

Infrastructure Australia

Entity resources and planned performance

Infrastructure Australia

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Infrastructure Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

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

Following the Independent Review of IA (the Review) and revisions made to the *Infrastructure Australia Act 2008*, which passed Parliament on 15 December 2023, IA's Commissioners have reset the strategic focus areas for IA, which reflect national priorities and require coordinated, system-wide responses across sectors and jurisdictions.

IA's strategic focus areas for advice to the government are:

- support the energy transition - guide the planning and delivery of enabling infrastructure to accelerate Australia's energy transition by identifying system gaps, shaping investment decisions, and supporting coordinated planning
- support housing growth - guide the planning and delivery of enabling infrastructure that unlocks housing growth, improves livability, and aligns with long-term national priorities
- enable modern and resilient infrastructure networks - advance the productivity and resilience of national infrastructure systems by identifying strategic needs, reviewing system performance, and informing future investment.

IA delivers its advice to the government through its core products and functions.

In 2026-27 IA's key focus areas will be:

- the development of a National Planning and Assessment Framework to promote national consistency and reduce duplication in the project evaluation process
- refresh our Infrastructure Priority List and deliver our Annual Budget and Performance Statements, having regard to the government's Infrastructure Policy Statement and other stated priorities to support the government's investment decisions
- continue to track and deliver insights in relation to market capacity through our annual market capacity report
- continue to provide independent advice and insights to the government on nationally significant infrastructure matters
- perform the necessary functions to meet legislative and Statement of Expectations' requirements.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to IA 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 IA’s operations) classification.

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

Table 1.1: Infrastructure Australia resource statement - Budget estimates for 2026-27 as at Budget May 2026

| | 2025-26 Estimated actual \$'000 | 2026-27 Estimate \$'000 |
|--|--|-------------------------------|
| Opening balance/cash reserves at 1 July | 4,803 | 5,814 |
| Funds from government | | |
| Annual appropriations - ordinary annual services ^(a) Outcome 1 | 13,221 | 13,280 |
| Total annual appropriations | 13,221 | 13,280 |
| Total funds from government | 13,221 | 13,280 |
| Funds from industry sources | | |
| Funds from other sources | | |
| Interest | 348 | 478 |
| Total funds from other sources | 348 | 478 |
| Total net resourcing for Infrastructure Australia | 18,372 | 19,572 |
| | | |
| Average staffing level (number) | 41 | 41 |

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

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

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

1.3 Budget measures

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

Table 1.2: Infrastructure Australia 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 | | | | | | |
| Further Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses - one year extension ^(a) | | | | | | |
| | 1.1 | | | | | |
| | Departmental payment | - | - | - | - | (401) |
| | Total | - | - | - | - | (401) |
| Total payment measures | | | | | | |
| | Departmental | - | - | - | - | (401) |
| | Total | - | - | - | - | (401) |

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

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

Section 2: Outcomes and planned performance

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

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

Note:

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

https://www.infrastructureaustralia.gov.au/sites/default/files/2025-09/IA25_2025-26%20Corporate%20Plan.pdf

The most recent annual performance statement can be found at:

https://www.infrastructureaustralia.gov.au/sites/default/files/2025-11/IA2025_Annual-Report-24-25.pdf

2.1 Budgeted expenses and performance for Outcome 1

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

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

| | 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: Infrastructure Australia | | | | | |
| Revenue from government | | | | | |
| Ordinary annual services | | | | | |
| Appropriation Bill (No. 1) | 13,221 | 13,280 | 13,544 | 13,552 | 13,791 |
| Revenues from other independent sources | 348 | 478 | 478 | 478 | 478 |
| Total expenses for Program 1.1 | 13,569 | 13,758 | 14,022 | 14,030 | 14,269 |
| Outcome 1 Totals by resource type | | | | | |
| Revenue from government | | | | | |
| Ordinary annual services | | | | | |
| Appropriation Bill (No. 1) | 13,221 | 13,280 | 13,544 | 13,552 | 13,791 |
| Revenues from other independent sources | 348 | 478 | 478 | 478 | 478 |
| Total expenses for Outcome 1 | 13,569 | 13,758 | 14,022 | 14,030 | 14,269 |
| | 2025-26 | 2026-27 | | | |
| Average staffing level (number) | 41 | 41 | | | |

