534,364	2,269,657	2,218,923
Departmental expenses					
Departmental appropriation	312,886	307,592	295,687	287,160	291,766
s74 External Revenue (d)	15,543	15,727	15,914	16,103	16,294
Expenses not requiring appropriation in the Budget year (b)	26,878	14,375	13,820	12,673	11,857
Departmental total	355,307	337,694	325,421	315,936	319,917
Total expenses for Outcome 1	3,153,200	2,967,586	2,859,785	2,585,593	2,538,840

	2025-26	2026-27
Average staffing level (number)	1,425	1,434

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

- The purpose of the Indigenous Land and Sea Corporation Funding (ILSCF) Special Account is to make the annual and discretionary additional payments to the Indigenous Land and Sea Corporation (ILSC). Funds are received from the Aboriginal and Torres Strait Islander Land and Sea Future Fund (ATSILSFF) Special Account managed by the Future Fund Agency and Board of Guardians under the Finance Portfolio.
- Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses, audit fees, other services provided free of charge and departmental operating loss in 2025-26.
- Program 1.2: Children and Schooling includes the Federal Funding Agreement on Northern Territory Remote Aboriginal Investment (Non-Government Schools) with payments of \$5.72 million to the Northern Territory in 2025-26 and \$5.4 million in 2026-27. Information on the terms and conditions can be found in the Federal Funding Agreement on the Northern Territory Remote Aboriginal Investment [here](#). Terms and conditions are made under authority from section 7(2) of the *COAG Reform Fund Act 2008* and the Intergovernmental Agreement on Federal Financial Relations.
- Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.

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 2026–27 Budget measures that have created new programs or materially changed existing programs are provided.

The NIAA is continuing to mature its performance measures. Any updates to performance measures and targets will be published in the NIAA's future Corporate Plans.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 – Lead the development and implementation of the Australian Government's agenda to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and communities through working in partnership and effectively delivering programs.		
Program 1.1 – Jobs, Land and the Economy The objectives of program 1.1 are to enhance Indigenous Australians economic rights, improve employment and pathways to jobs, foster Indigenous business and assist Indigenous people to generate economic and social benefits from effective use of their land and waters, particularly in remote areas resulting in positive progress on relevant Closing the Gap outcomes.		
Key Activities (a)	<p>Key Activity 1: We lead and co-ordinate Closing the Gap, fulfill our commitments under the National Agreement, and influence governments to deliver policies, programs and services.</p> <p>Key Activity 3: We deliver targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements.</p>	
Year	Performance measures (b)	Expected performance results (c)
Current Year 2025–26	Measure 1.2 (d): Increased participation of Indigenous businesses in Commonwealth Government procurement supports the economic empowerment of Aboriginal and Torres Strait Islander peoples.	<p>Target A: ≥60% satisfaction rating annually with the NIAA's stewardship and support for the IPP across Commonwealth portfolios.</p> <p>Performance against the target is currently unable to be assessed At the time of reporting, the annual survey had not been completed.</p> <p>Target B: achievement of 100% of Commonwealth portfolio procurement targets for the value and volume of contracts awarded to Indigenous businesses under the Indigenous Procurement Policy (IPP).</p> <p>The target is achieved All targets have been confirmed as being met.</p> <p>Performance measure: Unable to complete assessment until survey is completed.</p>

<p>Outcome 1 – Lead the development and implementation of the Australian Government’s agenda to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and communities through working in partnership and effectively delivering programs.</p>		
<p>Program 1.1 – Jobs, Land and the Economy</p> <p>The objectives of program 1.1 are to enhance Indigenous Australians economic rights, improve employment and pathways to jobs, foster Indigenous business and assist Indigenous people to generate economic and social benefits from effective use of their land and waters, particularly in remote areas resulting in positive progress on relevant Closing the Gap outcomes.</p>		
	<p>Measure 3.1: Employment opportunities aligned with local needs and aspirations are increased and sustained in remote communities, supporting economic participation and long-term community development.</p>	<p>Target A: 1,035 Remote Jobs and Economic Development (RJED) funded employment opportunities available in remote communities by 30 June 2026.</p> <p>The target is on track to be achieved From 1 July 2025 to 31 December 2025, 770 RJED-funded employment opportunities were available in remote communities, with additional opportunities expected to be created during the reporting period.</p> <p>Target B: 930 RJED-funded employment positions occupied in remote communities by 30 June 2026.</p> <p>The target is on track to be achieved From 1 July 2025 to 31 December 2025, 710 RJED-funded employment positions were occupied.</p> <p>Target C: 80% or more RJED grant applications decisions are made within 90 days of grant round closure.</p> <p>The target is on track to be achieved Planning for RJED Round 3 is on track.</p> <p>Performance measure: On track to be achieved</p>
	<p>Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.</p>	<p>Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.</p> <p>The target is on track to be substantially achieved From 1 January 2025 to 30 June 2025, the percentage of IAS-funded services that met or exceeded core service delivery requirements based on Agreement Manager assessments was 89.48%.</p> <p>Performance measure: On track to be substantially achieved</p>

Outcome 1 – Lead the development and implementation of the Australian Government's agenda to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and communities through working in partnership and effectively delivering programs.		
Program 1.1 – Jobs, Land and the Economy		
The objectives of program 1.1 are to enhance Indigenous Australians economic rights, improve employment and pathways to jobs, foster Indigenous business and assist Indigenous people to generate economic and social benefits from effective use of their land and waters, particularly in remote areas resulting in positive progress on relevant Closing the Gap outcomes.		
Year	Performance measures (e)	Planned performance results
Budget Year 2026–27	Measure 3.1: Employment opportunities aligned with local needs and aspirations are increased and sustained in remote communities, supporting economic participation and long-term community development.	<p>Target A: 1,035 RJED-funded employment opportunities available in remote communities by 30 June 2027.</p> <p>Target B: 1,965 RJED-funded employment positions occupied in remote communities by 30 June 2027.</p> <p>Target C: The 2026-27 target of 80% or more of RJED grant application decisions are made within 90 days of grant round closure is under review.</p>
	Measure 3.2: Access to tailored, culturally responsive employment services supports sustained employment outcomes contributing to long term economic and social development of remote Australia.	Target A: The target for this financial year will be updated after establishing new employment data in 2025–26 through the implementation of RAES.
	Measure 3.3: Indigenous Rangers Program supports Aboriginal and Torres Strait Islander peoples to manage their lands and waters in line with Traditional Owner aspirations.	<p>Target A: 3,800 Indigenous Rangers employed by 30 June 2027 through the Indigenous Rangers Program, supporting the empowerment of Aboriginal and Torres Strait Islander peoples to manage their lands and waters.</p> <p>Target B: 42% of the Indigenous Ranger workforce are women to increase gender representation in the Indigenous Ranger workforce, supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters.</p>
Forward Estimates 2027–30	Measure 3.1: Employment opportunities aligned with local needs and aspirations are increased and sustained in remote communities, supporting economic participation and long-term community development.	<p>Target A: Targets are not set beyond 2026–27.</p> <p>Target B: In 2027–28: 3,000 cumulative RJED-funded employment positions maintained in remote communities by 30 June 2028. In 2028–30: The target is under review.</p> <p>Target C: The 2027-30 target of 80% or more of RJED grant application decisions are made within 90 days of grant round closure is under review.</p>

<p>Outcome 1 – Lead the development and implementation of the Australian Government’s agenda to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and communities through working in partnership and effectively delivering programs.</p>		
<p>Program 1.1 – Jobs, Land and the Economy The objectives of program 1.1 are to enhance Indigenous Australians economic rights, improve employment and pathways to jobs, foster Indigenous business and assist Indigenous people to generate economic and social benefits from effective use of their land and waters, particularly in remote areas resulting in positive progress on relevant Closing the Gap outcomes.</p>		
	<p>Measure 3.2: Access to tailored, culturally responsive employment services supports sustained employment outcomes contributing to long term economic and social development of remote Australia.</p>	<p>Target A: As per 2026–27.</p>
	<p>Measure 3.3: Indigenous Rangers Program supports Aboriginal and Torres Strait Islander peoples to manage their lands and waters in line with Traditional Owner aspirations.</p>	<p>Target A: In 2027–28: Maintain 3,800 Indigenous Rangers employed. In 2028–30: Targets are not set beyond 2027–28 as Indigenous Rangers Program funding commitments conclude in that year, with future targets subject to government decisions.</p> <p>Target B: In 2027–28: 45% of the Indigenous Ranger workforce are women. In 2028–30: Targets are not set beyond 2027–28 as Indigenous Rangers Program funding commitments conclude in that year, with future targets subject to government decisions.</p>
<p>Material changes to Program 1.1 resulting from 2026–27 Budget Measures: Nil</p>		

- a) Key activities as published in the 2025–26 Corporate Plan.
- b) Since the publication of the NIAA’s 2025–26 PBS, the NIAA has made changes to its performance measures. The details and rationale for each change are outlined at Appendix B of the NIAA’s 2025–26 Corporate Plan.
- c) Details of the NIAA’s final performance results for 2025–26 will be reported in the Annual Performance Statements in the 2025–26 Annual Report.
- d) This performance measure was linked to Program 1.7 in the 2025–26 PBS. The performance measure is now linked to Program 1.1, as shown in the NIAA’s 2025–29 Corporate Plan.
- e) The NIAA may review its performance measures for 2026–27 and 2027–30. The NIAA’s performance measures and targets will be published in the NIAA Corporate Plan 2026–27.

Program 1.2 – Children and Schooling		
<p>Program 1.2 works to ensure that mainstream agencies (Australian, state and territory governments) are considering and supporting First Nations education outcomes, from early childhood through schooling and tertiary education. Funded activities complement mainstream approaches to support access to quality, culturally safe early years care and education, and to improve ongoing educational access, engagement and attainment. NIAA works in partnership with government, non-government and First Nations partners to implement evidence-based services that address local community need.</p>		
Key Activities (a)	Key Activity 3: We deliver targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements.	
Year	Performance measures (b)	Expected performance results (c)
Current year 2025–26	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	<p>Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.</p> <p>The target is on track to be substantially achieved</p> <p>From 1 January 2025 to 30 June 2025, the percentage of IAS-funded services that met or exceeded core service delivery requirements based on Agreement Manager assessments was 89.48%.</p> <p>Performance measure: On track to be substantially achieved</p>
Year	Performance measures (d)	Planned performance results
Budget Year 2026–27	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Material changes to Program 1.2 resulting from 2026–27 Budget Measures: Nil		

- a) Key activities as published in the 2025–26 Corporate Plan.
- b) Since the publication of the NIAA's 2025–26 PBS, the NIAA has made changes to its performance measures. The details and rationale for each change are outlined at Appendix B of the NIAA's 2025–26 Corporate Plan.
- c) Details of the NIAA's final performance results for 2025–26 will be reported in the Annual Performance Statements in the 2025–26 Annual Report.
- d) The NIAA may review its performance measures for 2026–27 and 2027–30. The NIAA's performance measures and targets will be published in the NIAA Corporate Plan 2026–27.

Program 1.3 – Safety and Wellbeing		
The objectives of program 1.3 are improved mental health and physical, emotional and social wellbeing of First Nations peoples, resulting in positive progress on relevant Closing the Gap outcomes.		
Key Activities (a)	Key Activity 3: We deliver targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements.	
Year	Performance measures (b)	Expected performance results (c)
Current year 2025–26	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	<p>Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.</p> <p>The target is on track to be substantially achieved</p> <p>From 1 January 2025 to 30 June 2025, the percentage of IAS-funded services that met or exceeded core service delivery requirements based on Agreement Manager assessments was 89.48%.</p> <p>Performance measure: On track to be substantially achieved</p>
Year	Performance measures (d)	Planned performance results
Budget Year 2026–27	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Material changes to Program 1.3 resulting from 2026–27 Budget Measures: Nil		

- a) Key activities as published in the 2025–26 Corporate Plan.
- b) Since the publication of the NIAA’s 2025–26 PBS, the NIAA has made changes to its performance measures. The details and rationale for each change are outlined at Appendix B of the NIAA’s 2025–26 Corporate Plan.
- c) Details of the NIAA’s final performance results for 2025–26 will be reported in the Annual Performance Statements in the 2025–26 Annual Report.
- d) The NIAA may review its performance measures for 2026–27 and 2027–30. The NIAA’s performance measures and targets will be published in the NIAA Corporate Plan 2026–27.

Program 1.4 – Culture and Capability		
The objective of program 1.4 is to support of the National Agreement on Closing the Gap by contributing to the maintenance of First Nations cultural expression, engagement and revitalisation; and strengthen the leadership and governance capabilities of First Nations individuals, organisations and communities in order to advocate on matters that affect them; and promote broader understanding of the place of Aboriginal and Torres Strait Islander cultures in Australian society.		
Key Activities (a)	<p>Key Activity 2: We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples.</p> <p>Key Activity 3: We deliver targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements.</p>	
Year	Performance measures (b)	Expected performance results (c)
Current year 2025–26	Measure 2.1 (d): Aboriginal and Torres Strait Islander priorities are embedded in government policy, programs and investment through partnerships.	<p>Target A: Baseline established in 2025–26.</p> <p>On track to establish baseline. From 1 July 2025 to 31 December 2025, meetings have been held with the national Empowered Communities (EC) body to co-design a partnership health check. The co-design process is progressing in a way that is mutually beneficial for EC bodies and the NIAA, ensuring that the design of the health check is appropriate.</p> <p>Performance measure: On track.</p>
	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	<p>Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.</p> <p>The target is on track to be substantially achieved From 1 January 2025 to 30 June 2025, the percentage of IAS-funded services that met or exceeded core service delivery requirements based on Agreement Manager assessments was 89.48%.</p> <p>Performance measure: On track to be substantially achieved</p>

Program 1.4 – Culture and Capability		
The objective of program 1.4 is to support of the National Agreement on Closing the Gap by contributing to the maintenance of First Nations cultural expression, engagement and revitalisation; and strengthen the leadership and governance capabilities of First Nations individuals, organisations and communities in order to advocate on matters that affect them; and promote broader understanding of the place of Aboriginal and Torres Strait Islander cultures in Australian society.		
Year	Performance measures (e)	Planned performance results
Budget Year 2026–27	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Material changes to Program 1.4 resulting from 2026–27 Budget Measures: Nil		

- a) Key Activity 2 (Measure 2.1) was incorrectly linked to Program 1.7 in the 2025–26 Corporate Plan. This has been corrected in the 2026–27 PBS with Key Activity 2 (Measure 2.1) being linked to Program 1.4. This correction will be reflected in the 2025–26 Annual Performance Statements in the Annual Report.
- b) Since the publication of the NIAA's 2025–26 PBS, the NIAA has made changes to its performance measures. The details and rationale for each change are outlined at Appendix B of the NIAA's 2025–26 Corporate Plan.
- c) Details of the NIAA's final performance results for 2025–26 will be reported in the Annual Performance Statements in the 2025–26 Annual Report.
- d) This performance measure was incorrectly linked to Program 1.7 in the NIAA's 2025–26 Corporate Plan. This has been corrected in the 2026–27 PBS with the performance measure being correctly linked to Program 1.4.
- e) The NIAA may review its performance measures for 2026–27 and 2027–30. The NIAA's performance measures and targets will be published in the NIAA Corporate Plan 2026–27.

