Australian Government

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

2024–25

ANNUAL REPORT

Connecting Australians
Enriching our communities
Empowering our regions

Guide to the 2024–25 Annual Report

Welcome to the *Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts 2024–25 Annual Report*.

The purpose of this Annual Report is to inform the Parliament and the Australian public of the department's performance — both financial and non-financial — for the reporting period 1 July 2024 to 30 June 2025.

This Annual Report has been prepared in accordance with the *Public Governance, Performance and Accountability Act 2013* and addresses the requirements set out in the *Public Governance, Performance and Accountability Rule 2014*.

Structure of this Annual Report

Secretary's Review

As the accountable authority, our Secretary, Jim Betts, provides a summary of achievements and significant issues faced by the department over the last 12 months, including a brief look ahead to 2025–26.

The Secretary's Review is followed by a selection of 2024–25 highlights from across the department and information on the department's financial performance.

Part 1: About the Department

Provides an introduction about who we are and what we do. This includes information on our ministers, our executive leadership team as well as our structure. This part also provides information on the broader portfolio and, most importantly, our purpose, outcomes, programs and key activities which form the basis of our work.

Part 2: Annual Performance Statements

Provides a comprehensive report on the department's non-financial performance for the reporting period. The Annual Performance Statements include the actual results the department has achieved against performance measures and targets set in our Corporate Plan and the Portfolio Budget Statements. This part also includes a certified statement of preparation from the Acting Secretary, as the accountable authority.

Part 3: Management and Accountability

Provides information on the department's management and accountability practices. It includes information on our corporate governance arrangements (including certification of the department's fraud and corruption control arrangements by the Secretary), people and financial management and external scrutiny.

Part 4: Financial Statements

Provides the department's audited financial statements. This part also includes discussion on the preparation and assurance processes in developing the 2024–25 Financial Statements, the independent auditor's report and a statement by the Acting Secretary (as the accountable authority) and the Chief Financial Officer.

Appendices

The appendices include additional reporting requirements. They include details about resource statements and expenses for each of our 7 outcomes, sustainability reporting (climate disclosure statement), detailed statistics on the department's workforce, information on our work health and safety obligations and expenditure on advertising and market research. Also included are appendices that address the department's requirements under other legislation, including for aviation, public broadcasting, culture, land transport, sport, and telecommunications.

Navigation Aids

Provides additional information for the reader to help get the most out of the annual report, including the complete list of annual report requirements and where that information is located throughout the annual report, a glossary, a list of acronyms and abbreviations and a comprehensive index.

Australian Government

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

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Contact information

For enquiries regarding the 2024–25 Annual Report, please contact:

Director
Performance and Corporate Reporting Section
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

GPO Box 594
Canberra ACT 2601
Australia

Email: planningreporting@infrastructure.gov.au

Website: www.infrastructure.gov.au

This annual report is available online at:

www.infrastructure.gov.au/about-us/corporate-reporting/annual-reports

www.transparency.gov.au

Acknowledgment of Country

We acknowledge the Traditional Custodians of the lands where we work and live. From the desert to the high Country, connecting to our beaches and sand, through the snow, the rivers and saltwaters, in our cities, the bush and islands, we reflect, respect, and celebrate the unique and diverse communities we serve. We walk with Aboriginal and Torres Strait Islander peoples, celebrating the oldest continuing living cultures in the world – listening, learning, and yarning, to understand the past and work as one towards an inclusive future. We pay our respects to all Elders past and present. We are committed to creating positive change and promoting meaningful reconciliation.

Connections **by Mahalia Mabo, a proud Manbarra, Nywaigi, and Meriam woman.**

Letter of Transmittal

Australian Government
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

Secretary
Jim Betts

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development and Local Government
Parliament House
CANBERRA ACT 2600

Dear Minister King

I am pleased to present the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts Annual Report 2024–25 for the for the year ended 30 June 2025.

This report has been prepared in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), for your presentation to the Parliament.

In accordance with sections 39(1)(b) and 43(4) of the PGPA Act, this report includes the department's Annual Performance Statements and audited Financial Statements.

This report also contains information required under other applicable legislation including:

- Airports (Environment Protection) Regulations 1997, *Air Navigation Act 1920* and *Aircraft Noise Levy Collection Act 1995* (Appendix F: Reports under aviation legislation)
- *National Land Transport Act 2014* (Appendix G: Reports under *National Land Transport Act 2014*)
- *Australian Broadcasting Corporation Act 1983* and *Special Broadcasting Service Act 1991* (Appendix H: Reports under public broadcasters legislation)
- *Telecommunication Legislation Amendment (Competition and Consumer) Act 2020* (Appendix I: Report under the *Telecommunications (Consumer Protection and Service Standards) Act 1999*)
- *National Sports Tribunal Act 2019* (Appendix J – Report on the operation of the National Sports Tribunal for 2024–25)
- *Protection of Movable Cultural Heritage Act 1986* (Appendix K: Report under the *Protection of Movable Cultural Heritage Act 1986*).

The department's fraud and corruption control arrangements comply with section 10 of the *Public Governance, Performance and Accountability Rule 2014*. Formal certification is included in Part 3.1: Corporate Governance of this report.

Yours sincerely

Jim Betts

Jim Betts

3 October 2025

GPO Box 594, Canberra ACT 2601, Australia
• (02) 6136 7111 • infrastructure.gov.au

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Secretary's Review

Jim Betts
Secretary

I am pleased to deliver the inaugural Annual Report for the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCSA).

Across the enormous diversity of our work, DITRDCSA staff have once again shown their commitment towards achieving shared goals and common purposes on things which matter greatly to our communities, urban areas, regions and our country as a whole. We have collaborated extensively with the Australian community, key stakeholders and across government to ensure our policy advice is robust and evidence-based and that our spending programs and regulatory actions achieve the desired outcomes.

The department is focused on delivering our target responsibilities under the National Agreement on Closing the Gap through our policy, projects, programs and services to support empowerment and self-determination of Aboriginal and Torres Strait Islander people. In order to better position our department, in August 2024 we launched the Our Stories on Country Agreement. The Our Stories on Country Agreement is central to embedding the National Agreement of Closing the Gap Priority Reforms and provides a framework for driving the behavioural and organisational transformation to meet our responsibilities under the Priority Reforms.

Infrastructure

The Australian Government's Infrastructure Policy Statement (IPS) commits the government to delivering nationally significant transport infrastructure and sets out the three strategic themes for future investment: productivity and resilience, liveability and sustainability. When properly planned and targeted, transport infrastructure is an enabler that helps unlock a range of significant economic, social and environmental objectives. It can improve safety through reduced congestion, reduce travel times and create job opportunities during construction.

The government has continued to deliver on a rolling 10–year infrastructure investment pipeline worth more than $120 billion. The pipeline includes major infrastructure projects such as Inland Rail and the development of intermodal terminals which will transform how goods are moved around the country. It also provides funding for smaller rail investment programs including the *Network Investment Program*, which will help improve the reliability, efficiency and competitiveness of the existing rail freight network.

Under the *Infrastructure Investment Program* (IIP), 76 major road and rail projects were completed in2024–25. This involved projects across every state and territory, including:

- Joy Baluch AM Bridge (SA)
- Huon Link Road (Tas)
- Princes Highway East — Complete the Duplication between Traralgon and Sale (Vic)
- Bruce Highway — Cooroy to Curra — Section D (Qld)
- Gundaroo Drive Duplication (ACT)
- Prospect Highway (NSW)
- METRONET: Morley-Ellenbrook Line (WA)
- Roper Highway Upgrade (Stage 2) (NT)

In 2024–25 the government's increase in funding to targeted sub-programs of the IIP also delivered significant benefits in addressing current and emerging road infrastructure priorities nationally. Ongoing programs like *Roads to Recovery*, the *Safer Local Roads and Infrastructure Program*, and the *Black Spot Program* provide state, territory and local governments with funding to support road safety, resilience, freight transport and community connectivity. In 2024–25 these programs delivered real benefits to Australians in every state and territory including:

- 81 projects approved to receive funding through the temporary $100 million Active Transport Fund.
- 52 Safer Local Roads and Infrastructure projects approved for more than $134 million.
- Completion of tranches 1–3 of the *Road Safety Program* seeing the delivery of over 1,400 road safety projects nationwide.
- More than 170 road treatments at Black Spots to reduce the risk of crashes at these locations.
- 3,300 local roads projects approved for delivery since the new five-year *Roads to Recovery* funding period started.

Over the last year, work has also been completed on the terminal, airside and landside packages for the Western Sydney International (Nancy-Bird Walton) Airport (WSI). The unveiling of the airport terminal in June 2025 was a significant milestone for one of the nation's most important transport infrastructure projects and marks a shift from construction to operations ahead of the airport's opening in 2026.

We also continued our collaboration with the Queensland Government to progress venue infrastructure for the Brisbane 2032 Olympic and Paralympic Games. Our active investor partnership, underpinned by strong governance through the Intergovernmental Agreement, is focused on ensuring that the Australian Government's largest ever investment in sporting infrastructure delivers lasting benefits for communities before and after the Games. It will provide some of Australia's fastest growing regions with much-needed sporting and community venues.

Transport

The New Vehicle Efficiency Standard (NVES) came into effect in January and is estimated to deliver a reduction of 321 million tonnes of greenhouse gas and $95 million in fuel savings for motorists by 2050. Over the last 6 months, the department has been focussed on implementation ahead of the first reporting period which started on 1 July 2025. This work included the establishment of the NVES regulator and extensive engagement with industry to help them comply with the new NVES obligations.

Through the department's road vehicle standards regulatory functions, over 1.5 million safe, secure and environmentally compliant vehicles were added to the Australian fleet. We also facilitated the notification of 277 road vehicle recalls.

The department has continued its work progressing Australian Design Rules (ADRs) for road vehicles. ADR68/01 was amended following the Hunter Valley crash to encourage greater use of seatbelts in coaches, and ADRs were amended to provide a more streamlined approval process for cranes, bringing us closer into alignment with other major markets. We secured global agreement for a United Nations Regulation mandating Emergency Lane Keep Assist systems in all passenger vehicles.

In November 2024, the Government released the final Environmental Impact Statement (EIS) for the preliminary flight paths for the WSI which included a submissions report that responded to feedback from more than 8,400 submissions. I am proud of the commitment shown by staff to engaging with invested stakeholders, and for producing such a considered and comprehensive EIS.

In July 2024, Regional Express Holdings (Rex) entered voluntary administration and over the last 12 months the department has led the government's response to the ongoing voluntary administration process. This has included delivering a $110 million loan facility to support the voluntary administration, the Rex network and regional flight bookings, as well as working with the administrators as they undertake a sales process to secure a market-led solution.

The release of the *Aviation White Paper* in August 2024 set out the Government's vision for Australia's aviation sector to 2050, outlining how the sector will remain safe, competitive, productive and sustainable. It recognises the contribution aviation makes to the Australian economy and the critical role it plays in connecting Australians to each other and to the world.

Around $25 million in new grants were awarded under the *Regional Airports Program* to improve safety and connectivity in regional areas including through remote airstrip upgrades. We continued detailed environmental investigations to determine the extent of per- and polyfluoroalkyl substances (PFAS) contamination at civilian airports. As at 30 June 2025, the department had secured agreements from 26 airports to participate in the PFAS Airports Investigation Program.

Our maritime sector is a critical component of Australia's interconnected supply chain, which crosses state and international borders. Of Australia's imports and exports, 99% are transported through shipping. As part of its commitment to Tasmanian shipping, the government provided $184 million under the *Tasmanian Equalisation Freight Scheme*. A further $55 million in rebates was provided through the *Bass Strait Passenger Equalisation Scheme*. Important work continued to address emissions from international shipping and on planning for a strategic fleet to improve Australia's resilience and maritime capability.

Sport, Territories and Regions

Sport

This annual report is the first to include the Office for Sport which joined the department through a machinery of government change following the Federal Election in May.[1] It has been great to welcome our new colleagues to the department and to capitalise on the strong connections between their work and other parts of the organisation.

Australia's new national sport strategy, *Sport Horizon 2024–2034*, was released in October 2024. The strategy sets out a long-term vision to align our focus, efforts and resources to connect communities, drive policy initiatives and tangible outcomes.

As a part of bringing the Strategy to life, the government commenced 286 projects through the $200 million *Play Our Way* program which aims to increase the participation of women and girls in sport across Australia. Funding agreements were entered into to support major sporting events.

Territories and Regions

Extensive engagement was undertaken with hundreds of northern Australians including First Nations organisations, industry representatives, local governments and community leaders to develop the *Northern Australia Action Plan 2024–2029* (Action Plan). This strategic framework, which was launched in August 2024, guides how the Australian Government will deliver on the developing northern Australia agenda and reflects the priorities, strengths and challenges unique to northern Australia.

The department supported an independent statutory review of the *Northern Australia Infrastructure Facility Act 2016*. As part of this process, 85 meetings were held with stakeholders across government and industry sectors in northern Australia. The Northern Australia Infrastructure Facility (NAIF) provides financial assistance, primarily in the form of loans, to private sector project proponents to deliver infrastructure projects. NAIF also seeks to facilitate sustainable First Nations economic outcomes through supporting First Nations owned projects, and facilitating First Nations procurement and employment opportunities in NAIF supported projects.

1 On 13 May 2025, the Prime Minister announced an amended Administrative Arrangement Order transferring responsibility for sport and recreation functions to the department effective immediately. To give effect to these changes, funding transferred from the former Department of Health and Aged Care under section 75 of the *Public Governance, Performance and Accountability Act 2013* from 1 July 2025. Refer to the Department of Health, Disability and Ageing's 2024–25 Annual Report for financial reporting related to Sport. For performance reporting related to Sport, refer to Part 2: Annual Performance Statements of this annual report.

Funding was provided through the *Thriving Suburbs, Growing Regions, urban Precincts and Partnerships Program* and *regional Precincts and Partnerships Program* to local government entities and incorporated not-for-profit organisations for capital works projects that enhance liveability, strengthen social cohesion and support local amenity across Australia.[2]

On Christmas Island, new $18 million moorings at Flying Fish Cove and Smith Point were completed. These facilities will support critical supply chains, tourism and economic opportunities by improving safety, access and capacity for vessels. In addition, a $1.6 million barge has been delivered for the Cocos (Keeling) Islands.

In November 2024, the government announced a new bespoke local governance model for Norfolk Island. This represents an important first step in implementing the agreed recommendations of the 2023 inquiry by the Joint Standing Committee on the National Capital and External Territories into sustainable local governance for the island. The design for the new model is based on recommendations by the Norfolk Island Governance Committee. The department continues to support the work of the committee in developing the details of the model, such as the financial and revenue model, electoral laws and integrity framework.

Communications and Media Group

The department has continued to deliver important work in the communications space, an area of policy that is being shaped by profound shifts in geopolitics, markets, technology and consumer preferences. Australians have more choice than ever before, and the department has continued to work to ensure that things the community values, like public interest journalism, local news, freetoair TV and Australian creative content, have been protected as new entrants compete for audiences and advertising revenues.

We delivered world-leading legislation to set a social media minimum age. This will help strike a balance between protecting young people from the harms associated with social media use, and allowing ongoing access to services that are essential for communication, education and health. The legislation was informed by consultation with community and industry stakeholders, parents and young people, alongside evidence-based advice from the eSafety Commissioner.

We advised the government on the network operators' switch off of their 3G mobile network. We worked with mobile operators, peak bodies, the Australian Communications and Media Authority and state and territory governments to ensure a safe and orderly transition. Our intervention in the lead up to the 3G switch off ensured that mobile operators and peak bodies took the necessary steps to advise and prepare the community, leading to a greater focus on public safety and improved industry efforts to communicate with affected customers.

We led the government response to the independent review into the Optus outage of 8 November 2023, and over the last 18 months have implemented 12 of the 18 review recommendations. The government plays a critical role in ensuring Triple Zero is readily available for Australians in need, and we continue to work with industry and regulators to ensure network operators are accountable for reliable provision of emergency services.

2 On 13 May 2025, the Prime Minister announced an amended Administrative Arrangement Order transferring responsibility for national policy on cities, land and planning policy, the Planning Ministers Meeting, and enabling infrastructure for housing from the department to the Department of the Treasury. The current urban development programs (the City Deals, Thriving Suburbs, and Urban Precincts and Partnerships programs) remain with the department. To give effect to these changes, funding transferred to the Department of the Treasury under section 75 of the *Public Governance, Performance and Accountability Act 2013* from 1 July 2025. Refer to the Department of the Treasury's 2024–25 Annual Report for performance reporting related to Cities.
For financial reporting related to Cities, refer to Part 4: Financial Statements of this annual report.

The *Regional Connectivity Program* (RCP) is a grants program funding the delivery of 'place-based' telecommunications infrastructure projects to improve digital connectivity across regional, rural and remote Australia. The department completed 72 *Regional Connectivity Program* projects across three rounds during the financial year. Improved connectivity through the RCP will allow regional communities and businesses to access essential online services, utilise new business tools and connect with the digital economy.

Under the *Mobile Black Spot Program* (MBSP), we have continued to increase mobile coverage for people who live, work and travel in regional, rural and remote parts of Australia. In 2024–25, 45 MBSP funded base stations were delivered. As at 30 June 2025, 1,171 new mobile base stations have been delivered under the MBSP.

The completion of the *NBN Fixed Wireless and Satellite Upgrade Program* will provide around 1 million premises in regional and remote Australia and in peri-urban areas with access to higher speeds on NBN fixed wireless services or greater data limits on Sky Muster, as well as providing 20 First Nations communities with free community Wi-Fi and providing more than 30,000 families with school age children free NBN services under the School Student Broadband Initiative.

We were stewards of over $15 million for the *News Media Relief Program*, assisting 1,161 journalists across more than 360 news sources, helping strengthen local and independent reporting.

Reforms to anti-siphoning regulation were made to ensure free access to television coverage of nationally important and culturally significant events. This change protects public access to major sporting and cultural broadcasts.

Creative Economy and the Arts

The Creative Economy and the Arts Group continue to work hard for our Australian creative industries, artists, arts workers and organisations. Eighty per cent of the actions in *Australia's National Cultural Policy: Revive* have been completed, with 68 of the 85 actions delivered. Thirty-seven of these were delivered by the Creative Economy and the Arts Group. Under *Revive* Live, $7.8 million in funding was provided to the Australian music industry. This supported 112 live music businesses, including 63 music festival-based activities and 49 live music venues to improve operational sustainability and accessibility for performance artists, workers and audience members.

Support for arts and cultural activities in regional, rural and remote Australia included $1.4 million across 37 projects through *Festivals Australia* and $6 million through the *Regional Arts Fund*. Through the *Indigenous Language and Arts* program $36.8 million was invested to conserve and revitalise Aboriginal and Torres Strait Islander languages, and to support First Nations cultural expression through both traditional and contemporary art forms.

Twelve First Nations communities were supported to return 77 ancestors from overseas under the *Indigenous Repatriation Program*. In April, I was honoured to accompany community representatives and department officials to facilitate the return of 36 First Nations ancestors at a special ceremony at the Natural History Museum in London. It provided an important opportunity to acknowledge past injustices, which is critical for healing and reconciliation.

Another important area of acknowledgement and reconciliation is the *Indigenous Visual Arts Industry Support* program. The government committed $30.4 million in funding, which supported more than 100 organisations, over 8,000 artists and more than 500 Indigenous arts workers, many of whom live in remote communities.

The government is committed to removing barriers to participation for both story-tellers and audiences, so our rich diversity is represented in our national culture, whether it is through sound, visual arts or on our screens, pages and stages. The release in November of *Equity: The Arts and Disability Associated Plan* will help achieve this seeing $8.1 million invested over 4 years and laying the foundation for greater equity for artists, arts workers and audiences with disability.

Corporate

Our Corporate Group provides the support that enables the rest of the department to deliver for the Australian community. We have faced, and continue to face, a constrained fiscal environment over the last financial year, and I would like to acknowledge the work led by the Corporate Group to manage resources prudently, thereby strengthening our capacity to effectively deliver on government priorities and departmental outcomes and position us for the future.

The machinery of government changes following the election were another area where Corporate group provided essential support to the department. Their positive and patient engagement across the department, as well as with the Department of Health, Disability and Ageing and the Department of the Treasury, showed professionalism and integrity.

Ageing buildings and IT systems have continued to present challenges for the department. Our ongoing *Future Workplaces* project encompasses the design of our physical offices, as well as the way we work and collaborate in a modern, connected and flexible working environment. In May, the lease was signed on a new building to house Canberra-based staff. The move, scheduled for July 2026 will ensure staff are equipped with a more innovative, agile and inclusive approach to work.

The department's new *Data Strategy 2025–29*, launched in March, highlights the role of data as a fundamental business enabler. The effective use of trusted data will support us in making well informed decisions and deliver evidence-based policy and programs in line with Australian Government objectives.

Our new *Diversity, Equity and Inclusion Strategy 2025–28* was launched in April. It contains benchmarks to guide our Diversity, Equity and Inclusion principles over the next 3 years representing our commitment to creating a workplace where everyone feels they belong and are empowered to succeed. It reflects our values and will help define who we are, how we will deliver our business and serve the Australian people.

Looking ahead

In 2025–26, we will continue to support the government's focus of delivering for the Australian people. Excellent policy advice, program delivery and robust regulatory oversight will continue to be our centre as a department. This will include:

- continuing the work on the Infrastructure Investment Pipeline
- refreshing the First Nations Employment and Procurement Infrastructure Framework
- supporting the government to achieve Net Zero by 2050
- reinvigorating the Australian shipping industry through the establishment of a Strategic Fleet Pilot Program
- working with our partners to advance the National Freight and Supply Chain Strategy, ensuring resilience in the industry and supporting decarbonisation efforts
- implementing *Sport Horizon*, the National Sport Strategy 2024–2034

- delivering the government's local community infrastructure election commitments
- delivering significant refurbishments for the Australian National Academy of Music (ANAM)
- establishing a modern, fit-for-purpose regulatory framework for communications and delivering programs to enhance digital inclusion for students, First Nations communities and vulnerable Australians
- modernising to increase efficiency and productivity and support financial sustainability, uplift our technological capability, strengthen our corporate systems and deliver a better workplace for our staff.

Alongside this work, we will continue to engage with our people to ensure all they do is valued in supporting us to achieve our objectives of connecting Australians, enriching our communities and empowering our regions.

Jim Betts
Secretary

3 October 2025

2024–25 Highlights

Infrastructure Group

- Delivering the over **$120 billion** 10-year infrastructure investment pipeline
  - **76 projects completed** under the Infrastructure Investment Program
  - Construction of the terminal, airside and landside packages completed for the Western Sydney International (Nancy-Bird Walton) Airport
- Delivered Australian Government actions under the **National Road Safety Action Plan 2023–25**, including a report on **Local Government Network Risk Assessment Frameworks** and development of the **National Road Safety Data Collection and Reporting Framework and National Road Safety Dataset**
- Supported the addition of over **1.5 million vehicles** to the Australian fleet that are safe, secure and meet this environmental expectation of the community

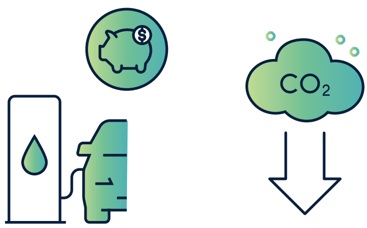
$100 million Active Transport Fund, improving road safety outcomes for bicyclists and pedestrians through the approval of **81 projects nationally**

Collaborated with the **Queensland Government** on progressing **venue infrastructure** to support the **Brisbane 2032 Olympic and Paralympic Games**

Transport Group

- Released the final **Environmental Impact Statement for the Western Sydney International (Nancy-Bird Walton) Airport's** preliminary flight paths on 7 November 2024, including a submissions report that addresses feedback from over 8,400 submissions
- Led the Australian Government response to the voluntary administration process of **Regional Express Holdings (Rex)**, delivering a **$110 million loan facility** to support the Rex network and the government's **Regional Flight Booking Guarantee**
- Released the **Aviation White Paper** setting out the Australian Government's vision for Australia's aviation sector towards 2050 to ensure it remains safe, competitive, productive and sustainable
- Provided around **$25 million** in new grants awarded to regional airports under the **Regional Airports Program** to improve safety and connectivity
- Successfully negotiated new or enhanced **bilateral agreements** to provide opportunities to access international and freight markets with **Canada, Malaysia, Chile and Hong Kong, Latvia, Mongolia and Rwanda**

Implemented the **New Vehicle Efficiency Standard** policy estimated to deliver **321 million tonnes of abatement** and **$95 million in fuel savings** to motorists to 2050

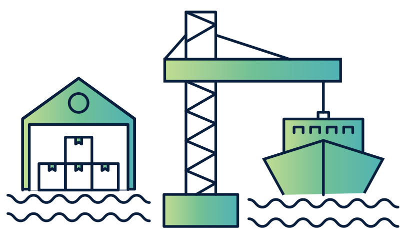


Sport, Territories and Regions Group

- Released Australia's new national sport strategy **Sport Horizon 2024–2034**
- Completion of the new **$18 million moorings at Christmas Island's Flying Fish Cove and Smith Point**, supporting critical supply chains, tourism and economic opportunities
- Delivering a **$1.6 million barge** for the **Cocos (Keeling) Islands**
- Released the **Northern Australia Action Plan 2024–2029**
- Supported an independent statutory review of the ***Northern Australia Infrastructure Facility Act 2016***, facilitating 85 meetings with northern Australia stakeholders across government and industry sectors

Commenced **286 projects** to support women and girls participation in sport through the **$200 million Play Our Way program**

Overseeing the implementation of a **$565 million investment** to support common-user **port infrastructure upgrades** at Lumsden and Dampier in Western Australia



Communications and Media Group

- Delivering **world-leading legislation** for a social media minimum age
- **72 Regional Connectivity Program** projects completed
- **45 Mobile Black Spot Program** base stations completed
- Delivering the **News Media Relief Program**, assisting **1,161 journalists** across more than **360 news sources**
- **Anti-siphoning regulation reformed** to promote free access to television coverage of nationally important and culturally significant events
- **Completing the NBN Fixed Wireless** and **Satellite Upgrade Program** to provide around one million premises in regional and remote Australia and in peri-urban areas with access to higher speeds on NBN fixed wireless services or greater data limits on **Sky Muster**

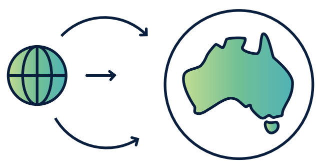
20 First Nations communities connected with free community **Wi-Fi**

30,000 families with school age children received free **NBN services** under the **School Student Broadband Initiative**

Creative Economy and the Arts Group

- Invested **$36.8 million** to conserve and revitalise **Aboriginal and Torres Strait Islander languages**, and to create and celebrate **First Nations cultural expression** through traditional and modern art forms
- Delivered **$7.8 million** in funding to the **Australian music industry** through **Revive Live** to support **112 live music businesses**, including **63 music festival-based activities** and **49 live music venues**
- Invested **$1.4 million** across 37 arts projects through **Festivals Australia** and **$6 million** to support artists and communities through the **Regional Arts Fund** in regional, rural and remote Australia
- Committed **$30.4 million** to the **Indigenous Visual Arts Industry Support program**, supporting over **100 organisations**, more than **8,000 artists** and over **500 Indigenous arts workers**, many in remote communities
- Delivered **$1.6 million** to support international engagement by Australia's arts and cultural sector through the **International Cultural Diplomacy Arts Fund**
- Released ***Equity: the Arts and Disability Associated Plan*** with **$8.1 million** in actions to lay the foundations for equity for artists, arts workers and audiences with disability over 4 years

Supported **12 First Nations communities to return 77 ancestors** from overseas through the **Indigenous Repatriation program**



80% of actions within **Australia's National Cultural Policy *Revive* were completed**

Financial Performance

The department's activities involve the use of assets, liabilities, revenue and expenses controlled or incurred by the department in its own right. Administered activities involve management or oversight by the department, on behalf of the Australian Government, of items controlled or costs incurred by the Australian Government.

This section should be read in conjunction with the department's audited financial statements in Part 4 of this report.

Note: 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.

Departmental finances

The department reported total comprehensive income of $13.9 million in 2024–25, which equates to a net cash operating surplus of $34.3 million after adjusting for depreciation and amortisation, and lease payments under Australian Accounting Standard AASB 16 Leases. The operating surplus of $34.3 million was attributable to a combination of factors, with the department maintaining a prudent approach to the prioritisation and allocation of resources, including strategies to restrain expenditure and staffing growth. Lower than anticipated expenditure on contracted services and administrative costs associated with grant payments, and other comprehensive income arising from asset revaluation movements contributed materially to the surplus.

The department's net assets position increased by $36.8 million from 2024–25. The department continues to maintain a strong financial position with total assets exceeding total liabilities with a net assets position of $217.4 million.

Table 1.1: Summary of departmental financial performance and position ($million)

	2023–24	2024–25	Change from last year
Revenue from government	461.3	567.3	106.0
Own-source revenue	13.7	14.7	1.0
Gains	0.3	0.1	(0.2)
Total income	**475.3**	**582.1**	**106.8**
Employee and supplier expenses	459.1	519.9	60.8
Grants and contributions	3.4	1.0	(2.4)
Depreciation and amortisation	45.8	47.4	1.6
Other expenses	15.2	3.7	(11.5)
Total expenses	**523.5**	**572.0**	**48.5**
Changes in asset revaluation reserve	0.0	3.9	3.9
Surplus (Deficit) attributable to the Australian Government	**(48.1)**	**13.9**	**62.0**
Plus non-appropriated depreciation and amortisation expenses	45.8	47.4	1.6
Minus principal repayments — leased assets	(25.7)	(27.1)	(1.4)
Operating result (loss) attributable to the agency	**(28.0)**	**34.3**	**62.3**
Financial assets (A)	171.1	238.6	67.5
Non-financial assets (B)	207.9	172.3	(35.6)
Liabilities (C)	198.4	193.6	(4.8)
Net assets: A+B-C	**180.6**	**217.4**	**36.8**

Administered finances

Total administered expenses of $9.2 billion represent a decrease of $0.6 billion compared to last year, mainly due to a $0.7 billion decrease in grant expenditure. The decrease in grant expenditure is mainly due to a decrease in grant payments to State and Territory Governments by $0.6 billion. This is due to a reduction in grants under the Financial Assistance Grant program which is based on government decisions.

Major administered expense items reported by the department in 2024–25 were:

- payments to corporate Commonwealth entities ($2.4 billion)
- Local Government Financial Assistance Grant payments ($2.2 billion)
- payments to Regional Broadband Scheme ($864.0 million)
- Roads to Recovery Program ($480.8 million)
- Local Roads and Community Infrastructure Program ($407.4 million)
- Community Development Grants Programme ($212.4 million)
- Priority Community Infrastructure Program ($175.7 million).

Administered income decreased by $0.2 billion mainly due to a reduction in interest revenue. The decrease is largely due to the NBN loan being fully repaid in the prior year which resulted in a decrease of interest revenue of $0.2 billion.

Net assets administered on behalf of the Australian Government increased by $3.1 billion mainly due to an increase in financial assets. This is attributable to an increase in Administered investments of $2.7 billion. This balance representing the Australian Government's interest in the portfolio entities.

Table 1.2: Summary of administered financial performance and position ($million)

	2023–24	2024–25	Change from last year
Taxation revenue	29.2	33.1	3.9
Non-taxation revenue	629.5	432.9	(196.6)
Gains	0.1	-	(0.1)
Total income	**658.8**	**465.9**	**(192.9)**
Employee and supplier expenses	641.8	659.7	17.9
Subsidies	1,104.7	1,128.6	23.9
Grants	5,375.0	4,685.6	(689.4)
Depreciation and amortisation	56.1	59.0	2.9
Impairment loss on financial instruments	145.7	100.8	(44.9)
Payments to corporate Commonwealth entities	2,348.4	2,420.3	71.9
Concessional loans	6.2	88.9	82.7
Other expenses	42.0	16.4	(25.6)
Total expenses	**9,720.0**	**9,159.3**	**(560.7)**
Financial assets (A)	45,299.2	48,172.8	2,873.6
Non-financial assets (B)	981.4	1,093.1	111.7
Liabilities (C)	1,520.9	1,409.8	(111.1)
Net assets: A+B-C	**44,759.7**	**47,856.1**	**3,096.4**

Part 1
About the Department

Part 1.1: Portfolio overview

The Infrastructure, Transport, Regional Development, Communications, Sport and the Arts portfolio includes the department, entities and government business enterprises (refer Table 1.1.1: Portfolio structure).

Our ministers

As at 30 June 2025,[3] Infrastructure, Transport, Regional Development, Communications, Sport and the Arts was the responsibility of the following Ministers (includes the machinery of government changes announced on 13 May 2025):

The Hon Catherine King MP

Minister for Infrastructure, Transport, Regional Development and Local Government

Departmental outcomes: Outcome 1, Outcome 2, Outcome 3 (Programs 3.1, 3.2 and 3.3)

Portfolio entities/government business enterprises:

> Airservices Australia
> Australian Maritime Safety Authority
> Australian Rail Track Corporation Limited
> Australian Transport Safety Bureau
> Civil Aviation Safety Authority
> High Speed Rail Authority
> Infrastructure Australia
> National Intermodal Corporation Limited
> National Transport Commission
> WSA Co Limited

The Hon Anika Wells MP

Minister for Communications
Minister for Sport

Departmental outcomes:
Outcome 5 and Outcome 7

Portfolio entities/government business enterprises:

> Australian Broadcasting Corporation
> Australian Communications and Media Authority (including eSafety Commissioner)
> Australian Postal Corporation (Australia Post)
> Australian Sports Commission
> Australian Sports Foundation Limited
> National Sports Tribunal
> NBN Co Limited
> Special Broadcasting Service Corporation
> Sport Integrity Australia

3 The most up to date information on our ministers is available at https://minister.infrastructure.gov.au

The Hon Tony Burke MP

Minister for the Arts

Departmental outcome:
Outcome 6

Portfolio entities/government business enterprises:

- Australian Film, Television and Radio School
- Australian National Maritime Museum
- Bundanon Trust
- Creative Australia (formerly Australia Council)
- Museum of Australian Democracy (Old Parliament House)
- National Archives of Australia
- National Film and Sound Archive of Australia
- National Gallery of Australia
- National Library of Australia
- National Museum of Australia
- National Portrait Gallery of Australia
- Screen Australia

The Hon Madeleine King MP

Minister for Northern Australia

Departmental outcome: Outcome 3 (Program 3.4)

Portfolio entities/government business enterprises:
Northern Australia Infrastructure Facility

The Hon Kristy McBain MP

Minister for Regional Development, Local Government and Territories

Departmental outcomes:
Outcome 3 (Programs 3.1, 3.2 & 3.3), Outcome 4

Portfolio entities/government business enterprises:
National Capital Authority

Senator the Hon Anthony Chisholm

Assistant Minister for Regional Development

Departmental outcome: Outcome 3 (Program 3.1)

Portfolio entities/government business enterprises: N/A

Senator the Hon Nita Green

Assistant Minister for Northern Australia

Departmental outcomes:
Outcome 3 (Program 3.4)

Portfolio entities/government business enterprises: N/A

Special Envoys

Susan Templeman MP
Special Envoy for the Arts

Luke Gosling OAM MP
Special Envoy for Northern Australia

Marion Scrymgour MP
Special Envoy for Remote Communities

Tim Watts MP
Special Envoy for Indian Ocean Affairs

Other responsible ministers within the reporting period

The following ministers had responsibilities within the portfolio for part of the 2024–25 reporting period:

The Hon Michelle Rowland MP
Minister for Communications (1 June 2022 to 13 May 2025)

Senator the Hon Carol Brown
Assistant Minister for Infrastructure and Transport (1 June 2022 to 29 July 2024)

Senator the Hon Jenny McAllister
Minister for Cities (29 July 2024 to 13 May 2025)

Changes to the portfolio

On 13 May 2025, the Prime Minister, the Hon Anthony Albanese MP, announced the second Albanese Ministry, and subsequent changes to the Administrative Arrangements Order (AAO).

Under the AAO, the department was renamed the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

Responsibility for sport and recreation functions (Outcome 7: Sport and Physical Activity) was transferred to the Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (ITRDCSA) portfolio from the Health, Disability and Ageing portfolio.