Table 2.1.2: Performance measures for Outcome 1

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

| | | |
|---|--|--|
| Outcome 1: Improve decision-making on matters relating to infrastructure; advise governments and others on matters relating to infrastructure, including better assessment of infrastructure needs and prioritisation of infrastructure projects; and promote best practice infrastructure planning, financing, delivery and operation | | |
| Program 1.1: Infrastructure Australia IA will contribute to the Australian Government’s Infrastructure Policy Statement objectives through the provision of high quality advice | | |
| Key Activities | IA will provide high quality independent advice on nationally significant infrastructure matters to the Australian Government. This advice will include published project evaluations, infrastructure priority lists, Annual Budget and Performance Statements and other initiatives | |
| Year | Performance measures | Expected performance results |
| Current Year 2025-26 | Track and report on market capacity to deliver energy enabling infrastructure and housing targets Identify and report opportunities to leverage emerging industry capabilities to strengthen infrastructure networks and identify strategies to remove any impediments identified | Target achieved 2025 Market Capacity report delivered in November 2025 |
| | The Infrastructure Priority List is targeted and updated regularly, with all proposals aligned to Australian Government priorities | Target achieved 2026 Infrastructure Priority List published in March 2026 |
| | Identify in our evaluation of infrastructure business cases how proposals will facilitate housing outcomes | Target expected to be met Several business case evaluations have reported on housing outcome in 2025-26 |
| | Project evaluations leverage a ‘peer review’ model where appropriate state or territory assurance outputs exist, promoting greater efficiency in the project evaluation model | Target expected to be met |
| | A Post Completion Evaluation Framework published in consultation with DITRDCSA and jurisdictions to drive data sharing, lessons learned and potential enhancements to project selection, assessment methodologies and reporting | Target expected to be met |
| | Undertake a post completion evaluation on the historical impact of transport projects in supporting housing outcomes | Target expected to be met |

| Year | Performance measures | Expected performance results |
|---|---|--|
| Current Year 2025-26 cont. | Staff survey results show an alignment and engagement score in the top 10% of all other organisations surveyed | Target expected to be met |
| | 75% of proponents surveyed are satisfied or highly satisfied with the level of engagement provided in the assessment of their proposal | Target expected to be met |
| | 80% of Australian Government stakeholders surveyed are satisfied or highly satisfied with the quality and rigor of Infrastructure Australia's advice | Target expected to be met |
| | IA delivers 100% of products required under the IA Act and Statement of Expectations within statutory timeframes | Target expected to be met |
| Year | Performance measures | Planned performance results |
| Budget Year 2026-27 | As per 2025-26 (with the exception of the development of a Post Completion Evaluation framework, and Post Completion Evaluation in relation to housing outcomes) | As per 2025-26 |
| | A National Planning and Assessment Framework is developed, with implementation demonstrating progress toward national consistency and reduced duplication | Completion of a National Planning and Assessment Framework |
| | Develop enhanced guidance on how proposals can better value resilience | Release of guidance |
| | Undertake a post completion evaluation on the historical impact of infrastructure projects to improve the resilience of critical networks | Post Completion Evaluation completed |
| Forward Estimates 2027-30 | As per 2026-27 (with the exception of the development of a Post Completion Evaluation framework) | As per 2026-27 |
| | Conduct an audit to assess how national infrastructure networks are performing to inform development of IA's advice on priority areas for Australian Government infrastructure investment | Completion of an audit |
| 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 IA'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

Revenue

The vast majority of IA's budgeted revenues are appropriations, totalling \$13.3 million in 2026-27. In addition to appropriations IA earns a small amount of interest revenue from its cash deposits, budgeted at \$0.5 million for 2026-27.

Expenses

IA is budgeting for expenses of \$13.8 million in 2026-27. This consists of \$10.0 million employee expenses, \$3.0 million supplier expenses and \$0.7 million in depreciation, amortisation and finance costs.

IA's expense budget reflects the work program for IA in 2026-27. This includes the continued provision of advice on nationally significant infrastructure matters to government through the delivery of an Infrastructure Priority List, Annual Budget and Annual Performance Statement, evaluations or reviews of project proposals and the delivery of an annual Market Capacity Report.

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

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

Balance Sheet

At 30 June 2027, IA is budgeting for net equity of \$3.3 million representing total assets of \$8.3 million and liabilities of \$5.0 million.