Program 1.5 – Remote Australia Strategies		
The objective of program 1.5 is to deliver flexible, tailored local solutions and discrete infrastructure projects in remote Australia. This aims to address the disadvantage of Aboriginal and Torres Strait Islander peoples in remote and very remote communities by supporting outcomes across the IAS priority areas of schooling, employment and community safety and supports positive progress on relevant Closing the Gap outcomes.		
Key Activities (a)	Key Activity 3: We deliver targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements.	
Year	Performance measures (b)	Expected performance results (c)
Current year 2025–26	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments. The target is on track to be substantially achieved From 1 January 2025 to 30 June 2025, the percentage of IAS-funded services that met or exceeded core service delivery requirements based on Agreement Manager assessments was 89.48%. Performance measure: On track to be substantially achieved
Year	Performance measures (d)	Planned performance results
Budget Year 2026–27	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Material changes to Program 1.5 resulting from 2026–27 Budget Measures: Nil		

- Key activities as published in the 2025–26 Corporate Plan.
- Since the publication of the NIAA's 2025–26 PBS, the NIAA has made changes to its performance measures. The details and rationale for each change are outlined at Appendix B of the NIAA's 2025–26 Corporate Plan.
- Details of the NIAA's final performance results for 2025–26 will be reported in the Annual Performance Statements in the 2025–26 Annual Report.
- The NIAA may review its performance measures for 2026–27 and 2027–30. The NIAA's performance measures and targets will be published in the NIAA Corporate Plan 2026–27.

Program 1.6 – Evaluation and Research		
The objective of program 1.6 is to use evaluation and research to support the self-determination and aspirations of Indigenous Australians and build the evidence base to support impactful policies and programs funded through the Indigenous Advancement Strategy.		
Key Activities (a)	Key Activity 3: We deliver targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements.	
Year	Performance measures (b)	Expected performance results (c)
Current year 2025–26	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	<p>Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.</p> <p>The target is on track to be substantially achieved</p> <p>From 1 January 2025 to 30 June 2025, the percentage of IAS-funded services that met or exceeded core service delivery requirements based on Agreement Manager assessments was 89.48%.</p> <p>Performance measure: On track to be substantially achieved</p>
Year	Performance measures (d)	Planned performance results
Budget Year 2026–27	Measure 3.4: Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	Target A: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Material changes to Program 1.6 resulting from 2026–27 Budget Measures: Nil		

- a) Program 1.6 was not linked to a Key Activity in the 2025–26 Corporate Plan. This has been amended in the 2026–27 PBS with Program 1.6 being linked to Key Activity 3 (Measure 3.4).
- b) Since the publication of the NIAA's 2025–26 PBS, the NIAA has made changes to its performance measures. The details and rationale for each change are outlined at Appendix B of the NIAA's 2025–26 Corporate Plan.
- c) Details of the NIAA's final performance results for 2025–26 will be reported in the Annual Performance Statements in the 2025–26 Annual Report.
- d) The NIAA may review its performance measures for 2026–27 and 2027–30. The NIAA's performance measures and targets will be published in the NIAA Corporate Plan 2026–27.

Program 1.7 – Program Support		
This program is the departmental support program to the activities of the NIAA as directed by government.		
Key Activities (a)	Key Activity 1: We lead and co-ordinate Closing the Gap, fulfill our commitments under the National Agreement, and influence governments to deliver policies, programs and services.	
Year	Performance measures (b)	Expected performance results (c)
Current year 2025–26	Measure 1.1: NIAA actions under the National Agreement are delivered, ensuring accountability across all parties, leading to improved life outcomes for Aboriginal and Torres Strait Islander peoples.	<p>Target A: NIAA Priority Reform and Socio-Economic target actions are achieved, with a target of ≥80% of actions are reported as achieved in the Closing the Gap (CtG) Annual Report and CtG Implementation Plan update.</p> <p>The target is on track to be partially achieved</p> <p>Between 1 July 2025 and 31 December 2025, the NIAA has continued to progress actions from within the Closing the Gap Annual Report and Implementation Plan.</p> <p>Target B: the CtG Annual Report and CtG Implementation Plan are finalised and delivered within Government-agreed timeframes.</p> <p>The target is on track to be achieved</p> <p>The Closing the Gap Annual Report and Implementation Plan has been published.</p> <p>Target C: 100% of all agreed actions from all independent reviews of Closing the Gap are embedded in the Commonwealth's accountability mechanisms, as coordinated by the NIAA.</p> <p>The target is on track to be achieved</p> <p>Between 1 July 2025 and 31 December 2025, the NIAA supported settling the Commonwealth's position and Joint Council processes to consider the response to the Independent Aboriginal and Torres Strait Islander-led Review and continued work to integrate actions responding to the 2024 Productivity Commission Review.</p> <p>Performance measure: On track to be partially achieved</p>

Program 1.7 – Program Support		
This program is the departmental support program to the activities of the NIAA as directed by government.		
Key Activities (a)	Key Activity 1: We lead and co-ordinate Closing the Gap, fulfill our commitments under the National Agreement, and influence governments to deliver policies, programs and services.	
Year	Performance measures (d)	Planned performance results
Budget Year 2026–27	Measure 1.1: NIAA actions under the National Agreement are delivered, ensuring accountability across all parties, leading to improved life outcomes for Aboriginal and Torres Strait Islander peoples.	<p>Target A: NIAA Priority Reform and Socio-Economic target actions are achieved with a target of ≥80% of actions are reported as achieved in the Closing the Gap Annual Report and Closing the Gap Implementation Plan update.</p> <p>Target B: the Closing the Gap Annual Report and Closing the Gap Implementation Plan are finalised and delivered within Government-agreed timeframes.</p> <p>Target C: 100% of all agreed actions from all independent reviews of Closing the Gap are embedded in the Commonwealth’s accountability mechanisms, as coordinated by the NIAA.</p>
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Material changes to Program 1.7 resulting from 2026–27 Budget Measures: Nil		

- a) Key Activity 2 (Measure 2.1) was incorrectly linked to Program 1.7 in the 2025–26 Corporate Plan. This has been corrected in the 2026–27 PBS with Key Activity 2 (Measure 2.1) being linked to Program 1.4. This correction will be reflected in the 2025–26 Annual Performance Statements in the Annual Report.
- b) Since the publication of the NIAA’s 2025–26 PBS, the NIAA has made changes to its performance measures. The details and rationale for each change are outlined at Appendix B of the NIAA’s 2025–26 Corporate Plan.
- c) Details of the NIAA’s final performance results for 2025–26 will be reported in the Annual Performance Statements in the 2025–26 Annual Report.
- d) The NIAA may review its performance measures for 2026–27 and 2027–30. The NIAA’s performance measures and targets will be published in the NIAA Corporate Plan 2026–27.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NIAA's finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Differences between entity resourcing and financial statements

The entity resource statement (Table 1.1) provides a consolidated view of the total resources available to the NIAA in 2026–27, and the total payments made from these resources. This includes appropriation receivable that is yet to be drawn down to cover payables and provisions on the balance sheet, as well as annual appropriations, special appropriations, and non-appropriation receipts. Non-appropriation receipts primarily consist of the maturity of cash investments (term deposits), although also includes deposits in to the IRSD, ILSC and SOETM special accounts.

3.1.2 Explanatory notes and analysis of budgeted financial statements

Departmental Financial Statements

The NIAA is budgeting for an operating loss in 2025–26 due to higher net expenditure. The agency expects to return to a break-even position in 2026–27 and each forward year, after adjusting for depreciation expense and the application of leases in accordance with AASB 16 Leases. There has been a net increase to departmental expenses of \$22.3 million over four years from 2025–26, since the publication of the 2025–26 Portfolio Additional Estimates Statements (PAES).

Administered Financial Statements

Administered expenses in 2025–26 have decreased by \$65.4 million since the publication of the 2025–26 PAES, which is primarily attributable to a reprofiling of expenditure relating to the Remote Jobs and Economic Development Program, and savings delivered at the 2026–27 Budget.

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	239,868	215,417	207,388	201,145	207,943
Suppliers	82,837	89,365	84,770	81,866	78,940
Depreciation and amortisation	30,649	30,935	31,208	30,930	31,025
Finance costs (a)	1,953	1,977	2,055	1,995	2,009
Total expenses	355,307	337,694	325,421	315,936	319,917
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Revenue from contracts w ith customers	9,266	9,358	9,452	9,547	9,642
Rental income	2,771	2,799	2,827	2,855	2,884
Resources received free of charge	3,506	3,570	3,635	3,701	3,768
Total own-source revenue	15,543	15,727	15,914	16,103	16,294
Total own-source income	15,543	15,727	15,914	16,103	16,294
Net cost of / (contribution by) services	(339,764)	(321,967)	(309,507)	(299,833)	(303,623)
Revenue from Government	312,886	307,592	295,687	287,160	291,766
Surplus/(deficit) attributable to the Australian Government	(26,878)	(14,375)	(13,820)	(12,673)	(11,857)
Total comprehensive income/(loss) attributable to the Australian Government	(26,878)	(14,375)	(13,820)	(12,673)	(11,857)

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss)					
- as per statement of					
Comprehensive Income	(26,878)	(14,375)	(13,820)	(12,673)	(11,857)
plus: depreciation/amortisation expenses previously funded through revenue appropriations (b)	14,343	14,613	14,946	14,633	14,731
plus: depreciation/amortisation expenses for ROU assets (c)	16,306	16,322	16,262	16,297	16,294
less: principal repayments on leased assets (c)	15,771	16,560	17,388	18,257	19,168
Net Cash Operating Surplus/	(12,000)	-	-	-	-

Prepared on Australian Accounting Standards basis.

- a) Finance costs primarily relates to interest on lease liabilities recognised under AASB 16 Leases.
- b) From 2010-11, the Government introduced the net cash appropriation arrangement that provided non corporate Commonwealth entities with a separate Departmental Capital Budget (DCB) under Appropriation Act (No.1) or Bill (No. 3). This replaced revenue appropriations provided under Appropriation Act (No.1) or Bill (No.3) used for depreciation/amortisation expenses. For information regarding DCB, refer to Table 3.6 Departmental Capital Budget Statement.
- c) Applies to leases under AASB 16 Leases.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Trade and other receivables	93,931	93,763	91,832	92,611	94,601
Total financial assets	93,931	93,763	91,832	92,611	94,601
Non-financial assets					
Buildings	141,067	119,958	98,495	77,387	56,172
Land	11,076	10,979	10,879	10,779	10,680
Property, plant and equipment	4,525	3,472	2,526	1,580	640
Intangibles	20,640	24,417	27,105	29,818	32,653
Prepayments	4,460	4,460	4,460	4,460	4,460
Total non-financial assets	181,768	163,286	143,465	124,024	104,605
Total assets	275,699	257,049	235,297	216,635	199,206
LIABILITIES					
Payables					
Suppliers	10,177	10,017	9,989	10,061	10,022
Other payables	9,307	9,284	9,048	9,160	9,341
Total payables	19,484	19,301	19,037	19,221	19,363
Interest bearing liabilities					
Leases	86,664	70,104	52,716	34,459	15,291
Total interest bearing liabilities	86,664	70,104	52,716	34,459	15,291
Provisions					
Employee provisions	65,185	65,200	63,533	64,128	65,976
Other provisions	3,205	3,205	3,205	3,207	3,207
Total provisions	68,390	68,405	66,738	67,335	69,183
Total liabilities	174,538	157,810	138,491	121,015	103,837
Net assets	101,161	99,239	96,806	95,620	95,369
EQUITY*					
Parent entity interest					
Contributed equity	102,448	114,901	126,288	137,775	149,381
Accumulated deficit	(38,886)	(53,261)	(67,081)	(79,754)	(91,611)
Asset revaluation reserve	37,599	37,599	37,599	37,599	37,599
Total parent entity interest	101,161	99,239	96,806	95,620	95,369
Total Equity	101,161	99,239	96,806	95,620	95,369

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings	Asset revaluation reserve	Contributed equity / capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	(38,886)	37,599	102,448	101,161
Adjusted opening balance	(38,886)	37,599	102,448	101,161
Comprehensive income				
Surplus/(deficit) for the period	(14,375)	-	-	(14,375)
Total comprehensive income	(14,375)	-	-	(14,375)
of which:				
Attributable to the Australian Government	(14,375)	-	-	(14,375)
Contributions by owners				
Equity Injection - Appropriation	-	-	2,101	2,101
Departmental Capital Budget (DCB)	-	-	10,352	10,352
Sub-total transactions with owners	-	-	12,453	12,453
Estimated closing balance as at 30 June 2027	(53,261)	37,599	114,901	99,239
Closing balance attributable to the Australian Government	(53,261)	37,599	114,901	99,239