Responsibility for national policy on cities, land and planning policy, the Planning Ministers Meeting, and enabling infrastructure for housing functions was transferred from the ITRDCSA portfolio to the Treasury portfolio. The current urban development programs (the City Deals, Thriving Suburbs, and Urban Precincts and Partnerships programs) remain with the department.

For information on compliance with annual reporting requirements under s17AJ(d) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), related to functions transferred to the Department of the Treasury, please refer the Department of the Treasury's 2024–25 Annual Report.

Refer to Part 1.3: Department-specific outcomes for information on changes to the department's outcome structure.

Portfolio structure

As at 30 June 2025, the Infrastructure, Transport, Regional Development, Communications, Sport and the Arts portfolio comprised of:

Table 1.1.1 Portfolio structure

Department of State	
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts	Secretary: Jim Betts
Portfolio Entities	
Airservices Australia	Chief Executive Officer: Rob Sharp
Australian Broadcasting Corporation	Managing Director: Hugh Marks
Australian Communications and Media Authority	Chair and Agency Head: Nerida O'Loughlin PSM
Australian Film, Television and Radio School	Chief Executive Officer: Dr Neil Greenwood
Australian Maritime Safety Authority	Chief Executive Officer: Kaylene Dale
Australian National Maritime Museum	Director and Chief Executive Officer: Daryl Karp AM
Australian Sports Commission	Chief Executive Officer: Kieren Perkins OAM
Australian Sports Foundation Limited	Chief Executive Officer: Sue Hunt AM
Australian Transport Safety Bureau	Chief Commissioner and Chief Executive Officer: Angus Mitchell
Bundanon Trust	Chief Executive Officer: Rachel Kent
Civil Aviation Safety Authority	Chief Executive Officer and Director of Aviation Safety: Pip Spence PSM
Creative Australia	Chief Executive Officer: Adrian Collette AM
High Speed Rail Authority	Chief Executive Officer: Tim Parker
Infrastructure Australia	Chief Executive Officer: Adam Copp
National Archives of Australia	Director-General: Simon Froude
National Capital Authority	Chief Executive: Karen Doran PSM
National Film and Sound Archive of Australia	Chief Executive Officer: Patrick McIntyre
National Gallery of Australia	Director: Dr Nick Mitzevich

Portfolio Entities	
National Library of Australia	Director-General: Dr Marie-Louise Ayres FAHA
National Museum of Australia	Director: Katherine McMahon
National Portrait Gallery of Australia	Director: Bree Pickering
National Transport Commission	Chief Executive Officer and Commissioner: Michael Hopkins
Northern Australia Infrastructure Facility	Chief Executive Officer: Craig Doyle
Old Parliament House	Executive Director and Chief Executive Officer: Stephanie Bull
Screen Australia	Chief Executive Officer: Deirdre Brennan
Special Broadcasting Service Corporation	Managing Director: James Taylor
Sport Integrity Australia	Chief Executive Officer: Dr Sarah Benson PSM

Government Business Enterprises	
Australian Postal Corporation	Group Chief Executive Officer and Managing Director: Paul Graham
Australian Rail Track Corporation Limited	Chief Executive and Managing Director: Wayne Johnson
National Intermodal Corporation Limited	Chief Executive Officer: James Baulderstone
NBN Co Limited	Chief Executive Officer: Ellie Sweeney
WSA Co Limited	Chief Executive Officer: Simon Hickey

Statutory Office Holders	
eSafety Commissioner	Commissioner: Julie Inman Grant
National Sports Tribunal	Chief Executive Officer: Dr Michelle Gallen

Part 1.2: Department overview

Accountable authority

Jim Betts, Secretary, Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts was the department's accountable authority for the period of this report.

Please note: James Chisholm, substantive Deputy Secretary of the Communications Group, acted in the role of Secretary between 21 August and 24 September 2025. As the Acting Secretary, James was the accountable authority for the signing of the Annual Performance Statements and the Financial Statements.

Our purpose

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

About us

The department touches the lives of Australians, every day. We have a national footprint with our people located in each state and territory capital city, regional areas, and in Australia's non-self-governing territories. This broad coverage brings benefits to the department including fostering greater collaboration both within the department and with our partners, strengthening our diversity and inclusion and most importantly contributing to better outcomes for all Australians.

Our work connects and enriches every Australian community, underpins our economy and society, and empowers our regions. This includes planning for the global digital economy, urban development and creating the transport and telecommunications systems of tomorrow. We also help empower our regional communities, promote our thriving sport and arts sectors and protect and celebrate the culture, heritage and languages of First Nations people.

Our role

The department's role is to achieve our purpose and deliver results through:

Providing strategic policy advice

We provide the Australian Government with high-quality strategic options and policy advice on infrastructure, northern Australia, transport, regional development, territories, communications, sport, arts and related cultural matters. Our advice is evidence-based and informed by research, consultation, analysis and broader governmental objectives. We identify trends, gaps and emerging issues as well as risk in markets and society, so as to provide high-quality strategic options and policy advice.

Delivering programs and services

We deliver efficient and effective programs and services to achieve the government's policy outcomes. We adhere to high standards of integrity and public administration. We seek to continuously balance risk and opportunity to achieve better outcomes.

Delivering and administering fit-for-purpose regulation

We administer portfolio legislation efficiently and effectively by taking a risk-based, collaborative and data-driven approach to reviewing and shaping our regulatory setting. We work continuously to improve our regulatory performance and we seek to ensure our regulation incentivises appropriate investment and is fit for purpose.

Executive

Members of our Executive Team as at 30 June 2025.

Jim Betts
Secretary

Jessica Hall
Deputy Secretary
Infrastructure

Marisa Purvis-Smith
Deputy Secretary
Transport

David Mackay
Deputy Secretary
Sport, Territories
and Regions

James Chisholm
Deputy Secretary
Communications
and Media

Phil Smith
Acting Deputy Secretary
Creative Economy
and the Arts

Maree Bridger
Chief Operating Officer

Department structure

As at 30 June 2025.[4]

Figure 1.2.1 Organisational chart

Secretary
Jim Betts

Chief of Staff
Angela French

First Nations Partnerships
Bek Hendriks (acting)

Creative Economy and the Arts

Deputy Secretary
Phil Smith (acting)

Office for the Arts
- Arts Development and Investment
- Collections and Cultural Heritage
- Cultural Policy Strategy and Program Support
- Screen and Arts Workforce Development
- Creative Industries
- First Nations Languages and Regional Arts

Corporate Group

Chief Operating Officer
Maree Bridger

Finance, Budget and Governance
- Budget Engagement and Strategy
- Financial Management
- Assurance, Integrity, Risk and Governance

Information Technology
- Strategy, Architecture and Cyber Security
- Digital Delivery

Legal, Legislation Liaison and Privacy
- Legal Services Commercial Law and Privacy
- Legal Services Public Law and Legislation Liaison

Data, Research and Strategy
- BITRE and BCARR
- Strategy, Economic Policy and Evaluation
- Data, Systems and Information Management

Enabling Services
- Communication
- Integrated Services
- Government Services

Enterprise Resource Planning Program

People/Chief People Officer

Transport

Deputy Secretary
Marisa Purvis-Smith

Domestic Aviation and Reform
- Domestic Policy and Programs
- Sydney Airport Slots and Consumer Aviation Reforms
- Airports
- Airport Environment
- ● Aviation Response Taskforce

International Aviation, Technology and Services
- Western Sydney Airport Regulatory Policy
- International Aviation
- Safety and Future Technology
- Transport Accessibility and Future Fuels

Surface Transport Emissions and Policy
- Land Transport Policy
- Maritime and Shipping
- Transport Partnerships and Emerging Technology
- Reducing Surface Transport Emissions
- Strategic Fleet
- New Vehicle Efficiency Standard Regulator

Interim Commonwealth Aviation Industry Ombuds Scheme

● Taskforce

This organisational chart denotes the substantive occupants or long term acting.

Portfolio entities, government business enterprises (GBE) and statutory office holders (SOH)

- Australian National Maritime Museum
- Creative Australia
- Bundanon Trust
- National Library of Australia
- National Museum of Australia
- National Gallery of Australia
- National Portrait Gallery of Australia
- Screen Australia
- Australian Film, Television and Radio School
- National Archives of Australia
- National Film and Sound Archive
- Museum of Australian Democracy

- Airservices Australia
- Australian Transport Safety Bureau
- Civil Aviation Safety Authority

- Australian Maritime Safety Authority
- National Transport Commission

4 The department's most recent structure chart is available at: www.infrastructure.gov.au/department/our-organisation#org

Projects, Policy and Coordination

Culture, Capability and Collaboration

Infrastructure

Deputy Secretary
Jessica Hall

Road and Vehicle Safety
- Vehicle Safety Policy and Partnerships
- Office of Road Safety
- Vehicle Safety Operations
- Targeted Infrastructure Programs

Land Transport Infrastructure
- Budget, Policy and Assurance
- QLD Infrastructure Investment and Brisbane 2032 Games Venues
- NSW and ACT Infrastructure Investment
- VIC, Tas and SA Infrastructure Investment
- WA and NT Infrastructure Investment
- Infrastructure Investment Reform
- RPM Taskforce

Commonwealth Infrastructure Projects
- Western Sydney International Delivery
- Freight Terminals
- Taskforce
- Rail Delivery
- High Speed Rail and Infrastructure Advisory

Communications and Media

Deputy Secretary
James Chisholm

Digital Platforms, Safety and Classification
- Classification
- Digital Platforms, International and Policy
- Online Safety

Communications Infrastructure
- Broadband and Emerging Communications
- Markets, Competition and Spectrum
- Digital Inclusion and Deployment
- Universal Services

Communications Services and Consumer
- Regional Mobile Infrastructure Programs
- Regional Connectivity
- Post and International
- Consumer Safeguards
- Emergency Communications and Resilience

Media Policy
- Broadcasting and Gambling
- Media Reform
- News and Journalism

Sport, Territories and Regions

Deputy Secretary
David Mackay

Regional Development and Local Government
- Regional Policy
- Local Government, Regional Intelligence and Data
- Regional Programs

Territories
- Indian Ocean Territories
- Territories Enabling Services
- Norfolk Island and Mainland Territories

Partnerships and Projects
- Office of Northern Australia
- Northern Australia Investments and Projects
- Partnership Programs
- Major Projects and Programs

Office for Sport
- Policy and Programs
- Major Events

High Speed Rail Authority
Infrastructure Australia
National Intermodal Corporation Ltd (GBE)
Australian Rail Track Corporation Ltd (GBE)
WSA Co. Ltd (GBE)

Australian Broadcasting Corporation
Special Broadcasting Service Corporation

eSafety Commissioner (SOH)

NBN Co. Ltd (GBE)

Australian Postal Corporation (GBE)
Australian Communications and Media Authority

National Capital Authority

Northern Australia Infrastructure Facility

Australian Sports Commission
Sport Integrity Australia
National Sports Tribunal (SOH)
Australian Sports Foundation

Part 1.3: Department-specific outcomes

Changes to the department's outcome structure

As a result of changes to the Administrative Arrangements Orders (AAO) (dated 13 May 2025), changes have been made to the department's outcome structure published in the 2024–25 *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements*, 2024–25 *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Additional Estimates Statements* and the 2024–25 *Department of Infrastructure, Transport, Regional Development, Communications and the Arts Corporate Plan*.

Responsibility for Outcome 7: Sport and Physical Activity was transferred to the department from the Department of Health, Disability and Ageing. In accordance with the annual reporting requirements, under s17AJ(d) of the PGPA Rule 2014, functions transferred to the department are reported within this annual report for the entire reporting period (that is 1 July 2024 to 30 June 2025). Funding was transferred under s75 of the *Public Governance, Performance and Accountability Act 2013* from 1 July 2025 and are therefore not reflected in Part 4: Financial Statements in this annual report. Refer to the Department of Health, Disability and Ageing's 2024–25 Annual Report for financial reporting related to Sport. For performance reporting related to Sport, refer to Part 2: Annual Performance Statements of this annual report.

Responsibility for national policy on cities, land and planning policy, the Planning Ministers Meeting, and enabling infrastructure for housing was transferred to the Department of the Treasury (Treasury). The current urban development programs (the City Deals, Thriving Suburbs, and Urban Precincts and Partnerships programs) remain with the department. In accordance with annual reporting requirements under s17AJ(d) of the PGPA Rule 2014, functions transferred to Treasury, are reported within Treasury's 2024–25 Annual Report for the entire reporting period (that is 1 July 2024 to 30 June 2025). Funding transferred to Treasury under s75 of the *Public Governance, Performance and Accountability Act 2013* from 1 July 2025 and are therefore reflected in Part 4: Financial Statements of this annual report. Refer to the Department of the Treasury's 2024–25 Annual Report for performance reporting on transferred functions.

Please note: All functions related to changes to the AAO were transferred during the reporting period. However, these were not able to be reflected in the department's outcome structure by 30 June 2025. Table 1.3.1 details changes made during the reporting period and Table 1.3.2 details changes made after the reporting period. Changes made after the reporting period (changes to Outcome 3) are not reflected in Part 2: Annual Performance Statements.

Table 1.3.1 Changes to the department's outcome structure during the reporting period

Previous outcome statement and program name	New outcome statement and program name
Outcome 4: Contribute to healthy, active communities and a sustainable sport system through policy development, coordination and targeted support **Program 4.1:** Sport and Physical Activity *Previously the responsibility of the Department of Health, Disability and Ageing*	**Outcome 7:** Contribute to healthy, active communities and a sustainable sport system through policy development, coordination and targeted support **Program 7.1:** Sport and Physical Activity

Table 1.3.2 Changes to the department's outcome structure after the reporting period

Previous outcome statement and program name	New outcome statement and program name
Outcome 3: Strengthening the sustainability, capacity and diversity of Australia's cities and regions including northern Australia, including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing grants and financial assistance **Program 3.3:** Cities	**Outcome 3:** Strengthening the sustainability, capacity and diversity of Australia's urban and regional areas including northern Australia, including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing grants and financial assistance **Program 3.3:** Urban Development

Our purpose, outcomes, programs and key activities

As at 30 June 2025,[5] the department had the following purpose, outcomes, programs and key activities.

Our purpose:

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

Outcome 1:

Transport Connectivity (Infrastructure)

Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure

Program 1.1: Infrastructure Investment

Key activities

- Advise on, deliver and manage the Infrastructure Investment Program (IIP)
- Support of Government Business Enterprises.

Outcome 2:

Transport Connectivity (Transport)

An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations

Program 2.1: Surface Transport

Key activities

- Support surface transport decarbonisation, productivity and safety through policy advice
- Administer regulatory functions to drive compliance across the surface transport emissions, productivity and maritime safety environments
- Administer and monitor the delivery of surface transport programs.

Program 2.2: Road Safety

Key activities

- Support road safety in Australia
- Administration of the Road Vehicle Standards (RVS) legislation
- Advise on and deliver better road safety.

Program 2.3: Air Transport

Key activities

- Lead the design of the Western Sydney Airport flight paths
- Support the implementation of key Aviation White Paper Outcomes
- Manage domestic aviation programs and regulations
- Support a safe and accessible transport system
- Administer effective domestic aviation safety policy.

Outcome 3:

Regional Development, Local Government, Cities and Northern Australia

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

Program 3.1: Regional Development

Key activity

- Advise on and deliver programs to support regional development and local governments.

Program 3.2: Local Government

Key activity

Advise on and deliver programs to support regional development and local governments.

Program 3.3: Cities

Key activities

- Work with Queensland to deliver infrastructure for the Brisbane 2032 Olympic and Paralympic Games
- Advise on and deliver commitments to enhance Australia's cities and towns.

5 For the department's current purpose, outcomes, programs and key activities, refer to the department's 2025–26 Corporate Plan available at: www.infrastructure.gov.au/about-us/corporate-reporting/2025-26-corporate-plan

Program 3.4: Growing a Stronger Northern Australia Economy

Key activity

- Progress key initiatives and monitor whole-of-government implementation of the northern Australian agenda.

Outcome 4:
Territories

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

Program 4.1: Services to Territories

Key activities

- Ensuring governance and legislative arrangements are fit for purpose to:
  a. support delivery of services and programs to Australia's non-self-governing territories
  b. facilitate our national interests in the Australian Capital Territory and the Northern Territory
- Provide essential infrastructure, fund and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory.

Outcome 5:
Communications Connectivity

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

Program 5.1: Digital Technologies and Communications Services

Key activities

- Provide advice to the government on, and deliver, communications programs, including in regional and remote Australia
- Provide effective and inclusive communications services and technologies
- Advise on spectrum management and the regulatory and legislative framework for broadband and other telecommunications
- Advise on the news, broadcasting and media industry
- Advise on harmful online and digital content, and activities.

Outcome 6:
Creativity and Culture

Participation in, and access to, Australia's arts and culture through developing and supporting cultural expression

Program 6.1: Arts and Cultural Development

Key activities

- Protecting and promoting Australian content
- Deliver policy and programs that support the cultural and creative sectors and enable all Australians to access and participate in cultural and creative activities
- Deliver policies and programs to support Australian cultural heritage, including Indigenous cultural heritage, arts, languages and repatriation.

Outcome 7:
Sport and Physical Activity

Contribute to healthy, active communities and a sustainable sport system through policy development, coordination and targeted support

Program 7.1: Sport and Physical Activity

Key activities

- Developing and implementing sport policies, programs, and initiatives which enable participation in sport and physical activity in collaboration with Commonwealth sport entities and the broader sport sector
- Developing and coordinating a strategic approach to whole-of-government support for the planning and delivery of major international sporting events hosted in Australia, including the Brisbane 2032 Olympic and Paralympic Games.

Part 2
Annual Performance Statements

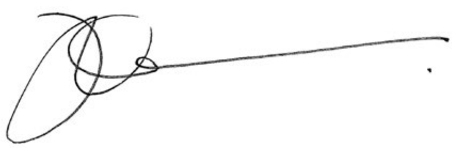
Statement of preparation

Accountability authority statement

I, as the accountable authority for the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (department), present the 2024–25 Annual Performance Statements for the department, which have been prepared in accordance with paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In my opinion, these Annual Performance Statements accurately present the department's performance for the year ending 30 June 2025, and comply with section 16F of the *Public Governance, Performance and Accountability Rule 2014* and subsection 39(2) of the PGPA Act.

The department remains committed to its continuous improvement journey of its performance reporting.



James Chisholm
Acting Secretary

12 September 2025

Introduction

The 2024–25 Annual Performance Statements outline the progress the department has made towards achieving its purpose:

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

This includes planning for the global digital economy, creating the infrastructure, transport and telecommunications systems of tomorrow and building a thriving and inclusive sport sector. We also help empower our regional communities, promote our thriving arts sector and protect and celebrate the culture, heritage and languages of First Nations people.

The achievement of our purpose is guided by our priorities:

- Transport connectivity
- Infrastructure
- Regional development
- Territories
- Sport
- Communications connectivity
- Creativity and culture.

Following machinery of government changes in May 2025, the department broadened its remit to include Sport as one of our priority purposes — building a thriving sport system to support healthy, active, connected communities and harnessing the once-in-a-generation opportunity of the Brisbane 2032 Olympic and Paralympic Games to bring social and economic benefits to Australia.

Performance reporting

Performance reporting has been prepared in accordance with performance information published in the *Department of Infrastructure, Transport, Regional Development, Communications and the Arts 2024–25 Corporate Plan* (Corporate Plan) and subsequently updated through the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2025–26* (2025–26 PBS). Through our performance reporting, we aim to demonstrate both the efficient use of taxpayer resources and a strong commitment to the quality and impact of our work.

The department is progressing through a continuous improvement process to strengthen its performance reporting. This includes enhancing our performance framework to comprehensively capture activities with a focus on meaningfulness and materiality. The department has focused on improving the reliability and accuracy of performance reporting and ensuring that insights from reporting inform continuous learnings and improvement.

Changes to our performance information, including through machinery of government changes

A revised Administrative Arrangements Order (AAO) was issued following machinery of government changes in May 2025.

Responsibility for sport and physical activity policy and functions were transferred to our portfolio from the Health, Disability and Ageing portfolio. Responsibility for land and planning policy, and cities and urban policy functions were transferred from our portfolio to the Treasury portfolio. Resulting changes to our performance measures are documented in the variations to performance information register at Table 2.2.

In 2025, the department is nearing the end of its 3-year journey to strengthen its performance reporting practices. This initiative delivered more accurate, transparent and meaningful reporting that better reflects our priorities and outcomes. The department remains committed to its continuous improvement journey of its performance information.

As part of our focus on continuous improvement, we undertook a review of 2024–25 performance measures as set out in the department's 2024–25 Corporate Plan. This review identified areas for improvement, and drawing on better practice and previous learnings, we refined several measures and targets through the 2025–26 PBS to provide a more accurate reflection of our functions. We did not publish an updated Corporate Plan as these changes did not constitute a significant variation.[6] Table 2.2 outlines the variations in key activities, performance measures, targets and methodology subsequent to the publication of the 2024–25 Corporate Plan.

Policy Advice Assessment Methodology

In 2024–25, we strengthened our Policy Advice Assessment Methodology (the Methodology) to evaluate and uplift our role in supporting senior executives and ministers to make informed policy and funding decisions across our remit. Ten performance measures were assessed against the Methodology to determine the quality, timeliness and evidence base of our policy advice.[7]

The department undertook a tailored approach to determine the selection of policy for assessment based on a sample size calculated from a pre-determined confidence interval. Where performance measures had larger populations, we reduced the confidence interval which in turn increased the margin of error. We considered an increase to the margin of error as acceptable due to a combination of resourcing constraints and acknowledgment that the overall risk of misrepresenting the measure result was minimal. In instances where a sampled policy item was identified as an exclusion after the initial sample was extracted, it was removed from the population and the confidence interval was recalculated based on the new total population size. All performance measures except for measure 17 had a confidence interval of 85% or above. Measure 17 had a confidence interval of 83% and the department accepted a minor increase to the margin of error to uphold the integrity of the assessment process while maintaining confidence in the result.

6 In accordance with the guidance on publishing a varied corporate plan as set out in the Department of Finance's Resource Management Guide 132, available at: www.finance.gov.au/government/managing-commonwealth-resources/corporate-plans-commonwealth-entities-rmg-132/variations-corporate-plan

7 The Methodology does not provide a basis to assess the outcomes of individual policy advice, but instead aims to assess each individual policy advice against a framework to ensure a consistent and unbiased result.

An internal panel of experienced executive level and senior executive service employees who had not been directly involved in the writing of any relevant policy advice, assessed the policy advice against specific criteria. For policy advice to be considered high quality, timely and evidence based, it must be rated as a 'pass' for all 3 criteria. This means scoring 75% or above for the quality and evidence base criterion, and a unanimous 'yes' response for timeliness. Once the scores for each piece of policy advice were finalised, the measure result was calculated using a mathematical equation to determine the overall reporting result against the department's results key at Table 2.1.

Table 2.1 Results key 2024–25

Reporting result	Result calculation range
Target met	≥95%
Target substantially met	75% – 94%
Target partially met	50% – 74%
Target not met	≤49%
No target	Measure does not have a defined target

Variations to performance information

Table 2.2 lists changes that were made against performance information from the 2024–25 Corporate Plan. The majority of these changes were reflected in the 2025–26 PBS before the conclusion of the 2024–25 financial year in compliance with the 'clear read' principle[8] — these are denoted by an '*'.

Table 2.2 Table of changes

Program	Measure	Change type	Rationale for change	2024–25 Corporate Plan page
1.1	1	Measure*	Amended to specify that policy advice is provided on IIP Project Proposal Report(s).	48
1.1	2	Measure*	Amended to reflect the department's role in assessing milestone claims for payment.	48
1.1	2	Target* and methodology	Amended to reflect the department's role and process in assessing 100% of milestone claims.	48
1.1	3	Target*	Amended to broaden the type of advice provided.	49
2.1	4	Methodology	Updated to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.	54
2.1	5	Methodology	Amended to better reflect the activities of the department in part b. of the performance measure.	55
2.1	6	Methodology	Updated to accurately reflect the methodology.	56
2.2	8	Measure*, target* and methodology	Updated to reflect the department's role in delivering the non-infrastructure road safety grants programs to support the National Road Safety Action Plan 2023–25.	59

8 Further information on the 'clear read' principle can be found in the Department of Finance's Resource Management Guide 129, available at: www.finance.gov.au/government/managing-commonwealth-resources/reporting-performance-information-portfolio-budget-statements-rmg-129

Program	Measure	Change type	Rationale for change	2024–25 Corporate Plan page
2.3	14	Methodology	Updated to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.	64
3.1	15	Measure*, target* and methodology	Updated to reflect the department's role in the change of delivery model to a state-based program through a Federation Funding Agreement.	31
3.1	17	Target* and methodology	Updated to capture 'evidence based' and ensure consistency across all departmental policy advice performance measures.	72
3.3	19	Methodology	Updated to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.	76
3.3	20	Measure, target and methodology	Updated to reflect the correct title of the Federation Funding Agreement Schedule.	76
3.3	21	Target* and methodology	Updated to reflect the department's role in the change of delivery model to a state-based program through a Federation Funding Agreement.	77
3.3	22	Target* and methodology	Updated to reflect the department's role in the change of delivery model to a state-based program through a Federation Funding Agreement.	77
3.3	23	Measure	Measure transferred to the Treasury portfolio in May 2025 in accordance with machinery of government changes. Results for this performance measure will be reported in Treasury's 2024–25 Annual Report.	78
4.1	25	Methodology	Updated to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.	85
4.1	26	Methodology	Updated to accurately reflect the methodology.	86

Program	Measure	Change type	Rationale for change	2024–25 Corporate Plan page
5.1	28	Methodology	Updated to include project completion reports.	93
5.1	30	Methodology	Updated to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.	94
5.1	31	Target* and methodology	Updated to capture 'evidence based' and ensure consistency across all departmental policy advice performance measures.	95
5.1	32	Target* and methodology	Updated to capture 'evidence based' and ensure consistency across all departmental policy advice performance measures.	95
6.1	33	Target	Amended to correct the name of the area with responsibility for delivering the actions within the performance measure.	102
7	N/A	Outcome	Outcome 7 added to reflect the transfer of sport and physical activity policy and functions from the Department of Health, Disability and Ageing in May 2025 in accordance with machinery of government changes.	N/A
7.1	N/A	Program	Program 7.1 added to incorporate the transfer of sport and physical activity policy and functions from the Department of Health, Disability and Ageing in May 2025 in accordance with machinery of government changes.	N/A
7.1	N/A	Key activities	Key activities added to incorporate the transfer of sport and physical activity policy and functions from the Department of Health, Disability and Ageing in May 2025 in accordance with machinery of government changes.	N/A

Program	Measure	Change type	Rationale for change	2024–25 Corporate Plan page
7.1	35	Measure	Measure transferred from the Department of Health, Disability and Ageing in May 2025 in accordance with machinery of government changes.	N/A
7.1	36	Measure and target*	Measure transferred from the Department of Health, Disability and Ageing in May 2025 in accordance with machinery of government changes. The target of this performance measure was updated in the current year table of the Health and Aged Care Portfolio 2025–26 Portfolio Budget Statements[9] to reflect the major sporting events in 2024–25.	N/A

Structure of the Annual Performance Statements

The Annual Performance Statements demonstrate a direct link between the department's activities and their contribution towards achieving our purpose. The Annual Performance Statements are divided into 7 chapters, with each chapter focusing on performance against each of the department's outcomes. Each chapter contains:

> a performance snapshot of achievement against the outcome

> performance results and analysis of the department's performance.

Select chapters contain spotlights to provide analysis on other work undertaken throughout the year which would otherwise not be explicitly captured through performance measures.

9 Available at: www.health.gov.au/resources/collections/budget-2025-26

Performance snapshot

In 2024–25, we demonstrated our performance across 35 measures and 48 targets. The department's effectiveness was assessed across 12 programs which directly support the achievement of our purposes and outcomes. All composite targets, where applicable, were weighted equally in determining whether the overall measure was met or not.

Of the 35 performance measures reported on:

> 27 were met (77%)
> 7 were substantially met (20%)
> 0 were partially met (0%)
> 1 was not met (3%)
> 0 had no target (0%).

The 2024–25 Corporate Plan contained one other performance measure not captured here as the measure (measure 23) transferred to the Treasury portfolio in May 2025 in accordance with machinery of government changes. Results of the 2 sports measures (measures 35 and 36) transferred to the department from the Department of Health, Disability and Ageing in May 2025 in accordance with machinery of government changes are included here. The transfer of these measures is described in the Table of changes (Table 2.2).

Figure 2.1 2024–25 overall performance results

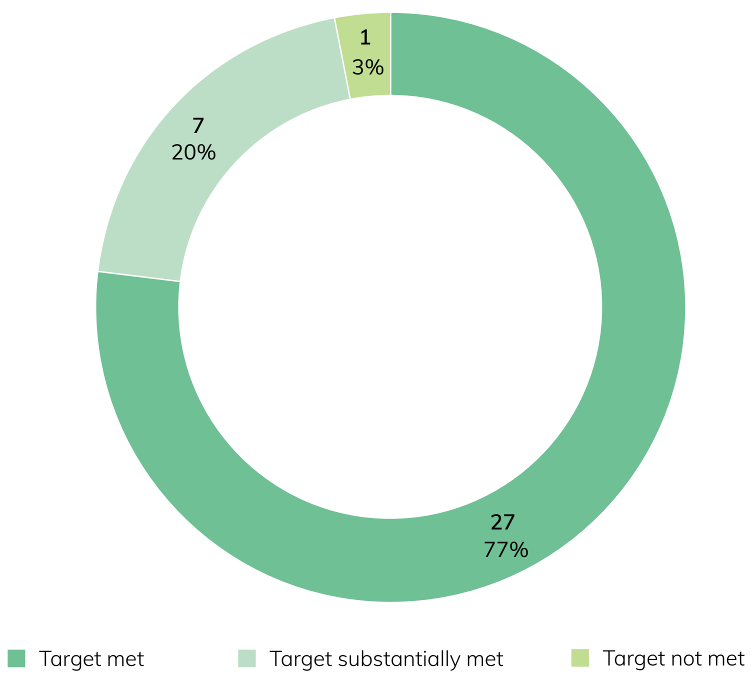


Table 2.3 2024–25 performance results by measure

Performance measure		2024–25 result
Outcome 1		
1	Policy advice on Infrastructure Investment Program (IIP) Project Proposal Report(s)	Target met
2	Assessment of milestone claims for payments on Infrastructure Investment Program projects (listed in the relevant tables in the Federation Funding Agreements Schedule (FFAS))	Target met
3	Shared oversight for the delivery of Commonwealth Infrastructure projects in relation to: a. Australian Rail Track Corporation Limited b. WSA Co Limited c. National Intermodal Corporation Limited	Target substantially met
Outcome 2		
4	Policy advice relating to: a. heavy vehicle, maritime and rail safety b. surface transport productivity and effectiveness c. surface transport decarbonisation and maritime environment protection d. national freight and supply chains	Target met
5	Administration of regulatory functions for: a. Maritime regulation b. New Vehicle Efficiency Standard (NVES) regulator	Target met
6	Provide effective administration of surface transport and emissions program functions: a. Tasmanian Shipping Programs (TFES and BSPVES) b. Heavy Vehicle Safety Initiative c. Real World Testing of Vehicle Efficiency d. Strategic Local Government Asset Assessment Project e. Regional Australia Level Crossing Safety Program	Target met
7	Administration of the Road Vehicle Standards (RVS) legislation	Target met
8	Delivery of non-infrastructure road safety grants programs to support the implementation of the National Road Safety Action Plan 2023–25	Target met
9	Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport	Target met
10	Percentage of Master Plans and Major Development Plans (MDP) processed for leased federal airports within statutory timeframes	Target met

Performance measure		2024–25 result
11	Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) Program	Target met
12	The number of per- and poly-fluoroalkyl substances (PFAS) investigations undertaken at civilian airports	Target not met
13	Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for current year's 10-year average	Target met
14	Policy advice supporting aviation safety	Target met
Outcome 3		
15	Delivery of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes	Target met
16	Percentage of Regional Development Australia (RDA) Committees achieving agreed outcomes as demonstrated by: a. stakeholders satisfied with the performance of their RDA b. departmental review of RDA reporting	Target met
17	Policy advice on regional development and local government	Target substantially met
18	Financial assistance is provided to local government in accordance with the Local Government (Financial Assistance) Act 1995 consisting of: a. a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) b. ban identified local road component which is distributed between the states and territories according to fixed historical shares	Target met
19	Policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects	Target substantially met
20	Approval of Brisbane 2032 Olympic and Paralympic venue infrastructure project milestones in line with the Federation Funding Agreement Schedule (FFAS)	Target met
21	Delivery of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes	Target met
22	Delivery of the Thriving Suburbs Program to support investment in community infrastructure	Target met
23	Advice on Australian cities policy *This measure transferred to the Treasury portfolio in May 2025 in accordance with machinery of government changes. Results for this performance measure will be reported in Treasury's 2024–25 Annual Report*	N/A

Performance measure		2024–25 result
24	Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for Ministerial consideration within statutory timeframes	Target met
Outcome 4		
25	Advice on governance and legislative arrangements in Australia's territories	Target substantially met
26	Availability of key services in the non-self-governing territories	Target met
Outcome 5		
27	Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program	Target met
28	Total amount of new or improved contracted outcomes delivered through the Regional Connectivity Program	Target met
29	Accessible communication services for Australians, through: a. National Relay Service (NRS) b. Audio description services c. Broadcaster captioning compliance	Target substantially met
30	Policy advice on the regulatory and legislative framework for spectrum management, broadband and other telecommunications matters	Target substantially met
31	Policy advice about the news, broadcasting and media industry	Target met
32	Policy advice about harmful online and digital content and activities	Target substantially met
Outcome 6		
33	Contribute to the delivery of actions within *Revive*, the National Cultural Policy 2023–2027	Target met
34	Administered grants are paid within a timely manner	Target met
Outcome 7		
35	Participation in weekly sport and physical activity as measured through: a. Percentage of Australian children aged zero to 14 years participating in organised sport and/or physical activity outside of school hours at least once per week b. Percentage of Australians aged 15 years and over participation in sport and/or physical activity at least once per week	Target met
36	Strategic coordination of Commonwealth responsibilities in relation to the planning and delivery of the following future international major sporting events in Australia	Target met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Outcome 1:
Transport Connectivity (Infrastructure)

Outcome Statement

Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure

Performance snapshot

Program	Target met	Target substantially met	Target partially met	Target not met	No target
1.1: Infrastructure Investment	2	1	-	-	-
Total	**2**	**1**	**-**	**-**	**-**

Program 1.1: Infrastructure Investment

Program objective

The Infrastructure Investment Program (IIP) supports economic growth, makes travel safer, increases transport access and supports regional development to improve connectivity for communities and freight. It is delivered in partnership with states, territories, and stakeholders to support nationally significant projects that improve productivity, resilience, liveability, and sustainability.

Key activities	Performance measure(s)
Advise on, deliver and manage the Infrastructure Investment Program (IIP)	1 and 2
Support of Government Business Enterprises	3

Performance results

Performance measure 1	**Policy advice on Infrastructure Investment Program (IIP) Project Proposal Report(s)**	
Target	Policy advice is high quality, timely and evidence based.	
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.38. *DITRDCA Corporate Plan 2024–25*, p.48.	
2024–25 result	Target met. 96% of policy advice was high quality, timely and evidence based.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Not applicable; new performance measure for 2023–24.
Owner	Land Transport Infrastructure Division.	
Changes	The wording of this performance measure was updated in the current year table in the 2025–26 Portfolio Budget Statements to reflect that advice is provided on project proposals received by jurisdictions, in line with the Notes on Administration for Land Transport Infrastructure Projects 2024–2029.	

Analysis of performance

In 2024–25, the department prepared 77 pieces of policy advice relating to this performance measure which was used as the population to determine the sample for assessment. Based on a confidence interval of 85%, 28 pieces of policy advice were sampled and assessed by the panel. Of the 28 sampled, 27 pieces of policy advice were assessed as high quality, timely and evidence based resulting in a performance measure result of 96%. While some briefs did not meet the assessment threshold, these results should be considered alongside the inherent nuances of providing policy advice, and the metrics used in the Policy Advice Assessment Methodology. All briefs were cleared by the department and actioned by the minister's office, fulfilling their intended purpose within the context and timing of delivery.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1). This replaced the previous averaging method used in 2023–24. As a result, the outcome of this year's assessment is not directly comparable to last year.