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

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

3.2 Budgeted financial statements tables

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

| | 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 | | | | | |
| Employee benefits | 9,626 | 10,015 | 10,357 | 10,666 | 10,984 |
| Suppliers | 3,177 | 3,010 | 2,955 | 2,678 | 2,626 |
| Depreciation and amortisation ^(a) | 647 | 634 | 634 | 634 | 634 |
| Finance costs | 119 | 99 | 76 | 52 | 25 |
| Total expenses | 13,569 | 13,758 | 14,022 | 14,030 | 14,269 |
| LESS: | | | | | |
| OWN-SOURCE INCOME | | | | | |
| Own-source revenue | | | | | |
| Interest | 348 | 478 | 478 | 478 | 478 |
| Total own-source revenue | 348 | 478 | 478 | 478 | 478 |
| Total own-source income | 348 | 478 | 478 | 478 | 478 |
| Net (cost of)/contribution by services | (13,221) | (13,280) | (13,544) | (13,552) | (13,791) |
| Revenue from government | 13,221 | 13,280 | 13,544 | 13,552 | 13,791 |
| Surplus/(deficit) attributable to the Australian Government | - | - | - | - | - |
| Total comprehensive income/(loss) | - | - | - | - | - |
| Total comprehensive income/(loss) attributable to the Australian Government | - | - | - | - | - |
| Note: Impact of net cash appropriation arrangements | | | | | |
| Total comprehensive income/(loss) - as per statement of Comprehensive Income | - | - | - | - | - |
| <i>plus: depreciation/amortisation expenses for ROU assets</i> | 391 | 367 | 367 | 367 | 367 |
| <i>less: lease principal repayments</i> | (566) | (663) | (691) | (720) | (750) |
| Net Cash Operating Surplus/ (Deficit) | 957 | 1,030 | 1,058 | 1,087 | 1,117 |

Prepared on Australian Accounting Standards basis.

a) Applies to leases under AASB 16 Leases.

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

| | 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 | 5,814 | 5,996 | 6,061 | 6,075 | 5,913 |
| Trade and other receivables | 26 | 27 | 27 | 27 | 27 |
| Total financial assets | 5,840 | 6,023 | 6,088 | 6,102 | 5,940 |
| Non-financial assets | | | | | |
| Land and buildings | 2,447 | 1,865 | 1,283 | 701 | 119 |
| Property, plant and equipment | 126 | 182 | 140 | 98 | 176 |
| Other non-financial assets | 255 | 255 | 255 | 255 | 255 |
| Total non-financial assets | 2,828 | 2,302 | 1,678 | 1,054 | 550 |
| Total assets | 8,668 | 8,325 | 7,766 | 7,156 | 6,490 |
| LIABILITIES | | | | | |
| Payables | | | | | |
| Suppliers | 691 | 592 | 592 | 592 | 592 |
| Other payables | 203 | 205 | 205 | 205 | 205 |
| Total payables | 894 | 797 | 797 | 797 | 797 |
| Interest bearing liabilities | | | | | |
| Leases | 2,751 | 2,182 | 1,562 | 888 | 157 |
| Total interest bearing liabilities | 2,751 | 2,182 | 1,562 | 888 | 157 |
| Provisions | | | | | |
| Employee provisions | 1,563 | 1,880 | 1,936 | 1,994 | 2,053 |
| Other provisions | 135 | 141 | 146 | 152 | 158 |
| Total provisions | 1,698 | 2,021 | 2,082 | 2,146 | 2,211 |
| Liabilities included in disposal groups held for sale | | | | | |
| Total liabilities | 5,343 | 5,000 | 4,441 | 3,831 | 3,165 |
| Net assets | 3,325 | 3,325 | 3,325 | 3,325 | 3,325 |
| EQUITY | | | | | |
| Parent entity interest | | | | | |
| Contributed equity | (1,263) | (1,263) | (1,263) | (1,263) | (1,263) |
| Retained surplus (accumulated deficit) | 4,588 | 4,588 | 4,588 | 4,588 | 4,588 |
| Total parent entity interest | 3,325 | 3,325 | 3,325 | 3,325 | 3,325 |
| Total equity | 3,325 | 3,325 | 3,325 | 3,325 | 3,325 |

Prepared on Australian Accounting Standards basis.