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Sale of services - cost-recovery	12,311	12,119	12,241	12,364	12,487
Net GST received	2,711	2,872	2,989	2,142	2,134
Appropriations	327,938	317,355	307,386	295,105	298,603
Total cash received	342,960	332,346	322,616	309,611	313,224
Cash used					
Employees	234,254	215,400	209,230	200,487	205,902
Suppliers	81,470	88,822	84,181	80,109	77,382
Interest payments on lease liabilities	1,953	1,977	2,055	1,995	2,009
Retained receipts transferred to Official Public Account	9,512	9,587	9,762	8,763	8,763
Total cash used	327,189	315,786	305,228	291,354	294,056
Net cash from operating activities	15,771	16,560	17,388	18,257	19,168
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant, and equipment and intangibles	11,125	12,453	11,387	11,487	11,606
Total cash used	11,125	12,453	11,387	11,487	11,606
Net cash used by investing activities	11,125	12,453	11,387	11,487	11,606
FINANCING ACTIVITIES					
Cash received					
Contributed equity					
Equity injections	2,101	2,101	2,101	2,101	2,101
Departmental Capital Budget	9,024	10,352	9,286	9,386	9,505
Total cash received	11,125	12,453	11,387	11,487	11,606
Cash used					
Principal payments on lease liabilities	15,771	16,560	17,388	18,257	19,168
Total cash used	15,771	16,560	17,388	18,257	19,168
Net cash from financing activities	(4,646)	(4,107)	(6,001)	(6,770)	(7,562)
Net increase in cash held	-	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	-	-	-	-	-
Cash and cash equivalents at the end of the reporting period	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	9,024	10,352	9,286	9,386	9,505
Equity injections - Bill 2	2,101	2,101	2,101	2,101	2,101
Total new capital appropriations	11,125	12,453	11,387	11,487	11,606
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	11,125	12,453	11,387	11,487	11,606
Total Items	11,125	12,453	11,387	11,487	11,606
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriation - DCB (a)	9,024	10,352	9,286	9,386	9,505
Funded by capital appropriation - equity injection	2,101	2,101	2,101	2,101	2,101
Total cash used to acquire assets	11,125	12,453	11,387	11,487	11,606

Prepared on Australian Accounting Standards basis.

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

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

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

	Land	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026					
Gross book value	10,682	79,648	11,105	44,845	146,280
Gross book value - ROU assets	1,085	178,681	4,945	-	184,711
Accumulated depreciation/ amortisation and impairment	-	(14,326)	(8,433)	(24,205)	(46,964)
Accumulated depreciation/ amortisation and impairment - ROU assets	(691)	(102,936)	(3,092)	-	(106,719)
Opening net book balance	11,076	141,067	4,525	20,640	177,308
CAPITAL ASSET ADDITIONS					
Estimated expenditure on new or replacement assets					
By purchase - appropriation equity (a)	-	1,341	760	-	2,101
By purchase - appropriation ordinary annual services (b)	-	562	1,858	7,932	10,352
Total additions	-	1,903	2,618	7,932	12,453
Other movements					
Depreciation/amortisation expense	-	(7,522)	(2,656)	(4,435)	(14,613)
Depreciation/amortisation on ROU assets	(97)	(15,425)	(800)	-	(16,322)
Total other movements	(97)	(22,947)	(3,456)	(4,435)	(30,935)
As at 30 June 2027					
Gross book value	10,682	81,551	13,723	52,777	158,733
Gross book value - ROU assets	1,085	178,681	4,945	-	184,711
Accumulated depreciation/ amortisation and impairment	-	(21,848)	(11,089)	(28,640)	(61,577)
Accumulated depreciation/ amortisation and impairment - ROU assets	(788)	(118,361)	(3,892)	-	(123,041)
Closing net book balance	10,979	120,023	3,687	24,137	158,826

Prepared on Australian Accounting Standards basis.

- a) 'Appropriation equity' refers to equity injections appropriations provided through Appropriation Bill (No.2) 2026–2027.
- b) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No.1) 2026–2027 for depreciation/amortisation expenses, DCBs or other operational expenses.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	47	48	50	52	53
Suppliers	58,578	59,294	59,546	60,124	60,649
Subsidies - Petrol Sniffing Prevention Strategy	225	251	271	265	253
Grants	2,114,484	2,140,738	2,121,528	1,872,769	1,824,122
Depreciation and amortisation	384	384	384	384	384
Impairment loss on trade and other receivables	1,170	-	-	-	-
Payments associated with Land	307,972	276,058	238,672	240,105	235,875
Payments to Indigenous Land and Sea Corporation (a)	66,419	68,851	70,954	72,686	74,497
Payments to Aboriginal Investment Northern Territory (b)	13,342	13,342	13,342	13,342	13,342
Personal Benefit Payments	90,288	55,589	16,691	-	-
Mining withholding tax	16,997	15,337	12,926	9,930	9,748
Settlement of litigation	127,987	-	-	-	-
Total expenses administered on behalf of Government	2,797,893	2,629,892	2,534,364	2,269,657	2,218,923
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Non-taxation revenue					
Interest	32,776	30,227	29,468	31,630	35,647
Lease income	2,232	2,321	2,414	2,511	2,611
Indigenous Land and Sea Corporation Funding Special Account (a)	66,419	68,851	70,954	72,686	74,497
Other revenue	23,011	19,199	20,241	16,752	16,961
Resources received free of charge	3,088	3,088	3,088	1,000	1,000
Total non-taxation revenue	127,526	123,686	126,165	124,579	130,716
Total own-source revenue administered on behalf of Government	127,526	123,686	126,165	124,579	130,716
Net cost of/(contribution by) services	2,670,367	2,506,206	2,408,199	2,145,078	2,088,207
Total comprehensive income	(2,670,367)	(2,506,206)	(2,408,199)	(2,145,078)	(2,088,207)

Prepared on Australian Accounting Standards basis.

- a) Payment of organisation funding to the Indigenous Land and Sea Corporation is made annually each October, funded by receipt of funds from the Indigenous Land and Sea Future Fund through the Indigenous Land and Sea Corporation Funding Special Account administered by the NIAA.
- b) Payment to the Aboriginal Investment Northern Territory is funded through the Aboriginal Benefits Account (ABA) special account.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	77,436	43,985	27,579	25,594	25,609
Trade receivables and other receivables	45,000	40,886	43,128	37,887	36,976
Term deposits	776,400	723,474	728,082	833,760	933,017
Total financial assets	898,836	808,345	798,789	897,241	995,602
Non-financial assets					
Property, plant and equipment	7,763	7,640	7,517	7,394	7,271
Intangibles	18,901	18,640	18,379	18,118	17,857
Prepayments	10,673	10,673	10,673	10,673	10,673
Total non-financial assets	37,337	36,953	36,569	36,185	35,801
Total assets administered on behalf of Government	936,173	845,298	835,358	933,426	1,031,403
LIABILITIES					
Payables					
Trade creditors and accruals	2,485	2,502	2,240	2,436	2,421
Personal Benefits	439	439	-	-	-
Grants payable	44,436	46,346	49,903	44,514	42,600
Other payables	2,615	2,615	2,615	2,615	2,615
Total payables	49,975	51,902	54,758	49,565	47,636
Interest bearing liabilities					
Leases	242	205	168	131	94
Total interest bearing liabilities	242	205	168	131	94
Provisions					
Employee provisions	9	10	10	10	10
Personal Benefits Provisions	24,750	24,750	-	-	-
Total provisions	24,759	24,760	10	10	10
Total liabilities administered on behalf of Government	74,976	76,867	54,936	49,706	47,740
Net assets/(liabilities)	861,197	768,431	780,422	883,720	983,663

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Net GST received	216,696	215,014	219,737	206,899	199,447
Indigenous Land and Sea Corporation Funding Special Account	66,419	68,851	70,954	72,686	74,497
Other	21,963	21,206	19,668	19,015	17,239
Lease income receipts	2,232	2,321	2,414	2,511	2,611
Total cash received	307,310	307,392	312,773	301,111	293,794
Cash used					
Employees	47	47	50	52	53
Suppliers	57,931	56,189	56,720	58,928	59,664
Subsidy payments	225	251	271	265	253
Grants payments	2,240,399	2,138,828	2,117,971	1,878,158	1,826,036
Payments associated with Land Councils	324,969	291,395	251,598	250,035	245,623
Payments to Indigenous Land and Sea Corporation	66,419	68,851	70,954	72,686	74,497
Payments to Northern Territory Aboriginal Investment	13,342	13,342	13,342	13,342	13,342
Personal Benefit Payments	90,288	55,589	41,880	-	-
Settlement of litigation	127,987	-	-	-	-
Total cash used	2,921,608	2,624,492	2,552,786	2,273,466	2,219,468
Net cash from / (used by) operating activities	(2,614,298)	(2,317,100)	(2,240,013)	(1,972,355)	(1,925,674)
INVESTING ACTIVITIES					
Cash received					
Proceeds from realisation of investments	875,345	857,799	801,216	806,143	919,123
Interest on investments and loans	32,776	30,227	29,468	31,630	35,647
Total cash received	908,121	888,026	830,684	837,773	954,770
Cash used					
Purchase of investments	849,345	804,873	805,824	911,821	1,018,380
Total cash used	849,345	804,873	805,824	911,821	1,018,380
Net cash from / (used by) investing activities	58,776	83,153	24,860	(74,048)	(63,610)

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
FINANCING ACTIVITIES					
Cash used					
Principal payments on lease liabilities	37	37	37	37	37
Total cash used	37	37	37	37	37
Net cash from/(used by) financing activities	(37)	(37)	(37)	(37)	(37)
Net increase/(decrease) in cash held	(2,555,559)	(2,233,984)	(2,215,190)	(2,046,440)	(1,989,321)
Cash and cash equivalents at beginning of reporting period	119,332	77,436	43,985	27,579	25,594
Cash from Official Public Account for:					
- Appropriations	2,617,098	2,434,814	2,412,428	2,263,962	2,202,879
Total cash from Official Public Account	2,617,098	2,434,814	2,412,428	2,263,962	2,202,879
Cash to Official Public Account for:					
- Appropriations	219,502	212,907	204,406	203,921	198,814
- Special Accounts	11,920	21,374	9,238	15,586	14,729
Total cash to Official Public Account	231,422	234,281	213,644	219,507	213,543
Cash and cash equivalents at end of reporting period	77,436	43,985	27,579	25,594	25,609

Prepared on Australian Accounting Standards basis.

Table 3.11: Statement of administered asset movements (Budget year 2026–27)

	Land	Buildings	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026				
Gross book value	-	-	20,050	20,050
Gross book value - ROU assets	8,803	303	-	9,106
Accumulated depreciation/amortisation and impairment	-	-	(1,149)	(1,149)
Accumulated depreciation/amortisation and impairment - ROU assets	(1,158)	(185)	-	(1,343)
Opening net book balance	7,645	118	18,901	26,664
CAPITAL ASSET ADDITIONS				
Other movements				
Depreciation/amortisation	-	-	(261)	(261)
Depreciation/amortisation on ROU assets	(112)	(11)	-	(123)
Total other movements	(112)	(11)	(261)	(384)
As at 30 June 2027				
Gross book value	-	-	20,050	20,050
Gross book value - ROU assets	8,803	303	-	9,106
Accumulated depreciation/amortisation and impairment	-	-	(1,410)	(1,410)
Accumulated depreciation/amortisation and impairment - ROU assets	(1,270)	(196)	-	(1,466)
Closing net book balance	7,533	107	18,640	26,280

Prepared on Australian Accounting Standards basis.

Office of National Intelligence

Entity resources and planned performance

Office of National Intelligence

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Office of National Intelligence

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Office of National Intelligence (ONI) is an independent statutory authority within the Prime Minister and Cabinet portfolio and reports directly to the Prime Minister. ONI was established by the Office of National Intelligence Act 2018 (the ONI Act) in December 2018, subsuming the functions of the former Office of National Assessments.

ONI provides Australia with a strategic advantage through robust intelligence assessments, innovative open source analysis and by enhancing how the National Intelligence Community (NIC) works together to address the challenges Australia faces now and in the future. ONI also ensures a single point of accountability to the Prime Minister and National Security Committee of Cabinet on intelligence matters.

ONI's intelligence assessment function considers matters of political, strategic or economic significance to Australia, and seeks to give the Australian Government a decision-making advantage by helping to anticipate and interpret world developments. Its success hinges on ONI's ability to access, understand and analyse all sources of intelligence (including publicly available information), to interpret them with rigour, and to communicate meaning effectively. The assessments function continues to respond to government requirements and the rising demands of Australia's strategic circumstances.

ONI is responsible for leading the NIC, a grouping of intelligence agencies and intelligence functions of policy agencies – ten in total – with the aim of providing the most robust coordination of intelligence across government to best protect and enhance Australia's security, prosperity and sovereignty. ONI's role is to ensure the NIC forms an agile, integrated and data-driven intelligence enterprise that can meet the challenges presented by Australia's evolving strategic, international economic and security environment.

ONI seeks to maximise the value of Australia's intelligence capabilities using our expertise and convening power. We work with agencies on the development of joint capabilities and shared services, evaluate how the community is working together on our common missions and provide advice to the Government on intelligence priorities, requirements, performance and resourcing.

We are particularly focused on how the NIC can work together on common challenges, such as technology, workforce, professional development and innovation, as well as how we can align our strategic engagement and streamline robust governance arrangements.

The Director-General of National Intelligence is the principal adviser to the Prime Minister on intelligence matters, which includes providing advice on intelligence collection and assessment priorities, NIC intelligence capabilities, and matters relating to the NIC more generally.

ONI seeks to achieve outcomes for government by employing highly capable staff to prosecute the agency's various intelligence missions. ONI's people are supported by other core capabilities, including strong information, intelligence and knowledge management processes, and relationships with intelligence partners, both domestic and international.