Project planning for IIP projects is undertaken by state and territory governments who provide project proposals to the department.[10] The department provides policy advice to the Minister for Infrastructure, Transport, Regional Development and Local Government to enable funding and project approval decisions that are consistent with the *National Land Transport Act 2014, Public Governance, Performance and Accountability Act 2013* and *Federal Financial Relations Act 2009*.

The Australian Government's Infrastructure Policy Statement (IPS) commits the government to delivering nationally significant infrastructure and sets out the 3 strategic themes for future investment: productivity and resilience, liveability and sustainability.[11] As stated in the IPS, transport infrastructure should not be an end in itself — when properly planned and targeted, it is an enabler that helps unlock a range of significant economic, social and environmental objectives.

The high quality, timely and evidence-based policy advice provided to the minister on project proposals allows the government to make funding decisions on project approvals in line with the IPS. The department will seek continuous improvement in the way it provides advice on project proposals for the IIP.

10 Further information is available at: https://investment.infrastructure.gov.au

11 Further information is available at: www.infrastructure.gov.au/department/media/publications/infrastructure-policy-statement

Performance measure 2	Assessment of milestone claims for payments on Infrastructure Investment Program projects (listed in the relevant tables in the Federation Funding Agreements Schedule (FFAS))
Target	100% of milestone claims received by the department have been assessed, with accurate and complete claims authorised for payment.
Methodology	The FFAS establishes the requirements for assessing and scheduling milestones with funding recipients. These are documented through internal guidance material. The assessment will be calculated by first calculating the percent of claims assessed to the number of claims submitted. This is followed by calculating the percent of claims authorised for payment to the number of claims that were assessed as accurate and complete.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.38. *DITRDCA Corporate Plan 2024–25*, p.48.
2024–25 result	Target met. 100% of milestone claims received by the department were assessed, with 100% of accurate and complete claims authorised for payment.
Previous results	Not applicable; new performance measure for 2024–25.
Owners	Land Transport Infrastructure Division. Road Vehicle Safety Division.
Changes	The wording of this performance measure was updated in the current year table in the 2025–26 Portfolio Budget Statements to clarify the department's role in assessing milestone payments, rather than focusing on the proportion of payments delivered. The methodology of the performance measure has been updated from the 2024–25 Corporate Plan to better reflect the activities of the department.

Analysis of performance

In 2024–25 the department received 1,007 milestone claims relating to Infrastructure Investment Program (IIP) projects listed in the relevant tables in the FFAS.[12] The department assessed all claims received from jurisdictions. Of the 1,007 claims assessed, 896 were found to be accurate and complete and 100% (896) of these were authorised for payment.

In accordance with the *National Land Transport Act 2014* and *Public Governance, Performance and Accountability Act 2013*, IIP funds are released to the states and territories through milestone payments to allow for the delivery of nationally significant land transport projects, primarily in the form of new and upgraded road and rail infrastructure across all Australian jurisdictions.

12 Available at: www.federalfinancialrelations.gov.au/agreements/land-transport-infrastructure-projects-2024-2029

States and territories must verify that the milestone has been achieved by providing the department with acceptable evidence accompanied by a statement signed by a senior official. The department is responsible for verifying milestone achievement, including ensuring sufficient evidence has been provided to support the claim. Funding is approved for payment if the evidence is accepted by the department.

The Australian Government invests in nationally significant land transport infrastructure projects through the IIP. These projects are delivered in partnership with state and territory governments and local government associations. Through the Infrastructure Policy Statement,[13] the government identified 3 strategic themes to help guide its infrastructure investment: productivity and resilience, liveability, and sustainability, which encapsulate the benefits intended for the Australian community. The department will continue to report on its delivery of investment under the IIP for future reporting years.

13 Available at: www.infrastructure.gov.au/department/media/publications/infrastructure-policy-statement

Spotlight

Infrastructure Investment Program

Bunbury Outer Ring Road (BORR) Project

The Bunbury Outer Ring Road (BORR) was officially opened in December 2024. The Australian Government committed $1.1 billion, while the WA Government contributed $356.7 million to the $1.46 billion project.

In 2024–25, the department made 2 milestone payments totaling over $150 million on the BORR project. The most recent milestone payment of $102.4 million was made in April 2025, following the BORR opening to traffic.

The project created a 27 km 4-lane highway that links Forrest Highway to Bussell Highway providing safer, more efficient traffic routes for freight, tourists, and locals. The project commenced construction in February 2021 and was completed in December 2024. BORR was renamed to the Wilman Wadandi Highway after the Traditional Owners of the land where the new highway is located.

The project has:

> improved safety with less congestion and the separation of local and regional traffic

> reduced travel times by around 20 minutes and allowed 13 sets of traffic lights to be bypassed

> increased productivity gains by providing a dedicated freight route to the Bunbury Port

> created around 4,500 job opportunities during construction

> achieved ambitious Indigenous employment targets, approximately 5 times higher than the local Indigenous working age population.

Construction of the Wilman Wadandi Highway. Image supplied by Mainroads Western Australia.

Performance measure 3	Shared oversight for the delivery of Commonwealth Infrastructure projects in relation to: a. Australian Rail Track Corporation Limited b. WSA Co Limited c. National Intermodal Corporation Limited
Target	The department provides high quality, timely and evidence-based advice to government.
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.38. *DITRDCA Corporate Plan 2024–25*, p.49.
2024–25 result	Target substantially met. 81% of policy advice was high quality, timely and evidence based.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Commonwealth Infrastructure Projects Division.
Changes	The wording of this target was updated in the current year table in the 2025–26 Portfolio Budget Statements to ensure consistency across all departmental policy advice performance measures.

Analysis of performance

In 2024–25, the department prepared policy advice relating to this performance measure that were sampled and assessed for quality, timeliness and evidence base, resulting in the performance measure result of target substantially met.[14]

While some briefs did not meet the assessment threshold, these results should be considered alongside the inherent nuances of providing advice to the minister, and the metrics used in the Policy Advice Assessment Methodology. All briefs were cleared by the department and actioned by the minister's office, fulfilling their intended purpose within the context and timing of delivery.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1).

The department, through a range of briefing, provided policy advice to the Minister for Infrastructure, Transport, Regional Development and Local Government to support consideration of company performance, governance and reporting arrangements, project progress and funding proposals relating to the Australian Rail Track Corporation Limited (ARTC), WSA Co Limited (WSA) and National Intermodal Corporation Limited (NIC).

14 This measure is inherently different compared to other policy advice measures in that the advice provided may not always constitute policy advice. As such, where advice did not align with Policy Advice Assessment Methodology, its assessment was deemed not applicable and did not go toward the overall measure result.

In developing policy advice, the department engages with the ARTC, WSA and NIC. The department also collaborated and consulted with the Department of Finance in supporting Shareholder Ministers, as well as other Commonwealth agencies, state and territory governments, and statutory bodies including the National Transport Commission. Fostering these relationships supports the provision of sound, timely and relevant advice to government.

The advice provided by the department is contributing to the ongoing delivery of the Australian Government's infrastructure investment agenda. This includes freight rail, intermodal and airport investments that are improving network resilience, supporting productivity outcomes as well as realising economic and social benefits.

The advice provided by the department enabled the government to monitor the performance of these wholly-owned Commonwealth companies including advice on their strategic direction to ensure alignment with the government's expectations and priorities.

To continue to deliver quality advice, the department will promote continuous improvement in the oversight of these wholly-owned Commonwealth companies and identify ways to enhance the quality and content of policy advice.


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Outcome 2: Transport Connectivity (Transport)

Outcome Statement

An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations

Performance snapshot

Program	Target met	Target substantially met	Target partially met	Target not met	No target
2.1: Surface Transport	3	-	-	-	-
2.2: Road Safety	2	-	-	-	-
2.3: Air Transport	5	-	-	1	-
Total	**10**	**-**	**-**	**1**	**-**

Program 2.1: Surface Transport

Program objective

The Surface Transport Program supports economic growth, makes travel safer and increases transport access through delivering programs, policies and regulation for efficient, sustainable, safer and better-connected road, rail and maritime sectors.

Key activities	Performance measure
Support surface transport decarbonisation, productivity and afety through policy advice	4
Administer regulatory functions to drive compliance across the surface transport emissions, productivity and maritime safety environments	5
Administer and monitor the delivery of surface transport programs	6

Performance results

Performance measure 4	**Policy advice relating to:** **a. heavy vehicle, maritime and rail safety** **b. surface transport productivity and effectiveness** **c. surface transport decarbonisation and maritime environment protection** **d. national freight and supply chains**
Target	Policy advice is high quality, timely and evidence based.
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.
Source	*ITRDCA Portfolio Budget Statements* 2025–26, p.45. *DITRDCA Corporate Plan* 2024–25, p.54.
2024–25 result	Target met. 96% of policy advice was high quality, timely and evidence based.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Surface Transport Emissions and Policy Division.
Changes	The methodology for this performance measure has been updated from the 2024–25 Corporate Plan to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.

Analysis of performance

In 2024–25, the department prepared 62 pieces of policy advice relating to this performance measure which was used as the population to determine the sample for assessment. Based on a confidence interval of 85%, 26 pieces of policy advice were sampled and assessed by the panel. Of the 26 sampled, 25 pieces of policy advice were assessed as high quality, timely and evidence based resulting in a performance measure result of 96%. While some briefs did not meet the assessment threshold, these results should be considered alongside the inherent nuances of providing policy advice, and the metrics used in the Policy Advice Assessment Methodology. All briefs were cleared by the department and actioned by the minister's office, fulfilling their intended purpose within the context and timing of delivery.

This performance measure was assessed as a single measure as it was not possible to define policy advice at a composite level for individual assessment.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1).

Heavy vehicle, maritime and rail safety

Heavy vehicle

The department's policy advice on heavy vehicle safety has contributed to delivering on the intent of reforms agreed by ministers in 2022. The department's policy advice reflects the status of negotiations with the states and territories who manage roads and relevant laws and licensing.

Reforms to heavy vehicle safety laws and practices are led by the National Transport Commission (NTC), while the National Heavy Vehicle Regulator (NHVR) and Austroads play significant roles in leading streams of reform work. The department's role is to provide Commonwealth positions where relevant and to liaise and coordinate to promote outcomes in the national interest. Our policy advice reflects that role. We will continue working with the NTC, NHVR and states and territories to finalise the first package of amendments to the Heavy Vehicle National Law in 2025–26.

Maritime

The department's policy advice on maritime supports and facilitates the safe and efficient movement of goods and passengers, in the locations required, that meet the national interest. Policy advice incorporates several factors, including geopolitical tensions and events, natural disasters, state and territory planning and commercial decisions, industrial relations disputes, and international maritime obligations.

We work closely on reforms to maritime safety with the national regulator, the Australian Maritime Safety Authority (AMSA). As many of Australia's maritime obligations are governed by international conventions from the International Maritime Organization, we also work closely with the Department of Foreign Affairs and Trade, the Attorney-General's Department's Office of International Law, the Department of Employment and Workplace Relations, as well as other government agencies that have an interest in certain conventions.

Rail safety

The department provides policy advice to support the continued progress of rail reform. The NTC leads on a range of policy reforms to improve the safety of rail. The department supports the progression of these rail reform and policies, including advancing interoperability in rail, the review of the Rail Safety National Law. We also manage the Commonwealth's Regional Australia Level Crossing Safety Program, which is intended to deliver a coordinated approach toward level crossing safety. Other national safety initiatives the Commonwealth supports include implementing actions under the National Level Crossing Safety Strategy 2022–2031[15] and promoting industry uptake of the Office of the National Rail Safety Regulator's (ONRSR) Train Visibility Code of Practice.

The department works closely with ONRSR, Rail Industry Safety Standards Board, Australian Rail Track Corporation, Department of Industry and state and territory governments to support the streams of reform work. Our role is to provide Commonwealth positions where relevant and to liaise and coordinate to promote outcomes of national interest.

Surface transport productivity and effectiveness

The department's provision of policy advice on land transport productivity typically reflects the status of negotiations with the states and territories who manage road and rail networks, and laws and licensing. These negotiations are typically led by the NTC or NHVR.

The NHVR and Austroads play significant roles in leading streams of reforms to heavy vehicle productivity laws and practices work. Similarly, the NTC plays a significant role in advancing rail productivity reforms and standards. Our role is to provide Commonwealth positions, where relevant, and work with stakeholders to promote outcomes in the national interest. Our policy advice reflects that role.

The department's policy advice on heavy vehicle productivity has contributed to delivering on the intent of reforms agreed by ministers in 2022. Led by the NTC, a first package of amendments to the Heavy Vehicle National Law will be introduced in 2025–26 establishing a more flexible, less prescriptive legal and regulatory framework that responds to an evolving and diverse industry. The department will continue working with the NTC, NHVR and the states and territories to finalise the first package of amendments to the Heavy Vehicle National Law and progress heavy vehicle road market reforms.

Our policy advice has also contributed to the national agreement that digital train signalling control system investments are to follow consistent European Train Control Standards. This will ensure network interoperability across the Australian rail network. The department also supports NTC in their work to develop a national rolling stock registration process to reduce administrative red tape for rail operators across the nation. The department continues to work with the NTC and other industry bodies to develop the required standards and investment strategies to support the successful rollout of these reforms.

In relation to the maritime ports sector, an emerging focus on the National Voluntary Guidelines for landside stevedore charges and its influence in pricing and charging behaviour in Australian ports is gaining traction. The department will continue to work with the Treasury, state and territory departments, and the NTC (through the Infrastructure and Transport Senior Officials' Committee) to improve transparency and maximise freight productivity in Australia's ports.

15 Available at www.infrastructure.gov.au/department/media/news/national-level-crossing-safety-strategy-released

Surface transport decarbonisation and maritime environment protection

The department provides policy advice on surface transport decarbonisation that is attuned to external events. Our policy advice reflects the impact of the 2025 federal election, that is, that the government cannot make major policy decisions or actively participate in international negotiations while in caretaker. This particularly affected Australia's conduct during the International Maritime Organization's Marine Environment Protection Committee in April 2025 on greenhouse gas reduction measures.

We work closely with other government agencies, including the central agencies, the Department of Climate Change, Energy, Environment and Water, as well as other agencies such as AMSA.

Decarbonisation programs have large community benefits associated with them, particularly in relation to health benefits. The department continues to focus on the policy provision in this space and will finalise implementation of the New Vehicle Efficiency Standard and roll out the next wave of policy reforms.

National freight and supply chains

The department works closely with all jurisdictions through the National Freight and Supply Chain Strategy Jurisdictional Working Group. Both the 2025 federal election and the 2024 Queensland state election impacted the department's ability to provide policy advice on national freight and supply chains, however the department took a proactive role working jurisdictions throughout these periods.

Australia's national freight and supply chains are crucial to the Australian economy and everyday Australians. The policy work undertaken in this space contributes to resilient, safe and productive supply chains to ensure freight is moved around the country efficiently and safely.

The department is developing a refreshed National Freight and Supply Chain Strategy and new National Action Plan (NAP) and will continue to work with the jurisdictions to deliver actions under the NAP.[16]

The department is committed to continuous improvement by remaining abreast of the latest emerging evidence and best practice to continue to provide aligned policy advice.

16 Available at: www.infrastructure.gov.au/infrastructure-transport-vehicles/transport-strategy-policy/freight-supply-chains/national-freight-supply-chain-strategy

Performance measure 5	Administration of regulatory functions for: a. Maritime regulation b. New Vehicle Efficiency Standard (NVES) regulator
Target	a. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year. b. NVES regulator is established.
Methodology	a. A quantitative assessment of performance is undertaken against legislative requirements and government objectives. Internal data is verified against third party sources. All appropriate compliance actions are taken and recorded in line with supporting legislation. b. Formal launch of the NVES regulator through publication on the department's website and signature of the delegations instrument by the Secretary or their delegate.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.45. *DITRDCA Corporate Plan 2024–25*, p.55.
2024–25 result	Target met. a. Target met. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year. b. Target met. NVES regulator established.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Surface Transport Emissions and Policy Division.
Changes	The methodology for part b. of the performance measure has been updated from the 2024–25 Corporate Plan to better reflect the activities of the department.

Analysis of performance

Maritime regulation

The target for this performance measure was met in 2024–25.

Our maritime sector is a critical component of Australia's interconnected supply chain, which crosses state and international borders. Of Australia's imports and exports, 99% are transported through shipping. Our regulatory functions facilitate the safe and efficient movement of goods and passengers, in the locations required, that meet the national interest.

The department engages with regulated entities to educate, resolve and improve compliance rates across these long-established regulations.

Coastal trading

Measures assessing compliance for coastal trading were exercised monthly, with results consistently demonstrating that voyage reporting compliance targets were met through 2024–25.

Part X of the *Competition and Consumer Act 2010*

Compliance for Part X of the *Competition and Consumer Act 2010* is measured and assessed upon notification from shipping lines, and analysing bi-annual and annual reports.

For 2024–25, the rate of compliance was 98.47%, which was an increase compared to the 2023–24 compliance rate of 96.88%. This result reflects that the target has been met as rates of non-compliance of maritime regulation were reduced compared to the previous year. The Bureau of Infrastructure and Transport Research Economics 2024–25 data on annual sailings compliance is provided to the department shortly after the end of the financial year. Final Part X compliance assessment is subject to departmental review and if required, response by liner shipping companies.

Tax incentives for Australian shipping

Measures assessing compliance for tax incentives for Australian shipping is completed during the application process for regulated entities and vessels, with results consistently demonstrating that compliance targets were met through 2024–25.

Maritime regulation data is verified by a third-party or endorsed evidence, where available.

The department has improved existing processes and developed new processes to strengthen the evidence base for compliance activities. A quantitative assessment of performance against legislative requirements and government objectives was undertaken in 2024–25. All appropriate compliance actions were taken and recorded in line with supporting legislation.

The department will continue to review and improve our processes and continue to explore ways to improve our data sources to ensure it builds on its work in future reporting years.

New Vehicle Efficiency Standard (NVES) regulator

The target for this performance measure was met in 2024–25.

The NVES Regulator was established in 2024–25 and performs statutory functions in accordance with the *New Vehicle Efficiency Standard Act 2024* (NVES Act).

The NVES website went live in November 2024 and indicated the establishment of the regulator publicly. A delegation instrument — New Vehicle Efficiency Standard (Secretary Powers and Functions) Delegation 2025 — was signed by the Secretary on 3 March 2025 and subsequently published on the department's intranet, linked through the Delegations and Authorisations page in the 'list of in-force instruments' in late-March 2025.

This put into action a new piece of legislation, and provided regulated entities a point of contact for information and support as they prepare to comply with the new NVES obligations from 1 July 2025.

The target for this measure has been achieved and is a single year measure. Next year will focus on the development, documentation and publication of a range of regulatory functions to commence the compliance activities associated with the NVES Act.

Performance measure 6	**Provide effective administration of surface transport and emissions program functions:** **a. Tasmanian Shipping Programs (TFES and BSPVES)** **b. Heavy Vehicle Safety Initiative** **c. Real World Testing of Vehicle Efficiency** **d. Strategic Local Government Asset Assessment Project** **e. Regional Australia Level Crossing Safety Program**
Target	Programs are administered in accordance with program guidelines, ministerial directions and funding agreements.
Methodology	Each function was assessed against a checklist aligned with relevant administration activities. Checklist results were scored as a percentage of total possible marks, producing sub-category scores. The final performance result was calculated as the average of these sub-category scores.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.45. *DITRDCA Corporate Plan 2024–25*, p.56.
2024–25 result	Target met. a. Target met. b. Target substantially met. c. Target met. d. Target met. e. Target met.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Surface Transport Emissions and Policy Division.
Changes	The methodology for this performance measure has been updated from the 2024–25 Corporate Plan to more accurately reflect the assessment process.

Analysis of performance

The overall target for this performance measure was met in 2024–25.

Each function's administration was assessed using a checklist composed of activities which must occur in the administration of the function. The outcome of each checklist resulted in a score achieved, displayed as a percentage of total marks that could be achieved, which informed each sub-category result. To calculate the final performance measure result, the average of each sub-category score was calculated to get a final percentage result.

Tasmanian Shipping Programs (TFES and BSPVES)

The target for this performance measure was met in 2024–25, with a final checklist score of 100%. This result shows that the Tasmanian Shipping Programs — the Tasmanian Freight Equalisation Scheme (TFES) and the Bass Strait Passenger Vehicle Equalisation Scheme (BSPVES) — were administered in accordance with Ministerial Directions.

In 2024–25, all 4 quarterly reports were provided to the department by Services Australia and accepted by the delegate. Information contained in the quarterly reports was published on the department's TFES website. Services Australia provides delivery services for the administration and operation of TFES and BSPVES on behalf of the department. The department works closely with Services Australia to clarify and rectify issues where they arise and review reporting for the program.

Highlights from the department's activities in the administration of this program for 2024–25 which contributed to the result are:

> 3 Reviews of Decisions undertaken and responded to within documented timeframes
> 120 Extensions of Time completed
> All Self-Assessed Claimant Audits completed and accepted by Services Australia and provided to the department for noting
> TFES information drawn from Services Australia's quarterly reports published on the department's website at the end of each quarter.[17]

TFES provides Tasmanian industries with opportunities to compete in other markets by providing financial assistance for cost incurred by shippers of eligible non-bulk goods moved by sea across the Bass Strait. The BSPVES aims to reduce the cost of seagoing travel between the mainland and Tasmania by providing a rebate for the transportation of an eligible passenger vehicle across Bass Strait.[18]

On 16 and 20 June 2025, the TFES Ministerial Directions were amended to reflect government decisions.[19] The overarching Head Agreement is being revised, after which a new Services Schedule will be finalised.[20] Publication of information and guidelines were updated on the department's website advising of amendments to the TFES Ministerial Directions.

The government has committed to undertaking an external review of the TFES and BSPVES programs in 2025–26.[21] The review will provide advice to government on whether schemes are fit for purpose and propose amendments if required. Subject to the review outcomes, amendments may be required to the services schedule, reporting requirements, ministerial directions, and publication of information and guidelines.

Heavy Vehicle Safety Initiative

The target for this performance measure was substantially met in 2024–25, with a final checklist score of 80%. This result shows that the Heavy Vehicle Safety Initiative (HVSI) was administered in accordance with its grant funding agreement and grant guidelines.

The National Heavy Vehicle Regulator (NHVR) is the delivery partner for the HVSI. The NHVR runs the competitive grant process, including assessment of project proposals on their merits and proposes suggested successful projects to the Commonwealth.

17 Available at: www.infrastructure.gov.au/infrastructure-transport-vehicles/maritime/tasmanian-freight-equalisation-scheme

18 On 1 July 2025, BSPVES rebate was increased and published on the department's website. Available at: www.infrastructure.gov.au/infrastructure-transport-vehicles/maritime/bass-strait-passenger-vehicle-equalisation-scheme

19 Available at: www.infrastructure.gov.au/infrastructure-transport-vehicles/maritime/tasmanian-freight-equalisation-scheme

20 Results for 2024–25 are based on the TFES Ministerial Directions in place prior to 20 June 2025 to reflect the 2024–25 reporting year. Any material changes to the TFES Ministerial Directions will be reflected in the result assessed in future reporting years.

21 Available at: https://minister.infrastructure.gov.au/c-king/media-release/increased-support-tasmanian-freight-begins

The department is responsible for obtaining ministerial agreement for each project and oversees the NHVR management of contracts with proponents and the provision of an annual payment to the NHVR.

In 2024–25, the department sought and obtained ministerial approval for Round 9 of the HVSI to continue to deliver outcomes aimed at making Australia's roads safer for all users.[22] The department made annual HVSI payments to the NHVR in accordance with the 2016 grant funding agreement and associated deeds of variation. There was a small shortfall in the payment permission sought from the Minister for Infrastructure, Transport, Regional Development and Local Government for Round 9, therefore a substantially met result has been recorded. This has not impacted delivery of the program. The department actively worked with the NHVR and the payment will be corrected in 2025–26 pending the outcome of a Movement of Funds process and ministerial approval. The department continues to monitor NHVR reporting on any variations to HVSI projects during the financial period through regular reviews of NHVR reporting.

The HVSI supports industry-led projects that deliver tangible improvements to heavy vehicle safety. The HVSI has funded projects including education, awareness and training initiatives.[23] The department will continue to collaborate with the minister and the NHVR on the design of future funding rounds for HVSI, ensuring they remain targeted to latest needs.

Real World Testing of Vehicle Efficiency

The target for this performance measure was met in 2024–25, with a final checklist score of 100%. This result shows that the Real World Testing of Vehicle Efficiency program (the program) was administered in accordance with program guidelines and funding agreement.

The government funds the Australian Automobile Association (AAA) to deliver the program and the Business Grants Hub administers the program on behalf of the department. The department oversees the program in accordance with program guidelines and funding agreement.

In accordance with the funding agreement, the department obtains program updates and annual business plans from the AAA, through the Business Grants Hub, on a quarterly and annual basis. In 2024–25, the AAA submitted 4 quarterly reports for the periods ending 30 June 2024, 30 September 2024, 31 December 2024 and 31 March 2025.[24] The department reviewed these reports to ensure alignment with the grant program guidelines and funding agreement, including the requirement to test up to 60 vehicles in each financial year. Departmental officials formed the view that the reports were consistent with the grant program guidelines and with the intent of the program. The AAA submitted its 2023–24 annual report for the program on 30 November 2024. The department reviewed the annual report in accordance with the requirements for the report set out in the funding agreement before approving it.

The department oversees program payments throughout the reporting period to ensure payments made by the Business Grants Hub to the AAA were made in accordance with the payments schedule in the funding agreements. Under the funding agreement, there were 2 payment milestones for the 2024–25 period: the Commonwealth's approval of the annual business plan for 2024–25, and approval of the 2023–24 annual report. The department considered both these documents in line with the requirements in the funding agreement

22 Round 9 projects available at: www.nhvr.gov.au/about-us/heavy-vehicle-safety-initiative

23 Further information available at: www.nhvr.gov.au/about-us/heavy-vehicle-safety-initiative

24 The report ending 30 June 2025 will be submitted by 31 July 2025 (in the 2025–26 financial year), in accordance with the grant funding agreement with AAA.

and approved them in the reporting period. As a result of the approvals, the payments for the 2024–25 period were made in accordance with the funding agreement. Additionally, the department held monthly meetings with the AAA to oversee program progress and is represented on program advisory groups.

The program provides information to consumers and policymakers on the fuel consumption and emissions of light passenger and commercial vehicles sold in Australia to help consumers determine running costs based on real world data.[25] The program aims to help reduce emissions from road vehicles through providing information to improve consumer uptake of fuel/energy efficient vehicles.

The program is a terminating measure with program activities due to end in 2027. In accordance with the program funding agreement, the AAA will deliver an independent evaluation of the program by the end of November 2025. The department will review the evaluation report to inform decisions regarding the conclusion of the program and potential future direction.

Strategic Local Government Asset Assessment Project

The target for this performance measure was met in 2024–25, with a final checklist score of 100%. This result shows that the Strategic Local Government Asset Assessment Project (SLGAAP) was administered in accordance with grant agreements and grant guidelines.

The department is responsible for the policy and oversight of the delivery of the program. The SLGAAP grant is administered by the Business Grants Hub on behalf of the department.

Phase 2 of the project concluded in October 2024. The NHVR was the sole delivery partner of Phase 2. Final reporting from the NHVR included a benefits realisation report highlighting the range of positive outcomes achieved. For example, through assessing over 1,000 assets (for over 100 local councils), 72 bridges were identified as being able to safely carry much larger heavy vehicles, which reduced the need for thousands of heavy vehicle operators to apply for slow and expensive permits. This rich data[26] (and associated training) has enhanced local road manager capability in understanding their assets, and helped target bridge strengthening investments on assets of greatest freight value.

In 2024–25, the department sought and obtained ministerial approval for Phase 3 of the project and executed funding agreements with the department's 3 delivery partners: the NHVR, Transport for NSW, and the Queensland Department of Transport and Main Roads. Phase 3 commenced in January 2025 following extensive negotiations with the Business Grants Hub. These discussions ensured that grant funding agreements were structured to accurately reflect the intended delivery approach. A coordination committee was established across the 3 delivery partners to facilitate the sharing of information and expertise.

Phase 3 of the project is delivered through grant funding agreements with the NHVR, Transport for NSW, and the Queensland Department of Transport and Main Roads. These partners work with local councils and engineering suppliers to capture the road asset data needed for the National Automated Access System, and to build the capability of local councils to make informed road access decisions. The department meets regularly with each stakeholder to monitor progress and validate claims for expenditure incurred.

25 The AAA are responsible for testing vehicles and publishing results, available at: https://realworld.org.au/results

26 Rich data refers to information that is detailed and provides a deep understanding of a subject.

The project optimises heavy vehicle access on the local road networks across Australia. The project assists local government road managers to undertake capacity assessments of bridges and culverts on key routes for heavy vehicles. This provides information on safe operating limits of road infrastructure and facilitates safe access for heavy vehicles, as appropriate. The program is a terminating measure due to end in 2027. Evaluation of the program outcomes will be undertaken as part of the closure of the program.

Regional Australia Level Crossing Safety Program

The target for this performance measure was met in 2024–25, with a final checklist score of 100%. This result shows that the Regional Australia Level Crossing Safety Program (the program) was administered in accordance with program guidelines and funding agreement for 2024–25.

The program includes Research and Innovation grants and the Data Improvement grants to improve safety around railway crossings in regional areas. The department has ensured the grant funding agreements were executed in accordance with grant guidelines. The Research and Innovation grants support research and trials relating to new technology and approaches to improve level crossing safety, particularly lower-cost technology and those suited to regional areas. The Data Improvement grant will improve the National Level Crossing Portal's accessibility for government and industry users and provide verifiable national datasets for level crossings occurrences.

The department meets regularly with an independent technical advisor to support monitoring, evaluation and compliance of the Research and Innovation grants for the program. The department uses the technical advisor's analysis to inform the overall assessment of whether a project deliverable has been met in accordance with the grant agreement. This has contributed positively to the program meeting its target.

In 2024–25, the department revised the quarterly reporting for the Data Improvement grant to include financial reporting, enabling more accurate assessment of expenditure throughout the project. Previously, financial reporting was only required for 6 monthly reports.

The program continues to improve safety around railway crossings in regional areas, and support a coordinated approach towards improving safety around level crossings across Australia.

Program 2.2: Road Safety

Program objective

The Road Safety Program makes travel safer through coordinating a national strategic approach to improving road safety and working to make vehicles safer for all road users.

Key activities	Performance measure(s)
Support road safety in Australia	7 and 8
Administration of the Road Vehicle Standards (RVS) legislation	7
Advise on and deliver better road safety	8

Performance results

Performance measure 7	Administration of the Road Vehicle Standards (RVS) legislation	
Target	a. 100% of applications are decided within legislative timeframes. b. 75% of voluntary recalls are published within the service level agreement of 7 business days.	
Methodology	Analysis of reports extracted directly from ROVER. ROVER is used to generate quarterly assessment and monthly recalls reports which are published on the department's website. The department reviews and verifies ROVER data to ensure the reliability of our reporting.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.47. *DITRDCA Corporate Plan 2024–25*, p.58.	
2024–25 result	Target met. 99.99% of applications decided within legislative timeframes. 85.6% of voluntary recalls were published within the service level agreement of 7 business days.	
Previous results	**2023–24 result:** Target substantially met.	**2022–23 result:** Target met.
Owner	Road and Vehicle Safety Division.	

Analysis of performance

The target results have improved from the 2023–24 result of substantially met. Factors contributing to the improved result for 2024–25 include, for target part a, additional internal reporting on Requests for Information in the ROVER system. Additional reporting has increased oversight and supported departmental assessors to ensure applications are assessed within legislative timeframes. For target part b, the timeliness of responses from the supplier increased over 2024–25 due to an increased awareness of the importance of publishing recalls.

The department has focused on uplifting its internal processes and training resulting in increased efficiencies and to maintain continued performance. For target part a, departmental assessors have been retrained in system requirements for management of Requests for Information. For target part b, the department will continue to provide continuous feedback to suppliers on the requirement of timely responses for publication of recalls.

Administration of the RVS legislation ensures the continued supply of safe vehicles to the Australian market. Publishing recalls as soon as practicable ensures the Australian public can access vehicle safety information from a centralised government website, ultimately improving safety outcomes.

To build on our improved results, the department will continue to report daily and weekly to monitor status of applications and actions within legislative timeframe. We will continue to work with industry and raise awareness of the importance of publishing recalls promptly and improve responsiveness.

Performance measure 8	**Delivery of non-infrastructure road safety grants programs to support the implementation of the National Road Safety Action Plan 2023–25**	
Target	Non-infrastructure road safety grants programs support the priorities of the National Road Safety Action Plan 2023–25 and are delivered in line with the terms of individual grant agreements.	
Methodology	Review and verify individual progress reports, program guidelines and grantee evidence in line with standard operation procedures, terms of individual grant agreements and priorities of the National Road Safety Action Plan 2023–25.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.47. *DITRDCA Corporate Plan 2024–25*, p.59.	
2024–25 result	Target met. Non-infrastructure road safety grants programs supported the priorities of the National Road Safety Action Plan 2023–25 and were delivered in line with the terms of individual grant agreements.	
Previous results	**2023–24 result:** Target substantially met.	**2022–23 result:** Not applicable; new performance measure for 2023–24.
Owner	Road and Vehicle Safety Division.	
Changes	The wording of this performance measure and target was updated in the current year table in the 2025–26 Portfolio Budget Statements as the management of the program has transferred to the Community Grants Hub.	

Analysis of performance

This program supports 5 key areas (streams) of activity critical to reducing deaths and serious injuries on Australia's roads as identified in the National Road Safety Action Plan (Action Plan):

> Community education and awareness (CEA) — 13 projects
> Vulnerable road users (VRU) — 10 projects
> First Nations road safety (FNRS) — 12 projects
> Technology and innovation (T&I) — 16 projects
> Research and data (R&D) — 30 projects.

In 2023–24, 23 projects valued at $8.9 million under the first 2 streams, CEA and VRU, were approved. In 2024–25, a further 58 projects valued at $29.9 million under the remaining 3 streams, FNRS, R&D and T&I were approved.

In 2024–25 across the 5 streams of the program, all 81 approved projects (100%) had executed grant agreements in place. Payments totalling $13.75 million were made this financial year based on the approval of 2 progress reports for the CEA and VRU streams, and payment on execution for the FNRS, R&D and T&I streams. All 5 streams have been assessed and the program is closed to further rounds.

The objective of the National Road Safety Action Grants Program (the program) was to support the delivery of the government's commitments and priorities outlined in the Action Plan, and contribute to improving road safety outcomes across Australia.

Non-infrastructure road safety grants programs support the priorities of the Action Plan, as all applications were assessed against the assessment criterion, including demonstration of clear alignment with the Action Plan under Sub Criterion 1.1, which focuses on the expected road safety outcomes. Across the 5 streams, 81 projects that were assessed as demonstrating value for money and the strongest alignment with the Action Plan were approved. Grant agreements include deliverables to measure project progress and payments are made based on achievement of milestones.

Non-infrastructure road safety grants programs were delivered in line with the terms of individual grant agreements, as 23 projects under the first 2 streams (CEA and VRU) have met the reporting requirements outlined in their individual grant agreements (100%). Two projects have been completed to date, with the remaining 21 projects under the CEA and VRU streams scheduled for completion by January 2026. The remaining 58 projects under FNRS, R&D and T&I reporting requirements commence early 2025–26 and are scheduled for completion by January 2027.

From 2025–26, the program will be managed by the Community Grants Hub (CGH) who will have direct contact with proponents as the first point of contact. The department will continue to oversee the delivery through monthly reporting and regular meetings with the CGH.[27] A self-evaluation report undertaken by the proponents on project completion will be provided to the department for assessment to determine if the projects have achieved their intended results and were delivered in line with the terms of individual grant agreements. These reports will be ongoing over the next 2 years until the completion of the program in June 2027.

27 CEA and VRU were transferred to the CGH after completion of milestone 3. FNRS, T&I and R&D were transferred to the CGH after execution and initial payment.

Program 2.3: Air Transport

Program objective

The Air Transport Program facilitates investment in aviation infrastructure, ensures the aviation industry operates within a clear and robust regulatory framework, and ensures Australian businesses and consumers have access to competitive international and domestic air services, and access to regional and remote areas.