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 | 4,588 | - | (1,263) | 3,325 |
| Adjusted opening balance | 4,588 | - | (1,263) | 3,325 |
| Comprehensive income | | | | |
| Surplus/(deficit) for the period | - | - | - | - |
| Total comprehensive income | - | - | - | - |
| Estimated closing balance as at 30 June 2027 | 4,588 | - | (1,263) | 3,325 |
| Less: non-controlling interests | - | - | - | - |
| Closing balance attributable to the Australian Government | 4,588 | - | (1,263) | 3,325 |

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 | | | | | |
| Appropriations | 13,221 | 13,280 | 13,544 | 13,552 | 13,791 |
| Interest | 348 | 478 | 478 | 478 | 478 |
| Net GST received | 13 | (1) | - | - | - |
| Other | 1,202 | - | - | - | - |
| Total cash received | 14,784 | 13,757 | 14,022 | 14,030 | 14,269 |
| Cash used | | | | | |
| Employees | 9,397 | 9,696 | 10,301 | 10,608 | 10,925 |
| Suppliers | 3,806 | 3,109 | 2,955 | 2,678 | 2,626 |
| Interest payments on lease liability | 114 | 94 | 71 | 46 | 19 |
| Total cash used | 13,317 | 12,899 | 13,327 | 13,332 | 13,570 |
| Net cash from/(used by) operating activities | 1,467 | 858 | 695 | 698 | 699 |
| INVESTING ACTIVITIES | | | | | |
| Cash used | | | | | |
| Purchase of property, plant and equipment and intangibles | 64 | 107 | 10 | 10 | 130 |
| Total cash used | 64 | 107 | 10 | 10 | 130 |
| Net cash from/(used by) investing activities | (64) | (107) | (10) | (10) | (130) |
| FINANCING ACTIVITIES | | | | | |
| Cash used | | | | | |
| Principal payments on lease liability | 392 | 569 | 620 | 674 | 731 |
| Total cash used | 392 | 569 | 620 | 674 | 731 |
| Net cash from/(used by) financing activities | (392) | (569) | (620) | (674) | (731) |
| Net increase/(decrease) in cash held | 1,011 | 182 | 65 | 14 | (162) |
| Cash and cash equivalents at the beginning of the reporting period | 4,803 | 5,814 | 5,996 | 6,061 | 6,075 |
| Cash and cash equivalents at the end of the reporting period | 5,814 | 5,996 | 6,061 | 6,075 | 5,913 |

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 Forward estimate \$'000 | 2028-29 Forward estimate \$'000 | 2029-30 Forward estimate \$'000 |
|--|--|-----------------------------|--|--|--|
| PURCHASE OF NON-FINANCIAL ASSETS | | | | | |
| Funded internally from departmental resources ^(a) | 64 | 107 | 10 | 10 | 130 |
| TOTAL | 64 | 107 | 10 | 10 | 130 |
| RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE | | | | | |
| Total purchases | 64 | 107 | 10 | 10 | 130 |
| Total cash used to acquire assets | 64 | 107 | 10 | 10 | 130 |

Prepared on Australian Accounting Standards basis.

- a) Includes the following sources of funding: current Bill 1 and prior year Act 1/3/5 appropriations (excluding amounts from the DCB).

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

| | Asset Category | | Total |
|---|----------------|-------------------------------------|--------------|
| | Buildings | Other property, plant and equipment | |
| | \$'000 | \$'000 | \$'000 |
| As at 1 July 2026 | | | |
| Gross book value | 1,061 | 379 | 1,440 |
| Gross book value - ROU assets | 2,021 | - | 2,021 |
| Accumulated depreciation/amortisation and impairment | (160) | (253) | (413) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (475) | - | (475) |
| Opening net book balance | 2,447 | 126 | 2,573 |
| Capital asset additions | | | |
| Estimated expenditure on new or replacement assets | | | |
| By purchase - appropriation ordinary annual services ^(a) | - | 108 | 108 |
| By purchase - appropriation ordinary annual services - ROU assets | - | - | - |
| Total additions | - | 108 | 108 |
| Other movements | | | |
| Depreciation/amortisation expense | (214) | (52) | (266) |
| Depreciation/amortisation on ROU assets | (368) | - | (368) |
| Total other movements | (582) | (52) | (634) |
| As at 30 June 2027 | | | |
| Gross book value | 1,061 | 487 | 1,548 |
| Gross book value - ROU assets | 2,021 | - | 2,021 |
| Accumulated depreciation/amortisation and impairment | (374) | (305) | (679) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (843) | - | (843) |
| Closing net book balance | 1,865 | 182 | 2,047 |

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.