While ONI is mandated and resourced to perform its various functions, there are factors and trends – external and beyond the Office's control – that provide the broader context for ONI's work and bear on ONI's ability to achieve its purpose. These include:

- political, economic and strategic shifts in international circumstances,
- evolutions in ONI's operating environment domestically,
- a rising demand from a broader range of government stakeholders, and
- a rapidly growing and diversifying information environment.

These strategic risk factors – those that relate to the fulfilment of ONI's purpose – are mitigated in part by robust risk management and internal governance frameworks.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to ONI 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 entity'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: ONI resource statement – Budget estimates for 2026–27 as at Budget May 2026

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Departmental		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available	110,867	101,367
Departmental appropriation (b)	142,535	138,001
s74 External Revenue (c)	1,000	1,200
Departmental capital budget (d)	4,898	5,033
Annual appropriations - other services - non-operating (e)		
Prior year appropriations available (b)	7,327	7,327
Equity injection	1,322	1,375
Total departmental annual appropriations	267,949	254,303
Total departmental resourcing	267,949	254,303
Administered		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available	7,258	7,258
Outcome 1	10,205	10,150
Total administered annual appropriations	17,463	17,408
Total administered resourcing	17,463	17,408
Total resourcing for entity ONI	285,411	271,710
	2025-26	2026-27
Average staffing level (number)	413	438

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

- a) Appropriation Bill (No. 1) 2026–2027.
- b) Excludes departmental capital budget (DCB).
- c) Estimated External Revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).
- d) Departmental capital budgets and Administered payments to other jurisdictions are not separately identified in Appropriation Bill (No. 1) and 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) Appropriation Bill (No. 2) 2026–2027.

1.3 Budget measures

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

Table 1.2: ONI 2026–27 Budget measures

		2025-26	2026-27	2027-28	2028-29	2029-30
	Program	\$'000	\$'000	\$'000	\$'000	\$'000
Payment measures						
Prime Minister and Cabinet - Additional Resourcing	1.1, 1.2					
Departmental payment		-	3,020	2,523	2,614	2,715
Total		-	3,020	2,523	2,614	2,715
Total payment measures						
Departmental		-	3,020	2,523	2,614	2,715
Total		-	3,020	2,523	2,614	2,715

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.

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.

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Advancement of Australia’s national interests through increased government awareness of international developments affecting Australia and integration, coordination and evaluation of Australia’s national intelligence capabilities.

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Program 1.1: Assessments and Reports					
Departmental expenses					
Departmental appropriations ⁷⁴ External Revenue (a)	72,950	65,869	57,925	58,656	60,645
Expenses not requiring appropriation in the Budget year (b)	500	600	600	600	600
	5,846	9,848	9,830	9,801	9,700
Departmental total	79,296	76,317	68,355	69,057	70,945
Total expenses for program 1.1	79,296	76,317	68,355	69,057	70,945
Program 1.2: Coordination and Evaluation					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	10,205	10,150	10,150	10,150	10,150
Administered total	10,205	10,150	10,150	10,150	10,150
Departmental expenses					
Departmental appropriations ⁷⁴ External Revenue (a)	72,950	65,868	57,925	58,655	60,644
Expenses not requiring appropriation in the Budget year (b)	500	600	600	600	600
	5,846	9,847	9,830	9,800	9,700
Departmental total	79,296	76,315	68,355	69,055	70,944
Total expenses for program 1.2	89,501	86,465	78,505	79,205	81,094
Outcome 1 Totals by appropriation type					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	10,205	10,150	10,150	10,150	10,150
Administered total	10,205	10,150	10,150	10,150	10,150
Departmental expenses					
Departmental appropriations ⁷⁴ External Revenue (a)	145,900	131,737	115,850	117,311	121,289
Expenses not requiring appropriation in the Budget year (b)	1,000	1,200	1,200	1,200	1,200
	11,692	19,695	19,660	19,601	19,400
Departmental total	158,592	152,632	136,710	138,112	141,889
Total expenses for Outcome 1	168,797	162,782	146,860	148,262	152,039
	2025-26	2026-27			
Average staffing level (number)	413	438			

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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 and seconded staff received free of charge.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of ONI's finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Differences between entity resourcing and financial statements

The Entity Resource Statement (Table 1.1) provides a consolidated view of all resources available to ONI in 2026-27. This includes equity injections and appropriations receivable that are yet to be drawn down to cover payables and provisions on the Departmental Balance Sheet (Table 3.2). The Comprehensive Income Statement (Table 3.1) shows only the operating appropriations and own-source revenue provided in 2026-27.

3.1.2 Explanatory notes and analysis of budgeted financial statements

Comprehensive Income Statement

ONI received approval to budget for an operating loss of \$9.5 million in 2025-26. Over the forward estimates period ONI is budgeting for a break-even position, after adjusting for depreciation and amortisation and right-of-use asset transactions (in accordance with the Accounting Standard AASB 16 Leases). The Comprehensive Income Statement (Table 3.1) sets out the application of funding to ordinary operating expenses.

Budgeted Departmental Balance Sheet

ONI's departmental net asset position as at 30 June 2027 is budgeted to be \$121.5 million. This position is projected to decline over the forward estimates, reflecting depreciation exceeding planned capital investment. The balance of trade and other receivables primarily comprises appropriation receivables retained to fund employee provisions and supplier payables.

Budgeted Departmental Statement of Cash Flows

The cash flow is consistent with, and representative of, the transactions reported in the Comprehensive Income Statement (Table 3.1), adjusted for non-cash items and budgeted capital expenditure.

Budgeted Administered Financial Statements

ONI receives administered funding for the National Intelligence Community Research Program (NICRP).

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	84,856	82,801	73,547	74,745	76,489
Suppliers	61,475	49,539	43,103	43,627	46,124
Depreciation and amortisation (a)	10,889	19,147	19,157	19,098	18,899
Finance costs	1,372	1,145	903	642	377
Total expenses	158,592	152,632	136,710	138,112	141,889
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Other	1,800	1,745	1,700	1,700	1,700
Total own-source revenue	1,800	1,745	1,700	1,700	1,700
Total own-source income	1,800	1,745	1,700	1,700	1,700
Net (cost of)/contribution by services	(156,792)	(150,887)	(135,010)	(136,412)	(140,189)
Revenue from Government	142,535	138,001	122,578	124,575	127,482
Surplus/(deficit) attributable to the Australian Government	(14,257)	(12,886)	(12,432)	(11,837)	(12,707)
Total comprehensive income/(loss)	(14,257)	(12,886)	(12,432)	(11,837)	(12,707)
Total comprehensive income/(loss) attributable to the Australian Government	(14,257)	(12,886)	(12,432)	(11,837)	(12,707)

Note: Impact of net cash appropriation arrangements

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(14,257)	(12,886)	(12,432)	(11,837)	(12,707)
plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) (a)	4,539	13,134	13,184	14,567	13,451
plus: depreciation/amortisation expenses for ROU assets (b)	6,350	6,013	5,973	4,531	5,448
less: lease principal repayments (b)	6,132	6,261	6,725	7,261	6,192
Net Cash Operating Surplus/ (Deficit)	(9,500)	-	-	-	-

Prepared on Australian Accounting Standards basis.

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

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	676	676	676	676	676
Trade and other receivables	110,378	111,926	111,926	111,926	111,926
Total financial assets	111,054	112,602	112,602	112,602	112,602
Non-financial assets					
Land and buildings	49,875	37,711	25,537	13,422	2,506
Property, plant and equipment	10,030	8,948	7,806	7,003	6,819
Intangibles	19,805	18,938	18,183	17,200	14,717
Other non-financial assets	8,042	8,042	8,042	8,042	8,042
Total non-financial assets	87,752	73,639	59,568	45,667	32,084
Total assets	198,806	186,241	172,170	158,269	144,686
LIABILITIES					
Payables					
Suppliers	8,936	8,936	8,936	8,936	8,936
Other payables	2,162	2,162	2,162	2,162	2,162
Total payables	11,098	11,098	11,098	11,098	11,098
Interest bearing liabilities					
Leases	33,957	27,696	20,971	13,710	7,518
Total interest bearing liabilities	33,957	27,696	20,971	13,710	7,518
Provisions					
Employee provisions	24,302	25,851	25,851	25,851	25,851
Other provisions	136	136	136	136	136
Total provisions	24,438	25,987	25,987	25,987	25,987
Total liabilities	69,493	64,781	58,056	50,795	44,603
Net assets	129,313	121,460	114,114	107,474	100,083
EQUITY*					
Parent entity interest					
Contributed equity	127,289	132,322	137,408	142,605	147,921
Reserves	8,153	8,153	8,153	8,153	8,153
Retained surplus (accumulated deficit)	(6,129)	(19,015)	(31,447)	(43,284)	(55,991)
Total parent entity interest	129,313	121,460	114,114	107,474	100,083
Total equity	129,313	121,460	114,114	107,474	100,083

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	(6,129)	8,153	127,289	129,313
Adjusted opening balance	(6,129)	8,153	127,289	129,313
Comprehensive income				
Surplus/(deficit) for the period	(12,886)	-	-	(12,886)
Total comprehensive income	(12,886)	-	-	(12,886)
of which:				
Attributable to the Australian Government	(12,886)	-	-	(12,886)
Transactions with owners				
Contributions by owners				
Equity injection - Appropriation	-	-	1,375	1,375
Departmental Capital Budget (DCB)	-	-	5,033	5,033
Restructuring	-	-	(1,375)	(1,375)
Sub-total transactions with owners	-	-	5,033	5,033
Estimated closing balance as at 30 June 2027	(19,015)	8,153	132,322	121,460
Closing balance attributable to the Australian Government	(19,015)	8,153	132,322	121,460

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	152,035	146,350	133,846	137,880	142,075
Net GST received	4,683	4,289	3,857	3,983	4,146
Other	1,000	1,200	1,200	1,200	1,200
Total cash received	157,718	151,839	138,903	143,063	147,421
Cash used					
Employees	84,856	85,289	78,808	80,905	82,791
Suppliers	60,678	54,857	48,613	50,275	53,916
Interest payments on lease liability	1,369	1,142	900	639	376
s74 External Revenue transferred to the OPA	4,683	4,289	3,857	3,983	4,146
Total cash used	151,586	145,577	132,178	135,802	141,229
Net cash from/(used by) operating activities	6,132	6,262	6,725	7,261	6,192
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	6,220	6,409	6,487	6,624	5,316
Total cash used	6,220	6,409	6,487	6,624	5,316
Net cash from/(used by) investing activities	(6,220)	(6,409)	(6,487)	(6,624)	(5,316)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	6,220	6,408	6,487	6,624	5,316
Total cash received	6,220	6,408	6,487	6,624	5,316
Cash used					
Principal payments on lease liability	6,132	6,261	6,725	7,261	6,192
Total cash used	6,132	6,261	6,725	7,261	6,192
Net cash from/(used by) financing activities	88	147	(238)	(637)	(876)
Net increase/(decrease) in cash held	-	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	676	676	676	676	676
Cash and cash equivalents at the end of the reporting period	676	676	676	676	676

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	4,898	5,033	5,086	5,197	5,316
Equity injections - Bill 2	1,322	1,375	1,401	1,427	-
Total new capital appropriations	6,220	6,408	6,487	6,624	5,316
Provided for:					
<i>Purchase of non-financial assets</i>	6,220	6,408	6,487	6,624	5,316
Total items	6,220	6,408	6,487	6,624	5,316
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations (a)	1,322	1,375	1,401	1,427	-
Funded by capital appropriation - DCB (b)	4,898	5,033	5,086	5,197	5,316
TOTAL	6,220	6,408	6,487	6,624	5,316
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	6,220	6,408	6,487	6,624	5,316
Total cash used to acquire assets	6,220	6,408	6,487	6,624	5,316

Prepared on Australian Accounting Standards basis.

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

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

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

	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026				
Gross book value	27,465	18,942	36,637	83,044
Gross book value - ROU assets	62,770	-	-	62,770
Accumulated depreciation/ amortisation and impairment	(7,336)	(8,912)	(16,832)	(33,080)
Accumulated depreciation/amortisation and impairment - ROU assets	(33,024)	-	-	(33,024)
Opening net book balance	49,875	10,030	19,805	79,710
Capital asset additions				
Estimated expenditure on new or replacement assets				
By purchase - appropriation equity (a)	1,375	-	-	1,375
By purchase - appropriation ordinary annual services (b)	-	1,418	3,616	5,034
Total additions	1,375	1,418	3,616	6,409
Other movements				
Depreciation/amortisation expense	(5,811)	(2,500)	(4,483)	(12,794)
Depreciation/amortisation on ROU assets	(6,353)	-	-	(6,353)
Disposals (c)	-	-	-	-
From disposal of entities or operations (including restructuring)	(1,375)	-	-	(1,375)
Other movements	-	-	-	-
Total other movements	(13,539)	(2,500)	(4,483)	(20,522)
As at 30 June 2027				
Gross book value	27,465	20,360	40,253	88,078
Gross book value - ROU assets	62,770	-	-	62,770
Accumulated depreciation/ amortisation and impairment	(13,147)	(11,412)	(21,315)	(45,874)
Accumulated depreciation/amortisation and impairment - ROU assets	(39,377)	-	-	(39,377)
Closing net book balance	37,711	8,948	18,938	65,597

Prepared on Australian Accounting Standards basis.

- a) 'Appropriation equity' refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2026–2027.
- b) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2026–2027 for depreciation/amortisation expenses, DCBs or other operational expenses.
- c) Net proceeds may be returned to the Official Public Account.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
EXPENSES					
Grants	10,205	10,150	10,150	10,150	10,150
Total expenses administered on behalf of Government	10,205	10,150	10,150	10,150	10,150
Net (cost of)/contribution by services	10,205	10,150	10,150	10,150	10,150
Total comprehensive income/(loss)	10,205	10,150	10,150	10,150	10,150

Prepared on Australian Accounting Standards basis.