Key activities	Performance measure(s)
Lead the design of the Western Sydney Airport flight paths	9
Support the implementation of key Aviation White Paper Outcomes	9 and 10
Manage domestic aviation programs and regulations	10, 11 and 12
Support a safe and accessible transport system	12, 13 and 14
Administer effective domestic aviation safety policy	13 and 14

Performance results

Performance measure 9	Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport	
Target	Publish the final Environmental Impact Statement (EIS), including the Public Submission Report in quarter 4, 2024.	
Methodology	Analysis of meeting minutes, management plan and internal dashboards to confirm publication of final EIS.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.48. *DITRDCA Corporate Plan 2024–25*, p.61.	
2024–25 result	Target met. The final EIS, including the Public Submissions Report, was published on 7 November 2024.	
Previous results	**2023–24 result:** Target partially met.	**2022–23 result:** Target partially met.
Owner	International Aviation, Technology and Services Division.	

Analysis of performance

The department allowed for a public exhibition period of 67 business days following the release of the draft EIS on 24 October 2023. This provided the community with sufficient time to respond to the preliminary airspace and flight paths and their associated environmental impacts. The department received 8,477 submissions on the draft EIS and all submissions were considered, categorised and addressed in the submissions report in the final EIS. The department was supported in this work by Airservices Australia, the Civil Aviation Safety Authority, Department of Defence and WSA Co Limited.

On 27 October 2024, the Minister for Infrastructure, Transport, Regional Development and Local Government agreed to provide the final EIS to the Minister for the Environment and Water. On 30 October 2024, the final EIS for WSI's airspace and flight path design was provided to the Minister for the Environment and Water, triggering the statutory requirement to publish the EIS within 10 business days. The final EIS was subsequently published on 7 November 2024.[28]

The final EIS includes 5 changes to the preliminary flight paths that were presented in the draft EIS. These changes act on feedback received during the public exhibition period.

The Minister for Infrastructure, Transport, Regional Development and Local Government authorised the preliminary flight paths on 4 June 2025, taking into account the environmental conditions recommended by the Minister for the Environment and Water. Development of WSI's airspace and flight paths remain on track for the airport's scheduled opening for passenger operations in late-2026.

Performance measure 10	**Percentage of Master Plans and Major Development Plans (MDP) processed for leased federal airports within statutory timeframes**	
Target	100% of Master Plans and MDPs are assessed and submitted to the Minister with sufficient time for consideration and decision within statutory timeframes in each financial year.	
Methodology	The department maintains a detailed and accurate record of statutory timelines for each Master Plan and MDP submitted. Records are assessed to determine the percentage of plans the department has submitted within statutory timeframes for the current financial year.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.48. *DITRDCA Corporate Plan 2024–25*, p.61.	
2024–25 result	Target met. 100% of Master Plans and MDP were assessed and submitted to the minister within statutory timeframes.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Target met.
Owner	Domestic Aviation and Reform Division.	

28 Available at: www.wsiflightpaths.gov.au

Analysis of performance

The statutory timeframe to process Master Plans and MDPs for leased federal airports is within 50 business days as specified in the *Airports Act 1996* (the Act). During 2024–25, the department processed 100% of Master Plans and MDPs within the statutory timeframes. The department assessed 4 Master Plans and 4 MDPs in advance of a decision to approve, or refuse to approve, by the Minister for Infrastructure, Transport, Regional Development and Local Government.

Master Plans and MDPs at leased federal airports are subject to statutory consultation periods under the Act while they are in draft form, which allows the public to have visibility and to comment on the proposed works, and for those comments to be considered by the minister in reaching their decision to approve or refuse to approve the developments.

Master Plans for Parafield Airport, Archerfield Airport, Darwin Airport and Gold Coast Airport were assessed by the department within statutory timeframes. MDPs for the Brisbane Airport Aeromedical Base, Canberra Airport Aviation Hangar Facility, Canberra Airport Office Development, and Melbourne Airport Third Runway were assessed by the department within the statutory timeframes. The minister made decisions on all draft Master Plans and MDPs within the statutory period. The minister was provided with information to support their decisions about whether to approve or refuse to approve Master Plans under section 81 of the Act and MDPs under section 94 of the Act. None of the plans were automatically deemed approved in 2024–25.

Ministerial consideration of Master Plans and MDPs ensures proposed land-use and developments on airports align with legislative and regulatory requirements, and maintains the safety and efficiency of aviation operations. Detailed assessments against legislated requirements by the department and other agencies, such as Airservices Australia, the Civil Aviation Safety Authority and the Department of Climate Change, Energy, the Environment and Water, protect the community, general aviation participants, airport users and state and local governments from incompatible or unsuitable developments or land planning decisions.

In the case of the Melbourne Airport Third Runway, the minister's decision to approve the MDP in September 2024 has positive implications for the Australian economy and for the future of the aviation sector.

Performance measure 11	Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) Program	
Target	RAP and RAU projects are completed in line with their funding agreements.	
Methodology	Project is considered completed on the date the final payment is made. This information is taken from internal reporting systems and end of project reports are also provided before the final payment is made for verification purposes.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.48. *DITRDCA Corporate Plan 2024–25*, p.62.	
2024–25 result	Target met. RAP and RAU projects were completed in line with their funding agreements.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Target met.
Owner	Domestic Aviation and Reform Division.	

Analysis of performance

While the Business Grants Hub administers the RAP and RAU programs on the department's behalf, the department is responsible for ensuring the programs are undertaken in line with funding agreements, including making variations to grant agreements and project extensions.

A total of 29 RAP projects were completed during 2024–25, of these, 13 (45%) required variations to their grant agreements to extend their project end date. Following the announcement of successful RAP Round 4 projects in early-2025, there are a further 65 RAP projects in progress as at 30 June 2025. A total of 14 RAU projects were completed in 2024–25, with 6 (43%) requiring variations to their grant agreements to extend the project end date, with a further 35 projects in progress as at 30 June 2025.

Variations to extend completion dates were required due to delays in contractor availability and supply chains, cost increases, requirements for scope changes and extreme weather events.

The department funds a range of programs to support regional aviation, in recognition of aviation's importance to regional and remote communities. The RAP and RAU deliver improved safety and access to, and for, regional and remote Australian communities.[29] The RAP and RAU programs intend to:

> Improve safety of aircraft, operators and passengers using regional airports or aerodromes (through the RAP) and remote and very remote airstrips (through the RAU) by assisting airport or aerodrome owners/operators to undertake essential works, promoting aviation safety and access for regional or remote communities.

29 Further information is available at: www.infrastructure.gov.au/infrastructure-transport-vehicles/aviation/regional-remote-aviation

> Facilitate improved delivery of essential goods and services such as food supplies, health care and passenger air services.
> Meet the operational requirements of aeromedical and other emergency services in the region.
> Improve connectivity of Australia's regions to domestic and global market opportunities (through the RAP) and complement air services delivery to communities subsidised by the Australian Government Remote Air Services Subsidy (RASS) Scheme (through RAU).

Applications for RAP Round 5 and RAU Round 12 are expected to open in 2025–26.

Spotlight

Performance of the Regional Airports Program and the Remote Airstrip Upgrade Program

Blinman Airstrip resurfacing

The works to resurface the main runway at the Blinman Airstrip[30] aimed to improve safety and to allow all weather access for all users including aeromedical providers such as the Royal Flying Doctors Service (RFDS) who conduct regular monthly clinics, as well as fortnightly visits by allied health professionals such as physiotherapists. The airstrip also supports emergency evacuations and community use.

Blinman is located approximately 425 km north of Adelaide and over 200 km from Port Augusta, in the Flinders Ranges of South Australia, with works on the airstrip undertaken by the Blinman Progress Association (BPA), a small volunteer organisation who own and manage the airstrip.

The Blinman Airstrip required re-sheeting with compacted crushed gravel due to erosion and a clay base, that meant the airstrip was closed for at least 24 hours after rain, or longer after significant rainfall. The BPA advised these closures often coincided with the tourist season when the need for urgent medical retrievals increased, in addition to disrupting the regular RFDS clinics and continuity of care for the community.

The Australian Government, through the Remote Airstrip Upgrade Program, provided funding of $149,750 with an equal amount provided through the South Australian Government's Supporting Regional Aviation Program and in-kind support provided by the BPA.

Echuca Aerodrome Lifesaving Upgrade

The Campaspe Shire Council was awarded funding of $2,335,522 which they matched, to undertake a range of activities at the Echuca Aerodrome[31] including:

> extend and widen the runway, and strengthen the runway, taxiways and apron
> construction of a helipad
> upgrade of airport lighting to LED
> drainage work for excess surface water
> construction of an airside patient transfer structure.

30 Under the Remote Airstrip Upgrade Program Round 10.

31 Under the Regional Airports Program Round 3.

This suite of works has wide ranging benefits for the Echuca and Moama communities such as the ability for larger fixed wing aeromedical aircraft to use the aerodrome (strengthening and widening works), improved and more efficient transport of emergency and critical health care patients (helipad works, patient transfer facilities and runway/apron/taxiway works), reduction in the risk of safety hazards (bird strikes) for flights through the drainage works and reduction in maintenance and power costs in addition to more reliable lighting to allow all hours access to the aerodrome.

Echuca Aerodrome. Image credit: Campaspe Shire Council.

Performance measure 12	The number of per- and poly-fluoroalkyl substances (PFAS) investigations undertaken at civilian airports	
Target	Execution of contracts to undertake PFAS investigations at 22 civilian airports.	
Methodology	The status of all contracts executed under the PFAS Airports Investigation Program is routinely monitored in accordance with a dedicated program governance framework, and subject to monthly status reporting.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.48. *DITRDCA Corporate Plan 2024–25*, p.63.	
2024–25 result	Target not met.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Not applicable; new performance measure for 2023–24.
Owner	Domestic Aviation and Reform Division.	

Analysis of performance

As at 30 June 2025, the department secured agreements from a further 10 airports to participate in the PFAS Airports Investigation Program (the program). This increased the total number of participating airports from 16 to 26. Despite this, contracts to commence PFAS investigations at these additional airports were unable to be executed prior to 30 June 2025. On this basis, the performance target has not been met.

Airport participation in the program is voluntary, and it has taken longer than expected for the department to negotiate agreements with airports to participate in Tranche 3 of the program. This has resulted in a delay to undertake the necessary procurements to execute PFAS investigation contracts prior to 30 June 2025. Tranche 3 investigations will now commence in 2025–26.

From 2025–26, the program performance metric will change from the number of PFAS investigations commenced to the number of PFAS investigations completed. The department will continue to work with a range of stakeholders to deliver PFAS investigations in a timely manner. PFAS investigations are long-term technical undertakings which take on average 2 to 3 years to complete, but individual airports vary significantly in the scope of investigation that may be required. This affects the ability to accurately determine a timeframe for investigation completion at each airport.

The department is undertaking the PFAS investigation process in consultation with a range of stakeholders including (but not limited to) federal, state and local government entities, environmental regulators, airports and airport tenants. Stakeholders will be regularly consulted and engaged in the delivery of the PFAS investigation process, with the department solely responsible for project-managing PFAS investigations undertaken by expert contaminated land consultants.

The Australian Government committed $130.5 million over 6 financial years (to 30 June 2027) to undertake detailed environmental investigations to understand the nature and extent of PFAS contamination at civilian airports where the Commonwealth has historically provided firefighting services which used PFAS-containing foams. The program aims to determine the nature and extent of PFAS contamination and to develop robust management plans to address any identified risks to communities and the environment.

From 2025–26, the target for this performance measure has been updated to reflect delivery of PFAS investigation outcomes and confirmation of departmental performance in achieving the objectives of the program.

Performance measure 13	**Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for current year's 10-year average**	
Target	The 10-year average of annual aviation fatalities per 100,000 people is maintained or reduced.	
Methodology	The Australian Transport Safety Bureau consistently categorises and codes aviation safety data to determine the 10-year average in line with the International Civil Aviation Organization's ADREP 2000 model.[32]	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.48. *DITRDCA Corporate Plan 2024–25*, p.64.	
2024–25 result	Target met. The number of fatalities in 2024 was 28, meaning the 10-year average of annual aviation fatalities per 100,000 people reduced by 1.4%, from 0.11665 over the 10 years to 2023 to 0.11501 over the 10 years to 2024.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Not applicable; new performance measure for 2023–24.
Owner	International Aviation, Technology and Services Division.	

Analysis of performance

The availability of safe, efficient and sustainable air services within Australia and internationally is critical to our national interest, and Australia has worked hard to develop and maintain an internationally-respected and mature aviation safety system.

During 2024–25, the department, in consultation with other aviation agencies and industry stakeholders, updated our State Safety Programme (SSP) and National Aviation Safety Plan (NASP).

The Australian SSP is central in identifying, monitoring and maintaining the effectiveness of all aspects of the department's aviation safety system. It establishes our key safety principles, structures and processes that underpin the effective management of our aviation safety objectives. The Australian NASP supports the SSP by setting out clear strategies on how we intend to meet our aviation safety objectives.

32 Available at www.skybrary.aero/articles/icao-adrep

The department plays an important role in enhancing aviation safety by providing policy and governance advice to support the Australian Government's oversight of Australia's key aviation safety agencies.[33] We engage regularly with the Civil Aviation Safety Authority, Airservices Australia, and the Australian Transport Safety Bureau regarding their performance and engagement with government to ensure their operations align with the government's policies and expectations. The department also oversees Australia's involvement in the International Civil Aviation Organization to strengthen our globally-recognised safety standards.

The government also sets out long-term policies and actions to 2050 in the Aviation White Paper[34] to help guide the safe and sustainable growth of Australian domestic and international aviation.

Performance measure 14	**Policy advice supporting aviation safety**
Target	Policy advice is high quality, timely and evidence based.
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.48. *DITRDCA Corporate Plan 2024–25*, p.64.
2024–25 result	Target met. 100% of policy advice was high quality, timely and evidence based.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	International Aviation, Technology and Services Division.
Changes	The methodology for this performance measure has been updated from the 2024–25 Corporate Plan to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.

Analysis of performance

In 2024–25, the department prepared 10 pieces of policy advice relating to this performance measure which was used as the population to determine the sample for assessment. Based on a confidence interval of 95%, 9 pieces of policy advice were sampled and assessed by the panel. Of the 9 sampled, 9 pieces of policy advice were assessed as high quality, timely and evidence based resulting in a performance measure result of 100%.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1).

33 Refer: www.infrastructure.gov.au/infrastructure-transport-vehicles/aviation and Performance measures 10 and 14 for more information on the contribution to aviation safety.

34 Available at: www.infrastructure.gov.au/infrastructure-transport-vehicles/aviation/aviation-white-paper

The department provided aviation safety policy advice covering a broad range of topics including air traffic management, emerging aviation technology, aviation regulatory changes, aviation safety investigations, sustainable funding and operations of aviation and safety agencies, improvement of services at airports, and better accessibility for travellers.

In its provision of policy advice, the department collaborates with other agencies, including Airservices Australia, the Civil Aviation Safety Authority, and the Australian Transport Safety Bureau. The department and its aviation and safety agencies play an important role in aviation safety in Australia and have ensured the high level of aviation safety in Australia continues.

Air travel connects Australians across our vast continent, and to family and friends overseas. It enables access to international markets, for both people and goods, expanding business opportunities that facilitate our economic growth. The department will continue to work with its portfolio partners, other Commonwealth agencies and key stakeholders to enhance the aviation safety system, providing quality policy advice to address issues such as emerging technologies, lowering emissions and building a sustainable workforce, including those outlined in the Aviation White Paper.[35]

35 The Aviation White Paper sets out the Australian Government's vision for Australia's aviation sector towards 2050. Available at: www.infrastructure.gov.au/infrastructure-transport-vehicles/aviation/aviation-white-paper


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Outcome 3: Regional Development, Local Government, Cities and Northern Australia

Outcome Statement

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

Performance snapshot

Program	Target met	Target substantially met	Target partially met	Target not met	No target
3.1: Regional Development	2	1	-	-	-
3.2: Local Government	1		-	-	-
3.3: Cities	3	1	-	-	-
3.4: Growing a Stronger Northern Australia Economy	1	-	-	-	-
Total	**7**	**2**	**-**	-	**-**

Program 3.1: Regional Development

Program objective

The Regional Development Program supports local communities through regionally-focused stakeholder consultation and engagement, research, policy development and program delivery activities to create jobs, drive regional economic growth and build stronger regional communities.

Key activity	Performance measure(s)
Advise on and deliver programs to support regional development and local governments	15, 16 and 17

Performance results

Performance measure 15	Delivery of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes	
Target	Payments to states and territories are authorised in alignment with the schedule to the Federation Funding Agreement — Infrastructure.	
Methodology	Payments to states and territories are authorised by the relevant official consistent with the milestones outlined in the rPPP schedule to the Federation Funding Agreement — Infrastructure. Advice is provided to Treasury to progress payment to the states and territories. The target will be assessed as a proportion of the payments authorised to Treasury consistent with the schedule within the relevant period.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.55. *DITRDCA Corporate Plan 2024–25*, p.71.	
2024–25 result	Target met. Payments to states and territories were authorised in alignment with the schedule to the Federation Funding Agreement — Infrastructure.	
Previous results	**2023–24 result:** Target partially met.[36]	**2022–23 result:** Not applicable; new performance measure for 2023–24.
Owner	Partnerships and Projects Division.	
Changes	The wording of the measure and target was updated in the current year table in the 2025–26 Portfolio Budget Statements as a result of the program being delivered through states and territories via Federation Funding Agreement arrangements. The methodology has changed from the 2024–25 Corporate Plan as a result of the program being delivered through states and territories via Federation Funding Agreement arrangements.	

36 The 2023–24 result refers to the 'Establishment and implementation of the rPPP within agreed timeframes'. The performance measure has since been updated to report on the delivery of the rPPP. See page 89 of the 2023–24 Annual Report at: www.infrastructure.gov.au/about-us/corporate-reporting/annual-reports

Analysis of performance

This performance measure was met through strong collaboration during Federation Funding Agreement — Infrastructure (FFA) negotiations, strengthening program design and delivery processes.

In 2024–25, 100% of rPPP payments (9 of 9) were authorised in accordance with the rPPP schedules to the FFA. Funding was authorised by the department and transferred by Treasury to states and territories.[37] In all 9 cases, the milestone for the payment was the execution of the FFA schedule[38] and payments proceeded from the receipt of the signed FFA schedule. Under the FFA arrangements, jurisdictions are responsible for negotiating funding agreements with proponents.

The performance measure changed in 2024–25 and is not directly comparable to the 2023–24 result. In early-2024, the government began exploring a state-based program delivery model to better collaborate across governments and incorporate more localised management of government grants. The department collaborated with other Australian Government agencies and state and territory governments on the state-based program delivery model through the FFA. The Australian Government selects projects and provides funding to the state and territory governments, who administer the projects on our behalf.

More than $200 million remains to be allocated to future projects through the program by the end of 2025–26. Existing projects will continue to be delivered by their proponents.[39] The projects funded by rPPP will plan or construct infrastructure in regional areas which bring together different communities and uses to enhance the lives of Australians.

Performance measure 16	**Percentage of Regional Development Australia (RDA) Committees achieving agreed outcomes as demonstrated by:** **a. stakeholders satisfied with the performance of their RDA** **b. departmental review of RDA reporting**
Target	≥90% of RDAs rated satisfactory or above.
Methodology	Performance is measured in line with the methodology outlined in the department's RDA Program Performance Monitoring and Evaluation Framework.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.55. *DITRDCA Corporate Plan 2024–25*, p.72.
2024–25 result	Target met. 98% of RDAs rated satisfactory.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Regional Development and Local Government Division.

37 FFAs are executed by all eligible states and territories. Associated FFA schedules are only executed where eligible states and territories have an approved project/s. Available at: www.federalfinancialrelations.gov.au/agreements/regional-precincts-and-partnerships-program-rppp-ffa

38 A FFA schedule is a document outlining the specific details and terms of a particular funding agreement between the Commonwealth and a state or territory government that sit under a FFA.

39 Projects available at: www.infrastructure.gov.au/department/media/publications/regional-precincts-partnerships-program-announced-projects

Analysis of performance

RDAs assist to bridge regional development gaps in regions by working with a broad range of stakeholders across sectors and supporting the delivery of identified Australian Government strategic priorities.

The RDA Charter (the Charter) is derived from the Regional Investment Framework and the government's regional development outcomes. The Charter sets out the role of the network to help to drive economic growth, innovation and entrepreneurship in regions through facilitating investment in community, industry and the environment. The Charter also bridges the regional development gaps in regions by working with a broad range of stakeholders across sectors and supporting the delivery of identified Australian Government strategic priorities.

The department provides direct assistance to RDAs to support them to achieve outcomes. Performance reporting is reviewed to determine whether required outcomes have been delivered. Meeting the performance measure demonstrates that the RDA network has successfully carried out its role.

A major contributing factor to the positive result for this performance measure is due to the maturity and completeness of the department's Performance Monitoring and Evaluation Framework, and the close working relationship that the department has maintained with each of the RDAs. Management processes are constantly reviewed and changes are made where needed to further support the network and its performance.

Examples of initiatives undertaken by RDAs, as observed through our review of reporting provided by the RDAs, include:

- Developing and implementing regional economic development strategies in conjunction with local stakeholders, including councils. These strategies bring local stakeholders together under a common set of outcomes and needs, which enables coordination of efforts and avoidance of duplication.
- Promoting available Commonwealth and state grant opportunities and assisting stakeholders with applications.
- Preparing and implementing industry development and diversification strategies, including assisting regions to transition to renewable energy, driving workforce development in areas such as child care, and helping businesses to pursue trade and investment opportunities domestically and internationally.
- Facilitating skilled migration to the regions, and assisting people to settle in the regions when they arrive.
- Providing submissions to government enquiries and requests for input on policy discussions.

Performance measure 17	Policy advice on regional development and local government
Target	Policy advice is high quality, timely and evidence based.
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.56. *DITRDCA Corporate Plan 2024–25*, p.72.
2024–25 result	Target substantially met. 94% of policy advice was high quality, timely and evidence based.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Regional Development and Local Government Division.
Changes	The target and methodology for this performance measure has been updated from the 2024–25 Corporate Plan to capture 'evidence based' and ensure consistency across all departmental policy advice performance measures.

Analysis of performance

In 2024–25, the department prepared 29 pieces of policy advice relating to this performance measure which was used as the population to determine the sample for assessment. Based on a confidence interval of 83%, 16 pieces of policy advice were sampled and assessed by the panel. Of the 16 sampled, 15 pieces of policy advice were assessed as high quality, timely and evidence based resulting in a performance measure result of 94%. While some briefs did not meet the assessment threshold, these results should be considered alongside the inherent nuances of providing policy advice, and the metrics used in the Policy Advice Assessment Methodology. All briefs were cleared by the department and actioned by the minister's office, fulfilling their intended purpose within the context and timing of delivery.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1).

The department collaborates extensively across government and key regional stakeholders to ensure policy advice is evidence-based and cognisant of activities, programs and other developments. The department's policy advice on regional development is guided by the Regional Investment Framework[40] (Framework) and aims to guide a coordinated approach to supporting regional people, places, services and industries. The Framework is embedded in Commonwealth policy development and decision-making processes helping to ensure policies reflect local intelligence, are evidence based, demonstrate integrity and are linked across governments.

40 Available at: www.infrastructure.gov.au/territories-regions-cities/regional-australia/regional-investment-framework

The Framework sets out guiding principles that provide a consistent approach across the breadth of Commonwealth investments that impact regional Australia. The principles outline that:

> Regional investment is required across all portfolios to ensure no one is held back and no one is left behind.
> Australia's regions and their economies are diverse, with each having unique strengths and challenges.
> Investments need to build on each region's unique strengths and help regions to adapt to significant economic or structural change.
> Place-based decision making, drawing on the experience of local governments and other regional bodies, must guide investment in our regions.

This approach enables the provision of quality, timely and evidence-based policy advice.

We deliver a wide range of programs seeking to achieve outcomes for regional Australians. Our advice to government aims to ensure investments are targeted, responsible and affordable through advice that is influential, clear on intent, well informed, and practical to implement, to equip decision makers with the information they need to make the best possible decision.

The department continues to seek continuous improvement by remaining abreast of the latest emerging evidence and best practice to continue to provide aligned policy advice.

Program 3.2: Local Government

Program objective

The Local Government Program supports regional development and local communities through delivery of policy advice to the Australian Government and financial assistance to local governments to strengthen local government capacity and better support local communities.

Key Activity	Performance measure
Advise on and deliver programs to support regional development and local governments	18

Performance results

Performance measure 18	**Financial assistance is provided to local government in accordance with the *Local Government (Financial Assistance) Act 1995* consisting of:** **a. a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis)** **b. an identified local road component which is distributed between the states and territories according to fixed historical shares**	
Target	Funding is provided on time and aligned with the budget appropriation.	
Methodology	Local Government Grants Commissions in each state and the Northern Territory recommend the distribution of funding to local governing bodies under the Financial Assistance Grant Program in accordance with the Financial Assistance Act and the National Principles for allocating grants.[41] Analysis of payment records maintained in government record systems.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.57. *DITRDCA Corporate Plan 2024–25*, p.74.	
2024–25 result	Target met. Funding was provided on time and aligned with the budget appropriation.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Target met.
Owner	Regional Development and Local Government Division.	

41 For more information on the allocation of grants, see: www.infrastructure.gov.au/territories-regions-cities/local-government/financial-assistance-grant-local-government/national-principles-allocation-grants

Analysis of performance

In 2024–25, the Australian Government provided $2.2 billion in untied funds under the Financial Assistance Grant Program. This included an early payment of 50%, or $1.7 billion, of the 2025–26 estimated entitlement ($3.4 billion) to ensure councils had funds ready to deliver the services we all rely on.

Overall funding was allocated to the states and territories in accordance with sections 4(2), 4A, 9 and 12 of the *Local Government (Financial Assistance) Act 1995* (the Act) being a proportional per-capita allocation of the general-purpose component drawn from population data from the Australian Bureau of Statistics, and a fixed proportional allocation of the roads component as agreed by the Commonwealth, states and territories at the Special Premiers Conference in 1990.

On 23 June 2025, the Australian Government announced a 50% bring forward payment of the estimated 2025–26 Financial Assistance Grant entitlement be made to assist councils to deliver services. The bring forward payment of $1.7 billion was made to states and territories on 20 June 2025.

The Financial Assistance Grant Program supports the Australian Government's objective of providing financial assistance to local governments to strengthen local government capacity and better support local communities.

Program 3.3: Cities

Program objective

The Cities Program supports the development of more liveable and productive cities through programs and policies that support jobs and economic growth, manage population pressures and reduce congestion.

Key activities	Performance measure(s)
Work with Queensland to deliver infrastructure for the Brisbane 2032 Olympics and Paralympic Games	19 and 20
Advise on and deliver commitments to enhance Australia's cities and towns	21 and 22

Performance results

Performance measure 19	Policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects
Target	Policy advice is high quality, timely, and evidence based.
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.58. *DITRDCA Corporate Plan 2024–25*, p.76.
2024–25 result	Target substantially met. 92% of policy advice was high quality, timely and evidence based.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Land Transport Infrastructure Division.
Changes	The methodology for this performance measure has been updated from the 2024–25 Corporate Plan to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.

Analysis of performance

In 2024–25, the department prepared 13 pieces of policy advice relating to this performance measure which was used as the population to determine the sample for assessment. Based on a confidence interval of 95%, 12 pieces of policy advice were sampled and assessed by the panel. Of the 12 sampled, 11 pieces of policy advice were assessed as high quality, timely and evidence based resulting in a performance measure result of 92%. While some briefs did not meet the assessment threshold, these results should be considered alongside the inherent nuances of providing policy advice, and the metrics used in the Policy Advice Assessment Methodology. All briefs were cleared by the department and actioned by the minister's office, fulfilling their intended purpose within the context and timing of delivery.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1).

In developing policy advice that is high-quality and evidence based, the department consults with multiple stakeholders across the Australian and Queensland governments. This ensures our policy advice is well informed and that we are able to achieve economic, social and environmental outcomes through our infrastructure investment, consistent with the Australian Governments Infrastructure Policy Statement. This includes consulting with the:

- National Indigenous Australians Agency on promoting First Nations outcomes through our investments, including working to embed consultation, representation and participation policies for First Nations in decision making.
- Department of the Prime Minster and Cabinet, Department of the Treasury and Department of Finance on processes and approvals, including on the programs Federation Funding Agreement.
- Department of State Development, Infrastructure and Planning (Queensland Government), responsible for oversighting the joint investment and approval of Games venues.
- Games Independent Infrastructure and Coordination Authority (GIICA; Queensland Government), responsible for the development of the project validation reports and the delivery of Games venues once approvals have been made by both the Australian and Queensland governments.

Strong relationships with teams across the Australian and Queensland governments allowed for timely and accurate information sharing to occur. The department's policy advice successfully led to investment decisions being made on the Logan Indoor Sports Centre and the Moreton Bay Indoor Sports Centre. It also saw needs of key displaced stakeholders addressed on the Barlow Park Stadium Upgrade and the Logan Indoor Sports Centre.

The department's policy advice and strong relationships with stakeholders ensured that the minister and Australian Government remained informed through a change of government in Queensland and a subsequent review of Brisbane 2032 Olympic and Paralympic Games Infrastructure. Following the 2024 Queensland state election, the GIICA undertook a *100-day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure*.[42] In response to this, and the *2032 Delivery Plan*[43] (the Queensland Government response), the department took a proactive approach to briefing as updates became available, to ensure an up-to-date understanding of the new Queensland Government's position on the Games Venues. These outcomes provided community confidence in the government's commitment to the Games, and in the delivery of sporting and community venues that reflect the needs of staging a global event, while providing the best outcomes for communities now and in the future.

The department will maintain and build on our strong relationships and continue to provide high-quality, timely, and evidence-based policy advice.

42 Available at: www.giica.au/gamesreview

43 Available at: www.statedevelopment.qld.gov.au/infrastructure/projects-and-programs/brisbane-2032

Performance measure 20	Approval of Brisbane 2032 Olympic and Paralympic venue infrastructure project milestones in line with the Federation Funding Agreement Schedule (FFAS)
Target	≥90% of compliant milestones submitted by Queensland are approved within the FFAS timeframe.
Methodology	Analysis of evidence provided by Queensland to assess delivery against milestones in accordance with the FFAS.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.58. *DITRDCA Corporate Plan 2024–25*, p.76.
2024–25 result	Target met. 100% of compliant milestones submitted by Queensland were approved within the FFAS timeframe.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Land Transport Infrastructure Division.

Analysis of performance

Strong relationships with the teams across the Australian and Queensland governments allowed for timely and accurate information sharing to occur, enabling $27.8 million to be paid following the approval of the first milestones for the first set of projects in accordance with the FFAS. Our close collaboration in all stages of the Games Venues Program enable a shared understanding amongst stakeholders of the information needed to process milestone payments.

To deliver the Games Venues Program, which the Australian and Queensland governments are joint funding partners in, and to ensure work has progressed to the required stage to allow for these milestone payments to be made, the department works with a number of government entities and stakeholders. These include the:

> Department of the Prime Minster and Cabinet, Department of the Treasury and Department of Finance on processes and approvals, including on the FFAS.

> Department of State Development, Infrastructure and Planning (Queensland Government), responsible for oversighting the joint investment and approval of Games venues.

> Games Independent Infrastructure and Coordination Authority (GIICA; Queensland Government), responsible for the development of the project validation reports and delivery of Games venues once approvals have been made by both the Australian and Queensland governments.

Following the 2024 Queensland state election, the GIICA undertook a *100-day Review of Brisbane 2032 Olympic and Paralympic Games*.[44] Changes to the Brisbane 2032 Olympic and Paralympic Games (the Games) operating environment in Queensland following the release of its *2032 Delivery Plan*[45] (the Queensland Government response to

44 Available at: www.giica.au/gamesreview

45 Available at: www.delivering2032.com.au

the *100-day Review*) resulted in a change to venues being funded under the joint Games Venues Program. The department is working closely with Queensland on progressing the Games Venues Program, including updating the FFAS to align with any agreed program changes to enable future milestones to continue to be met and paid.

Games venues delivered under this program will deliver lasting legacy benefits to communities across Queensland both before and after the Games by providing much needed sporting and community venues. The delivery of these Games venues directly contributes to the department achieving its priority of supporting growing cities and regions, and will ensure the successful delivery of the Games — strengthening Australia's reputation and relationships in the Oceania region.

Performance measure 21	**Delivery of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes**	
Target	Payments to states and territories are authorised in alignment with the schedule to the Federation Funding Agreement — Infrastructure.	
Methodology	Payments to states and territories are authorised by the relevant official consistent with the milestones outlined in the uPPP schedule to the Federation Funding Agreement — Infrastructure. Advice is provided to Treasury to progress payment to the states and territories. The target will be assessed as a proportion of the payments authorised to Treasury consistent with the schedule within the relevant period.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.58. *DITRDCA Corporate Plan 2024–25*, p.77.	
2024–25 result	Target met. Payments to states and territories are authorised in alignment with the schedule to the Federation Funding Agreement — Infrastructure.	
Previous results	**2023–24 result:** Target met.[46]	**2022–23 result:** Not applicable; new performance measure for 2023–24.
Owner	Partnership and Projects Division.	
Changes	The wording of the measure and target was updated in the current year table in the 2025–26 Portfolio Budget Statements as a result of the program being delivered through states and territories via Federation Funding Agreement (FFA) arrangements. The methodology has changed from the 2024–25 Corporate Plan as a result of the program being delivered through states and territories via FFA arrangements.	

46 The 2023–24 result refers to the 'Establishment and implementation of the uPPP within agreed timeframes'. The performance measure has since been updated to report on the delivery of the uPPP. See page 93 of the 2023–24 Annual Report available at: www.infrastructure.gov.au/about-us/corporate-reporting/annual-reports

Analysis of performance

This performance measure was met due to strong collaboration during the FFA negotiations, strengthening program design and delivery processes.

In 2024–25, 100% (3 of 3) payments were authorised in accordance with the uPPP schedules[47] to the FFA. Funding was authorised by the department and transferred by Treasury to states and territories.[48] In all 3 cases, the milestone for the payment was the execution of the FFA schedule and the payment proceeded from the receipt of the signed FFA schedule. Under the FFA arrangements, jurisdictions are responsible for negotiating funding agreements with proponents.

The performance measure changed in 2024–25 and is not directly comparable to the 2023–24 result. In early-2024, the government began exploring a state-based program delivery model to better collaborate across governments and incorporate more localised management of government grants. The department collaborated with Australian Government central agencies and state and territory governments on the state-based program delivery model through the FFA. The government selects projects and provides funding to the states, who administer the projects on our behalf.

More than $100 million remains to be allocated to future projects through the uPPP over the next 2 years. Existing projects will continue to be delivered by their proponents.[49] The projects funded by the uPPP will plan or construct infrastructure in major cities which bring together different communities and uses to enhance the lives of Australians.

47 A FFA schedule is a document outlining the specific details and terms of a particular funding agreement between the Commonwealth and a state or territory government that sit under a FFA.

48 FFAs are executed by all states and territories. Associated FFA Schedules are only executed where states and territories have an approved project/s. Available at: https://federalfinancialrelations.gov.au/agreements/urban-precincts-and-partnerships-program-uppp-ffa

49 Projects available at: www.infrastructure.gov.au/department/media/publications/urban-precincts-and-partnerships-program-announced-projects

Performance measure 22	Delivery of the Thriving Suburbs Program to support investment in community infrastructure	
Target	Payments to states and territories are authorised in alignment with the schedule to the Federation Funding Agreement — Infrastructure.	
Methodology	Payments to states and territories are authorised by the relevant official consistent with the milestones outlined in the Thriving Suburbs Program schedule to the Federation Funding Agreement — Infrastructure. Advice is provided to Treasury to progress payment to the states and territories. The target will be assessed as a proportion of the payments authorised to Treasury consistent with the schedule within the relevant period.	
Source	*DITRDCA Portfolio Budget Statements 2025–26*, p.58. *DITRDCA Corporate Plan 2024–25*, p.77–78.	
2024–25 result	Target met. All payments to states and territories were authorised in alignment with the Thriving Suburbs Schedule to the Federation Funding Agreement — Infrastructure.	
Previous results	**2023–24 result:** Target not met.[50]	**2022–23 result:** Not applicable; new performance measure for 2023–24.
Owner	Regional Development and Local Government Division.	
Changes	The wording of the target was updated in the current year table in the 2025–26 Portfolio Budget Statements as a result of the program being delivered through states and territories via Federation Funding Agreement (FFA) arrangements. The methodology has changed from the 2024–25 Corporate Plan as a result of the program being delivered through states and territories via FFA arrangements.	