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

ONI has no assets or liabilities administered on behalf of the Government.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash used					
Grant	10,205	10,150	10,150	10,150	10,150
Total cash used	10,205	10,150	10,150	10,150	10,150
Net cash from/(used by) operating activities	(10,205)	(10,150)	(10,150)	(10,150)	(10,150)
Net increase/(decrease) in cash held	(10,205)	(10,150)	(10,150)	(10,150)	(10,150)
Cash and cash equivalents at beginning of reporting period	-	-	-	-	-
Cash from Official Public Account for:					
- Appropriations	10,205	10,150	10,150	10,150	10,150
Total cash from Official Public Account	10,205	10,150	10,150	10,150	10,150
Cash and cash equivalents at end of reporting period	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

**Office of the Official Secretary
to the Governor-General**

**Entity resources and planned
performance**

Office of the Official Secretary to the Governor-General

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Office of the Official Secretary to the Governor-General

Section 1: Entity overview and resources

1.1 Strategic direction statement

The planned outcome for the Office of the Official Secretary to the Governor-General (OOSGG) is the facilitation of the performance of the Governor-General's role through the organisation and management of official duties, management and maintenance of the official households and properties, and administration of the Australian Honours and Awards system.

The OOSGG achieves this through a single program which comprises three components:

1. Support for the Governor-General
2. Management and maintenance of the official properties
3. Administration of the Australian Honours and Awards system.

The OOSGG's role is to support the Governor-General to enable them to perform official duties, including facilitating official engagements and community outreach, the management and maintenance of Government House in Canberra and Admiralty House in Sydney, and the effective administration of the Australian Honours and Awards system.

In fulfilling its purpose, the OOSGG's key activities will support the Governor-General to recognise, encourage and reward community achievement; complement the work of Parliament and government agencies; represent Australia's broad national interests domestically and overseas; engage with a diverse cross-section of the Australian community.

The OOSGG recognises the need for a high level of accountability and, therefore, places a strong emphasis in meeting its governance obligations and responsibilities, and mitigating strategic risks.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to OOSGG 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 entity'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: OOSGG resource statement - Budget estimates for 2026-27 as at May Budget 2026

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Departmental		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available (b)	868	2,168
Departmental appropriation (c)	20,169	17,278
s74 External Revenue (d)	331	337
Departmental capital budget (e)	423	434
Total departmental annual appropriations	21,791	20,217
Total departmental resourcing	21,791	20,217
Administered		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available (b)	2,796	4,750
Outcome 1	2,492	3,080
Administered capital budget (f)	2,761	2,659
Total administered annual appropriations	8,049	10,489
Total administered special appropriations	709	709
Total administered resourcing	8,758	11,198
Total resourcing for entity OOSGG	30,549	31,415
	2025-26	2026-27
Average staffing level (number)	96	106

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.

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

- a) Appropriation Bill (No. 1) 2026-2027.
- b) Excludes \$0.5m subject to administrative quarantine by 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 and Administered payments to other jurisdictions are not separately identified in Appropriation Bill (No.1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details. For accounting purposes, capital budget appropriations have been designated as a 'contribution by owner'.
- f) Administered 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 3.10 for further details. For accounting purposes, this amount is designated as a 'contribution by owner'.

1.3 Budget measures

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

Table 1.2: OOSGG 2026–27 Budget measures

	Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measure						
Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year extension (a)						
	1.1	-	-	-	-	(658)
		-	-	-	-	(658)
Total Payment measures						
	Departmental	-	-	-	-	(658)
	Total	-	-	-	-	(658)

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 measure is a cross portfolio measure. The full measure description and package details appear in the *Budget Paper No. 2* under Cross Portfolio.

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 OOSGG can be found at:

<https://www.gg.gov.au/office-official-secretary-governor-general/corporate-plans>

The most recent annual performance statement can be found at:

<https://www.gg.gov.au/office-official-secretary-governor-general/annual-reports>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: The performance of the Governor-General’s role is facilitated through organisation and management of official duties, management and maintenance of the official household and property and administration of the Australian Honours and Awards system.

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Support for the Governor-General and Official Activities					
Administered expenses					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)	2,492	3,080	3,017	3,265	3,349
Special appropriation Governor-	709	709	709	709	709
Expenses not requiring appropriation in the Budget year (a)	1,843	1,920	2,035	2,219	2,260
Administered total	5,044	5,709	5,761	6,193	6,318
Departmental expenses					
Departmental appropriation	20,169	17,278	15,994	15,808	15,879
s74 External Revenue (b)	331	337	344	351	350
Expenses not requiring appropriation in the Budget year (a)	656	719	718	717	425
Departmental total	21,156	18,334	17,056	16,876	16,654
Total expenses for program 1.1	26,200	24,043	22,817	23,069	22,972
	2025-26	2026-27			
Average staffing level (number)	96	106			

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

- a) Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses and audit fees
- b) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act 2013.

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025-26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026-27 Budget measures that have created new programs or materially changed existing programs are provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 – The performance of the Governor-General’s role is facilitated through organisation and management of official duties, management and maintenance of the official households and property and administration of the Australian Honours and Awards system.		
Program 1 – Support for the Governor-General and Official Activities The objective of this program is to support the Governor-General and Official Activities. It comprises three components: support for the Governor-General, management and maintenance of the official properties, and administration of the Australian Honours and Awards system.		
Key activities	Component 1: Support for the Governor-General Key activities of component 1 include: <ul style="list-style-type: none"> • Providing advice to the Governor-General; planning, implementing and managing Their Excellencies’ forward program of engagements, and liaising with representatives of governments, related authorities, and community groups • Providing support for Their Excellencies and hospitality services for official functions 	
Year	Performance measures	Expected performance results
Current Year 2025-26	<ul style="list-style-type: none"> • The Governor-General is satisfied with the level of advice and administrative support provided that enables them to successfully perform official duties • The Governor-General is satisfied with the management of the households 	<ul style="list-style-type: none"> • The Governor-General expresses satisfaction with the support received to perform official duties • The Governor-General expresses satisfaction with the management of the households

Year	Performance measures	Planned performance results
Budget Year 2026-27	<ul style="list-style-type: none"> The Governor-General is satisfied with the level of advice and administrative support provided that enables them to successfully perform official duties The Governor-General is satisfied with the management of the households 	<ul style="list-style-type: none"> The Governor-General expresses satisfaction with the support received to perform official duties The Governor-General expresses satisfaction with the management of the households
Forward Estimates 2027-30	As per 2026-27	As per 2026-27
<p>Program 1 – Support for the Governor-General and Official Activities</p> <p>The objective of this program is to support the Governor-General and Official Activities. It comprises three components: support for the Governor-General, management and maintenance of the official properties, and administration of the Australian Honours and Awards system.</p>		
Key activities	<p>Component 2: Management and maintenance of the official properties</p> <p>Key activities of component 2 include:</p> <ul style="list-style-type: none"> Providing governance advice and administrative services to the Office, and managing the Governor-General's official residences, including maintenance of property, equipment and grounds 	
Year	Performance measures	Expected performance results
Current Year 2025-26	<ul style="list-style-type: none"> The properties are managed in accordance with legislative requirements and with due engagement with relevant authorities. 	<ul style="list-style-type: none"> The Office is compliant with legislative requirements Property, equipment and grounds are maintained to a condition appropriate to their use and heritage significance.
Year	Performance measures	Planned performance results
Budget Year 2026-27	<ul style="list-style-type: none"> The properties are managed in accordance with legislative requirements and with due engagement with relevant authorities. 	<ul style="list-style-type: none"> The Office is compliant with legislative requirements Property, equipment and grounds are maintained to a condition appropriate to their use and heritage significance.
Forward Estimates 2027-30	As per 2026-27	As per 2026-27

Key activities	Component 3: Administration of the Australian Honours and Awards system Key activities of component 3 include: <ul style="list-style-type: none"> • Researching and preparing nominations for consideration by the Council for the Order of Australia, the Australian Bravery Decorations Council and the National Emergency Medal Committee • Providing secretariat support to the Australian honours advisory bodies. • Undertaking the administrative tasks associated with the approval of recipients in the Australian honours system and subsequent announcement where applicable • Procuring Australian honours insignia, warrants and investiture items. Complying with governing instruments within the Australian honours system, including the facilitation and approval of changes • Undertaking promotion and community engagement activities to increase awareness of, and engagement with, the Order of Australia. 	
Year	Performance measures	Expected performance results
Current Year 2025-26	<ul style="list-style-type: none"> • The Australian Honours and Awards system is administered to the standard required by the advisory bodies and is promoted to and accessible by the Australian community Activities comply with the governing instruments, including the accurate issue of insignia and other resources for investitures and honours list announcements 	<ul style="list-style-type: none"> • The advisory bodies are satisfied, and engagement has been undertaken with the relevant stakeholders • Compliant with governing instruments
Year	Performance measures	Planned performance results
Budget Year 2026-27	<ul style="list-style-type: none"> • The Australian Honours and Awards system is administered to the standard required by the advisory bodies and is promoted to and accessible by the Australian community • Activities comply with the governing instruments, including the accurate issue of insignia and other resources for investitures and honours list announcements 	<ul style="list-style-type: none"> • The advisory bodies are satisfied and engagement has been undertaken with the relevant stakeholders • Compliant with governing instruments
Forward Estimates 2027-30	As per 2026-27	As per 2026-27
Material changes to Program 1 resulting from 2026-27 Budget Measures: Nil		

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of OOSGG’s finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

Departmental

Comprehensive Income Statement

The Comprehensive Income Statement (Table 3.1) sets out the expected operating results for the ordinary annual services provided by the OOSGG, which are funded by departmental appropriations and other revenue.

The OOSGG is budgeting for an operating surplus in 2025-26 and break-even operating results, adjusted for depreciation and amortisation expense, in 2026-27 and the forward years.

In line with net cash appropriation arrangements that became effective from 2010-11, revenue from government has been reduced by an amount equal to depreciation and amortisation expense. Future asset replacements are funded through the departmental capital budget as detailed in Table 3.5.

Employee benefits expenses as a proportion of total expenses is increasing, which is offset by decreasing supplier’s expenses.

Balance Sheet

The movement in the OOSGG’s net asset position is principally as a result of the declining value of infrastructure, plant and equipment assets owned by the OOSGG.

Administered

Schedule of Budgeted Income and Expenses Administered on Behalf of Government

In 2026-27, the OOSGG will receive administered appropriations of \$0.7 million for the Governor-General’s salary and \$3 million for management and maintenance of the official properties, and support of the Australian Honours and Awards System.

3.2 Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	13,302	12,522	11,405	11,844	11,956
Suppliers	6,086	5,284	5,127	4,512	4,473
Depreciation and amortisation (a)	468	528	524	520	225
Total expenses	19,856	18,334	17,056	16,876	16,654
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Other	331	337	344	351	350
Total own-source revenue	331	337	344	351	350
Gains					
Other	188	191	194	197	200
Total gains	188	191	194	197	200
Total own-source income	519	528	538	548	550
Net (cost of)/contribution by services	(19,337)	(17,806)	(16,518)	(16,328)	(16,104)
Revenue from Government	20,169	17,278	15,994	15,808	15,879
Surplus/(deficit) attributable to the Australian Government	832	(528)	(524)	(520)	(225)
Total comprehensive income/(loss)	832	(528)	(524)	(520)	(225)
Total comprehensive income/(loss) attributable to the Australian Government	832	(528)	(524)	(520)	(225)

Note: Impact of net cash appropriation arrangements

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	832	(528)	(524)	(520)	(225)
plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) (a)	468	528	524	520	225
Net Cash Operating Surplus/ (Deficit)	1,300	-	-	-	-

Prepared on Australian Accounting Standards basis.

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

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	163	163	163	163	163
Trade and other receivables	2,137	2,137	2,137	2,137	0
Total financial assets	2,300	2,300	2,300	2,300	2,300
Non-financial assets					
Land and buildings					
Property, plant and equipment	1,773	1,684	1,601	1,539	1,748
Intangibles	49	44	44	33	52
Inventories	29	29	29	29	29
Other non-financial assets	314	314	314	314	314
Total non-financial assets	2,165	2,071	1,988	1,915	2,143
Total assets	4,465	4,371	4,288	4,215	4,443
LIABILITIES					
Payables					
Suppliers	575	575	575	575	575
Other payables	340	340	340	340	340
Total payables	915	915	915	915	915
Provisions					
Employee provisions	2,789	2,789	2,789	2,789	2,789
Total provisions	2,789	2,789	2,789	2,789	2,789
Total liabilities	3,704	3,704	3,704	3,704	3,704
Net assets	761	667	584	511	739
EQUITY*					
Parent entity interest					
Contributed equity	5,783	6,217	6,658	7,105	7,558
Reserves	977	977	977	977	977
Retained surplus (accumulated deficit)	(5,999)	(6,527)	(7,051)	(7,571)	(7,796)
Total parent entity interest	761	667	584	511	739
Total equity	761	667	584	511	739

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after the deduction of liabilities.

Table 3.3: Departmental statement of changes in equity — summary of movement (Budget year 2026-27)

	Retained earnings \$'000	Asset revaluation reserve \$'000	Contributed equity/ capital \$'000	Total equity \$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	(5,999)	977	5,783	761
Adjusted opening balance	(5,999)	977	5,783	761
Comprehensive income				
Surplus/(deficit) for the period	(528)	-	-	(528)
Total comprehensive income	(528)	-	-	(528)
Contributions by owners				
Departmental Capital Budget (DCB)	-	-	434	434
Sub-total transactions with owners	-	-	434	434
Estimated closing balance as at 30 June 2027	(6,527)	977	6,217	667
Closing balance attributable to the Australian Government	(6,527)	977	6,217	667

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	18,869	17,278	15,994	15,808	15,879
Other	331	337	344	351	350
Total cash received	19,200	17,615	16,338	16,159	16,229
Cash used					
Employees	13,302	12,522	11,405	11,844	11,956
Suppliers	5,898	5,093	4,933	4,315	4,273
Total cash used	19,200	17,615	16,338	16,159	16,229
Cash used					
Purchase of property, plant and equipment and intangibles	423	434	441	447	453
Total cash used	423	434	441	447	453
Net cash from/(used by) investing activities	(423)	(434)	(441)	(447)	(453)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	423	434	441	447	453
Total cash received	423	434	441	447	453
Net cash from/(used by) financing activities	423	434	441	447	453
Cash and cash equivalents at the beginning of the reporting period	163	163	163	163	163
Cash and cash equivalents at the end of the reporting period	163	163	163	163	163

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	423	434	441	447	453
Total new capital appropriations	423	434	441	447	453
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	423	434	441	447	453
Total items	423	434	441	447	453
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriation - DCB (a)	423	434	441	447	453
TOTAL	423	434	441	447	453

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 2026–27)

	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026				
Gross book value	(10)	2,168	1,091	3,249
Gross book value - ROU assets	10	-	-	10
Accumulated depreciation/ amortisation and impairment	10	(395)	(1,042)	(1,427)
Accumulated depreciation/amortisation and impairment - ROU assets	(10)	-	-	(10)
Opening net book balance	-	1,773	49	1,822
Capital asset additions				
Estimated expenditure on new or replacement assets				
By purchase - appropriation equity (a)	-	332	102	434
Total additions	-	332	102	434
Other movements				
Depreciation/amortisation expense	-	(421)	(107)	(528)
Total other movements	-	(421)	(107)	(528)
As at 30 June 2027				
Gross book value	(10)	2,500	1,193	3,683
Gross book value - ROU assets	10	-	-	10
Accumulated depreciation/ amortisation and impairment	10	(816)	(1,149)	(1,955)
Accumulated depreciation/amortisation and impairment - ROU assets	(10)	-	-	(10)
Closing net book balance	-	1,684	44	1,728

Prepared on Australian Accounting Standards basis.

- a) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No 1) 2026-27 for depreciation/amortisation expenses, Departmental Capital Budget or other operational expenses.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Suppliers	2,492	3,080	3,017	3,265	3,349
Personal benefits	709	709	709	709	709
Depreciation and amortisation (a)	1,843	1,920	2,035	2,219	2,260
Total expenses administered on behalf of Government	5,044	5,709	5,761	6,193	6,318
Non-taxation revenue					
Sale of goods and rendering of services	28	28	28	28	30
Total non-taxation revenue	28	28	28	28	30
Total own-source revenue administered on behalf of Government	28	28	28	28	30
Total own-sourced income administered on behalf of Government	28	28	28	28	30
Net (cost of)/contribution by services	5,016	5,681	5,733	6,165	6,288
Total comprehensive income/(loss)	(5,016)	(5,681)	(5,733)	(6,165)	(6,288)

Prepared on Australian Accounting Standards basis.

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

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	1	1	1	1	1
Trade and other receivables	100	100	100	100	100
Total financial assets	101	101	101	101	101
Non-financial assets					
Land and buildings	212,812	213,545	214,022	214,167	214,071
Property, plant and equipment	1,247	1,253	1,143	1,033	1,177
Inventories	5,948	5,948	5,948	5,948	5,948
Total non-financial assets	220,007	220,746	221,113	221,148	221,196
Total assets administered on behalf of Government	220,108	220,847	221,214	221,249	221,297
LIABILITIES					
Payables					
Suppliers	201	201	201	201	201
Other payables	120	120	120	120	120
Total payables	321	321	321	321	321
Total liabilities administered on behalf of Government	321	321	321	321	321
Net assets/(liabilities)	219,787	220,526	220,893	220,928	220,976

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Sales of goods and rendering of services	28	28	28	28	30
Total cash received	28	28	28	28	30
Cash used					
Personal benefits	709	709	709	709	709
Suppliers	2,492	3,080	3,017	3,265	3,349
Total cash used	3,201	3,789	3,726	3,974	4,058
Net cash from/(used by) operating activities	(3,173)	(3,761)	(3,698)	(3,946)	(4,028)
Cash used					
Purchase of property, plant and equipment and intangibles	2,761	2,659	2,402	2,254	2,308
Total cash used	2,761	2,659	2,402	2,254	2,308
Net cash from/(used by) investing activities	(2,761)	(2,659)	(2,402)	(2,254)	(2,308)
FINANCING ACTIVITIES					
Cash received					
Other	2,761	2,659	2,402	2,254	2,308
Total cash received	2,761	2,659	2,402	2,254	2,308
Net cash from/(used by) financing activities	2,761	2,659	2,402	2,254	2,308
Net increase/(decrease) in cash held	(3,173)	(3,761)	(3,698)	(3,946)	(4,028)
Cash and cash equivalents at beginning of reporting period	1	1	1	1	1
Cash from Official Public Account for:					
- Appropriations	3,201	3,789	3,726	3,974	4,058
Total cash from Official Public	3,201	3,789	3,726	3,974	4,058
Cash to Official Public Account for:					
- Appropriations	(28)	(28)	(28)	(28)	(30)
Total cash to Official Public Account	(28)	(28)	(28)	(28)	(30)
Cash and cash equivalents at end of reporting period	1	1	1	1	1

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1	2,761	2,659	2,402	2,254	2,308
Total new capital appropriations	2,761	2,659	2,402	2,254	2,308
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	2,761	2,659	2,402	2,254	2,308
Total items	2,761	2,659	2,402	2,254	2,308
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations (a)	2,761	2,659	2,402	2,254	2,308
TOTAL	2,761	2,659	2,402	2,254	2,308
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total accrual purchases	2,761	2,659	2,402	2,254	2,308
Total cash used to acquire assets	2,761	2,659	2,402	2,254	2,308

Prepared on Australian Accounting Standards basis.

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

Table 3.11: Statement of administered asset movements (Budget year 2026–27)

	Land	Buildings	Other property, plant and equipment	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026				
Gross book value	151,000	63,523	1,379	215,902
Gross book value - ROU assets				-
Accumulated depreciation/amortisation and impairment		(1,711)	(132)	(1,843)
Opening net book balance	151,000	61,812	1,247	214,059
CAPITAL ASSET ADDITIONS				
Estimated expenditure on new or replacement assets				
By purchase - appropriation equity (a)		2,565	94	2,659
Total additions	-	2,565	94	2,659
Other movements				
Depreciation/amortisation expense		(1,832)	(88)	(1,920)
Total other movements	-	(1,832)	(88)	(1,920)
As at 30 June 2027				
Gross book value	151,000	66,088	1,473	218,561
Gross book value - ROU assets	-	-	-	-
Accumulated depreciation/ amortisation and impairment	-	(3,543)	(220)	(3,763)
Accumulated depreciation/amortisation and impairment - ROU assets	-	-	-	-
Closing net book balance	151,000	62,545	1,253	214,798

Prepared on Australian Accounting Standards basis.

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

Torres Strait Regional Authority

Entity resources and planned performance

Torres Strait Regional Authority

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Torres Strait Regional Authority

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Torres Strait Regional Authority (TSRA) is the lead Commonwealth agency in the Torres Strait region for Indigenous affairs. The TSRA operates to provide greater autonomy to, and improve the lives of, Torres Strait Islanders and Aboriginal peoples living in the Torres Strait, and Bamaga and Seisia communities in the Northern Peninsula Area by contributing to a healthier, safer and more prosperous region.

As a statutory authority established under the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act), the TSRA is a Corporate Commonwealth entity operating under the direction of a community-elected Torres Strait Islander and Aboriginal Board, comprising 20 members from the communities of the region.

The TSRA's prescribed purpose is to progress towards Closing the Gap for Torres Strait Islander and Aboriginal peoples living in the Torres Strait region through development planning, coordination, sustainable resource management and preservation, and the promotion of Indigenous culture.

The TSRA Board set a new vision for the Authority in late 2023, reflected in the Torres Strait Development Plan 2023-28 (the Plan). The vision is expressed below in the languages of our region:

- Yumi pasin – yumi Ailan Kastom. Strong in culture, unified partnerships to achieve a sustainable future. (Torres Strait Creole and English).
- Ngalpun pawa a danalayg matha kaymel bangal (Kala Lagaw Ya).
- Meriba tonar, merbi gedira tonar a merbi areiba tonar batkapda a bakeli au kelakela beli iako me kikemem nabakiawar (Meriam Mir).
- Nagalpan mina Pawa a Ngalpan mina Igililnga. Ngaru bangal urupun (Kala Kawau Ya).

The Plan sets out TSRA's long-term strategic priorities and provides the framework for directing its activities and investments over the planning period to 2028. The Plan focuses TSRA's efforts on the following strategic priority areas:

- Strong Regional Partnerships and Governance
- Globally Resilient Communities
- Growing Sustainable Economies

Details of the TSRA’s outcome statement, key activities and performance monitoring are set out in Section 2 of this document. The TSRA’s Corporate Plans provide detailed information on implementing the TSRA Development Plan 2023-28, outlining operational matters, performance measures, and targets.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the TSRA 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 entity'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: TSRA resource statement - Budget estimates for 2026-27 as at May Budget 2026

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Opening balance/cash reserves at 1 July	18,819	17,617
Funds from Government		
Annual appropriations - ordinary annual services (a)		
Outcome 1	49,603	58,751
Total annual appropriations	49,603	58,751
Amounts received from related entities		
Amounts from other entities (b)	10,253	11,997
Total amounts received from related entities	10,253	11,997
Total funds from Government	59,856	70,748
Funds from other sources		
Interest	820	820
Sale of goods and services	505	505
Other	1,014	1,029
Total funds from other sources	2,339	2,354
Total net resourcing for Torres Strait Regional Authority	81,014	90,719
	2025-26	2026-27
Average staffing level (number)	169	165

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

a) Appropriation Bill (No. 1) 2026-27.

b) Amounts received from other entities within the portfolio, or from other portfolios.

1.3 Budget measures

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

Table 1.2: TSRA 2026–27 Budget measures

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

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measures					
Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year extension (a)	1.1				
Departmental payment	-	-	-	-	(1,810)
Total	-	-	-	-	(1,810)
Total payment measures					
Departmental	-	-	-	-	(1,810)
Total	-	-	-	-	(1,810)

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 measure is a cross portfolio measure. The full measure description and package details appear in the *Budget Paper No. 2* under Cross Portfolio.

Part 2: Other measures not previously reported in a portfolio statement

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Measures					
Further Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses (a)	1.1				
Departmental payment	(711)	(1,356)	(1,398)	(1,333)	-
Total	(711)	(1,356)	(1,398)	(1,333)	-
Total measures					
Departmental	(711)	(1,356)	(1,398)	(1,333)	-
Total	(711)	(1,356)	(1,398)	(1,333)	-

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) Measure relates to an election savings identified in the 2025 Explanatory Memorandum to the *Appropriation Act (No. 1) 2025–2026* and *Appropriation Act (No. 2) 2025–2026*. The full measure description and package details appear in the 2025-26 MYEFO under Cross Portfolio.

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 TSRA can be found at:
<https://www.tsra.gov.au/accountability-and-reporting/tsra-corporate-plan/>

The most recent annual performance statement can be found at:
<https://www.tsra.gov.au/document/tsra-2024-2025-annual-report>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Progress towards Closing the Gap for Torres Strait Islander and Aboriginal people living in the Torres Strait Region through development planning, coordination, sustainable resource management and preservation and promotion of Indigenous culture.

Budgeted expenses for Outcome 1

This table shows how much the TSRA 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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Torres Strait Regional Development					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	49,618	58,766	57,758	52,505	39,459
Payment from related entities	10,253	11,997	12,011	11,109	11,109
Revenues from other independent sources	14,489	2,504	2,520	2,520	2,520
Expenses not requiring appropriation in the budget year	12,000	-	-	-	-
Total expenses for Program 1.1	74,360	73,267	72,289	66,134	53,088
	2025-26	2026-27			
Average staffing level (number)	169	165			

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 - Progress towards Closing the Gap for Torres Strait Islander and Aboriginal people living in the Torres Strait Region through development planning, coordination, sustainable resource management and preservation and promotion of Indigenous cultures.	
Program 1.1 – Torres Strait Regional Development	
This program contributes to the outcome by aligning all TSRA activities to the Torres Strait Development Plan 2023-2028 and supporting Torres Strait Islander and Aboriginal people living in the Torres Strait Region to maintain their culture, including Ailan Kastom, and participate equally in economic and social life. The program delivers support to the Torres Strait Region community through activities including program and project delivery, cultural facilitation and grants.	
Key activities	<p>1.1 – Establishing thriving local industries for the Torres Strait through creating business pipelines, supporting tourism and working towards 100% Indigenous ownership of Torres Strait fisheries.</p> <p>1.2 – Enabling and growing a skilled local Indigenous workforce by supporting job pipelines across the region, stimulating business and economic development to expand workforce participation opportunities in new and existing local service delivery.</p> <p>1.3 – Establishing future ready infrastructure by facilitating essential infrastructure investments, promoting sustainable energy infrastructure in the region, and building partnerships to enhance safe and accessible transport for people and goods across the Torres Strait.</p> <p>2.1 – Working to strongly reflect culture in the Torres Strait’s education, employment and community settings, embedding culture as a social fabric for families and community through supporting festivals and events, and preserving and maintaining cultural links, language and significant sites.</p> <p>2.2 – Protecting our culture, way of life and environment through essential to life infrastructure and environmental resources. Identifying opportunities to protect and preserve our cultural heritage through land and sea care, securing investment to construct and maintain infrastructure that will support climate resilience and adaption, and supporting access to and uptake of reliable renewable energy.</p> <p>3.1 – Promoting a unified region with effective leadership by contributing to leadership pathways for community members that centre accountability, communication and culture. Sharing experiences with international and national First Nations partners to enhance governance and benefit the region.</p> <p>3.2 – Enabling leadership and capability in the next generation by advocating for high quality education across the region, supporting pathways into post-school education and training, and supporting activities that will reduce children being in the child protection system and youth justice system.</p> <p>4.1 – Advocating for beneficial regional investment by maintaining strategic partnerships with government, NGOs and private sector organisations, and using local data and community aspirations to inform investment programs in the region.</p> <p>4.2 – Advocating to increase access to suitable and affordable housing by supporting efforts to increase housing supply, and working to improve environmental health conditions for Torres Strait Islander and Aboriginal people by drawing attention to the impacts of overcrowding and homelessness in our communities.</p> <p>4.3 – Advocating for and supporting Torres Strait Islanders and Aboriginal people to live long, healthy lives by working to increase access to preventative health educations, supporting safe communities, improving access to community infrastructure, and supporting information, activities and programs that help to reduce the burden of disease.</p>

Outcome 1 - Progress towards Closing the Gap for Torres Strait Islander and Aboriginal people living in the Torres Strait Region through development planning, coordination, sustainable resource management and preservation and promotion of Indigenous cultures.		
Program 1.1 – Torres Strait Regional Development		
This program contributes to the outcome by aligning all TSRA activities to the Torres Strait Development Plan 2023-2028 and supporting Torres Strait Islander and Aboriginal people living in the Torres Strait Region to maintain their culture, including Ailan Kastom, and participate equally in economic and social life. The program delivers support to the Torres Strait Region community through activities including program and project delivery, cultural facilitation and grants.		
Year	Performance measures (a)	Expected performance results
Current Year 2025–26	The Development Plan 2023–28 delivers on the Board's aspirations for the region.	Implementation of the Development Plan 2023–28 is reported to the TSRA Board at each Board meeting and is reviewed annually. On track - Development Plan progress is embedded in TSRA's Quarterly non financial performance reporting to the TSRA Board.
Year	Performance measures (a)	Planned performance results
Budget Year 2026–27	The Development Plan 2023–28 delivers on the Board's aspirations for the region	Implementation of the Development Plan 2023–28 is reported to the TSRA Board at each Board meeting and is reviewed annually
Forward Estimates 2027–30	As per 26-27.	As per 2026-27.
Material changes to Program 1.1 resulting from 2026–27 Budget Measures: Nil		

- a) The Torres Strait Development Plan 2023-28 is due for review in 2028, which may impact the name of this performance measure for 2028-29 onwards, but not the intent.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of TSRA’s finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Differences between entity resourcing and financial statements

There are no differences between the TSRA’s resourcing and financial statements.