Analysis of performance

The Thriving Suburbs Program had one round and closed in September 2024. Program funds were committed in 2024–25 and 100% (6 of 6) of payments were authorised and paid in the same financial year. In all 6 cases, the milestone for the payment was the execution of the FFA schedule[51] and the payment proceeded from the receipt of the signed FFA schedule.

50 The 2023–24 result refers to the 'Establishment and implementation of the Thriving Suburbs Program (TSP) to support investment in community infrastructure'. The performance measure has since been updated to report on the delivery of the program. See page 94 of the 2023–24 Annual Report available at: www.infrastructure.gov.au/about-us/corporate-reporting/annual-reports

51 A FFA schedule is a document outlining the specific details and terms of a particular funding agreement between the Commonwealth and a state or territory government that sit under a FFA.

In accordance with the Thriving Suburbs Program schedule to FFA, funding was authorised by the department and transferred by Treasury to the Victorian, South Australian, Tasmania, Western Australian, New South Wales and Queensland governments between February and April 2025.[52] Under the FFA arrangements, jurisdictions are responsible for negotiating funding agreements with proponents.

Through the Thriving Suburbs Program, local government entities and incorporated not-for-profit organisations receive government funding for capital works projects that enhance liveability, strengthen social cohesion and support local amenity in urban, suburban and peri-urban communities across Australia.

The performance measure changed in 2024–25 and is not directly comparable to the 2023–24 result. The Thriving Suburbs Program was placed on hold in late-2023 while broader government decisions were made regarding program delivery. In early-2024, the government began exploring a state-based program delivery model to better collaborate across governments and incorporate more localised management of government grants.

The department collaborated with Australian Government agencies and state and territory governments on the state-based program delivery model through the FFA. Executed FFA schedules were subsequently varied to update the program's Milestone Payment Schedules and a table of the approved projects and funding. All states with successful projects in 2024–25 have co-signed FFA Milestone Payment Schedules.[53]

Reshaping the delivery model of the Thriving Suburbs Program has strengthened program delivery processes in line with Outcome 3, specifically facilitating local partnerships between all levels of government and local communities.

Projects will construct new community infrastructure, or expand or upgrade existing infrastructure for wider community benefit.[54] Funded initiatives will progress to provide benefits to their local communities.

Performance measure 23	**Advice on Australian cities policy**
This measure transferred to the Treasury portfolio in May 2025 in accordance with machinery of government changes. Results for this performance measure will be reported in Treasury's 2024–25 Annual Report.[55]	

52 There were no approved projects in the Northern Territory or the Australian Capital Territory for 2024–25.

53 FFAs are executed by all eligible states and territories. Associated FFA schedules are only executed where eligible states and territories have an approved project/s. Available at: www.federalfinancialrelations.gov.au/agreements/thriving-suburbs-program-ffa

54 Projects available at: www.infrastructure.gov.au/territories-regions-cities/cities/thriving-suburbs-program

55 Available at: www.treasury.gov.au/the-department/corporate-publications/annual-report

Program 3.4: Growing a Stronger Northern Australian Economy

Program objective

Our North, Our Future: 2021–2026: Targeted Growth is the government's current 5-year strategic plan for developing Northern Australia. From 2021–2026, the government will invest in transformational and enabling projects through a whole-of-government approach, in partnership with state and territory governments.

Key Activity	Performance measure
Progress key initiatives and monitor whole-of-government implementation of the northern Australia agenda	24

Performance results

Performance measure 24	**Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for Ministerial consideration within statutory timeframes**	
Target	100% of proposal notices received within the financial year are processed within statutory timeframes.	
Methodology	Data is validated and reviewed to determine what percentage of assessments were processed by the department within statutory timeframes.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.59. *DITRDCA Corporate Plan 2024–25*, p.80.	
2024–25 result	Target met. 100% of proposal notices received within the financial year were processed within statutory timeframes.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Not applicable; new performance measure for 2023–24.
Owner	Partnerships and Projects Division.	

Analysis of performance

In 2024–25, the department processed 100% of the proposal notices it received within statutory timeframes, thereby assisting consideration by the Minister for Northern Australia of the investment decisions taken by NAIF during the year. This outcome supports Program 3.4: Growing a Stronger Northern Australian Economy, by providing infrastructure financing to the states and territories and other entities.

The department supports the Minister for Northern Australia to administer the *Northern Australia Infrastructure Facility Act 2016*. As part of this work, the department's Secretary (or delegate) is a member of the NAIF Board. The department delivered the Australian Government's commitment to ensuring NAIF's investments benefit local communities and create new jobs across the north. In 2024–25 the department achieved a number of key milestones, including:

- Supporting an Independent Expert Panel to undertake and deliver a statutory review of the *Northern Australia Infrastructure Facility Act 2016.*
- Facilitating ministerial consideration of proposal notices to the value of $340 million in investment decisions.
- Supporting NAIF to commit more than $4.3 billion of its $7 billion appropriation to finance 32 projects — expected to generate around 18,100 jobs in Northern Australia and $33 billion in public benefit.

The department will seek to continually maintain processing NAIF proposal notices for ministerial consideration within statutory timeframes.

Lake Argyle, Kununurra, Western Australia. Image credit: Office of Northern Australia.

Spotlight

Progress on the Northern Australia Agenda

The department supported the development of the Northern Australia Action Plan 2024–2029[56] (Action Plan) — a strategic framework to guide how the Australian Government collectively will deliver on the developing northern Australia agenda.

The Action Plan was shaped through engagement with hundreds of northern Australians, including industry representatives, First Nations organisations, local governments and community leaders. This extensive consultation process ensured the Action Plan reflects the priorities, strengths and challenges unique to northern Australia.

The Action Plan identifies 6 key policy priorities to guide work across jurisdictions:

- Activating the northern economy
- Infrastructure to unlock growth
- A safe and secure north
- Growing the workforce
- Liveable, healthy and resilient communities
- Protecting the environment and cultural heritage.

The Action Plan also specifies 17 areas for continued focus for short to medium-term action across the Australian Government, building on work already underway and addressing longstanding barriers to growth and equity in the region.

A central focus of the Action Plan is advancing outcomes for First Nations people, who represent more than 17% of the north's population. The Action Plan reinforces the importance of working in genuine partnership to strengthen First Nation economic prosperity and close long-standing gaps in health, education, employment and community wellbeing.

The department will continue to work with partners across government, industry and communities to support delivery of the Action Plan and monitor progress towards shared goals for Northern Australia.

56 Available at: www.infrastructure.gov.au/territories-regions-cities/regional-australia/office-northern-australia/northern-australia-action-plan-2024-2029

Image credit, this page: Hyams Beach, Jervis Bay NSW. (Getty – John and Tina Reid.)
Next Page: Christmas Island. (Getty – roxaria imbroglia / 500px.)

Outcome 4: Territories

Outcome Statement

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

Performance snapshot

Program	Target met	Target substantially met	Target partially met	Target not met	No target
4.1: Services to Territories	1	1	-	-	-
Total	**1**	**1**	**-**	**-**	**-**

Flying Fish Bay, Christmas Island. Image credit: Kate Blume.

Program 4.1: Services to Territories

Program objective

The Services to Territories Program provides good governance and service delivery in the Australian territories, including through the maintenance and improvement of the laws and services for non-self-governing territories, and the overarching legislative framework for self-governing territories.

Key activities	Performance measure
Ensuring governance and legislative arrangements are fit for purpose to: a. support delivery of services and programs to Australia's non-self-governing territories b. facilitate our national interests in the Australian Capital Territory and the Northern Territory	25
Provide essential infrastructure, fund and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory	26

Performance results

Performance measure 25	**Advice on governance and legislative arrangements in Australia's territories**	
Target	Policy advice is high quality, timely and evidence based.	
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.63. *DITRDCA Corporate Plan 2024–25*, p.85.	
2024–25 result	Target substantially met. 86% of policy advice was high quality, timely and evidence based.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Not applicable; new performance measure for 2023–24.
Owner	Territories Division.	
Changes	The methodology for this performance measure has been updated from the 2024–25 Corporate Plan to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.	

Analysis of performance

In 2024–25, the department prepared 14 pieces of policy advice relating to this performance measure which was used as the population to determine the sample for assessment. Based on a confidence interval of 100%, 14 pieces of policy advice were sampled and assessed by the policy advice assessment panel. Of the 14 sampled, 12 pieces of policy advice were assessed as high quality, timely and evidence based resulting in a performance measure result of 86%. While some briefs did not meet the assessment threshold, these results should be considered alongside the inherent nuances of providing policy advice, and the metrics used in the Policy Advice Assessment Methodology. All briefs were cleared by the department and actioned by the minister's office, fulfilling their intended purpose within the context and timing of delivery.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1). This replaced the previous averaging method used in 2023–24. As a result, the outcome of this year's assessment is not directly comparable to last year.

In 2024–25, the department facilitated fit-for-purpose legal and governance frameworks in the territories to support the continued delivery of essential services and infrastructure to non-self-governing territories. This included the development of policy advice on initiatives such as:

- The proposed proclamation of groundwater and drinking water source protection areas on Christmas Island and the Cocos (Keeling) Islands. This will provide the Australian Government, through the Western Australian Department of Water and Environmental Regulation, with the regulatory ability to protect, manage and allocate Indian Ocean Territories drinking water resources through a licensing regime, maximise water quality protections, contribute to public health outcomes and ensure an ongoing supply of safe, reliable and good quality drinking water for current and future generations.

The department partners with other government entities and stakeholders to assist us in providing advice on governance and legislative arrangements in Australia's territories. These include the:

- Australian Federal Police as a member of Christmas Island and Jervis Bay Territory Emergency Management Committees, Jervis Bay Territory Emergency Fire Management Committee and NSW Fire Brigade relating to police matters, including corrective services, or emergency matters in our territories.
- Office of Parliamentary Council who drafted regulations for the department.
- Federal Executive Council who ratify regulations on behalf of the Governor-General.
- Indian Ocean Territories and Norfolk Island Administrator who were involved in multiple community consultations processes.
- Department of Employment and Workplace Relations, Office for International Law, and ComCare in relation to Australia's proposed ratification of 2 International Labour Organization Conventions dealing with occupational health and safety and their consistency with Norfolk Island law.

The department will continue to develop policy advice regarding governance and legislative arrangements to territories in 2025–26.

Performance measure 26	Availability of key services in the non-self-governing territories
Target	Active agreements are in place for the delivery of health, education and correction services in the non-self-governing territories.
Methodology	Assessment of agreements to demonstrate availability of key services. Assessment of provision of essential infrastructure that allows delivery of key services.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.63. *DITRDCA Corporate Plan 2024–25*, p.86.
2024–25 result	Target met. Active agreements were in place for the delivery of health, education and corrections services and infrastructure in the non-self-governing territories.
Previous Results	Not applicable; new performance measure for 2024–25.
Owner	Territories Division.
Changes	The methodology for this performance measure has been updated from the 2024–25 Corporate Plan to clarify the department's role in enabling delivery of key services.

Analysis of performance

In 2024–25, the department supported the delivery of essential services to Australia's non-self-governing territories by ensuring service delivery agreements and contracts with state, local and private partners were in place for the full financial year, with accompanying infrastructure where relevant, and services were delivered in accordance with these agreements. This performance measure focuses on the delivery of health, education and corrections services, as these services have the greatest impact on community wellbeing. Examples of the services within these respective categories include ambulance, school buses and community policing services. All services are demand driven and reflect the department's ongoing role in supporting the Indian Ocean Territories, Norfolk Island and Jervis Bay Territory.

Key partnerships with state government agencies such as Queensland, New South Wales, Australian Capital Territory (ACT) and Western Australia (WA) enabled the delivery of critical services across our non-self-governing territories. Examples include:

- Delivery of ACT services to the Jervis Bay Territory to provide public school services, 3-year-old education program and early childhood care regulation and quality assurance.
- Infrastructure management in Norfolk Island to coordinate and manage the maintenance of community assets, for example, upgrade of the science laboratory and providing disability access at the Norfolk Island Central School.
- Delivery of public inpatient, outpatient and emergency services in the Indian Ocean Territories by WA Country Health Service and breast screen services by BreastScreen WA.

The department will continue to monitor and review service delivery agreements to allow for planning of extensions or new agreements to ensure seamless provision of essential services.

Outcome 5: Communications Connectivity

Outcome Statement

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

Performance snapshot

Program	Target met	Target substantially met	Target partially met	Target not met	No target
5.1: Digital Technologies and Communications Services	3	3	-	-	-
Total	**3**	**3**	**-**	**-**	**-**

Program 5.1: Digital Technologies and Communications Services

Program objective

To provide an environment in which all Australians can access and benefit from digital technologies and communications services, supporting inclusiveness and sustainable economic growth.

Key activities	Performance measure(s)
Provide advice to the government on, and deliver, communications programs, including in regional and remote Australia	27 and 28
Provide effective and inclusive communications services and technologies	29
Advise on spectrum management and the regulatory and legislative framework for broadband and other telecommunications	30
Advise on the news, broadcasting and media industry	31
Advise on harmful online and digital content, and activities	32

Performance results

Performance measure 27	**Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program**	
Target	For each program ≥90% of total contracted coverage (i.e. combined total of new and improved handheld coverage) is delivered by assets for which asset completion reports are received and approved in the financial year.	
Methodology	An asset completion report (ACR) is submitted by the funding recipients following completion of each contracted base station. The department undertakes an analysis to compare contracted coverage against as-built coverage detailed in each ACR. This then provides the percentage of total contracted coverage delivered.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.69. *DITRDCA Corporate Plan 2024–25*, p.92.	
2024–25 result	Target met. Mobile Black Spot Program: 101% of total contracted coverage was delivered through 45 base stations. Peri-Urban Mobile Program: no ACRs submitted in 2024–25.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Target met.
Owner	Communications Services and Consumer Division.	

Analysis of performance

During 2024–25, a total of 5,271 km^2 of new and improved handheld coverage was delivered from 45 Mobile Black Spot Program (MBSP) funded base stations for which ACRs were received and approved. For Peri-Urban Mobile Program (PUMP) funded base stations, no submissions were received in 2024–25.

As at 30 June 2025, a total of 1,171 new mobile base stations have been delivered under the MBSP. These base stations have delivered over 187,117 km^2 of new handheld coverage including to more than 136,628 premises.

This increase in mobile coverage benefits people who live, work and travel in regional, rural and remote parts of Australia. An increase in coverage provides connectivity for these Australians to keep in contact with family and friends, conduct business that contributes to economic growth and sustainability, and provides a public safety benefit for access to emergency services during natural disasters and emergency situations.

This work is consistent with the objectives of the programs to invest in telecommunications infrastructure to improve mobile coverage and competition across Australia and to improve mobile phone reception in periurban fringe areas of Australia's major cities.

The PUMP is in the early stages of implementation, with some base stations moving into the construction stage during the reporting period. There were 5 base stations complete and operational but no ACRs were submitted prior to 30 June 2025.

The result of this measure is impacted by the final location and design of the base station. The department has funding agreements in place with provisions that require approval to be sought for any changes that would reduce coverage below 90% of contracted metrics, such as when a base station cannot be built at the contracted location for reasons beyond the direct control of the mobile industry grantee.

Most base stations built in the financial year provided the contracted coverage metrics or above. In some cases, a base station could not be built as planned, resulting in a decrease in coverage, however this had minimal impact on the overall results of 101% of total contracted coverage achieved.

The department partners with the mobile industry grantees that deliver the funded base stations under these grant programs, and with state governments on certain projects where they provide co-funding.

The department will continue to closely manage the implementation of both the MBSP and PUMP to maximise outcomes where possible.

Performance measure 28	Total amount of new or improved contracted outcomes delivered through the Regional Connectivity Program	
Target	≥90% of total contracted outcomes (i.e. new and improved coverage, or relevant key service improvement metric) are delivered by assets for which completion reports are received and approved in the financial year.	
Methodology	An asset completion report (ACR) or project completion report (PCR) is submitted by the funding recipients following completion of each contracted work. The department undertakes an analysis to compare grant agreements and ACRs/PCRs to assess contracted coverage with delivered coverage across the Program.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.69. *DITRDCA Corporate Plan 2024–25*, p.92.	
2024–25 result	Target met. 116% of total contracted outcomes were delivered by assets for which completion reports were received and approved in the financial year.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Target met.
Owner	Communications Services and Consumer Division.	
Changes	The methodology has been updated from the 2024–25 Corporate Plan to include project completion reports.	

Analysis of performance

During 2024–25, over 92,000 km^2 of coverage was delivered from 185 assets for which asset or project completion reports were received and approved.

Delivery of Rounds 1 and 2 of the Regional Connectivity Program (RCP) has progressed significantly. Of the 130 projects in Round 1, 19 remain to be completed; and of the 93 projects in Round 2, 17 are still underway. Funding agreements for both rounds have been extended to 30 June 2026 to support the completion of these remaining assets. Round 3 is currently expected to be delivered by 30 June 2027 and will support 74 place-based telecommunications infrastructure projects across Australia.

The RCP aims to improve digital connectivity across regional, rural and remote Australia by providing regional communities with significant upgrades to voice and data services. The RCP supports the outcome of providing an environment in which all Australians can access and benefit from digital technologies and communications services, supporting inclusiveness and sustainable economic growth.

This outcome achieves improved connectivity in rural, regional and remote Australia and improved access to communications services. Australians continue to have access to essential services and strengthened regional connectivity that are unable to be addressed by commercial investment alone.

The RCP is supported by co-contributions from state, territory and local governments, as well as grantees and other third parties with the projects delivered by the funding recipient.

We will continue to monitor delivery against contracted outcomes, while working with funding recipients to ensure delays in delivery can be identified and addressed promptly.

Performance measure 29	**Accessible communication services for Australians, through:** **a. National Relay Service (NRS)** **b. Audio description services** **c. Broadcaster captioning compliance**	
Target	a. Provider meets or exceeds contractual service levels. b. National broadcasters provide more than 30 hours per week, on average, of audio described content. c. Broadcasters meet or exceed statutory captioning obligations.	
Methodology	The department applies custom methodologies suited to each service. a. Monthly service level requirements. The service provider provides monthly performance statements against service levels. These performance statements have been independently audited and found to be accurate. The data is automatically recorded via the service providers platforms and collated into the performance statements against the contracted service levels. b. Hours of programming broadcast with audio description as reported by the national broadcasters at the end of each financial year. c. Percentage of programming broadcast with captions. Licensed broadcasters are required under legislation to keep records and report to the Australian Communications and Media Authority (ACMA) on the percentage of content captioned in the previous year. ACMA is an independent regulatory agency and identifies its own compliance priorities, including whether to audit the results reported.	
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.69. *DITRDCA Corporate Plan 2024–25*, p.93.	
2024–25 result	Target substantially met. a. Target substantially met. The NRS provider met 80% of its monthly performance targets. b. Target met. Hours of programming broadcast with audio description exceeded 30 hours per week, on average. c. Target met. Broadcasters met statutory captioning compliance obligations.	
Previous results	**2023–24 result:** Target met.	**2022–23 result:** Target substantially met.
Owner	Communications Services and Consumer Division.	

Analysis of performance

The department supports the provision of a number of media amenities which collectively maintain and improve access to communication services for people with disability.

National Relay Service

The National Relay Service provider is required to meet performance indicators specified in the contract for the service. The provider is required to report its performance on a monthly basis. Performance is measured in relation to call answer times. The provider was compliant on measures of emergency call responses, maintaining a low rate of abandoned calls and services provided online each month. The provider was not compliant with required call answer times for video relay calls between November 2024 and May 2025. This was attributed to an industrial dispute which affected call answer times. Call answer times for other relay calls (excluding video calls) met requirements in 9 months of the year. The provider was compliant with 3 of 4 help desk measures (call answer, acknowledgement and contact resolution times) but did not meet the complaint resolution time measure.

Audio description

The Australian Broadcasting Corporation (ABC) and Special Broadcasting Service (SBS) receive funding as part of their funding agreements to provide audio description. The ABC reported that it provided an average of 113 hours per week of audio described content during 2024–25. The SBS reported that it provided an average of 198 hours per week of audio described content during 2024–25. The target of 30 hours per week, on average, for ABC and SBS was well surpassed.

Captioning

ACMA annual captioning compliance reports are published each December for the prior financial year. Therefore, captioning data from 2023–24 is reported in this performance measure. Data for 2024–25 will be published in the 2025–26 Annual Performance Statements.

Free-to-air TV broadcasters are required to caption 100% of all programs on their main channels between 6am and midnight under section 130ZR of the *Broadcasting Services Act 1992* (the Act). Compliance results are required to be reported to ACMA in accordance with section 130ZZC of the Act. In 2023–24, all free-to-air TV broadcasters provided captions on over 99.9% of programs. All failures to deliver 100% captioning levels were attributable to unforeseen technical difficulty and explained in accordance with the requirements at section 130ZZAB of the Act.

Table 5.1.1 Specific percentage ranges for each licensee within the network in 2023–24

Licensee	2023–24 percentage range
ABC	99.99%
SBS	99.98% to 99.99%
Seven Network	99.96% to 99.98%
Network Ten	99.99%
Nine Network Australia	99.91 to 99.92%
Prime Television	99.94% to 99.97%
Southern Cross Austereo	99.91% to 99.99%
WIN Media	99.91% to 99.99%
Imparja	99.92%

Subscription TV broadcasters are required to comply with different annual captioning targets that apply to 9 distinct categories of programs. The targets, which increase each year, are set out in section 130ZV(2) of the Act.

Table 5.1.2 Captioning targets for 2023–24

Category	2023–24 captioning target
Category A STV movie service (1st to 6th movie channel)	100%
Category B STV movie service (7th movie channel — if nominated)	100%
Category C STV movie service (8th and more movie channels — if nominated)	90%
Category A STV general entertainment service (1st to 18th general entertainment channel)	100%
Category B STV general entertainment service (19th to 34th general entertainment channel if nominated)	90%
Category C STV general entertainment service (35th or more general entertainment channel if nominated)	70%
STV news service	60%
STV sports service	60%
STV music service	50%

Foxtel and Telstra TV reported that one channel, Al Jazeera, did not meet captioning requirements by a small margin in 2023–24.

Aside from this, the 3 subscription TV licensees (Foxtel Cable Television, Optus Content and Telstra Pay TV) reported that they met or exceeded captioning requirements in 2023–24.

Performance measure 30	**Policy advice on the regulatory and legislative framework for spectrum management, broadband and other telecommunications matters**
Target	Policy advice is high quality, timely and evidence based.
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.70. *DITRDCA Corporate Plan 2024–25*, p.94.
2024–25 result	Target substantially met. 83% of policy advice was high quality, timely and evidence based.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Communications Infrastructure Division.
Changes	The methodology for this performance measure has been updated from the 2024–25 Corporate Plan to capture 'evidence based' in line with the target, and ensure consistency across all departmental policy advice performance measures.

Analysis of performance

In 2024–25, the department prepared 17 pieces of policy advice relating to this performance measure which was used as the population to determine the sample for assessment. Based on a confidence interval of 85%, 12 pieces of policy advice were sampled and assessed by the policy advice assessment panel. Of the 12 sampled, 10 pieces of policy advice were assessed as high quality, timely and evidence based resulting in a performance measure result of 83%. While some briefs did not meet the assessment threshold, these results should be considered alongside the inherent nuances of providing policy advice, and the metrics used in the Policy Advice Assessment Methodology. All briefs were cleared by the department and actioned by the minister's office, fulfilling their intended purpose within the context and timing of delivery.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1).

In 2024–25, the department developed policy advice promoting an innovative and competitive communications sector for the community which improves the lives of all Australians in our cities, regions and territories by enabling connected, productive, safe, sustainable and culturally vibrant communities. This included policy advice on initiatives such as:

> Protecting public safety by requiring service providers to identify mobile phones that are unable to access Triple Zero, notify the user and cease providing a service to the affected device following the 3G network switch off.

> Improving the national collection of data on First Nations digital inclusion under the Better Connectivity Plan for Regional and Rural Australia to increase the scope and sample size of the Australian Digital Inclusion Index on First Nations Australians to:
  - build on current levels of data collection, including a more robust urban and regional sample
  - create an Index of First Nations digital inclusion to provide a more robust measure of the national digital inclusion gap
  - assist in developing a better understanding of our current state and progress towards Closing the Gap Target 17 (By 2026, Aboriginal and Torres Strait Islander people have equal levels of digital inclusion).[57]

The department partners with other government agencies including the Department of Finance, and relevant telecommunication providers such as NBN Co, on information relevant to the delivery of policy advice to inform broadband and telecommunication matters.

Policy settings, regulatory and legislative requirements ensure an environment in which all Australians can realise the full potential of digital technologies and communications services, supporting inclusiveness and sustainable economic growth.

The department will continue to provide policy advice on the key activities surrounding our work for the policy, regulatory and legislative frameworks for spectrum management, broadband and other telecommunications issues.

Performance measure 31	**Policy advice about the news, broadcasting and media industry**
Target	Policy advice is high quality, timely and evidence based.
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.70. *DITRDCA Corporate Plan 2024–25*, p.95.
2024–25 result	Target met. 100% of policy advice was high quality, timely and evidence based.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Media Policy Division.
Changes	The target and methodology for this performance measure has been updated from the 2024–25 Corporate Plan to capture 'evidence based' and ensure consistency across all departmental policy advice performance measures.

57 Refer: www.pc.gov.au/closing-the-gap-data/dashboard/se/outcome-area17

Analysis of performance

In 2024–25, the department prepared 35 pieces of policy advice relating to this performance measure which was used as the population to determine the sample for assessment. Based on a confidence interval of 88%, 24 pieces of policy advice were sampled and assessed by the policy advice assessment panel. Of the 24 sampled, 24 pieces of policy advice were assessed as high quality, timely and evidence based resulting in a performance measure result of 100%.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1).

In 2024–25, the department provided policy advice on a broad range of issues relating to the news, broadcasting and media industry. This policy advice supported the delivery of quality public interest journalism, and an enhanced range/quality of content and services available to all Australians as part of a diverse and sustainable media sector. These issues play an important role in the functioning of Australian society and democracy, and are essential to keeping communities informed. This includes policy initiatives such as:

- Developing pathways to regulatory reform to adapt to a changing landscape as consumers shift online to adopt new technologies and market offerings.
- Reform for anti-siphoning regulation to promote free access to television coverage of nationally important and culturally significant events.
- Regulations for a television prominence framework to ensure local television services are easy for Australian audiences to find on connected television devices.
- Strengthening the independence of the national broadcasters (Australian Broadcasting Corporation (ABC) and Special Broadcasting Service (SBS)), funding news, and improving the resilience of broadcasting sites at high risk of natural disasters.
- The statutory review into BetStop — the National Self-Exclusion Register — which was established to assist in reducing harm from wagering activities.
- The News Media Assistance Program (News MAP) which includes a policy framework and a series of measures designed to support a strong and diverse news sector that is vital for a healthy democracy, civic participation and social cohesion. News MAP will provide mechanisms to support the sustainability of news and journalism and ensure Australians have access to a diverse range of high-quality public interest news voices, regardless of where they live.

The department will continue to provide high-quality, timely and evidence-based policy advice on the news, media and broadcasting policy.

Performance measure 32	Policy advice about harmful online and digital content and activities
Target	Policy advice is high quality, timely and evidence based.
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.70. *DITRDCA Corporate Plan 2024–25*, p.95.
2024–25 result	Target substantially met. 86% of policy advice was high quality, timely and evidence based.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Digital Platforms, Safety and Classification Division.
Changes	The target and methodology for this performance measure has been updated from the 2024–25 Corporate Plan to capture 'evidence based' and ensure consistency across all departmental policy advice performance measures.

Analysis of performance

In 2024–25, the department prepared 43 pieces of policy advice relating to this performance measure which was used as the population to determine the sample for assessment. Based on a confidence interval of 89%, 28 pieces of policy advice were sampled and assessed by the policy advice assessment panel. Of the 28 sampled, 24 pieces of policy advice were assessed as high quality, timely and evidence based resulting in a performance measure result of 86%. While some briefs did not meet the assessment threshold, these results should be considered alongside the inherent nuances of providing policy advice, and the metrics used in the Policy Advice Assessment Methodology. All briefs were cleared by the department and actioned by the minister's office, fulfilling their intended purpose within the context and timing of delivery.

During 2024–25, we refined our Policy Advice Assessment Methodology by adopting a more mathematical scoring structure that aligns with the departmental results key (Table 2.1).

In 2024–25, the department provided policy advice on a broad range of issues relating to online and digital risks and harms, Australian culture and community identity, and emerging market policy issues relating to digital platforms. This advice was formulated around a robust understanding of the stakeholder environment and developed in close consultation with other Australian Government and state government agencies and departments.

The focus of our policy efforts was directed at ensuring Australians are safe and free from harm when they interact in online environments and they have the information and awareness to be informed consumers of online and media content. This in turn promotes social engagement, robust civic discourse and economic participation. This included policy advice on initiatives such as:

> Implementation of legislation for a minimum age for social media access (including the development of relevant programs to support the delivery of the minimum age obligation, in partnership with other Commonwealth entities).

- Reforms to the *Broadcasting Services Act 1992* intended to combat mis/disinformation on digital platforms.
- Supporting the statutory review into the operation of the *Online Safety Act 2021*.
- The progression of stage 2 classification reforms to ensure consumers can continue to make informed choices about the content that they, and those in their care, watch, read and play. These reforms were informed by a public consultation process which received 140 submissions and included targeted discussions with interested industry and community stakeholders.

The department will continue to provide high quality, timely and evidence-based policy advice about harmful online and digital content and activities.

Outcome 6:
Creativity and Culture

Outcome Statement

Participation in, and access to, Australia's arts and culture through developing and supporting cultural expression

Performance snapshot

Program	Target met	Target substantially met	Target partially met	Target not met	No target
6.1: Arts and Cultural Development	2	-	-	-	-
Total	**2**	**-**	**-**	**-**	**-**

Program 6.1: Arts and Cultural Development

Program objective

To provide an environment in which all Australians can access and benefit from creative experiences and culture, supporting inclusiveness and growth in Australia's creative sector, and protecting and promoting Australian content and culture.

Key activities	Performance measure(s)
Protecting and promoting Australian content	33 and 34
Deliver policy and programs that support the cultural and creative sectors and enable all Australians to access and participate in cultural and creative activities	33 and 34
Deliver policies and programs to support Australian cultural heritage, including Indigenous cultural heritage, arts, languages and repatriation	33 and 34

Performance results

Performance measure 33	Contribute to the delivery of actions within Revive, the National Cultural Policy 2023–2027
Target	50% of the 54 *Revive* actions and components held by the Creative Economy and the Arts Group delivered.
Methodology	Information on completion of each *Revive* action or action component is extracted from program monitoring reports and centralised for review and analysis in a departmental tracking document. Updates made to the tracker must also comply with internal clearance protocols. Completed activities under the policy are published on the Office for the Arts website.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.75. *DITRDCA Corporate Plan 2024–25*, p.102.
2024–25 result	Target met. 81% of the 54 *Revive* actions and components held by the Creative Economy and the Arts Group delivered.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Creative Economy and the Arts Group.
Changes	The wording of this target changed from the 'Office for the Arts' to the 'Creative Economy and the Arts Group' to correctly reflect the area responsible for delivering actions within this performance measure.

Analysis of performance

Revive: a place for every story, a story for every place (*Revive*),[58] is the Australian Government's National Cultural Policy to renew and revive Australia's arts, entertainment and cultural sector. *Revive* serves as the framework through which policy commitments are delivered. *Revive* commits to 85 whole-of-government actions covering legislation, policy, the establishment and improvement of new bodies/infrastructure, and programs and research.

From 2025–26, the target for this performance measure has been updated to report on all department-led actions and components, noting some of which were completed in previous financial years.

In 2024–25, the department was responsible for 66 *Revive* actions and components.

The Creative Economy and the Arts Group in the department were responsible for the 54 actions and components captured in the 2024–25 target. In 2024–25, 19 were completed and 10 remain to be completed. Twenty-five were completed in previous financial years. The result reported includes cumulative progress made over the life of the policy.

Of the other 12 department-led actions and components (not included in the target for 2024–25), 10 were completed in 2024–25, one was completed in a previous financial year and one remains to be completed.

Stakeholder input and engagement, and effective project and risk management were essential to the completion of *Revive* actions and components. Limitations were noted in relation to access to data and capacity constraints, which were mitigated by flexible and innovative approaches.

The whole-of-government approach to the policy connected diverse stakeholders, portfolios and communities in the delivery of *Revive*.

The actions within *Revive* assisted in reinforcing:

- respect for First Nations cultural experience and expression, by supporting First Nations-led and centred implementation
- trust in institutions by stabilising and expanding funding and regulatory settings
- innovative and new approaches to addressing gaps in cultural experience, access and participation
- equity as a critical dimension of cultural access and participation by expanding strategies and opportunities for inclusion.

The department will continue building on the success of *Revive* by consulting for the next cultural policy in 2026.

58 Further information on *Revive* is available at: www.arts.gov.au/what-we-do/new-national-cultural-policy

Performance measure 34	Administered grants are paid within a timely manner
Target	90% of payments are paid within 20 days from the receipt of a correctly rendered invoice.
Methodology	The target will be measured through analysis of reports generated from the department's payment processing system.
Source	*ITRDCA Portfolio Budget Statements 2025–26*, p.75. *DITRDCA Corporate Plan 2024–25*, p.103.
2024–25 result	Target met. 99% of payments were paid within 20 days from the receipt of a correctly rendered invoice.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Creative Economy and the Arts Group.

Analysis of performance

The department's investment in Australian arts and cultural activities provides significant cultural and creative development opportunities that enable communities across Australia to tell their stories, evolve their cultural identities and build resilience.

Administered grants[59] are a key mechanism for delivering support to the sector to enable Australians to access and participate in cultural and creative activities. Grant administration represents a large body of work undertaken by the department. The department pays grant recipients within reasonable timeframes so they can provide cultural and creative activities in accordance with relevant program guidelines. An example of a grant paid under this performance measure is part of the Indigenous Languages and Arts (ILA) program that supports Aboriginal and Torres Strait Islander peoples to express, conserve and sustain their cultures through languages and arts activities around Australia. The ILA was established under Pillar 1: First Nations First, of the Australian Government's National Cultural Policy — *Revive*.[60]

The department calculates its timeframe from the receipt of a correctly rendered invoice entered into its accounts payable system. The department will continue to administer grant payments within a timely manner.

59 Information on grants awarded by the department during 2024–25 and the grant program objectives is available at: www.grants.gov.au

60 Refer: www.arts.gov.au/what-we-do/new-national-cultural-policy and Performance measure 33 for more information on *Revive*.