3.1.2 Explanatory notes and analysis of budgeted financial statements

Departmental Comprehensive Income Statement

This statement provides a picture of the expected financial results for the TSRA by identifying full accrual expenses and revenues, which highlights whether the TSRA is operating at a sustainable level. The TSRA is forecasting income of \$73.3 million and expenditure of \$73.3 million resulting in a breakeven result for the 2026-27 financial year.

Budgeted Departmental Balance Sheet

The TSRA’s forecast balance sheet for the financial year ending 30 June 2027 shows the TSRA with total assets of \$126.2 million and liabilities of \$11.4 million, resulting in a net asset position of \$114.8 million.

Budgeted Departmental Statement of Cash Flows

Predicted departmental cash flows have been adjusted to reflect the anticipated impact on cash after considering the forecast movements in the Departmental Balance Sheet (Table 3.2) and Comprehensive Income Statement (Table 3.1). The agency is forecasting a cash position of \$16.8 million for the financial year ending 30 June 2027.

Departmental Capital Budget Statement and Statement of Asset Movements

The TSRA has a Capital Management Plan that is linked to the TSRA’s Departmental Capital Budget Statement (Table 3.5). The TSRA is forecast to spend \$2.0 million on capital expenditure in the 2026-27 financial year.

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	22,758	22,735	22,697	21,950	21,950
Suppliers	21,651	16,203	16,969	16,686	17,417
Grants	28,522	32,900	31,194	26,069	12,292
Depreciation and amortisation	1,271	1,271	1,271	1,271	1,271
Finance costs	158	158	158	158	158
Total expenses	74,360	73,267	72,289	66,134	53,088
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	505	505	505	505	505
Interest	970	970	970	970	970
Grant revenue	10,253	11,997	12,011	11,109	11,109
Other	1,014	1,029	1,045	1,045	1,045
Total own-source revenue	12,742	14,501	14,531	13,629	13,629
Total own-source income	12,742	14,501	14,531	13,629	13,629
Net (cost of)/contribution by services	(61,618)	(58,766)	(57,758)	(52,505)	(39,459)
Revenue from Government	49,603	58,751	57,743	52,490	39,444
Surplus/(deficit) attributable to the Australian Government	(12,015)	(15)	(15)	(15)	(15)
Total comprehensive income/(loss) attributable to the Australian Government	(12,015)	(15)	(15)	(15)	(15)

Note: Impact of net cash appropriation arrangements

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(12,015)	(15)	(15)	(15)	(15)
plus: depreciation/amortisation expenses on ROU assets (a)	126	126	126	126	126
less: lease principal repayments (a)	111	111	111	111	111
Net Cash Operating Surplus/(Deficit)	(12,000)	-	-	-	-

Prepared on Australian Accounting Standards basis.

a) Applies leases under AASB16 Leases.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	17,617	16,792	16,542	16,542	16,542
Trade and other receivables	3,577	3,577	3,577	3,577	3,577
Other investments	21,004	21,004	21,004	21,004	21,004
Total financial assets	42,198	41,373	41,123	41,123	41,123
Non-financial assets					
Land and buildings	81,240	81,897	82,064	82,196	82,078
Property, plant and equipment	2,392	2,548	2,619	2,475	2,581
Heritage and cultural assets	77	77	77	77	77
Other non-financial assets	306	306	306	306	306
Total non-financial assets	84,015	84,828	85,066	85,054	85,042
Total assets	126,213	126,201	126,189	126,177	126,165
LIABILITIES					
Payables					
Suppliers	807	807	807	807	807
Grants	672	672	672	672	672
Tax liabilities	3,203	3,203	3,203	3,203	3,203
Other payables	668	668	668	668	668
Total payables	5,350	5,350	5,350	5,350	5,350
Interest bearing liabilities					
Leases	1,049	1,052	1,055	1,058	1,061
Total interest bearing liabilities	1,049	1,052	1,055	1,058	1,061
Provisions					
Employee provisions	4,955	4,955	4,955	4,955	4,955
Total provisions	4,955	4,955	4,955	4,955	4,955
Total liabilities	11,354	11,357	11,360	11,363	11,366
Net assets	114,859	114,844	114,829	114,814	114,799
EQUITY*					
Parent entity interest					
Contributed equity	3,021	3,021	3,021	3,021	3,021
Reserves	40,696	40,696	40,696	40,696	40,696
Retained surplus (accumulated deficit)	71,142	71,127	71,112	71,097	71,082
Total parent entity interest	114,859	114,844	114,829	114,814	114,799
Total equity	114,859	114,844	114,829	114,814	114,799

Prepared on Australian Accounting Standards basis.

*‘Equity’ is the residual interest in assets after the deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	71,142	40,696	3,021	114,859
Adjusted opening balance	71,142	40,696	3,021	114,859
Comprehensive income				
Surplus/(deficit) for the period	(15)	-	-	(15)
Total comprehensive income	(15)	-	-	(15)
Estimated closing balance as at 30 June 2027	71,127	40,696	3,021	114,844
Closing balance attributable to the Australian Government	71,127	40,696	3,021	114,844

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	49,603	58,751	57,743	52,490	39,444
Sale of goods and rendering of services	505	505	505	505	505
Interest	820	820	820	820	820
Grants	10,253	11,997	12,011	11,109	11,109
Other	1,014	1,029	1,045	1,045	1,045
Total cash received	62,195	73,102	72,124	65,969	52,923
Cash used					
Employees	22,758	22,735	22,697	21,950	21,950
Suppliers	21,651	16,203	16,969	16,686	17,417
Interest payments on lease liability	8	8	8	8	8
Other	28,522	32,900	31,194	26,069	12,292
Total cash used	72,939	71,846	70,868	64,713	51,667
Net cash from/(used by) operating activities	(10,744)	1,256	1,256	1,256	1,256
INVESTING ACTIVITIES					
Cash received					
Investments	13,395	-	-	-	-
Total cash received	13,395	-	-	-	-
Cash used					
Purchase of property, plant and equipment and intangibles	3,742	1,970	1,395	1,145	1,145
Total cash used	3,742	1,970	1,395	1,145	1,145
Net cash from/(used by) investing activities	9,653	(1,970)	(1,395)	(1,145)	(1,145)
FINANCING ACTIVITIES					
Cash used					
Principal payments on lease liability	111	111	111	111	111
Total cash used	111	111	111	111	111
Net cash from/(used by) financing activities	(111)	(111)	(111)	(111)	(111)
Net increase/(decrease) in cash held	(1,202)	(825)	(250)	-	-
Cash and cash equivalents at the beginning of the reporting period	18,819	17,617	16,792	16,542	16,542
Cash and cash equivalents at the end of the reporting period	17,617	16,792	16,542	16,542	16,542

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
PURCHASE OF NON-FINANCIAL ASSETS					
Funded internally from departmental resources (a)	3,742	1,970	1,395	1,145	1,145
TOTAL	3,742	1,970	1,395	1,145	1,145
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	3,742	1,970	1,395	1,145	1,145
Total cash used to acquire assets	3,742	1,970	1,395	1,145	1,145

Prepared on Australian Accounting Standards basis.

- a) Includes the following s74 external receipts:
- 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 2026–27)

	Land	Buildings	Other property, plant and equipment	Heritage and cultural	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026					
Gross book value	26,015	60,749	9,466	77	96,307
Gross book value - ROU assets	332	1,508	-	-	1,840
Accumulated depreciation/ amortisation and impairment	-	(6,495)	(7,074)	-	(13,569)
Accumulated depreciation/amortisation and impairment - ROU assets	(73)	(796)	-	-	(869)
Opening net book balance	26,274	54,966	2,392	77	83,709
Capital asset additions					
Estimated expenditure on new or replacement assets					
By purchase - appropriation ordinary annual services (a)	-	1,570	400	-	1,970
By purchase - appropriation ordinary annual services - ROU assets	6	108	-	-	114
Total additions	6	1,678	400	-	2,084
Other movements					
Depreciation/amortisation expense	-	(901)	(244)	-	(1,145)
Depreciation/amortisation on ROU assets	(9)	(117)	-	-	(126)
Total other movements	(9)	(1,018)	(244)	-	(1,271)
As at 30 June 2027					
Gross book value	26,015	62,319	9,866	77	98,277
Gross book value - ROU assets	338	1,616	-	-	1,954
Accumulated depreciation/amortisation and impairment - ROU assets	-	(7,396)	(7,318)	-	(14,714)
Accumulated depreciation/amortisation and impairment - ROU assets	(82)	(913)	-	-	(995)
Closing net book balance	26,271	55,626	2,548	77	84,522

Prepared on Australian Accounting Standards basis.

- a) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No.1) 2026-27 for depreciation/amortisation expenses, Departmental Capital Budget or other operational expenses.

Workplace Gender Equality Agency

**Entity resources and planned
performance**

Workplace Gender Equality Agency

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Workplace Gender Equality Agency

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Workplace Gender Equality Agency's (WGEA) purpose is to accelerate progress towards gender equality in Australian workplaces. We do this by administering and supporting legislated gender equality reporting and target selection and achievement obligations for relevant and designated relevant employers, publishing world-leading data and insights, delivering evidence informed capability building and education resources for employers and awareness raising for the broader community.

The *Workplace Gender Equality Act 2012* (the Act) establishes the Agency and requires private and Commonwealth public sector employers with 100 or more employees ('relevant employer') to report annually against 6 gender equality indicators covering gender composition of the workforce and governing body, remuneration between men and women, policies and practices relating to flexible work and caring responsibilities, consultation with employees, and sexual harassment or discrimination. Additional obligations attach to employers with 500 or more employees ('designated relevant employers').

The Act prescribes transparency and accountability for employer performance to stimulate employer action to close the gender pay gap. WGEA's publication of employer gender pay gaps has raised awareness and acted as a catalyst for employer action. Organisational accountability for employer performance is strengthened through the requirement for CEOs to provide a WGEA generated Executive Summary and Industry Benchmark report to their governing body.

In 2026–27, WGEA's strategic priority is to continue driving employer action to close the gender pay gap and improve outcomes. Whole of organisation activity will be directed towards the implementation of legislative reform commencing in 2026 that requires designated relevant employers to select 3 gender equality targets and meet or demonstrate improvement against each of them at the end of 3 years. This world-first reform sets clear expectations for employers to move beyond awareness to deliver measurable improvements for employees. WGEA has been working with employers for 12 months to support their readiness.

Results from 2024–25 gender equality reporting show continued momentum, with the WGEA average total remuneration gender pay gap falling to 21.1%, and an increase to 22.5% of employers having a gender pay gap with a $\pm 5\%$ range.

While progress is evident, consistent action across all gender equality indicators remains essential to address persistent inequality. The new gender equality targets scheme has been designed to accelerate progress and commences at a critical time, 3 years after the publication of gender pay gaps.

WGEA's annual appropriation for 2026-27 is reduced by a lapsing terminating measure arising out of the Respect@Work Report to support the expansion of sexual harassment reporting and extension of gender equality reporting obligations to the Commonwealth public sector. In response, the Commonwealth public sector will now lodge their reports at the same time as the private sector. This reduces program administration effort for WGEA and enables a whole of nation gender equality perspective and direct comparison between the public and private sectors when publishing employer gender pay gaps.

Our administration of the Act will continue to support the Government's deregulation agenda by seeking opportunities to reduce the burden, compliance cost and red tape for employers and acting in line with regulatory best practice.

WGEA believes Australia is well positioned to capitalise on the economic benefits that improved workplace gender equality can deliver and looks forward to continuing to work towards a future where all people are fairly represented and equally valued and rewarded in the workplace.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to WGEA 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 entity'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 X' 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: WGEA resource statement – Budget estimates for 2026–27 as at Budget May 2026

	2025-26 <i>Estimated actual</i> \$'000	2026-27 Estimate \$'000
Departmental		
Annual appropriations - ordinary annual services (a)		
Prior year appropriations available	1,400	1,400
Departmental appropriation	11,062	10,250
s74 External Revenue (b)	100	100
Departmental Capital Budget (c)	445	352
Total departmental annual appropriations	13,007	12,102
	2025-26	2026-27
Average staffing level (number)	58	52

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

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

- a) Appropriation Bill (No.1) 2026-27.
- b) Estimated External Revenue receipts under section 74 of the PGPA Act.
- c) Departmental Capital Budgets are not separately identified in Appropriation Bill (No.1) and form part of this 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 WGEA are detailed in the *Budget Paper No. 2* and are summarised below.