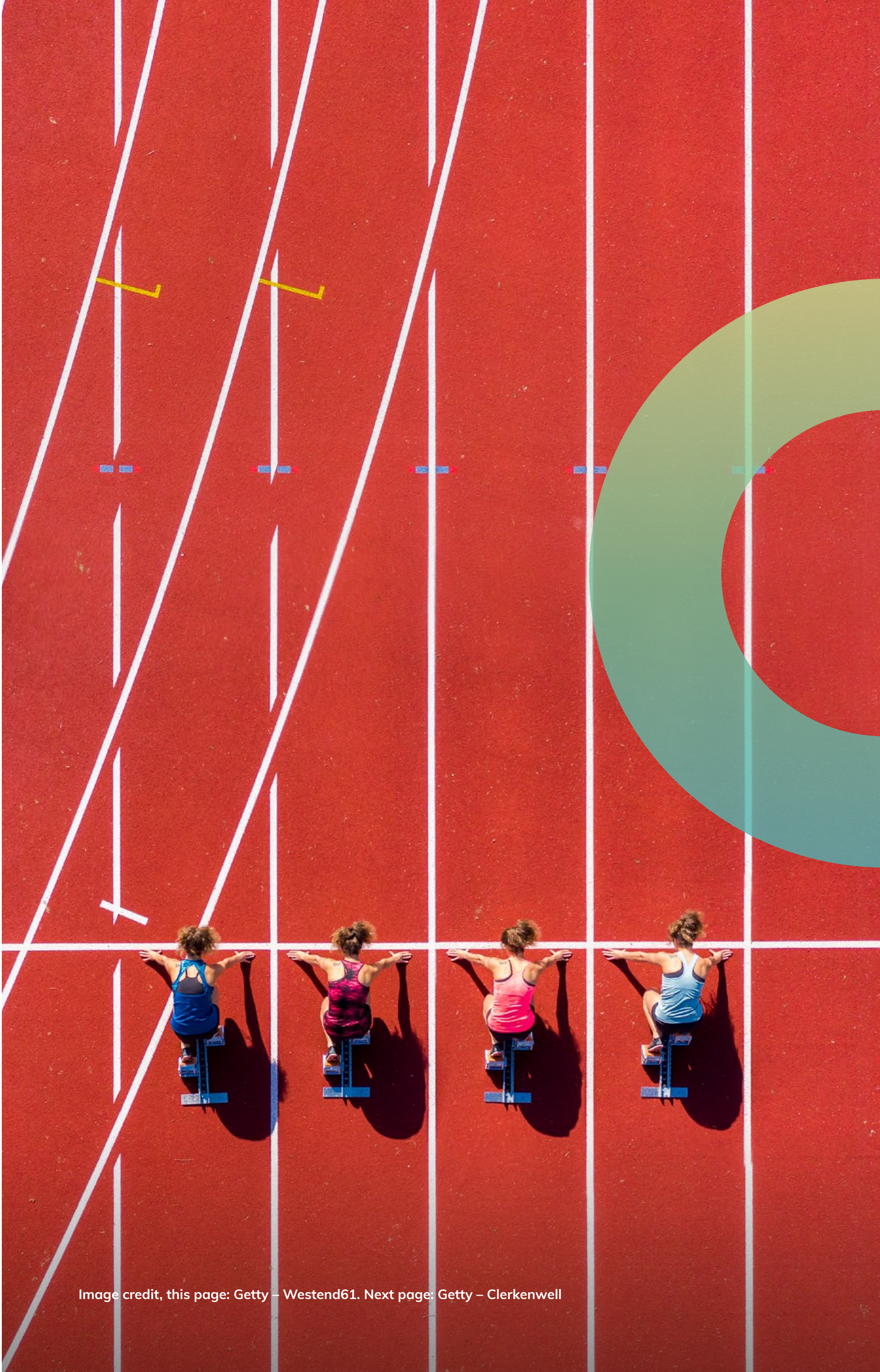


Image credit, this page: Getty – Westend61. Next page: Getty – Clerkenwell

Outcome 7:
Sport and Physical Activity

Outcome Statement

Contribute to healthy, active communities and a sustainable sport system through policy development, coordination and targeted support

Performance snapshot

Program	Target met	Target substantially met	Target partially met	Target not met	No target
7.1: Sport and Physical Activity	2	-	-	-	-
Total	**2**	**-**	**-**	**-**	**-**

Image credit: Getty – Constantinis

Program 7.1: Sport and Physical Activity

Program objective

Increase participation in sport and physical activity by all Australians and foster excellence in Australia's high-performance athletes. Further Australia's national interests by supporting the Australian sport sector, showcasing Australia as a premier host of major international sporting events, and developing sport policy and programs.

Key activities	Performance measure
Developing and implementing sport policies, programs, and initiatives which enable participation in sport and physical activity in collaboration with Commonwealth sport entities and the broader sport sector	35
Developing and coordinating a strategic approach to whole-of-government support for the planning and delivery of major international sporting events hosted in Australia, including the Brisbane 2032 Olympic and Paralympic Games	36

Performance results

Performance measure 35	**Participation in weekly sport and physical activity as measured through:** **a. Percentage of Australian children aged zero to 14 years participating in organised sport and/or physical activity outside of school hours at least once per week** **b. Percentage of Australians aged 15 years and over participation in sport and/or physical activity at least once per week**
Target	a. Establish baseline. b. Establish baseline.
Methodology	Data for parts a. and b. is derived from the Australian Sports Commission's AusPlay survey results.[61] AusPlay provides data on participation rates across organised sport and physical activity. This performance measure is reported on a calendar year basis to align with the release of the AusPlay data.
Source	*Department of Health and Aged Care Portfolio Budget Statements 2025–26*, p.102. *Department of Health and Aged Care Corporate Plan 2024–25*, p.82.
2024–25 result	Target met. a. Baseline established — 40.6%. b. Baseline established — 67.1%.
Previous results[62]	**2023–24 result:** Target substantially achieved. **2022–23 result:** Target met.
Owner	Office for Sport Division.
Changes	This performance measure transferred from the Department of Health, Disability and Ageing on 13 May 2025 due to machinery of government changes.

Analysis of performance

AusPlay's *New Participation Picture Report 2025*[63] (AusPlay report) provides new baseline data for sport and physical activity participation frequency rates in Australia. The AusPlay report is based on data collected over an 18-month period (July 2023 to December 2024) with the baselines reported against this performance measure reporting average participation rates over a 12-month period (January to December 2024). In July 2023, the AusPlay Survey transitioned from telephone interviews to online data collection. This was a major methodological change which caused a break in the time series meaning survey results from July 2023 onwards cannot be directly compared with survey results from previous years.

61 AusPlay National data tables – January to December 2024, available at: www.clearinghouseforsport.gov.au/research/ausplay/results

62 The Department of Health, Disability and Ageing were responsible for this performance measure until 12 May 2025. Previous results were assessed under their performance framework.

63 The AusPlay New Participation Picture Report is based on survey data from a sample of 60,000+ participants. The Report is available at: www.clearinghouseforsport.gov.au/research/ausplay/results

The AusPlay report shows that for Australian children aged zero to 14 years, the rates of participation in sportrelated activity was higher than non-sport related activity in out-of-school hours. According to the report, 56% of Australian children aged zero to 14 participated in ‘sport-related activity only’ at least once in the previous 12 months. This is in comparison to the 7% who participated in ‘non-sport related physical activity only’ and 8% who participated in a mix of both.

The AusPlay report found Australian adults (aged 15+) prefer informal activity over organised activity. According to the report, 78% of Australian adults participated in an informal activity at least once in the previous 12 months, i.e. an activity that is self-organised and is carried out either alone or with friends or family on a casual basis. This can be compared to the 41% of Australian adults who participated in an organised activity at least once in the previous 12 months i.e. an activity that is carried out on a formal or semi-formal basis and organised by a community club, gym or private business.

In 2024–25, the department released Australia’s new National Sport Strategy, Sport Horizon.[64] Rates of participation and involvement in sport and physical activity will be monitored under the National Sport Strategy reflecting the collective activities of communities, the sport sector and governments. In future years, the department will play a lead role in managing the governance arrangements for the National Sport Strategy to support implementation, monitoring and reporting.

In 2024–25, the department implemented the Play Our Way grant opportunity, contracting 286 projects to support women and girls’ participation in sport. The department also supported participation in sport and physical activity through funding to major sporting event legacy initiatives including the Football Australia MiniRoos program, Basketball Australia She Hoops initiative and AusCycling AusBike initiative. The department will continue to deliver grant programs and funding commitments in future years with a focus on assurance activities and impact for communities.

Following review, this performance measure has been replaced in 2025–26.

64 Available at: www.infrastructure.gov.au/department/media/publications/national-sport-strategy-2024-2034

Performance measure 36	Strategic coordination of Commonwealth responsibilities in relation to the planning and delivery of the following future international major sporting events in Australia
Target	Event planning: a. VIRTUS World Athletics Championships 2025 b. Canoe Slalom World Championships 2025 c. Boccia World Challenger 2025 d. Asian Football Confederation (AFC) Women's Asian Cup 2026 e. Netball World Cup 2027 f. Rugby World Cup 2027 g. Women's Rugby World Cup 2029 h. World Masters Games 2029 i. Brisbane 2032 Olympic and Paralympic Games.
Methodology	Records of Australian Government commitments, funding agreements, contracts, program and project management plans and post-event delivery reports demonstrate the department's role in providing strategic coordination of the Commonwealth's support for the planning and delivery of major sporting events.
Source	*Department of Health and Aged Care Portfolio Budget Statements* 2025–26, p.103. *Department of Health and Aged Care Corporate Plan* 2024–25, p.83.
2024–25 result	Target met. The department led the strategic coordination of Commonwealth responsibilities for the planning of future international major sporting events being hosted in Australia. No events were scheduled for delivery in 2024–25.
Previous results[65]	**2023–24 result:** Target substantially achieved. **2022–23 result:** Target met.
Owner	Office for Sport Division.
Changes	This performance measure transferred from the Department of Health, Disability and Ageing on 13 May 2025 due to machinery of government changes. The target of this performance measure was updated in the current year table in the 2025–26 Health and Aged Care Portfolio Budget Statements[66] to reflect the major sporting events in 2024–25.

65 The Department of Health, Disability and Ageing were responsible for this performance measure until 12 May 2025. Previous results were assessed under their performance framework.

66 Available at www.health.gov.au/resources/collections/budget-2025-26

Analysis of performance

In 2024–25, the department collaborated across multiple Australian Government entities and relevant host state/territory governments, event owners/organisers, and national/international sporting organisations to effectively coordinate and deliver on areas of Commonwealth responsibilities for the planning of future international major sporting events being hosted in Australia. This included:

- Executing funding agreements in a timely manner for Virtus World Athletics Championships, Canoe Slalom World Championships, Boccia World Challenger, Women's Asian Cup, Netball World Cup, Rugby World Cups (men's and women's) and World Masters Games.
- Developing and/or regularly reviewing project management plans for all events.
- Engaging with the Queensland Government, Brisbane 2032 Organising Committee, Australian Government entities and other stakeholders on the Brisbane 2032 Olympic and Paralympic Games.

The department undertook significant work to develop, negotiate and execute 9 event delivery and legacy funding agreements across the above 8 events. The change of government in Queensland resulted in a revised approach to the delivery of Brisbane 2032 Olympic and Paralympic Games. In addition, the federal election in May 2025 and subsequent machinery of government changes moved the Office for Sport into our department from the Department of Health, Disability and Ageing requiring a transition to a new portfolio and operating environment.

An internal audit conducted at the Department of Health, Disability and Ageing on the Brisbane 2032 Olympic and Paralympic Games project in June 2025, proposed 2 recommendations to review governance arrangements and key project management artefacts for the future management of the project. These will be integrated into our systems and processes in future reporting years.

The Australian Government's role in the Brisbane 2032 Olympic and Paralympic Games is set out in the Intergovernmental Agreement with Queensland Government, as well as the *Brisbane Olympic and Paralympic Games Arrangements Act 2021*. The department is leading a coordinated approach for the planning and delivery of the Commonwealth's guarantees for the Brisbane 2032 Olympic and Paralympic Games, providing operational services in areas of Commonwealth responsibility including taxation, visa handling, national security, telecommunications and Intellectual Property protections.

The department employs a strategic approach to ensure Commonwealth support is coordinated effectively, and events deliver lasting social, economic, and health benefits for Australians consistent with the National Sport Strategy, Sport Horizon[67] and the Major Sporting Event Legacy Framework.[68]

The department will continue to work with event organisers and relevant stakeholders on the planning and delivery of the events, including the 4 events being delivered in 2025–26 (Virtus, Canoe, Boccia and Women's Asian Cup). Learnings from these major sporting events will feed into event delivery planning for the Brisbane 2032 Olympic and Paralympic Games.

67 Available at: www.infrastructure.gov.au/department/media/publications/national-sport-strategy-2024-2034

68 Available at: www.infrastructure.gov.au/department/media/publications/major-sporting-events-legacy-framework

Part 3
Management and Accountability

Part 3.1: Corporate governance

Integrating with other departmental frameworks including risk, integrity and financial stewardship, our Governance Framework promotes the principles of good governance. It also supports transparent performance in line with government and departmental priorities.

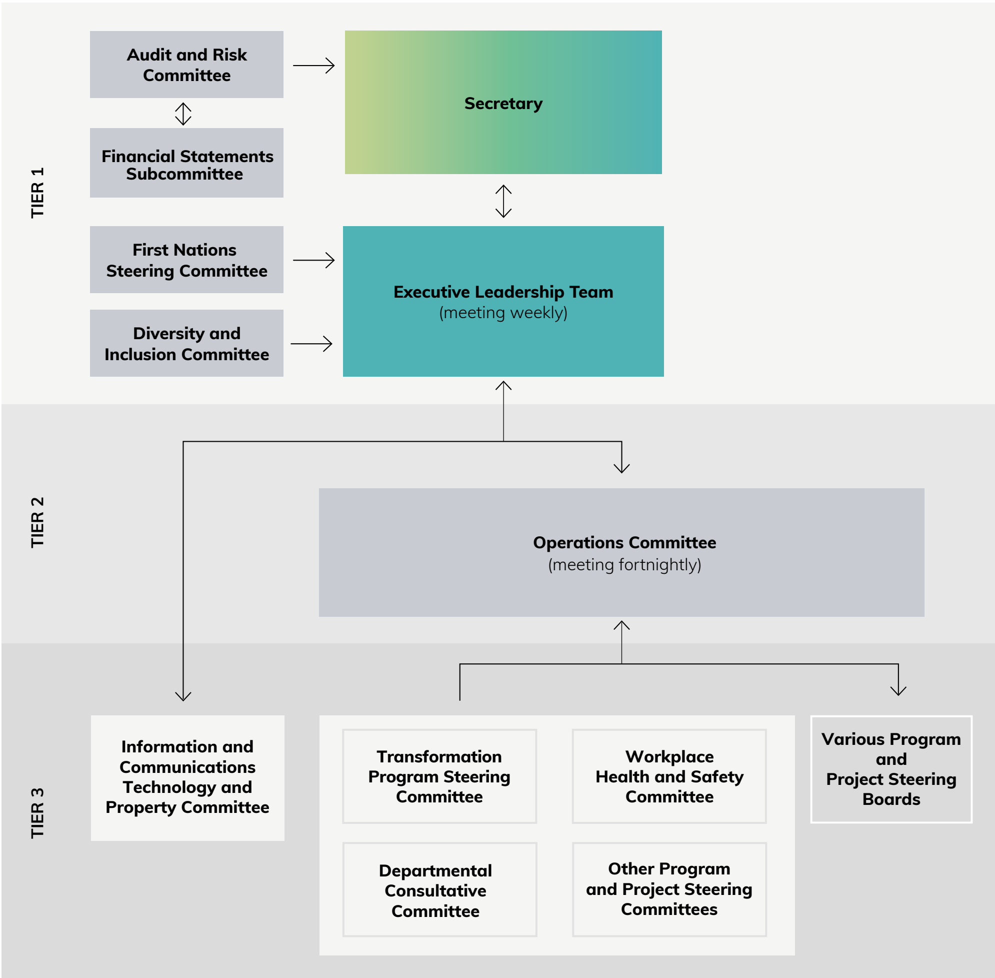
Supporting the Secretary as the department's accountable authority, our governance committees engage in matters of strategic importance including:

> direction setting
> achievement of priorities
> management of risks and stakeholder relationships
> daily departmental business
> oversight of operational matters.

Together they focus on building organisational capability and a pro-integrity culture.

Governance committees

Figure 3.1.1: Governance committee structure as at 30 June 2025



Executive Leadership Team (ELT)

ELT is the department's primary decision-making body. The ELT consists of the Secretary, all Deputy Secretaries, Chief People Officer and the First Assistant Secretary, First Nations Partnerships Division. It is focused on significant strategic issues that affect the department.

Operations Committee

At the end of 2024, the former Enabling Committee and Priority and Delivery Committee ceased and their responsibilities transferred to the newly formed Operations Committee from early-2025.

The Operations Committee is a decision-making body for matters relating to the day-to-day business operations of the department, an advisory body for matters requiring a decision by the Secretary and an information sharing body for key departmental programs/projects. The Operations Committee consists of all Deputy Secretaries and the First Assistant Secretary, First Nations Partnerships Division, and focuses on creating synergies across the department's functions and building departmental capability.

Audit and Risk Committee

The Secretary has established the Audit and Risk Committee (ARC) in compliance with section 45 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The ARC provides independent advice on the department's financial and performance reporting, system of risk oversight and management, and system of internal control. The ARC is supported by the Financial Statements Subcommittee (FSSC). More information on the ARC's functions, roles, responsibilities and administrative arrangements can be found in the ARC Charter, updated in January 2025, available on the department's website.[69] Table 3.1.1 provides information about the ARC members, including qualifications, remuneration and meeting attendance.

69 Available at: www.infrastructure.gov.au/about-us/corporate-reporting/audit-and-risk-committee-charter

Table 3.1.1 Members of the Audit and Risk Committee of the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

Member name and role(s)	Qualifications, knowledge, skills or experience	Number of meetings attended/ total meetings[a]	Total annual remuneration (GST inc.)
Mr Ian McPhee AO PSM ARC Chair FSSC Member	Mr McPhee was Auditor-General for Australia from 2005 to 2015 and former Deputy Secretary of the Financial Management Group at the Department of Finance. Mr McPhee's roles include being a Council member of Central Queensland University and Distinguished Honorary Professor at the Research School of Accounting at the Australian National University. Mr McPhee also has experience on other audit and risk committees. Mr McPhee holds a Bachelor of Business (Accountancy) and Bachelor of Arts (Computing Studies). Mr McPhee is a Fellow (and Life Member) of CPA Australia and a graduate of the Australian Institute of Company Directors.	ARC 6/6 FSSC 3/5	$57,500
Dr David Bryant ARC Member	Dr Bryant is a Senior Australian Computer Society Certified Professional and former Australian Institute of Project Management Certified Practising Project Director; he specialises in IT governance and projects. Dr Bryant also has experience on other audit and risk committees. Dr Bryant holds a PhD (Information Management Systems), Master of Business Administration (Technology Management) and Bachelor of Information Technology.	ARC 6/6 FSSC 1/1	$28,375

Member name and role(s)	Qualifications, knowledge, skills or experience	Number of meetings attended/ total meetings[a]	Total annual remuneration (GST inc.)
Ms Karen Williams ARC Member (Commenced January 2025)	Ms Williams is an experienced audit and risk committee member and has held senior executive positions across various areas, including financial, human services and governance environments in the public sector. Ms Williams holds a Bachelor of Commerce (Accounting), is a Fellow of CPA Australia and a graduate of the Australian Institute of Company Directors.	ARC 2/3	$10,500
Mr Tim Youngberry ARC Member FSSC Chair (Commenced January 2025)	Mr Youngberry specialises in public financial management, has held senior executive roles in the Department of Finance and the now named Department of Social Services, and serves on various audit committees including as Chair at the Department of Health, Disability and Ageing, the Department of Agriculture Fisheries and Forestry and the National Aboriginal Community Controlled Health Organisation. Mr Youngberry holds a Bachelor of Business, is a Fellow of CPA Australia, a Fellow of Chartered Accountants ANZ and a member of the Chartered Institute of Public Finance and Accountancy.	ARC 3/3 FSSC 2/2	$20,000

Member name and role(s)	Qualifications, knowledge, skills or experience	Number of meetings attended/ total meetings[a]	Total annual remuneration (GST inc.)
Mr Geoff Knuckey ARC Member Previous FSSC Chair (Ceased December 2024)	Mr Knuckey is a former Managing Partner of Ernst & Young's Canberra Office where he specialised in financial statements auditing and advised on internal audit, corporate governance and risk management. Mr Knuckey is currently chair or non-executive director of several private sector companies. Mr Knuckey also has experience on other audit and risk committees. Mr Knuckey holds a Bachelor of Economics and is a Fellow of the Institute of Chartered Accountants in Australia, a Registered Company Auditor, Graduate Member of the Australian Institute of Company Directors, and a member of the Australian Institute of Internal Auditors.	ARC 3/3 FSSC 3/3	$20,000
Ms Gayle Ginnane ARC Member (Ceased December 2024)	Ms Ginnane has previously held senior positions in the public sector with responsibility for regulation of the private health industry as well as chair and directorship roles in both the public and private sectors. Ms Ginnane also has experience on other audit and risk committees. Ms Ginnane holds a Bachelor of Arts (Mathematics and Statistics), Bachelor of Economics, Master of Defence Studies and Graduate Diploma in Strategic Studies.	ARC 3/3 FSSC 1/1	$15,000

Notes:

a. Total meetings reflects the number of meetings the member was eligible to attend.

Our values, integrity and ethical behaviour

All of our people are required to uphold the Australian Public Service (APS) Values, Employment Principles and Code of Conduct in all we do.

The department is fully aligned to the APS Values:[70]

Impartial — The APS is apolitical and provides the government with advice that is frank, honest, timely and based on the best available evidence.

Committed to service — The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the government.

Accountable — The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.

Respectful — The APS respects all people, including their rights and their heritage.

Ethical — The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

Stewardship — The APS builds its capability and institutional knowledge, and supports the public interest now and into the future, by understanding the long-term impacts of what it does.[71]

We are also aligned to the Secretaries' Charter of Leadership Behaviours — DRIVE Charter[72] (be Dynamic, be Respectful, have Integrity, Value others, Empower people). The DRIVE Charter sets out the behaviours Secretaries expect of themselves and SES, and what they want to see in leaders at all levels in the APS.

Integrity is fundamental to earning and maintaining public trust, and is central to effectively delivering departmental objectives that positively enrich the lives of Australians.

We continue to invest in, and promote, a reputable pro-integrity culture that exemplifies the highest professional and ethical standards. This includes ongoing work to develop and maintain a psychologically safe culture that contributes towards improved performance, transparency and accountability.

We are committed to ensuring all staff, at all levels, feel equipped and supported to manage integrity risks, and unethical matters, free from fear as they arise. In achieving this, we support pillar one of the APS Reform agenda — *an APS that embodies integrity in everything it does.*

As part of our ongoing efforts to build and maintain a pro-integrity culture and enhance our integrity maturity, we have extended our Integrity Strategy through to the end of 2025. This extension allows us to consider and incorporate the latest whole-of-government integrity guidance and undertake a review of outstanding items from our Integrity Strategy Action Plan. This extension also ensures support for, and cohesive alignment with, the Commonwealth Integrity Strategy, which is due for release in 2025.

70 www.apsc.gov.au/working-aps/information-aps-employment/aps-values

71 Further information on Stewardship is available at: www.apsc.gov.au/working-aps/information-aps-employment/aps-values/stewardship-guidance

72 Available at: www.apsc.gov.au/initiatives-and-programs/learning-and-development/secretaries-charter-leadership-behaviours

The Commonwealth Integrity Strategy will act as the highest level of Integrity guidance for the department, with a new Integrity Framework and Action Plan developed to deliver department-specific actions that will continue to build and enhance our pro-integrity culture.

In conjunction with the development of new departmental integrity guidance, we will continue to finalise action items relevant to the department in the Louder than Words: An APS Integrity Action Plan,[73] to ensure we are playing our role in uplifting integrity across the public service.

We will also continue to contribute our integrity knowledge and experience to the wider public service through participation in SES-level working groups, including the Band 1 Commonwealth Integrity Strategy Working Group, and through the APS Integrity Community of Practice.

In 2024–25, we conducted our annual formal declaration of conflicts of interest process. This year represented the most significant volume of staff required to participate in the annual declaration process to date with a total of 1,176 staff, or 50% of all employees. This included the mandatory SES and Executive Level 2 cohorts as well as identified positions across the Executive Level one and APS cohorts.

In addition to the annual process, we also required declarations for specific activity-based work undertaken by our staff including involvement in grants, procurements, committees, recruitment activities, regulatory responsibilities and full disclosure of all gifts and benefits received in relation to their work. Throughout the year, employees were regularly reminded to consider their personal circumstances and update or complete declarations as necessary.

Fraud and corruption control

The department maintains a zero-tolerance attitude towards fraud and corruption and it is the responsibility of all officers, including those engaged by the department, to resist, prevent, detect and respond to fraud and corrupt conduct. Over the past financial year, the department has invested heavily in its internal fraud and corruption control function to meet the requirements of the 2024 Commonwealth Fraud and Corruption Control Framework.

Our people must undertake annual fraud and corruption e-learning and all departmental officials are required to implement fraud and corruption risk controls as a key part of their day to day policy design, program management and delivery roles. Our 2024–2026 Fraud and Corruption Control Plan directs our people on how to resist, detect and report fraud and corruption and outlines the department's role in managing, investigating and pursuing appropriate remedies in response to fraud and corruption.

We continue to ensure our department acts with integrity to deliver critical programs to the Australian people. Fraud and corruption have the potential to undermine our ability to deliver on our objectives, and impact our culture and reputation. We encourage staff and members of the public to report suspected fraud and corruption by contacting us via our Reporting Fraud and Corruption webpage, emailing us at fraud_control@infrastructure.gov.au or by writing to the Assistant Secretary of the Assurance Integrity, Risk and Governance Branch.

We remain committed to investing in the ongoing enhancement and maturity of the department's fraud and corruption control framework and arrangements. Together we can make a difference.

73 Available at: www.pmc.gov.au/resources/louder-words-aps-integrity-action-plan

Internal audit

Internal Audit supports the department in achieving its objectives by assessing and identifying improvements to the department's governance, risk management and control processes.

An internal audit work program is developed annually using a risk-based approach. The work program is reviewed and endorsed by the department's Audit and Risk Committee, reviewed by the Operations Committee and approved by the Secretary.

Internal audits are delivered through a co-sourced model with 3 external service providers.

The Audit and Risk Committee monitors the progress of the work program throughout the year. This includes endorsing the 'closure' of agreed recommendations from completed audits once the underlying risk has been appropriately mitigated.

Risk management

The department has an integrated approach to risk, which is managed through monitoring and reporting, with different risks considered and managed at the appropriate level. Enterprise and high-level program risks are reviewed regularly by the Executive and/or monitored by the appropriate committee.

The department's Risk Management Policy and Framework (the framework) provides guidance to staff on engaging with risk. The framework, including risk appetite and tolerance statements, provides guidance on the level of risk the department is willing to accept or retain to achieve our purposes, outcomes and responsibilities. The framework was reviewed and updated in 2023–24 and will be reviewed in 2025–26.

The Integrity and Risk Champion at the deputy secretary level leads the ongoing enhancement of the department's positive risk culture and is supported by the Chief Integrity and Risk Officer. All our people are required to undertake an introduction to risk management training via e-learning.

Corporate Plan

The Corporate Plan is the department's primary planning document (required to cover a minimum of 4 reporting periods and updated annually), which sets out the strategies for achieving the department's purpose and how our success is measured. The Corporate Plan sets out the department's purpose and significant activities, explains the environment and context in which we operate as well as our planned performance, risk management and capability. It is designed to complement the Portfolio Budget Statements and provide, where required, more detailed performance measures. The Corporate Plan provides a clear link between the program objectives, the key activities that will assist the department in achieving the objectives and the performance information that will be used to measure and assess performance. Our current and previous corporate plans are published on the department's website.[74]

74 Available at: www.infrastructure.gov.au/about-us/corporate-reporting

Business planning

Business planning is the process by which the department operationalises our Corporate Plan. This is done through divisional planning. Business planning provides a clear line of sight between the department's purpose and the work of each group in contributing to achieving it.

Divisional business plans are developed following publication of the Corporate Plan each year and form part of the department's integrated planning approach, where areas undertake all business, workforce and risk planning processes at the same time.

Compliance reporting

Significant non-compliance with the finance law

There were no significant issues reported to ministers under section 19(1)(e) of the PGPA Act that relates to non-compliance with finance law and action taken to remedy non-compliance in 2024–25.

Commonwealth Child Safety Framework

As part of our commitment to child safety, the department publishes an annual statement of our compliance with the Commonwealth Child Safe Framework, outlining our risk profile and progress in implementing continuous improvement initiatives to support child safety practices. The department's annual statement is available at www.infrastructure.gov.au/about-us/corporate-reporting/child-safety/child-safety-statement.

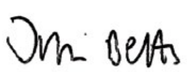
Certification of the departmental fraud and corruption control arrangements

In accordance with sections 10 and 17AG of the *Public Governance, Performance and Accountability Rule 2014*, I, Jim Betts, certify that the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts has:

> prepared fraud and corruption risk assessments and fraud and corruption control plans

> in place appropriate fraud and corruption prevention, detection, investigation, and reporting mechanisms that meet the specific needs of the department

> taken all reasonable measures to appropriately deal with fraud and corruption relating to the department.



Jim Betts
Secretary
3 October 2025

Part 3.2: People management

Developing our people

Throughout 2024–25, we maintained our focus on staff development to continue strengthening our high-performing workforce. We adopted a targeted approach to uplifting capability across the department, focusing foremost on our core policy capability requirements. In line with the Australian Public Service Commission's (APSC) Job Family Framework, we developed a capability framework, learning journey and self-assessment tool to support staff in the Policy Job Family; the most represented Job Family in the department. We are now developing Job Family specific capability resources for other major Job Families in the department.

We also developed a new *Learning Strategy 2025–2028* (Learning Strategy) to align with the APS Learning and Development Strategy,[75] findings from the APSC Capability Review and the department's Strategic Workforce Plan 2024–2027. The new Learning Strategy demonstrates our commitment to building staff skills and capabilities. It will embed a culture of continuous development while encouraging staff to take ownership over their own learning. Our learning and development offerings enabled staff to access opportunities relevant to their individual needs and development goals, supporting staff to perform effectively in their roles.

In 2024–25, we:

- offered 131 formal training opportunities across 39 different courses to APS and executive level staff
- offered 33 formal training opportunities for SES officers to attend SES specific courses
- upskilled 2,215 staff in different topics such as leadership, procurement, cultural appreciation and writing
- supported 1,566 staff to complete self-paced online learning in areas such as digital formats, metadata, child safety, inclusion programs and core cultural learning
- supported 3 staff to participate in the Jawun APS Secondment Program
- supported one staff member to commence a PhD through the Sir Roland Wilson Scholarship Program.

Supporting our managers

Enhancing manager capability was a significant focus over the last year, aiming to equip managers with the knowledge, skills and tools they need to effectively lead their teams. Uplifting manager capability is a key component of our *Strategic Workforce Plan 2024–2027*, our 2024 Census Action Plan[76] and the department's response to the APSC Capability Review.

To support managers in building capability and capacity within their teams, we developed operational and strategic workforce planning resources and guidance. We also provided our managers with succession planning and role evaluation materials to help them understand and effectively address the specific strengths and capability gaps within their teams.

75 Available at: www.apsc.gov.au/learning-and-development/highly-capable-future-ready-aps-learning-and-development-strategy

76 Available at: www.infrastructure.gov.au/department/media/publications/2024-census-action-plan

In 2024–25, we increased formal learning offerings targeted towards developing managers' capabilities so they can more effectively manage their teams. The department offered a range of learning opportunities aimed at developing leadership and management skills. These included:

- Leadership Excellence and Applied Practice (LEAP) program
- Management in Action
- Managing Hybrid and Remote Teams

This will remain a priority to achieve sustained progress. We will continue working towards developing a learning curriculum to support management and leadership capability development.

People performance framework

THRIVE@Work is the department's performance management framework focused on strengths and evolving our capabilities to achieve personal, team and departmental goals. In 2024–25, we achieved a 94% completion rate, an increase of the completion rate in 2023–24 of 88.5%.

In 2023, the APSC released the mandatory Senior Executive Service (SES) *Performance Leadership Framework* (the Framework) in response to Priority One of the APS Reform Agenda. The department has implemented all aspects of the Framework that needed to be completed by 2025. This includes seeking formal and informal feedback from others, use of a talent management tool, and performance of SES being considered equally against behaviours and outcomes.

Diversity, equity and inclusion

On 10 April 2025, we launched our new *Diversity, Equity and Inclusion (DEI) Strategy 2025–2028*, a key step in building a workplace that values the diversity of our people and better reflects the communities we serve. The strategy outlines our commitment to embedding diversity and inclusion in all aspects of our work. It was co-designed with staff across the department, with a strong contribution from those with lived experience of issues faced by people from diverse backgrounds.

We have a well-established governance structure, led by our Diversity Lead Champion, who chairs the Diversity and Inclusion Committee and provides strategic oversight and visible advocacy. Each diversity group is also supported by a dedicated SES Champion, who drives progress and champions cultural change in their portfolio area.

Our staff are supported by:

- Five staff-led diversity networks:
  - First Nations Network
  - Disability, Neurodiversity and Allies Network
  - Cultural and Linguistic Diversity (CALD) Network
  - Gender Equality Network
  - Pride and Allies Network
- One staff support network: Mental Health and Wellbeing Network
- A team of DEI liaisons, who provide support and advice on diversity-related matters.

We are also active members of Pride in Diversity, the Diversity Council of Australia (DCA), and the Australian Disability Network, allowing us to benefit from external expertise, benchmarking tools and national inclusion networks.

In 2024–25, we were proud to be:

> Recognised by the Diversity Council of Australia as an Inclusive Employer, placing us among 60 organisations that exceeded national benchmarks

> Awarded Bronze Tier Status in the Australian Workplace Equality Index (AWEI), reflecting foundational progress in LGBTQ+ workplace inclusion.

We are committed to meeting our diversity and inclusion obligations under key legislative and APS-wide frameworks. Our reporting, which is outlined below, enables transparency and accountability, and helps us monitor our progress towards building a safe, inclusive, and empowering workplace for all.

Aboriginal and Torres Strait Islander reporting

> In alignment with the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024*, we track employment outcomes for First Nations staff and set measurable targets to drive progress.

> On 21 August 2024, we launched the *Our Stories on Country Agreement*, a shared commitment between Aboriginal and Torres Strait Islander employees, the leadership team and staff across the department. At the heart of this agreement is a set of aspirations developed and agreed by members of our First Nations Network, reflecting their vision for a workplace that respects and draws strength from First Nations culture and perspectives.

> First Nations employment data is also captured in the APSC's *State of the Service Report* and the APS Statistical Bulletin, available at www.apsc.gov.au.

Disability reporting

> Through the *APS Disability Employment Strategy 2020–2025*, we track employment outcomes for people with disability, set targets, and promote inclusive workplace practices.

> We continue work to enhance digital accessibility, guided by the Digital Service Standard, Web Content Accessibility Guidelines and the Digital Inclusion Standard.

> Disability-related workforce data is also captured in the APSC's *State of the Service Report* and APS Statistical Bulletin, available at www.apsc.gov.au.

CALD reporting

> In November 2024, we launched the *CALD Network Action Plan 2025–2026*, setting out practical steps to support culturally and linguistically diverse staff.

> The plan aligns with the *APS CALD Employment Strategy and Action Plan* and promotes equity in career development, leadership, and representation.

> CALD workforce data is captured in the APS Statistical Bulletin, and CALD Senior Executive Service workforce data is included in the APSC's *State of the Service Report*.

Gender equality reporting

- We met our compliance obligations under the *Workplace Gender Equality Act 2012* for the 2024–25 reporting cycle.
- Our work aligns with the APS Gender Equality Strategy 2021–26, and includes setting internal targets and actions that promote gender balance and equity.
- The APS Statistical Bulletin also captures gender-related workforce data, including representation, hours of work and operative status.

LGBTQIA+ reporting

- We participated in the annual Australian Workplace Equality Index Employee Survey, providing insight into LGBTQIA+ employee experiences and informing future decision-making.

Employment arrangements

The department's employment arrangement practices are consistent with the *Public Sector Workplace Relations Policy 2023*, the *Fair Work Act 2009* and the *Public Service Act 1999*. Information on employment arrangements are outlined below.

Enterprise agreement

The *Department of Infrastructure, Transport, Regional Development, Communications and the Arts Enterprise Agreement — 2024* (the Agreement) has been in effect since 3 April 2024 and has a nominal expiry date of 28 February 2027.

The Agreement covers all employees in the department employed under the *Public Service Act 1999*, other than SES employees or equivalent, and provides the remuneration and other conditions for employees.

The Agreement allows for individual flexibility arrangements to be entered into between the department and an employee in respect of arrangements when work is performed, overtime and penalty rates, allowances, remuneration, leave and leave loading.

Non-salary benefits provided to employees

The department provides employees with a range of non-salary benefits including those targeting health and wellbeing, support for professional and personal development, access to flexible work arrangements and paid and unpaid leave entitlements.

Additionally, the opportunities we offer across a diverse portfolio provide our employees with meaningful, impactful and rewarding work. Our policies and programs have a tangible impact and touch the lives of all Australians, which is a key motivator for employees and why they continue to work with us.

Refer to Appendix C: Workforce statistics (Table C.15) for more information on non-salary benefits.

Executive remuneration

The Secretary's remuneration is determined by the Remuneration Tribunal. All other SES staff are covered by determinations made by the Secretary under subsection 24(1) of the *Public Service Act 1999*.

The department's Senior Executive Remuneration and Performance Policy is designed to position the department competitively in the labour market while remaining consistent with the objectives of the government's *Public Sector Workplace Relations Policy 2023*. The department monitors and evaluates the competitiveness of SES remuneration annually through the results of the Australian Public Service Remuneration Report.

SES employees received:

> a 3.8% wage increase on 13 March 2025 consistent with the wage increase provided to non-SES employees

> a salary increase effective from 26 September 2024 based on individual outcomes of the SES Remuneration and Performance Review 2024.

Refer to Appendix C: Workforce statistics (Tables C12–C14) for present remuneration information for key management personnel, senior executives and other highly paid employees.

Strategic Commissioning Framework

In 2024–25, the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts took steps to bring core work in-house in line with the APS Strategic Commissioning Framework. Our targets for 2024–25 focused on the continued capability uplift of our people and recruiting relevant expertise where genuinely required, while maintaining a contractor workforce of 8% or less, as a percentage of the department's budgeted average staffing level. Further, our targets aimed to bring $1.08 million (GST excl) of core work in-house in policy, service delivery and portfolio, program and project management. The department's 2024–25 targets were achieved.

Part 3.3: Financial management[77]

Financial Capability

The department supports financial management through the on-going uplift of financial capability in all staff. Financial capability is supported through the development and delivery of a financial literacy program that focuses on core financial management skills, knowledge and behaviours. The financial literacy program includes e-learn modules, face-to-face and face-to-screen sessions and an annual focus on Finance event.

In 2024–25, the department delivered its inaugural Finance Month that provided a program focused on understanding the requirements of officials under Finance Law. This included a keynote address titled PGPA & Me, a panel event titled Finance MythBusters and instructor led presentations that covered topics like internal budget management, introduction to finance and costing the true cost of New Policy Proposals.

Assets

The department is responsible for managing $1.25 billion in non-financial assets, including right-of-use assets recognised under the Australian Accounting Standard for Leases, and assets recognised in the departmental financial statements and Administered Schedule of Assets and Liabilities.

The department administers a diverse range of assets, including but not limited to:

- right-of-use assets and fit-out for office accommodation
- buildings and infrastructure used to deliver essential services in the Indian Ocean Territories, Jervis Bay Territory and Norfolk Island
- artworks held by Artbank
- a collection of artworks by Sir Sidney Nolan
- Regional Backbone Blackspot Program communications equipment
- the National Institute of Dramatic Arts building
- buildings, ruins, reserves and collections of cultural and historical significance on Norfolk Island
- memorials, reserves and temples on Christmas Island
- historic aircraft
- phosphate mining lease rights on Christmas Island.

In line with the department's asset accounting policy and revaluation schedule, an independent valuer undertook a revaluation of artworks and all administered assets excluding land during the 2024–25 financial year.

77 As a result of changes to the Administrative Arrangements Orders (dated 13 May 2025), the department has undergone machinery of government changes. Expenditure reported in Part 3.3: Financial management is for the reporting period 1 July 2024 to 30 June 2025. Determinations were issued under s75 of the *Public Governance, Performance and Accountability Act 2013* on 1 July 2025 to transfer annual appropriations (departmental and administered) to the Department of the Treasury and from the Department of Health, Disability and Ageing. Therefore, expenditure detailed in Part 3.3 reflects the department's functions prior to machinery of government changes, with the exception of legal services expenditure on page 167.

During the 2024–25 financial year, the department conducted a risk-based annual stocktake to ensure assets owned and controlled by the department were accurately recorded in the asset register. The department's assets management processes were effective in 2024–25.

Purchasing

The department's procurement policies and processes during 2024–25 were consistent with the principles of the *Commonwealth Procurement Rules* and PGPA Act. Appropriate controls are in place to ensure procurement activities are carried out in accordance with the rules and with legislative requirements.

The department undertakes competitive, non-discriminatory procurement processes, uses resources efficiently, effectively, economically and ethically, and makes decisions in an accountable manner. All procurement is undertaken in accordance with the core principle of value for money.

Information about significant procurement activities expected in 2024–25 is published on AusTender through the department's annual procurement plan.[78] The plan is updated on an ongoing basis, when circumstances change.

Consultants

The department engages consultants when specialist expertise or independent research, review or assessment is required. Decisions to engage consultants during 2024–25 were made in accordance with the PGPA Act and related regulations, including the Commonwealth Procurement Rules and relevant internal policies. Before engaging consultants, we consider the skills and resources needed for the task, the skills available internally and the cost-effectiveness of engaging external expertise.

Annual reports contain information about actual expenditure on consultancy contracts. Information on the value of reportable consultancy contracts is available on AusTender.[79]

During 2024–25, 94 new reportable consultancy contracts were entered into involving total actual expenditure of $19.5 million. In addition, 68 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of $23.2 million.

The main categories under which consultants were engaged, are:

- auditing and accounting services
- independent reviews, audits and investigations
- economic services
- other professional services, including in relation to engineering, broadcasting, telecommunications and the arts.

78 Available at: www.tenders.gov.au/app/list

79 Available at: www.tenders.gov.au

Table 3.3.1 Reportable consultancy contracts 2024–25

	Number	Expenditure $,000 (GST inc.)
New contracts entered into during the reporting period	94	19,515
Ongoing contracts entered into during a previous reporting period	68	23,210
Total	**162**	**42,725**

Table 3.3.2 Top 5 consultancy suppliers (by total expenditure value) 2024–25

Name of organisation	Organisation ABN	Expenditure $,000 (GST inc.)	Proportion of 2024–25 total spend (%)
Jacobs Group (Australia) Pty Ltd	3700 102 4095	11,689	27.4%
McGrath Nicol Advisory Partnership	3482 477 6937	3,955	9.3%
Avid Certification Services Ltd	7621 146 2157	3,064	7.2%
Deloitte Touche Tohmatsu	7449 012 1060	2,670	6.2%
Environmental Resources Management	1200 277 3248	2,126	5.0%

Non-consultancy contracts

Decisions to enter into arrangements for the purchase of goods and services during 2024–25 were made in accordance with the PGPA Act and related regulations, including the Commonwealth Procurement Rules and relevant internal policies.

Annual reports contain information about actual expenditure on non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on AusTender.

During 2024–25, 571 new non-consultancy contracts were entered involving total actual expenditure of $85.9 million. In addition, 499 ongoing non-consultancy contracts were active during the period, involving total actual expenditure of $516.0 million.

Table 3.3.3 Reportable non-consultancy contracts 2024–25

	Number	Expenditure $,000 (GST inc.)
New contracts entered into during the reporting period	571	85,936
Ongoing contracts entered into during a previous reporting period	499	515,998
Total	**1,070**	**601,934**

Table 3.3.4 Top 5 non-consultancy suppliers (by total expenditure value) 2024–25

Name of organisation	Organisation ABN	Expenditure $,000 (GST inc.)	Proportion of 2024–25 total spend (%)
Telstra Limited	6408 617 4781	320,767	53.3%
Concentrix Services Pty Ltd	6316 617 1991	20,028	3.3%
Linx Stevedoring Pty Ltd	4400 742 7652	19,009	3.2%
Data#3 Ltd	3101 054 5267	15,240	2.5%
Indian Ocean Oil Company	6707 751 4642	14,512	2.4%

Initiatives to support small and medium enterprise and Aboriginal and/or Torres Strait Islander business

The department supports small business participation in the Commonwealth Government procurement market. Small and medium enterprises and small enterprise participation statistics are available on the Department of Finance's website.[80]

We continue to meet government policy requirements in terms of supporting small and medium enterprises in the following ways:

> we advocate and comply with the Commonwealth Procurement Framework
> where procurements are considered low risk and their value is below the procurement threshold of $80,000 (GST inclusive), a streamlined process is followed
> our approach-to-market documents are clear and straightforward so as to help potential suppliers to produce a response that does not require extensive time and effort
> for procurements valued under $10,000 (GST inclusive), we encourage the use of payment by credit card
> we use the Commonwealth Contracting Suite (CCS) for eligible procurements
> we encourage the engagement of Indigenous businesses under the Indigenous Procurement Policy, noting many Aboriginal and/or Torres Strait Islander businesses are small or medium enterprises.

We recognise the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.[81]

We support the goals of the Indigenous Procurement Policy and we raise awareness of the policy with our portfolio entities, many of which are not bound by the policy.

We have exceeded our 2024–25 portfolio target for supporting Aboriginal and/or Torres Strait Islander businesses. Further details are available on the National Indigenous Australians Agency website.[82]

80 Available at: www.finance.gov.au/government/procurement/statistics-australian-government-procurement-contracts-

81 Available at: www.treasury.gov.au/small-business/pay-time-survey-performance-reports

82 Available at: www.niaa.gov.au/our-work/employment-and-economic-development/indigenous-procurement-policy-ipp#ipp-dataresults

Australian National Audit Office Access Clauses

No contracts of $100,000 or more (inclusive of GST) were entered into during 2024–25 that did not provide for the Auditor-General to have access to the contractor's premises.

Exempt contracts

In 2024–25, the Secretary (as the Accountable Authority) exempted 3 contracts with a total value of $71.2 million (GST inclusive) from publication on AusTender on the basis that they would disclose exempt matters under the *Freedom of Information Act 1982* (FOI Act). The majority of these contracts were exempted under section 47 (Trade secrets or commercially viable information) and section 47D (financial or property interests of the Commonwealth of Norfolk Island) of the FOI Act.

Grants

Information on grants awarded by the department during 2024–25 is available at www.grants.gov.au

Legal services expenditure

Paragraph 11.1(ba) of the *Legal Services Directions 2017* requires the department to appropriately record and monitor its legal services purchasing, including expenditure. It also requires that, by 30 October each year, the department makes publicly available records of its legal services expenditure for the previous financial year.

The expenditure reported below is the legal services expenditure incurred by the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts in 2024–25:[83]

> $12,282,596 for total external legal services expenditure

> $7,588,000 for total internal legal services expenditure.

83 As a result of the Administrative Arrangements Orders made 13 May 2025 and the consequential machinery of government changes, these figures include legal services expenditure for the sport function transferred to the department and excludes legal services expenditure for cities function transferred out of the department.

Part 3.4: External scrutiny

Parliamentary scrutiny

During 2024–25, the department contributed to over 18 parliamentary inquiry committees through submissions and attending public hearings, including:

> Senate Rural and Regional Affairs and Transport Committee Inquiry into Australia's preparedness to host Commonwealth, Olympic and Paralympic Games.

> Senate Rural and Regional Affairs and Transport Committee Inquiry into the Airline Passenger Protections (Pay on Delay) Bill 2024.

> Senate Rural and Regional Affairs and Transport Committee Inquiry into the Sydney Airport Demand Management Amendment Bill 2024.

> Senate Rural and Regional Affairs and Transport Committee Inquiry into the Shutdown of the 3G mobile network.

> Senate Environment and Communications Committee inquiry into the Online Safety Amendment (Social Media Minimum Age) Bill 2024 [Provisions].

> Senate Environment and Communications Committee inquiry into the Communications Legislation Amendment (Combatting Misinformation and Disinformation) Bill 2024 [Provisions].

> Select Committee on PFAS (per- and poly-fluoroalkyl substances).

> Select Committee on the Tasmanian Freight Equalisation Scheme.

The department responded to 67 inquiry questions on notice, 163 parliamentary questions on notice and responded and processed 1,449 Senate Estimates questions on notice.

The department attended Senate Estimates hearings of the Environment and Communications Legislation Committee and the Rural and Regional Affairs and Transport Legislation Committee. The Office for Sport attended hearings of the Community Affairs Legislation Committee.

Parliamentary inquiry details and Senate Estimates transcripts are available at www.aph.gov.au

Judicial decisions, decisions of administrative tribunals and decisions by the Australian Information Commissioner

There were no judicial decisions, decisions of administrative tribunals or decisions of the Australian Information Commissioner that had a significant effect on the department in 2024–25.

Australian National Audit Office

In 2024–25, the Australian National Audit Office (ANAO) published 8 audit reports within the portfolio:

> Performance Statements Auditing in the Commonwealth — Outcomes from the 2023–24 Audit Program (cross-entity) report tabled February 2025, the department received an Emphasis of Matter and no qualification.

- Fraud and Corruption Control Arrangements in Creative Australia, June 2025, 7 recommendations for Creative Australia, all agreed in full.
- Management of the OneSKY contract, June 2025, 5 recommendations for Airservices Australia, 4 agreed in full and 1 partially.
- Targets for Minimum Indigenous Employment or Supply Use in Major Australian Government Procurements — Follow-up (cross entity), June 2025, 8 recommendations, 2 for the department, agreed in full.
- Ministerial Statements of Expectations and responding to Regulator Statements of Intent (Cross Entity), May 2025, 4 recommendations, none for the department.
- Australian Government Commitment to the Melbourne Suburban Rail Loop East Project, September 2024, no recommendations.
- Implementation and Award of Funding for the Growing Regions Program, November 2024, 2 recommendations, agreed in full.
- Design of the Energy Price Relief Plan, December 2024, no recommendations for the department.

The audit reports, which include the relevant entities' full response, are available on the Performance audit reports page on the ANAO's website[84] and the Performance statements audits page on the ANAO's website.[85]

Reports by the Commonwealth Ombudsman

The department works with the Office of the Commonwealth Ombudsman (the Office) on complaints relating to the department's administrative activities. During 2024–25, the department received one preliminary enquiry (section 7A of the *Ombudsman Act 1976*) and 4 investigations (section 8 of the *Ombudsman Act 1976*) from the Office.

Freedom of Information

In 2024–25, the department received 307 requests for access to documents under the *Freedom of Information Act 1982* (FOI Act).

The total above includes 5 requests received by the Office for Sport between 14 May and 30 June 2025, after machinery of government changes on 13 May 2025.

Information Publication Scheme

Under Part II of the FOI Act, we are required to publish information as part of the Information Publication Scheme (IPS). Details of the department's IPS can be found on our website at: www.infrastructure.gov.au/about-us/corporate-reporting/information-publication-scheme. This includes our IPS Plan, which shows the information we publish in accordance with IPS requirements. We also publish information accessed through FOI requests on our FOI Disclosure Log at: www.infrastructure.gov.au/about-us/freedom-information/freedom-information-disclosure-log.

84 Available at: www.anao.gov.au/pubs/performance-audit

85 Available at: www.anao.gov.au/pubs/performance-statements-audit

Australian Public Service Commission (APSC) Capability Review

In 2024–25, The department continued to deliver against the commitments we made in the Agency Action Plan: Capability Review Response (the Response).[86] We are progressing an ambitious capability improvement agenda to ensure the department can deliver effectively, by transforming the way we work.

Underpinning this work are the 5 themes outlined in the Response that address the priorities identified in the APSC Capability Review Report (the Review).[87] These themes are:

1. We operate as **one enterprise** greater than the sum of its parts, guided by a strong purpose, positive culture, high integrity standards, and appropriate resourcing.
2. Our corporate and enabling functions provide a **strong centre** delivering efficient and effective services that enhance accountability, governance, decision-making, and strategic workforce planning.
3. Staff have access to **modern digital and data systems and tools**, with increased digital and data literacy through training and communication.
4. **Collaboration** is an expected, valued and celebrated behaviour across all levels. We'll engage meaningfully to leverage collective knowledge and co-design solutions.
5. We will confidently steward **strategic policy** advice across the portfolio, and be recognised as an employer of choice for aspiring and experienced policy professionals.

Highlights for 2024–25 include:

One enterprise — The department's purpose statement was refreshed and published in the 2024–25 Corporate Plan.

Strong centre — Following the release of the *Strategic Workforce Plan 2024–2027*, an audit of job roles was completed in December 2024 and will be refreshed at future intervals. This supports uplift in workforce planning capabilities to inform the future needs of the department, with the initial focus taken on the Strategic Policy job family.

Modern digital and data systems and tools — Regular communication on data considerations, case studies and learnings are provided through the Data Community of Practice and promoted in a new section titled Data Bites through the staff newsletter.

Collaboration — 8 Communities of Practice are now active in the department: Data, Evaluation, Grants, Land and Property Dealings, Project Management, Regulators, Climate and Change Management. These communities provide an avenue for staff to benefit from greater information sharing, collaboration and discussion of lessons learned.

Strategic policy — The Strategic Policy Capability Framework was finalised in late 2024. This includes a learning journey and self-assessment tool that is available on the intranet for use by staff and managers. This contributes to the capability uplift and learning for all staff around themes of leading policy teams and policy role competencies.

Progress relating to the capability review is reported quarterly to the department's Transformation Program Steering Committee where continual validation and prioritisation of actions ensures capability improvements are progressed now, and into the future.

86 Available at: www.apsc.gov.au/initiatives-and-programs/workforce-information/research-analysis-and-publications/capability-review-program/capability-review-department-infrastructure-transport-regional-development-communications-and-arts

87 Available at: www.apsc.gov.au/initiatives-and-programs/workforce-information/research-analysis-and-publications/capability-review-program/capability-review-department-infrastructure-transport-regional-development-communications-and-arts


4

Part 4
Financial Statements

2024–25 Financial Statements Preparation and Assurance Process

The department is required to prepare annual financial statements in accordance with section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The financial statements must comply with the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (PGPA Rule) and Australian Accounting Standards.

To support the preparation of quality financial statements, the department maintains good financial reporting practices throughout the year. This includes: the preparation of monthly accrual financial statements; monthly key reconciliations where anomalies are investigated and rectified as they are identified; monthly reporting to the Secretary and the Executive Leadership Team that includes an analysis of the financial position and the projected financial outcome at year-end; and a detailed mid-year budget review that provides an opportunity to revise the internal budget based on year-to-date actual performance.

Where the department is required to develop accounting estimates that require the exercise of professional judgement, the department has an established process to develop and produce reliable accounting estimates. The process includes assessing the risks of material misstatement, analysing the effect of uncertainty, engaging internal and/or external expertise as required, and documenting the approach to estimating the accounting estimate in an accounting position paper that is reviewed and endorsed at the appropriate level of management.

The 2024–25 financial statements have been prepared to align with the format outlined in the Department of Finance's *Primary Reporting Information Management Aid* (PRIMA).

The department's Audit and Risk Committee (ARC), as required under the PGPA Rule, has provided the Secretary, as the accountable authority, with independent advice on the preparation and review of the financial statements. The department's Financial Statements Sub Committee, as a review and advisory committee, reported through ARC on the planning, management and finalisation of the annual financial statements.

The 2024–25 financial statements have been audited by the Australian National Audit Office (ANAO) in accordance with the ANAO Auditing Standards, which incorporate the *Australian Auditing Standards* made by the Australian Auditing and Assurance Standards Board.

For reference, the financial statements include colour coding:

- grey shading — administered items (items managed by the department on behalf of the government)
- blue shading — administered accounting policy
- no shading — departmental items (resources controlled by the department) and accounting policy.

INDEPENDENT AUDITOR'S REPORT

To the Minister of Infrastructure, Transport, Regional Development and Local Government

Opinion

In my opinion, the financial statements of the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the Entity) for the year ended 30 June 2025:

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Key audit matter

Valuation of Administered Advances and Loans

Refer to Note 4.1B 'Administered – Trade and other receivables' and Note 7.3 'Administered – Financial Instruments'

I focused on this balance due to its significance to the financial statements and the complexity of the accounting treatment required for the measurement and valuation of advances and loans. The Entity administers a number of advances and loans.

Advances and loans are complex as they are required to be assessed by the Entity for impairment based on an expected credit loss model. This model requires the Entity to make judgements and assumptions about the likelihood that advances and loans will not be recovered, resulting in a credit loss. These judgements are predominantly based on expected cash flow forecasts, credit ratings and probabilities of default events occurring.

As at 30 June 2025 the value of administered trade and other receivables for advances and loans was $3,809 million.

How the audit addressed the matter

To audit the valuation of advances and loans, I performed the following procedures:

- evaluated the methodology adopted by the Entity to assess outstanding advances and loans for expected credit losses and impairment at 30 June 2025;
- assessed the reasonableness of key assumptions made by the Entity in the expected credit loss model by comparing them to:
  - publicly available information for comparable instruments relating to credit quality of loan counter parties, such as credit ratings and cash flow forecasts, where such information was available;
  - entity or industry benchmarks with appropriate adjustment for the specific loan arrangements; and
  - calculation and measurement of concessional loan discounts applied.
- tested the accuracy of calculations performed by the Entity within the expected credit loss model; and
- tested, on a sample basis, loans advanced and repayments receipted during the year to loan contracts to assess the accuracy of the amounts and actual interest rates applied.

Key audit matter

Valuation of Administered Investments accounted for using the discounted cash flow method

Refer to Note 4.1D 'Administered - Investments'

I focused on this balance given the significant value of these investments to the financial statements and the judgement and estimation applied by the Entity in determining the fair value of these investments.

The discounted cash flow models used to determine the fair value of these investments requires a high level of judgement and estimation by the Entity. This is because the primary inputs into these models, particularly estimated future cash flows, discount rates, taxation assumptions, terminal values and weighted average cost of capital applied, are not based on observable market data.

The complexity in determining the estimated fair value include the following inputs which have a significant impact on the estimation of the fair value of the investments:

- the estimated future cash flow of the investments. This primarily relates to revenue, capital and operating expenditure forecasts. The complexity of

How the audit addressed the matter

To address the key audit matter I have:

- assessed the competence and objectivity of management's valuation experts who performed the valuation for the Entity;
- tested the mathematical accuracy of the discounted cash flow model used to determine the investment value;
- assessed the appropriateness of the Entity's assumptions and inputs used in the valuation model, including cash flow, growth forecasts and the discount rate applied. This involved:
  - evaluating management's assessment of prior period evidence and the difference between estimates and current year actuals to assess the reliability of inputs used in the valuation process;
  - assessing the reasonableness of assumptions underpinning future cash flows, particularly future revenue and cost assumptions applied in the valuation model against estimates contained within corporate plans produced by each entity;
  - assessing the reasonableness of assumptions underpinning future cash flows, particularly

estimating these cash flows is increased for NBN Co Limited due to further upgrade of the NBN network which will connect additional premises to fibre to the node technology and is estimated by the Entity to contribute to increased revenue growth;

- the estimation of the terminal value, including estimates of the amount of debt, gearing structure and associated financing assumptions included in the calculation;
- assumptions relating to the whether the use of accumulated tax losses of investments should be included in the cash flow forecast, given there is uncertainty as to whether these losses would be available to a hypothetical purchaser;
- the determination of a discount rate and weighted average cost of capital, particularly whether the rate has been appropriately adjusted to reflect any specific risk and market premiums; and
- the level of complexity related to the preparation and presentation of financial statements disclosures relating to these financial instruments because the valuation models are based on unobservable market data.

As at 30 June 2025 the value of the investments recognised on the basis of discounted cashflows was:

- NBN Co Limited was $21.8 billion;
- Australian Rail Track Corporation was $1.7 billion; and
- Airservices Australia was $0.4 billion.

future revenue and cost assumptions applied in the valuation model against estimates contained within corporate plans produced by each entity; and

- assessing the reasonableness of assumptions underpinning the selection of an appropriate discount rate, particularly specific risk and market premiums influencing the rate calculated.

- assessed the Entity's comparison of key inputs used in the valuation model against available market information. This included comparing each company's earnings before income tax, depreciation and amortisation as a proportion of the investment value to similar listed companies with comparable business activities to confirm that they fall within a consistent range;
- considered the sensitivity of the valuation by adjusting the discount rate, terminal value growth rate, probabilities attached to future scenarios to other outcomes that I considered reasonably foreseeable to confirm the value of the investment calculated by the Entity was within a reasonable range; and
- assessed the adequacy of disclosures made in note 4.1D to the financial statements to determine whether the notes contained sufficient information relating to significant judgements and the impact of these in relation to the financial instruments.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Secretary is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Secretary is also responsible for such internal control as the Secretary determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Secretary is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Authority, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Australian National Audit Office

Rahul Tejani
Executive Director
Delegate of the Auditor-General

Canberra
15 September 2025

Statement by the Secretary and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the department will be able to pay its debts as and when they fall due.

James Chisholm
Acting Secretary

12 September 2025

Cha Jordanoski
Chief Financial Officer

12 September 2025

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget 2025 $'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	**349,087**	302,170	307,444
Suppliers	1.1B	**170,773**	156,931	216,032
Grants and contributions	1.1C	**1,038**	3,355	-
Depreciation and amortisation	3.2A	**47,392**	45,753	29,003
Finance costs	1.1D	**1,184**	1,312	1,890
Write-down and impairment of assets	1.1E	**2,488**	13,858	-
Foreign exchange losses	1.1F	**16**	-	-
Total expenses		**571,978**	523,379	554,369
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	**6,084**	4,610	6,330
Rental income	1.2B	**5,870**	5,682	1,954
Other revenue	1.2C	**2,724**	3,412	7,082
Total own-source revenue		**14,678**	13,704	15,366
Gains				
Other gains	1.2D	**56**	293	-
Total gains		**56**	293	-
Total own-source income		**14,734**	13,997	15,366
Net cost of services		**557,244**	509,382	539,003
Revenue from Government	1.2E	**567,311**	461,328	529,995
Surplus/(Deficit) on continuing operations		**10,067**	(48,054)	(9,008)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		**3,872**	-	-
Total other comprehensive income		**3,872**	-	-
Total comprehensive income/(loss)		**13,939**	(48,054)	(9,008)

The above statement should be read in conjunction with the accompanying notes, including the budget variance commentary.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
STATEMENT OF FINANCIAL POSITION
as at 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget 2025 $'000
ASSETS				
Financial assets				
Cash and cash equivalents	3.1A	**16,661**	13,074	18,360
Trade and other receivables	3.1B	**220,636**	157,039	138,898
Accrued revenue		**1,321**	1,028	2,978
Total financial assets		**238,618**	171,141	160,236
Non-financial assets[1]				
Buildings	3.2A	**59,323**	86,907	69,985
Heritage and cultural	3.2A	**47,668**	43,691	42,754
Property, plant and equipment	3.2A	**14,813**	15,442	17,948
Intangibles	3.2A	**38,814**	47,956	74,721
Other non-financial assets	3.2C	**11,716**	13,872	7,918
Total non-financial assets		**172,334**	207,868	213,326
Total assets		**410,952**	379,009	373,562
LIABILITIES				
Payables				
Suppliers	3.3A	**26,103**	28,096	25,017
Other payables	3.3B	**15,975**	12,075	13,343
Total payables		**42,078**	40,171	38,360
Interest bearing liabilities				
Leases	3.4A	**53,366**	74,533	48,335
Total interest bearing liabilities		**53,366**	74,533	48,335
Provisions				
Employee provisions	6.1A	**97,066**	82,938	78,777
Other provisions	3.5	**1,057**	725	700
Total provisions		**98,123**	83,663	79,477
Total liabilities		**193,567**	198,367	166,172
Net assets		**217,385**	180,642	207,390
EQUITY				
Contributed equity		**90,747**	67,943	91,847
Retained surplus		**65,331**	55,264	57,435
Reserves		**61,307**	57,435	58,108
Total equity		**217,385**	180,642	207,390

[1] Right-of-use assets are included in buildings and property, plant and equipment.

The above statement should be read in conjunction with the accompanying notes, including the budget variance commentary.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2025

	2025 $'000	2024 $'000	Original Budget 2025 $'000
CONTRIBUTED EQUITY			
Opening balance as at 1 July	**67,943**	45,277	67,925
Transactions with owners			
Contributions by owners			
Departmental Capital Budget	**22,804**	22,666	23,922
Total transactions with owners	**22,804**	22,666	23,922
Closing balance as at 30 June	**90,747**	67,943	91,847
RETAINED SURPLUS			
Opening balance as at 1 July	**55,264**	103,318	67,116
Comprehensive income			
Surplus/(Deficit) for the period	**10,067**	(48,054)	(9,008)
Total comprehensive income/(loss)	**10,067**	(48,054)	(9,008)
Closing balance as at 30 June	**65,331**	55,264	58,108
ASSET REVALUATION RESERVE			
Opening balance as at 1 July	**57,435**	57,435	57,435
Comprehensive income			
Other comprehensive income			
Changes in asset revaluation reserve			
Non-financial assets	**3,872**	-	-
Total comprehensive income	**3,872**	-	-
Closing balance as at 30 June	**61,307**	57,435	57,435

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2025

	2025 $'000	2024 $'000	Original Budget 2025 $'000
TOTAL EQUITY			
Opening balance			
Opening balance as at 1 July	**180,642**	206,030	192,476
Comprehensive income			
Surplus/(Deficit) for the period	**10,067**	(48,054)	(9,008)
Changes in asset revaluation reserve			
Non-financial assets	**3,872**	-	-
Total comprehensive income/(loss)	**13,939**	(48,054)	(9,008)
Transactions with owners			
Contributions by owners			
Departmental Capital Budget	**22,804**	22,666	23,922
Total transactions with owners	**22,804**	22,666	23,922
Closing balance as at 30 June	**217,385**	180,642	207,390

The above statement should be read in conjunction with the accompanying notes, including the budget variance commentary.

Accounting Policy

Equity Injections
Amounts appropriated which are designated as ‘equity injections’ for a year (less any formal reductions) and Departmental Capital Budget (DCB) are recognised directly in contributed equity in that year.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
CASH FLOW STATEMENT
for the period ended 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget 2025 $'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		**531,071**	487,839	517,440
Revenue from contracts with customers		**6,226**	6,123	8,284
Net GST received		**16,003**	16,110	16,560
Other		**7,351**	7,673	5,807
Total cash received		**560,651**	517,745	548,091
Cash used				
Employees		**330,724**	295,891	307,444
Suppliers and grants		**185,041**	180,941	214,628
Interest payments on lease liabilities		**1,166**	1,301	1,824
Section 74 receipts transferred to Official Public Account (OPA)		**27,846**	27,165	-
Total cash used		**544,777**	505,298	523,896
Net cash from operating activities		**15,874**	12,447	24,195
INVESTING ACTIVITIES				
Cash used				
Purchase of buildings		**84**	2,715	1,819
Purchase of property, plant and equipment		**3,406**	2,584	1,121
Purchase of intangibles		**4,551**	9,378	25,182
Total cash used		**8,041**	14,677	28,122
Net cash (used by) investing activities		**(8,041)**	(14,677)	(28,122)
FINANCING ACTIVITIES				
Cash received				
Departmental Capital Budget		**22,804**	22,666	23,922
Total cash received		**22,804**	22,666	23,922
Cash used				
Principal payments of lease liabilities		**27,050**	25,722	19,995
Total cash used		**27,050**	25,722	19,995
Net cash from/(used by) financing activities		**(4,246)**	(3,056)	3,927
Net increase/(decrease) in cash held		**3,587**	(5,286)	-
Cash and cash equivalents at the beginning of the reporting period		**13,074**	18,360	18,360
Cash and cash equivalents at the end of the reporting period	3.1A	**16,661**	13,074	18,360

The above statement should be read in conjunction with the accompanying notes, including the budget variance commentary.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME
for the period ended 30 June 2025

Explanations of Major Departmental Budget Variances

The table below provides explanations for significant variances between the departmental budget estimates, as published in the 2024–25 Portfolio Budget Statements, and the actual financial performance and position for the year. The budget is not audited. Variances are treated as significant when it is considered important for a reader's understanding or is relevant to an assessment of the discharge of accountability and for the analysis of the department's performance. The nature and timing of the Australian Government budget process can also contribute to the variances.