Table 1.2: WGEA 2026–27 Budget measures

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

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measure					
Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year extension (a)					
1.1					
Departmental expenses	-	-	-	-	(298)
Total					
Total payment measures					
Departmental	-	-	-	-	(298)
Total	-	-	-	-	(298)

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 measure is a cross portfolio measure. The full measure description and package details appear in the *Budget Paper No. 2* under Cross Portfolio.

Part 2: Other measures not previously reported in a portfolio statement

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Measure					
Further Reducing Spending on Consultants, Contractors and Labour Hire, and Non wage Expenses (a)					
1.1					
Departmental	(133)	(207)	(195)	(195)	-
Total	(133)	(207)	(195)	(195)	-
Total payment measures					
Departmental	(133)	(207)	(195)	(195)	-
Total	(133)	(207)	(195)	(195)	-

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) Measure relates to an election commitment/savings identified in the 2025 Explanatory Memorandum to the *Appropriation Act (No. 1) 2025-26* and *Appropriation Act (No. 2) 2025-26*. The full measure description and package details appear in the 2025-26 MYEFO under Cross portfolio.

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 WGEA can be found at: <https://www.wgea.gov.au/about/governance/corporate-plan>

The most recent annual performance statement can be found at: <https://www.wgea.gov.au/about/governance/annual-report>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Promote and improve gender equality in Australian workplaces including through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data.

Budgeted expenses for Outcome 1

This table shows how much WGEA 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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Program 1.1: Workplace Gender Equality					
Departmental expenses					
Departmental appropriations ⁷⁴ External Revenue (a)	11,062 133	10,250 135	10,453 133	10,486 138	10,647 150
Expenses not requiring appropriation in the Budget year (b)	2,234	595	299	258	309
Departmental total	13,429	10,980	10,885	10,882	11,106
Total expenses for program 1.1	13,429	10,980	10,885	10,882	11,106
	2025-26	2026-27			
Average staffing level (number)	58	52			

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

Annual appropriation amounts reported are inclusive of Supply Bill arrangements.

- 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, amortisation expenses and audit fees.

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measures for Outcome 1

Outcome 1 – Promote and improve gender equality in Australian workplaces including through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data.		
Program 1.1 – The WGEA will deliver on Outcome 1 by assisting relevant employers to comply with the Act through reporting to WGEA, and selecting and meeting gender equality targets; using gender equality data and insights to improve workplace gender equality; educating and supporting employers to improve gender equality outcomes; and promoting and contributing to understanding, acceptance and public discussion of gender equality in the Australian workplace.		
Key activities	Key activities reported in the current corporate plan that relate to this program. <ol style="list-style-type: none"> 1. Enhancing the reporting experience for employers 2. Generating knowledge, insights and tools for change through our comprehensive dataset, education resources and timely insights on what works. 3. Driving broader, deeper action with employers through advice and support to increase their capability to accelerate progress, including to select and achieve gender equality targets. 4. Enabling and amplifying gender equality engagement and momentum at a national level. 5. Enhancing WGEA's people's capability to accelerate change. 	
Year	Performance measures	Expected performance results
Current Year 2025–26	The WGEA generates knowledge, insights and tools for change through its comprehensive dataset, education and research.	<ul style="list-style-type: none"> • WGEA Reporting produces expanded dataset covering more than 5.3 million employees • WGEA provides access to data and insights with development of targeted tools and resources to enable employers to take action and implement leading practice Assessment: On track across duration of the multi-year program
	The WGEA drives broader and deeper action on gender equality.	<ul style="list-style-type: none"> • WGEA provides enhanced support and capacity building for employers to accelerate change • Increase in employers undertaking a gender pay gap analysis and taking action as a result • Increase of number of employers who have improved their gender pay gap in a reporting year Assessment: On track across duration of the multi-year program

<p>Outcome 1 – Promote and improve gender equality in Australian workplaces including through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data.</p>		
<p>Program 1.1 – The WGEA will deliver on Outcome 1 by assisting relevant employers to comply with the Act through reporting to WGEA, and selecting and meeting gender equality targets; using gender equality data and insights to improve workplace gender equality; educating and supporting employers to improve gender equality outcomes; and promoting and contributing to understanding, acceptance and public discussion of gender equality in the Australian workplace.</p>		
	<p>The WGEA enables and amplifies momentum on gender equality</p>	<ul style="list-style-type: none"> • Delivery of effective public and targeted campaigns to improve gender equality, including publishing employer gender pay gaps. <p>Assessment: On track across duration of the multi-year program</p>
Year	Performance measures	Planned performance results
<p>Budget Year 2026–27</p>	<p>The WGEA generates knowledge, insights and tools for change through its comprehensive dataset, education and insights.</p>	<ul style="list-style-type: none"> • WGEA Reporting produces expanded dataset covering more than 5.5 million employees • WGEA provides access to data and insights with development of targeted resources to inform employers on action planning and the implementation of leading practice
	<p>The WGEA drives broader and deeper action on gender equality.</p>	<ul style="list-style-type: none"> • WGEA provides enhanced support and capacity building for employers to accelerate progress • Increase in employers undertaking a gender pay gap analysis and taking action as a result • Increase in number of employers who have improved their gender pay gap in a reporting year
	<p>The WGEA enables and amplifies momentum on gender equality</p>	<ul style="list-style-type: none"> • Delivery of effective public and targeted campaigns to improve gender equality, including publishing employer gender pay gaps and information on gender equality targets.
<p>Forward Estimates 2027–30</p>	<p>As per 2026-27</p>	<p>As per 2026-27</p>
<p>Material changes to Program 1.1 resulting from 2026–27 Budget Measures: 'Nil'</p>		

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of WGEA’s finances for the 2026–27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Differences between entity resourcing and financial statements

The entity resource statement (Table 1.1) provides a consolidated view of all resources available to WGEA in 2026-27. This includes appropriation that are yet to be drawn down to cover departmental payable and provisions on the balance sheet.

The departmental comprehensive income statement (Table 3.1) shows only the departmental operating appropriation provided in each year.

3.1.2 Explanatory notes and analysis of budgeted financial statements

The WGEA is budgeting for a break-even net cost of service for 2026-27 and the forward estimates.

Total revenue for WGEA in 2026-27 is budgeted at \$10.4 million (2025-26: \$11.2 million) and comprises:

- revenue from government (appropriation funding) of \$10.3 million and
- own source revenue of \$0.1 million.

Operating expenses in 2026-27 are estimated to total \$11.0 million (2025-26: 13.4 million). The 18% decrease in operating expenses in 2026-27 is mostly attributed to terminated funding for the measure Respect@Work.

Total assets at the end of the 2026-27 year are estimated to be \$3.2 million. The majority of the assets represent receivables (appropriation receivables) and intangible assets.

Total liabilities for 2026-27 are estimated at \$1.7 million. The largest liability items are accrued employee entitlements and the application of leases in accordance with AASB 16 Leases.

3.2. Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Forw ard estimate \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
EXPENSES					
Employee benefits	8,620	7,993	8,273	8,255	8,240
Suppliers	2,854	1,872	1,787	1,842	2,037
Depreciation and amortisation (a)	1,935	1,095	805	765	809
Finance costs	20	20	20	20	20
Total expenses	13,429	10,980	10,885	10,882	11,106
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	100	100	100	100	100
Total own-source revenue	100	100	100	100	100
Gains					
Other	33	35	33	38	50
Total gains	33	35	33	38	50
Total own-source income	133	135	133	138	150
Net (cost of)/contribution by services	(13,296)	(10,845)	(10,752)	(10,744)	(10,956)
Revenue from Government	11,062	10,250	10,453	10,486	10,647
Surplus/(deficit) attributable to the Australian Government	(2,234)	(595)	(299)	(258)	(309)
Total comprehensive income/(loss)	(2,234)	(595)	(299)	(258)	(309)
Total comprehensive income/(loss) attributable to the Australian Government	(2,234)	(595)	(299)	(258)	(309)

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June (continued)**Note: Impact of net cash appropriation arrangements**

	2025-26 Estimated actual \$'000	2026-27 Forw ard estimate \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(2,234)	(595)	(299)	(258)	(309)
plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) (a)	1,408	674	384	344	388
plus: depreciation/amortisation expenses for ROU assets (b)	527	421	421	421	421
less: lease principal repayments (b)	551	500	506	507	500
Net Cash Operating Surplus/ (Deficit)	(850)	-	-	-	-

Prepared on Australian Accounting Standards basis.

- a) From 2010-11, the Government introduced net cash appropriation arrangements where Bill 1 revenue appropriations for the depreciation/amortisation expenses of non-corporate Commonwealth entities (and select corporate Commonwealth entities) were replaced with a separate capital budget (the Departmental Capital Budget, or DCB) provided through Bill 1 equity appropriations. 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)

	2025-26 Estimated actual \$'000	2026-27 Forw ard estimate \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	257	257	257	257	257
Trade and other receivables	1,483	1,483	1,483	1,483	1,483
Total financial assets	1,740	1,740	1,740	1,740	1,740
Non-financial assets					
Land and buildings	1,037	592	2,166	1,751	1,336
Property, plant and equipment	134	134	43	38	44
Intangibles	627	329	386	403	370
Other non-financial assets	428	428	428	428	428
Total non-financial assets	2,226	1,483	3,023	2,620	2,178
Total assets	3,966	3,223	4,763	4,360	3,918
LIABILITIES					
Payables					
Suppliers	136	136	136	136	136
Other payables	199	199	199	199	199
Total payables	335	335	335	335	335
Interest bearing liabilities					
Leases	614	114	1,596	1,089	589
Total interest bearing liabilities	614	114	1,596	1,089	589
Provisions					
Employee provisions	1,035	1,035	1,035	1,035	1,035
Other provisions	242	242	242	242	242
Total provisions	1,277	1,277	1,277	1,277	1,277
Total liabilities	2,226	1,726	3,208	2,701	2,201
Net assets	1,740	1,497	1,555	1,659	1,717
EQUITY*					
Parent entity interest					
Contributed equity	13,408	13,760	14,117	14,479	14,846
Reserves	304	304	304	304	304
Retained surplus (accumulated deficit)	(11,972)	(12,567)	(12,866)	(13,124)	(13,433)
Total parent entity interest	1,740	1,497	1,555	1,659	1,717
Total equity	1,740	1,497	1,555	1,659	1,717

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after the deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026–27)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	(11,972)	304	13,408	1,740
Adjusted opening balance	(11,972)	304	13,408	1,740
Comprehensive income				
Surplus/(deficit) for the period	(595)	-	-	(595)
Total comprehensive income	(595)	-	-	(595)
Contributions by owners				
Departmental Capital Budget (DCB)	-	-	352	352
Sub-total transactions with owners	-	-	352	352
Estimated closing balance as at 30 June 2027	(12,567)	304	13,760	1,497
Closing balance attributable to the Australian Government	(12,567)	304	13,760	1,497

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	11,912	10,250	10,453	10,486	10,647
Sale of goods and rendering of services	100	100	100	100	100
Total cash received	12,012	10,350	10,553	10,586	10,747
Cash used					
Employees	8,620	7,993	8,273	8,255	8,240
Suppliers	2,821	1,837	1,754	1,804	1,987
Interest payments on lease liability	20	20	20	20	20
Total cash used	11,461	9,850	10,047	10,079	10,247
Net cash from/(used by) operating activities	551	500	506	507	500
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	445	352	357	362	367
Total cash used	445	352	357	362	367
Net cash from/(used by) investing activities	(445)	(352)	(357)	(362)	(367)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	445	352	357	362	367
Total cash received	445	352	357	362	367
Cash used					
Principal payments on lease liability	551	500	506	507	500
Total cash used	551	500	506	507	500
Net cash from/(used by) financing activities	(106)	(148)	(149)	(145)	(133)
Net increase/(decrease) in cash held	-	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	257	257	257	257	257
Cash and cash equivalents at the end of the reporting period	257	257	257	257	257

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Forw ard estimate \$'000	2027-28 Forw ard estimate \$'000	2028-29 Forw ard estimate \$'000	2029-30 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	445	352	357	362	367
Total new capital appropriations	445	352	357	362	367
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	445	352	357	362	367
Total items	445	352	357	362	367
PURCHASE OF NON-FINANCIAL					
Funded by capital appropriations (a)	445	352	357	362	367
TOTAL	445	352	357	362	367
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	445	352	357	362	367
Total cash used to acquire assets	445	352	357	362	367

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 2026-27)

	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2026				
Gross book value	865	349	8,130	9,344
Gross book value - ROU assets	1,893	-	-	1,893
Accumulated depreciation/ amortisation and impairment	(421)	(215)	(7,503)	(8,139)
Accumulated depreciation/amortisation and impairment - ROU assets	(1,300)	-	-	(1,300)
Opening net book balance	1,037	134	627	1,798
Capital asset additions				
Estimated expenditure on new or replacement assets				
By purchase - appropriation ordinary annual services (a)	-	50	302	352
Total additions	-	50	302	352
Other movements				
Depreciation/amortisation expense	(24)	(50)	(600)	(674)
Depreciation/amortisation on ROU assets	(421)	-	-	(421)
Total other movements	(445)	(50)	(600)	(1,095)
As at 30 June 2027				
Gross book value	865	399	8,432	9,696
Gross book value - ROU assets	1,893	-	-	1,893
Accumulated depreciation/ amortisation and impairment	(445)	(265)	(8,103)	(8,813)
Accumulated depreciation/amortisation and impairment - ROU assets	(1,721)	-	-	(1,721)
Closing net book balance	592	134	329	1,055

Prepared on Australian Accounting Standards basis.

- a) Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No 1) 2026-27 for depreciation/amortisation expenses, Departmental Capital Budget or other operational expenses.