Affected line items	Explanation of major variances
Employee Benefits (Statement of Comprehensive Income) Employee provisions (Statement of Financial Position)	The increase of $41.6 million in employee benefits and increase of $18.3 million in employee provision is primarily due to an increase in staffing levels from 2,015 at 30 June 2024 to 2,229 at 30 June 2025 and an increase in salaries in line with the 2024 Enterprise Agreement.
Suppliers (Statement of Comprehensive Income) Suppliers and grants (Cash Flow Statement)	The decrease of $45.3 million in supplier expenses and $29.6 million decrease in cash payments are largely attributable to lower than forecast expenditure on consultancies and contractors across a number of programs. Changes to the delivery of some grant programs and the associated reduction in administrative costs also contributed to the decrease in expenses.
Depreciation and amortisation (Statement of Comprehensive Income) Buildings (Statement of Financial Position)	The increase of $18.4 million in depreciation and amortisation expense is due to prior year remeasurements of right-of-use leases. This also resulted in the decrease of $10.6 million in buildings.
Rental income (Statement of Comprehensive Income)	The increase of $3.9 million in rental income is due to higher than expected income from Artbank rental activities.
Other revenue (Statement of Comprehensive Income) Other (Cash Flow Statement)	The decrease of $4.4 million in other revenue is due to lower than expected annual contributions into special accounts and timing of cash received ($1.5 million increase).
Trade and other receivables (Statement of Financial Position)	The increase of $81.7 million is due to the timing of the drawdowns and recognition of the appropriations receivable.
Accrued revenue (Statement of Financial Position)	The decrease of $1.7 million is due to timing of invoices issued and reduction in accrued leave for employees transferring to the department.
Heritage and cultural (Statement of Financial Position)	The increase of $4.9 million is mainly due to the valuation of artworks in 2024-25, resulting in a revaluation increase of $3.9 million.
Property, plant and equipment (Statement of Financial Position)	The decrease of $3.1 million in property, plant and equipment is due to delays in fit-out works including associated plant and equipment in new premises at Townsville, Perth, Melbourne and Adelaide.
Intangibles (Statement of Financial Position) Purchase of intangibles (Cash Flow Statement)	The decrease of $35.9 million in intangibles and $20.6 million decrease in cash payments are due to changes in requirements to modernise the department's Information Technology systems resulting in less capital expenditure than anticipated.
Other non-financial assets (Statement of Financial Position)	The increase of $3.8 million in other non-financial assets is due to the timing of prepayments relating to grant administration and information technology expenses.
Other payables (Statement of Financial Position)	The increase in $2.6 million mainly relates to increases in employee benefits payable (salaries and superannuation) due to more working days accrued.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME
for the period ended 30 June 2025

Leases (Statement of Financial Position) Principal payments of lease liabilities (Cash Flow Statement)	An increase of $5.0 million in lease liability and $7.1 million increase in cash payments are primarily due to the recognition of new accommodation leases in Sydney and Perth and renewal of existing arrangements.
Revenue from contracts with customers (Cash Flow Statement)	The decrease of $2.1 million is due to less revenue received than anticipated.
Purchase of Buildings (Cash Flow Statement)	The decrease of $1.7 million is due to delays in fit-out works for new premises at Townsville, Perth, Melbourne and Adelaide.
Purchase of property, plant and equipment (Cash Flow Statement)	The increase of $2.3 million is due to capital expenditure on IT equipment which was higher than anticipated.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME
for the period ended 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget 2025 $'000
NET COST OF SERVICES				
Expenses				
Employee benefits	2.1A	**20,207**	17,621	16,770
Suppliers	2.1B	**639,493**	624,190	622,546
Subsidies	2.1C	**1,128,641**	1,104,734	1,149,012
Grants	2.1D	**4,685,593**	5,375,012	7,023,468
Depreciation and amortisation	4.2A	**59,035**	56,079	47,173
Impairment loss on financial instruments	4.1C	**100,772**	145,682	62,887
Write-down and impairment of assets	2.1E	**6,963**	10,973	-
Payments to corporate Commonwealth entities	2.1F	**2,420,340**	2,348,422	2,418,381
Concessional loans		**88,900**	6,222	118,263
Other expenses	2.1G	**9,365**	31,049	8,115
Total expenses		**9,159,309**	9,719,984	11,466,615
Income				
Revenue				
Taxation revenue				
Taxes	2.2A	**33,069**	29,180	27,307
Total taxation revenue		**33,069**	29,180	27,307
Non-taxation revenue				
Revenue from contracts with customers	2.2B	**50,249**	50,309	52,975
Levies, fees and fines	2.2C	**153,521**	143,091	205,073
Interest	2.2D	**202,152**	419,410	261,725
Rental income	2.2E	**4,349**	4,415	4,657
Other revenue	2.2F	**22,600**	12,298	34,943
Total non-taxation revenue		**432,871**	629,523	559,373
Total revenue		**465,940**	658,703	586,680
Gains				
Gains from sale of assets		**-**	115	-
Total gains		**-**	115	-
Total income		**465,940**	658,818	586,680
Net cost of services		**(8,693,369)**	(9,061,166)	(10,879,935)
(Deficit)		**(8,693,369)**	(9,061,166)	(10,879,935)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		**(498,476)**	(331,346)	-
Total other comprehensive (loss)		**(498,476)**	(331,346)	-
Total comprehensive (loss)		**(9,191,845)**	(9,392,512)	(10,879,935)

The above statement should be read in conjunction with the accompanying notes, including the budget variance commentary.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES
as at 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget 2025 $'000
ASSETS				
Financial assets				
Cash and cash equivalents	4.1A	**49,095**	57,250	65,183
Trade and other receivables	4.1B	**3,809,647**	3,601,236	4,305,419
Investments	4.1D	**44,314,039**	41,640,684	46,554,245
Total financial assets		**48,172,781**	45,299,170	50,924,847
Non-financial assets				
Land and buildings	4.2A	**324,841**	225,620	207,363
Heritage and cultural	4.2A	**201,869**	191,963	182,871
Property, plant and equipment	4.2A	**479,802**	486,814	580,232
Intangibles	4.2A	**79,235**	70,313	69,972
Inventories	4.2B	**3,677**	3,097	3,074
Prepayments		**3,688**	3,605	3,479
Total non-financial assets		**1,093,112**	981,412	1,046,991
Total assets administered on behalf of Government		**49,265,893**	46,280,582	51,971,838
LIABILITIES				
Payables				
Suppliers	4.3A	**354,297**	363,048	348,719
Subsidies	4.3B	**15,989**	15,058	14,542
Grants	4.3C	**28,260**	147,821	175,228
Other payables	4.3D	**3,408**	5,244	6,332
Total payables		**401,954**	531,171	544,821
Provisions				
Employee provisions	6.1B	**4,632**	3,934	3,627
Loan commitment provision		**46,241**	54,815	20,153
Other provisions	4.4	**957,014**	930,972	941,866
Total provisions		**1,007,887**	989,721	965,646
Total liabilities administered on behalf of Government		**1,409,841**	1,520,892	1,510,467
Net assets		**47,856,052**	44,759,690	50,461,371

The above statement should be read in conjunction with the accompanying notes, including the budget variance commentary.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
ADMINISTERED RECONCILIATION SCHEDULE
for the period ended 30 June 2025

	Notes	2025 $'000	2024 $'000
Opening assets less liabilities as at 1 July		**44,759,690**	47,298,268
Net (cost of)/contribution by services			
Income		**465,940**	658,818
Expenses			
Payments to entities other than corporate Commonwealth entities		**(6,738,969)**	(7,371,562)
Payments to corporate Commonwealth entities		**(2,420,340)**	(2,348,422)
Other comprehensive income			
Revaluations and impairments transferred to/(from) reserves - non-financial assets		**140,376**	60,597
Revaluations transferred to/(from) reserves - investments		**(638,852)**	(391,943)
Transfers (to)/from Australian Government			
Appropriation transfers from Official Public Account (OPA)			
Administered assets and liabilities appropriations			
Other administered assets and liabilities appropriations		**3,060,043**	2,800,707
Annual appropriations			
Payments to entities other than corporate Commonwealth entities		**3,036,008**	2,911,740
Payments to corporate Commonwealth entities		**2,420,340**	2,348,422
GST		**105,726**	96,510
Special appropriations (limited)			
Northern Australia Infrastructure Facility		**537,182**	596,032
Special appropriations (unlimited)			
Payments to corporate Commonwealth entities		**266,327**	260,088
Refund of administered receipts - section 77 PGPA Act		**287**	831
Protection of the Sea Pollution Compensation Fund		**798**	688
Special appropriations - Financial Assistance Grants		**2,233,176**	2,920,572
Funds provided from related entity to the Public Interest Telecommunications Services Special Account		**218,336**	209,014
Regional Broadband Scheme			
Funds provided from related entity to the Regional Broadband Scheme Special Account		**25,479**	25,262
Settlement of provision[1]		**812,180**	777,592
Appropriation transfers to OPA			
Transfers to OPA		**(401,113)**	(566,232)
Transfers to OPA non-cash		**(798)**	(688)
Repayments of loans		**(385,247)**	(5,526,604)
Other transfers			
Restructuring	8.3B	**359,483**	-
Closing assets less liabilities as at 30 June		**47,856,052**	44,759,690

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
ADMINISTERED RECONCILIATION SCHEDULE
for the period ended 30 June 2025

[1] As at 30 June 2024, NBN Co was the only eligible funding recipient for the Regional Broadband Scheme (the scheme) and its entitlement under the scheme was $837.4 million in subsidies, for the period 1 July 2023 to 30 June 2024. NBN Co applied for a charge offset certificate in March 2025 for that same period under section 98 of the *Telecommunications (Consumer Protection and Services Standards) Act 1999*. The charge offset certificate allows NBN Co to offset its entitlement under the scheme against its charge liability, for the period 1 July 2023 to 30 June 2024. A total of $25.2 million remained owing to NBN Co and was subsequently paid in May 2025. Refer Note 4.4.

The above statement should be read in conjunction with the accompanying notes.

Accounting Policy

Administered cash transfers from and to the Official Public Account (OPA)
Revenue collected by the department for use by the Government rather than the department is administered revenue. Collections are transferred to the OPA maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of the Government. These transfers to and from the OPA are adjustments to the administered cash held by the department on behalf of the Government and reported as such in the Schedule of Administered Cash Flows and the Administered Reconciliation Schedule.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
ADMINISTERED CASH FLOW STATEMENT
for the period ended 30 June 2025

	Notes	2025 $'000	2024 $'000
OPERATING ACTIVITIES			
Cash received			
Revenue from contracts with customers		**48,096**	48,685
Fees and fines		**139,292**	143,233
Interest		**197**	44
Rental income		**2,822**	2,879
Royalties		**1,638**	2,162
Net GST received		**104,218**	97,204
Other taxes		**33,069**	29,180
Other revenue		**20,945**	10,141
Total cash received		**350,277**	333,528
Cash used			
Employees		**19,356**	17,275
Grants		**4,809,603**	5,405,965
Subsidies		**288,880**	292,402
Suppliers		**752,242**	710,152
Payments to corporate Commonwealth entities		**2,420,340**	2,348,422
Other expenses		**8,920**	8,681
Total cash used		**8,299,341**	8,782,897
Net cash (used by) operating activities		**(7,949,064)**	(8,449,369)
INVESTING ACTIVITIES			
Cash received			
Repayments of loans		**385,247**	5,526,604
Interest		**55,531**	256,387
Total cash received		**440,778**	5,782,991
Cash used			
Advances and loans made		**627,108**	596,032
Investments		**2,952,724**	2,778,352
Purchase of property, plant and equipment		**28,068**	37,951
Purchase of land and buildings		**3,299**	2,690
Purchase of heritage and cultural assets		**2,340**	1,296
Purchase of intangibles - Biodiversity offset credits		**2,874**	1,569
Total cash used		**3,616,413**	3,417,890
Net cash from/(used by) investing activities		**(3,175,635)**	2,365,101

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
ADMINISTERED CASH FLOW STATEMENT
for the period ended 30 June 2025

	Notes	2025 $'000	2024 $'000
FINANCING ACTIVITIES			
Cash received			
Funds provided from related entity to the Public Interest Telecommunications Services Special Account		**218,336**	209,014
Funds provided from related entity to the Regional Broadband Scheme Special Account		**25,479**	25,262
Total cash received		**243,815**	234,276
Net cash from financing activities		**243,815**	234,276
Cash and cash equivalents at the beginning of the reporting period		**57,250**	65,176
Cash from Official Public Account			
Appropriations		**11,031,981**	11,338,870
Advances and loans made		**627,108**	596,032
Total cash from Official Public Account		**11,659,089**	11,934,902
Cash to Official Public Account			
Appropriations		**(401,113)**	(566,232)
Repayments of loans		**(385,247)**	(5,526,604)
Total cash to Official Public Account		**(786,360)**	(6,092,836)
Net (decrease) in cash held		**(10,880,884)**	(5,849,992)
Cash and cash equivalents at the end of the reporting period	4.1A	**49,095**	57,250

The above statement should be read in conjunction with the accompanying notes.

Explanations of Major Administered Budget Variances

The table below provides explanations for significant variances between the administered budget estimates, as published in the 2024–25 Portfolio Budget Statements, and the actual financial performance and position for the year. The budget is not audited. Variances are treated as significant when it is considered important for a reader's understanding or is relevant to an assessment of the discharge of accountability and for the analysis of the department's performance. The nature and timing of the Australian Government budget process can also contribute to the variances.

Affected line items	Explanation of major variances
Grants (Administered Schedule of Comprehensive Income) Grants payables (Administered Schedule of Assets and Liabilities)	The decrease of $2.3 billion is due to a Government decision to bring forward a lower percentage of Financial Assistance grants program payments to 2024-25 ($1.0 billion). Additional contributing factors include the transfer of programs to the Department of the Treasury for delivery through Federal Funding Agreements ($0.6 billion), underspends in the delivery of Regional Development Grant programs ($0.2 billion) and Roads to Recovery programs ($0.2 billion), and delays experienced by individual projects contracted under the Community Development Grants programme ($0.1 billion).
Trade and other receivables (Administered Schedule of Assets and Liabilities)	The decrease of $0.5 billion is primarily due to the Northern Australia Infrastructure Facility loans ($0.6 billion) for early repayments, a higher impairment allowance and less advances made in 2024-25 in comparison to budget. This has been partially offset by the recognition of a loan receivable ($0.1 billion) to the voluntary administrators of Rex Airlines.
Land and buildings (Administered Schedule of Assets and Liabilities)	The increase of $0.1 billion is mainly due to the valuation of administered non-financial assets in 2024-25, resulting in a revaluation increase of $0.1 billion.
Property, plant and equipment (Administered Schedule of Assets and Liabilities)	The decrease of $0.1 billion for property, plant and equipment is largely due to less purchases of assets in the Territories of $0.07 billion and the realigned delivery of Commonwealth preparatory activities including the noise insulation and property acquisition program and expected payments for the Border Agencies' fit out works at the Western Sydney International (Nancy-Bird Walton) Airport totalling $0.03 billion. Movement of funds have been requested to better reflect the anticipated delivery profile.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

The Basis of Preparation of the Financial Statements
The financial statements are required by section 42 of the PGPA Act.

The financial statements have been prepared in accordance with:

a) the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR)
b) Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

As required by the FRR, administered financial assets, administered financial instruments and administered fair value measurements are reported in accordance with Tier 1 disclosures under *AASB 1053 Application of Tiers of Australian Accounting Standards.* All other notes and schedules are reported in accordance with Reduced Disclosure Requirements (Tier 2) under *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified. Transactions denominated in foreign currency are converted at the exchange rate at the date of the transaction. Foreign exchange gains and losses are reported in the Statement of Comprehensive Income.

New Australian Accounting Standards

Standard	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*	This standard amends AASB *13 Fair Value Measurement* for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. This standard also adds implementation advice and relevant illustrative examples for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. AASB 2022-10 applies to annual reporting periods beginning on or after 1 January 2024.
AASB S1 *General Requirements for Disclosure of Sustainability-related Financial Information*	AASB S1 applies to reporting sustainability-related financial information across a range of possible sustainability topics, including climate-related financial disclosures. The sustainability reporting standards are being progressively adopted across Commonwealth entities, with sustainability reporting requirements on governance and risk included in the department's annual report. Application of this standard is voluntary, i.e. it is not a mandatory pronouncement. AASB S1 applies to annual reporting periods beginning on or after 1 January 2025.
AASB S2 *Climate-related Disclosures*	AASB S2 *Climate-related Disclosures* sets out disclosure requirements for an entity to provide useful information to primary users of its general purpose financial report about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, access to finance or cost of capital over the short, medium or long term. The Commonwealth Climate Disclosure (CCD) requirements align with AASB S2 and are effective for the 2024-25 reporting period. The CCD requirements are being phased in, with no impacts on the financial statements for 2024-25.

Taxation
The department is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST). Revenues, expenses, assets and liabilities are recognised net of GST except:

a) where the amount of GST incurred is not recoverable from the Australian Taxation Office
b) for receivables and payables.

Reporting of administered activities
Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Managing Risks associated with a Breach of Section 83 of the Constitution

Section 83 of the Constitution of the Commonwealth of Australia provides that no money shall be drawn from the Treasury of the Commonwealth except under an appropriation made by law. The department annually completes a risk assessment across its special appropriations and special accounts, and gives consideration to risk assessments relating to grant programs. In the normal course, the department has other controls in place to reduce the risk of non-compliance with section 83.

In 2023-24, the department conducted a review of the sources of constitutional and legislative authority for particular spending activities. The department has progressed responses to mitigate risks identified through the review, in line with advice from government. This involved several programs being moved to the Federation Funding Agreements (FFA) framework during 2024-25. Some responses remain in progress as at the reporting date.

Machinery of Government Changes

During the year, the department assumed responsibility for sport and physical activity policy and functions from the Department of Health, Disability and Ageing and relinquished responsibility for land and planning policy, and cities and urban policy functions to the Department of the Treasury, as a result of amendments to the Administrative Arrangements Order (AAO) on 13 May 2025.

Under the AAO the department was renamed the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

These changes have resulted in a transfer of balances for both the current and following financial years.

During the current financial year the department has recognised the investments in two portfolio entities – Australian Sports Commission and Australian Sports Foundation Limited – which transferred from the Department of Health, Disability and Ageing as at 13 May 2025. These balances are reflected in the department's financial statements as at 30 June 2025.

All other transfers arising from the AAO will come into effect from 1 July 2025 and will be reported and disclosed in the department's 2025-26 financial statements.

Events after the Reporting Period

Departmental: New Office Accommodation - Canberra

In June 2025, the department entered into a lease agreement for a 15 year term for office accommodation at 7 London Circuit in Canberra commencing in July 2026 with a total rental commitment of approximately $132 million (inclusive of GST). The lease will be recognised in the 2026-27 financial statements and monthly rental payments and associated outgoings with the lease will commence from 1 July 2026.

Machinery of Government Changes

Determinations were made under s72 of the *Public Service Act 1999* to transfer 68 staff into the department from the Department of Health, Disability and Ageing and 14 staff from the department to the Department of the Treasury. These determinations took effect on 3 July 2025.

Determinations were issued under s75 of the PGPA Act, on 1 July 2025 and 12 August 2025, to transfer annual appropriations (departmental and administered) to and from the department as a result of the AAO.

An amending instrument to the PGPA Act Determination (*Sport and Recreation Special Account 2016*) was passed to reflect the transfer of functions from the Department of Health, Disability and Ageing to the department. The Sport and Recreation Special Account 2016 transferred to the department on 1 September 2025.

1. Departmental Financial Performance

This section analyses the financial performance of the department for the year ended 30 June 2025.

1.1 Expenses

	2025 $'000	2024 $'000
1.1A: Employee benefits		
Wages and salaries	**259,810**	228,828
Superannuation		
Defined contribution plans	**31,633**	26,435
Defined benefit plans	**15,556**	15,352
Leave and other entitlements	**37,557**	29,069
Separation and redundancies	**3,050**	857
Other employee expenses	**1,481**	1,629
Total employee benefits	**349,087**	302,170

	2025 $'000	2024 $'000
1.1B: Suppliers		
Goods and services supplied or rendered		
Communications	**4,288**	5,099
Consultants	**19,450**	11,617
Contracted services	**51,103**	49,313
Contractors	**27,428**	26,727
Information technology services	**22,129**	19,395
Legal	**10,404**	5,585
Property costs	**11,868**	11,632
Training and conferences	**4,032**	5,039
Travel and accommodation	**7,357**	7,875
Other goods and services	**11,113**	12,518
Total goods and services supplied or rendered	**169,172**	154,800
Goods supplied	**19,991**	16,241
Services rendered	**149,181**	138,559
Total goods and services supplied or rendered	**169,172**	154,800
Other suppliers		
Short-term leases	**85**	386
Low value leases	**77**	227
Workers compensation expenses	**1,439**	1,518
Total other suppliers	**1,601**	2,131
Total suppliers	**170,773**	156,931

The department has one short-term lease commitment as at 30 June 2025 (2024: nil).

Lease disclosures should be read in conjunction with the accompanying Notes 1.1D, 1.2B, 3.2A and 3.4.

	2025 $'000	2024 $'000
1.1C: Grants and Contributions		
Australian Government entities (related parties)	**-**	2,200
State and Territory Governments	**219**	427
Contributions to special accounts	**819**	718
Other	**-**	10
Total grants and contributions	**1,038**	3,355

	2025 $'000	2024 $'000
1.1D: Finance costs		
Interest on lease liabilities	**1,166**	1,301
Unwinding of provision for restoration	**18**	11
Total finance costs	**1,184**	1,312

	2025	2024
	$'000	$'000
1.1E: Write-down and impairment of assets		
Leasehold improvements	**20**	21
Heritage and cultural assets	**1**	1
Property, plant and equipment	**650**	2,733
Intangible assets	**1,792**	11,063
Financial assets	**25**	40
Total write-down and impairment of assets	**2,488**	13,858

	2025	2024
1.1F: Foreign exchange losses		
Non-speculative	**16**	-
Total foreign exchange losses	**16**	-

Accounting Policy

Employee Benefits
Accounting policies for employee related expenses are contained in the People and Relationships section (Note 6.1).

Short-term leases and leases of low value assets
The department has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low value assets (less than $10,000 per asset). The department recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Grants and Subsidies
The department administers a number of grant and subsidy schemes on behalf of the Government. Grant and subsidy liabilities are recognised to the extent that (i) the services required to be performed by the applicant have been performed; or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made.

Finance costs
All borrowing costs are treated as an expense in the period in which they are incurred.

Foreign exchange losses
The department recognises a gain or loss on foreign exchange at the date of the transaction. Exchange gains and losses are reported in the Statement of Comprehensive Income. The department does not enter into hedging arrangements for its foreign currency transactions and all foreign exchange gains and losses are considered non-speculative in nature. Foreign exchange gains relate to the cash balance held in a bank account in Montreal, Canada.

1.2 Own-Source Revenue and Gains

	2025 $'000	2024 $'000
Own-Source Revenue		
1.2A: Revenue from contracts with customers		
Rendering of services	**6,084**	4,610
Total revenue from contracts with customers	**6,084**	4,610
Disaggregation of revenue from contracts with customers		
Corporate services	**688**	377
Cost recovery	**2,943**	2,885
Overseas projects	**2,453**	1,348
Total revenue from contracts with customers	**6,084**	4,610
1.2B: Rental Income		
Operating lease		
Lease income	**1,989**	1,996
Artwork	**3,881**	3,686
Total rental income	**5,870**	5,682
Operating Leases		
Maturity analysis of operating lease receivables		
Within 1 year	**2,225**	2,151
One to two years	**2,303**	2,225
Two to three years	**1,083**	2,303
Three to four years	**-**	1,083
Total undiscounted lease payments receivable	**5,611**	7,762
1.2C: Other revenue		
Resources received free of charge		
Remuneration of auditors	**930**	930
Seconded employees	**246**	400
Assets received free of charge	**64**	87
Special account contributions	**1,155**	1,134
Other	**329**	861
Total other revenue	**2,724**	3,412

	2025 $'000	2024 $'000
1.2D: Other gains		
Sale of assets	**3**	267
Foreign exchange gains - non-speculative	**-**	1
Other	**53**	25
Total other gains	**56**	293
1.2E: Revenue from Government		
Appropriations		
Departmental appropriations	**567,311**	461,328
Total revenue from Government	**567,311**	461,328

Accounting Policy

Revenue from contracts with customers

The majority of departmental revenue sources have specific performance obligations and the contract is enforceable through legal or equivalent means. Contracts are considered to be enforceable through equivalent means where there are specific rights documented in the agreement, the parties can reasonably be expected to act on their obligations, there are consequences for non-performance and/or unspent funds must be refunded.

Revenue from contracts with customers is recognised when the performance obligation has been met, either:

1. at a point in time where the ownership or control of the goods or services is passed to the customer at a specific time, or
2. over time where the services are provided and the benefits are simultaneously consumed by the customer.

The department requires customers to pay in accordance with its payment terms. Trade receivables are due for settlement within 30 days.

Corporate Services

The department's performance obligation is the provision of information technology and corporate services to other Australian Government entities in accordance with a Memorandum of Understanding. Revenue is recognised over time where the services are provided and consumed simultaneously.

Cost recovery

The department's performance obligation is the undertaking of functions or incurring of costs on behalf of other Australian Government entities in accordance with a Memorandum of Understanding. Revenue is recognised over time as costs are incurred where there is an expectation they will be recovered.

Delivery of overseas transport projects

The department's performance obligation is the delivery of overseas transport projects in Papua New Guinea and Indonesia. The projects are undertaken under a Record of Understanding that outlines specific activities and the budgeted amount of each activity. Revenue is recognised as activities are completed or over time.

Other revenue

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Other Gains

Sale of Assets

Gains from disposal of assets are recognised when control of the asset has passed to the buyer.

Foreign exchange gain.

The department recognises a gain or loss on foreign exchange at the date of the transaction. Exchange gains and losses are reported in the Statement of Comprehensive Income. The department does not enter into hedging arrangements for its foreign currency transactions and all foreign exchange gains and losses are considered non-speculative in nature. Foreign exchange gains relate to the cash balance held in a bank account in Montreal, Canada.

Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the entity gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

2. Income and Expenses Administered on Behalf of Government

This section analyses the activities that the department does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

2.1 Administered – Expenses

	2025 $'000	2024 $'000
2.1A: Employee benefits		
Wages and salaries	**14,585**	12,642
Superannuation		
Defined contribution plans	**2,104**	1,843
Defined benefit plans	**155**	105
Leave and other entitlements	**2,918**	2,425
Other employee expenses	**445**	606
Total employee benefits	**20,207**	17,621
2.1B: Suppliers		
Goods and services supplied or rendered		
Advertising campaigns	**10,999**	16,188
Fuel and oil	**16,904**	15,398
Information, communication and technology	**6,198**	2,325
Medical supplies	**6,530**	6,555
Property and operating costs	**6,603**	7,159
Rail and road research	**5,050**	15,438
Repairs and maintenance	**14,159**	12,513
Royalty payments	**28,139**	26,619
Service delivery arrangements	**135,612**	130,445
Service fees	**377,168**	368,762
Travel and accommodation	**433**	527
Other goods and services	**31,166**	21,752
Total goods and services supplied or rendered	**638,961**	623,681
Goods supplied	**23,434**	21,953
Services rendered	**615,527**	601,728
Total goods and services supplied or rendered	**638,961**	623,681
Other suppliers		
Short-term leases	**87**	114
Workers compensation expenses	**445**	395
Total other suppliers	**532**	509
Total suppliers	**639,493**	624,190

The department has short-term lease commitments for residential and storage leases. There were no material commitments for these leases at 30 June 2025 (2024: nil).

Lease disclosures should be read in conjunction with the accompanying notes 2.2E and 4.3D.

Accounting Policy

Employee Benefits

Accounting policies for employee related expenses are contained in the People and Relationships section (Note 6.1).

Short-term leases and leases of low value assets

The department has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low value assets (less than $10,000 per asset). The department recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2025 $'000	2024 $'000
2.1C: Subsidies		
Subsidies in connection with		
Tasmanian Freight Equalisation Scheme	**183,731**	185,152
Bass Strait Passenger Vehicle Equalisation Scheme	**53,889**	58,272
Regional Broadband Scheme	**864,035**	835,265
Other subsidies	**26,986**	26,045
Total subsidies	**1,128,641**	1,104,734
2.1D: Grants		
Public sector		
Australian Government entities (related parties)	**395,089**	442,785
State and Territory Governments	**2,290,193**	2,882,462
Local Governments	**1,089,894**	1,118,651
Private sector		
Not-for-profit organisations	**522,528**	597,464
Commercial entities	**385,114**	330,003
Overseas	**2,775**	3,647
Total grants	**4,685,593**	5,375,012

Grants to State and Territory Governments include $2.2 billion (2024: $2.8 billion) paid to local government bodies through State and Territory Governments, under the Financial Assistance Grant program payments.

	2025 $'000	2024 $'000
2.1E: Write-down and impairment of assets		
Land and buildings	**2,174**	1,502
Heritage and cultural assets	**-**	375
Intangibles	**-**	437
Property, plant and equipment	**4,789**	8,659
Total write-down and impairment of assets	**6,963**	10,973

	2025 $'000	2024 $'000
2.1F: Payments to corporate Commonwealth entities		
Australian Broadcasting Corporation	**1,196,101**	1,137,568
Australian Film, Television and Radio School	**27,944**	24,283
Australian Maritime Safety Authority	**86,218**	102,278
Australian National Maritime Museum	**24,882**	27,029
Civil Aviation Safety Authority	**41,494**	107,602
Creative Australia	**289,649**	257,974
High Speed Rail Authority	**55,102**	29,231
Infrastructure Australia	**13,247**	12,961
National Film and Sound Archive of Australia	**40,839**	37,270
National Gallery of Australia	**69,917**	66,003
National Library of Australia	**86,219**	75,948
National Museum of Australia	**55,192**	53,768
National Portrait Gallery of Australia	**19,181**	18,648
National Transport Commission	**6,746**	7,033
Northern Australia Infrastructure Facility	**21,782**	21,295
Old Parliament House	**22,290**	21,702
Screen Australia	**13,226**	12,890
Special Broadcasting Service Corporation	**350,311**	334,939
Total payments to corporate Commonwealth entities	**2,420,340**	2,348,422

Accounting Policy

Grants and Subsidies
The department administers a number of grant and subsidy schemes on behalf of the Government. Grant and subsidy liabilities are recognised to the extent that (i) the services required to be performed by the applicant have been performed; or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made.

Payments to corporate Commonwealth entities
Payments to corporate Commonwealth entities from amounts appropriated for that purpose are classified as administered expenses, equity injections or loans of the relevant portfolio department. The appropriation to the department is disclosed under the Funding section – Appropriations (Note 5.1A).

Payments to Government Business Enterprises (GBEs)
The department applies the provisions of *AASB 1004 - Contributions* and *AASB Interpretation 1038 - Contributions by owners made to wholly-owned public sector entities* when assessing its accounting treatment for payments made to its GBE portfolio entities. Payments are recognised by the department as a contribution by owners when (a) there is a corresponding issuance of equity instruments by the portfolio entity; (b) there is a formal agreement establishing a financial interest in the net assets of the portfolio entity; or (c) these transfers have been formally designated as forming part of the portfolio entity's contributed equity.

Further, if the GBE entity classifies such a payment as a contribution by owners, the department will consider that payment as an acquisition of an ownership interest in the portfolio entity and classify it as an equity payment.

	2025 $'000	2024 $'000
2.1G: Other expenses		
International membership fees	**7,604**	8,188
Contributions	**963**	937
Protection of the sea levy payment	**798**	688
Biodiversity offset credits	**-**	21,236
Total other expenses	**9,365**	31,049

Accounting Policy

Biodiversity Offset Credits
Accounting policies for biodiversity offset credits expenses are contained in the Other Provisions section (Note 4.4).

2.2 Administered – Income

	2025 $'000	2024 $'000
2.2A: Taxes		
Levies	**2,339**	2,633
Land tax equivalents	**27,070**	22,814
Other tax equivalents	**3,660**	3,733
Total taxes	**33,069**	29,180
2.2B: Revenue from contracts with customers		
Rendering of services	**16,117**	18,007
Regulatory and other fees	**34,132**	32,302
Total revenue from contracts with customers	**50,249**	50,309
Disaggregation of revenue from contracts with customers		
Major product / service line:		
Classification fees	**1,337**	2,315
Electricity services	**8,743**	9,258
Health services	**168**	189
Marine shipping and wharfage services	**648**	805
Plant and equipment hire	**588**	763
Water and sewerage services	**4,633**	4,677
Rendering of services	**16,117**	18,007
Airport Building Controllers	**11,935**	10,796
Airport Environment Officers	**2,465**	2,176
Road Vehicle Standards	**16,770**	16,132
Other fees	**2,962**	3,198
Regulatory and other fees	**34,132**	32,302
Total revenue from contracts with customers	**50,249**	50,309
2.2C: Levies, fees and fines		
Drone levies	**837**	702
Marine Navigation levies	**93,830**	94,292
Protection of the Sea levies	**37,825**	37,957
Levies from regulatory services	**132,492**	132,951
Loan fees	**20,545**	9,710
Fines	**484**	430
Total levies, fees and fines	**153,521**	143,091
2.2D: Interest		
Loan to NBN Co Limited	**-**	212,809
Other loans	**141,135**	154,130
Unwinding of discount - concessional loans	**60,820**	52,427
Other interest	**197**	44
Total interest	**202,152**	419,410

Accounting Policy

Interest revenue is recognised using the effective interest method.

	2025 $'000	2024 $'000
2.2E: Rental income		
Indefeasible Rights of Use	**1,529**	1,529
Other rental income	**2,820**	2,886
Total rental income	**4,349**	4,415

Lease disclosures should be read in conjunction with the accompanying Notes 2.1B and 4.3D.

Accounting Policy

Rental Income is recognised over the term of the Indefeasible Rights of Use granted by the Commonwealth to external parties for use of Regional Blackspot telecommunications infrastructure (refer Note 4.2A).

Other rental income is mainly associated with residential and commercial properties in the Indian Ocean Territories and Jervis Bay Territory. Residential lease agreements are cancellable by either the lessor or the lessee by giving the required notice.

	2025 $'000	2024 $'000
2.2F: Other revenue		
Return of unspent funding from prior year	**14,264**	4,661
Phosphate mine royalties	**1,638**	2,162
Contributions	**819**	1,796
Other revenue	**4,259**	1,031
Insurance recoveries	**1,620**	2,648
Total other revenue	**22,600**	12,298

Accounting Policy

Revenue

The majority of administered revenue sources have specific performance obligations and the contract is enforceable through legal or equivalent means. Contracts are considered to be enforceable through equivalent means where there are specific rights documented in the agreement, the parties can reasonably be expected to act on their obligations, there are consequences for non-performance and/or unspent funds must be refunded.

Revenue from contracts with customers is recognised when the performance obligation has been met, either:

1. at a point in time where the ownership or control of the goods or services is passed to the customer at a specific time, or
2. over time where the services are provided and the benefits are simultaneously consumed by the customer.

The department requires customers to pay in accordance with its payment terms. Trade receivables are due for settlement within 30 days.

The main sources of administered revenue are:

Taxes

a) land tax and similar equivalency payments for commercial use of Commonwealth owned land (mainly at regulated airports)

b) other tax equivalency payments applied in the Indian Ocean Territories and Jervis Bay Territory

c) royalties associated with phosphate mining activities on Christmas Island.

Revenue from contracts with customers

Provision of goods and services in the Indian Ocean Territories and Jervis Bay Territory including electricity supply, water and sewerage and medical fees.

Supply of electricity and water in the Indian Ocean Territories and Jervis Bay Territory have agreements in place with consumers. Revenue is recognised over time based on a fixed fee for network connection and a variable fee for actual use.

Other services provided in the territories include marine wharfage, medical and dental services and short-term hire of equipment.

The department charges application and licence fees under the *Road Vehicle Standards Act 2018*, *Airports Act 1996*, *Coastal Trading (Revitalising Australian Shipping) Act 2012* and the *Classification (Public, Films and Computer Games) Act 1995*. These charges are recognised under *AASB 15 Revenue from Contracts with Customers* irrespective of whether there is a written contract with a customer.

The costs of monitoring environmental conditions at regulated airports is recovered from airport lessees in accordance with the lease agreements.

Levies, fees and fines

Levies are collected for regulatory functions including Marine Navigation and Protection of the Seas levies which are remitted to the Commonwealth by the Australian Maritime Safety Authority (AMSA) who collect the levies from commercial shipping operators. An equivalent amount is paid to AMSA from a special appropriation administered by the department (refer Note 5.1C).

Loan fees revenue relates to the Northern Australia Infrastructure Facility loans.

3. Departmental Financial Position

This section analyses the department's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

3.1 Financial Assets

	2025	2024
	$'000	$'000
3.1A: Cash and cash equivalents		
Cash on hand or on deposit	**9,159**	5,237
Cash held in the OPA (special accounts)	**7,069**	7,413
Cash in special accounts	**27**	61
Other	**406**	363
Total cash and cash equivalents	**16,661**	13,074

	2025	2024
3.1B: Trade and other receivables		
Goods and services receivables		
Contract assets	**1,032**	1,884
Total goods and services receivables	**1,032**	1,884

Contract assets are associated with the provision of information technology and corporate services to other Australian Government entities, recovery of costs from other entities, transfer of leave entitlements and Artbank rental agreements.

	2025	2024
Appropriations receivable		
Existing programs	**215,511**	151,425
Total appropriations receivable	**215,511**	151,425
Other receivables		
GST receivable from the Australian Taxation Office	**4,078**	3,852
Other	**110**	80
Total other receivables	**4,188**	3,932
Total trade and other receivables (gross)	**220,731**	157,241
Less impairment loss allowance		
Contract assets	**(95)**	(202)
Total impairment loss allowance	**(95)**	(202)
Total trade and other receivables (net)	**220,636**	157,039

Credit terms for goods and services were within 30 days (2024: 30 days).

Accounting Policy

Cash and Cash Equivalents
Cash is recognised at its nominal amount. Cash and cash equivalents include cash on hand and cash in special accounts.

Financial assets
Trade receivables and other receivables are held for the purpose of collecting contractual cash flows, where the cash flows are solely payments of principal and interest that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Impairment
All financial assets are assessed for impairment at the end of each reporting period based on expected credit losses. Impairment of trade receivables is assessed on lifetime credit losses. The loss is recognised in the Statement of Comprehensive Income.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.2 Non-Financial Assets

3.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

Reconciliation of the opening and closing balances of property, plant and equipment and intangibles for 2025

	Buildings[1] $'000	Heritage and cultural[1,2] $'000	Property, Plant and Equipment[1] $'000	Intangibles: Computer Software Internally Developed $'000	Intangibles: Computer Software Purchased $'000	Total $'000
As at 1 July 2024						
Gross book value	208,166	43,905	22,302	83,574	5,012	362,959
Accumulated depreciation, amortisation and impairment	(121,259)	(214)	(6,860)	(35,680)	(4,950)	(168,963)
Total as at 1 July 2024	86,907	43,691	15,442	47,894	62	193,996
As at 1 July 2024 - Opening balance adjustments						
Gross book value	(8,397)	(405)	405	(110)	-	(8,507)
Accumulated depreciation, amortisation and impairment	8,397	-	-	110	-	8,507
Total as at 1 July 2024 - Opening balance adjustments	-	(405)	405	-	-	-
Adjusted Total as at 1 July 2024	86,907	43,286	15,847	47,894	62	193,996
Additions						
Purchase	83	642	3,079	-	-	3,804
Internally developed	-	-	-	4,086	-	4,086
Right-of-use assets	3,098	-	87	-	-	3,185
Revaluation recognised in other comprehensive income	-	3,872	-	-	-	3,872
Remeasurement of right-of-use assets	1,538	-	-	-	-	1,538
Impairments and write downs recognised in net cost of services	(20)	(1)	(650)	(1,792)	-	(2,463)
Depreciation and amortisation	(8,194)	(103)	(4,591)	(10,339)	(28)	(23,255)
Depreciation on right-of-use assets	(24,089)	-	(48)	-	-	(24,137)
Reclassifications	-	(25)	1,094	(1,069)	-	-
Other movements of right-of-use assets	-	-	(5)	-	-	(5)
Disposals	-	(3)	-	-	-	(3)
Total as at 30 June 2025	59,323	47,668	14,813	38,780	34	160,618
Total as at 30 June 2025 represented by						
Gross book value	204,223	47,668	23,906	77,987	4,459	358,243
Accumulated depreciation, amortisation and impairment	(144,900)	-	(9,093)	(39,207)	(4,425)	(197,625)
Total as at 30 June 2025	59,323	47,668	14,813	38,780	34	160,618
Carrying amounts of right-of-use assets	47,978	-	91	-	-	48,069

[1] These classes of assets are held at fair value except for those classified as right-of-use assets under AASB 16 *Leases* which are carried at cost.
[2] Land, buildings and property, plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.

Revaluations of non-financial assets
All revaluations were conducted in accordance with the revaluation policy stated below. In 2024-25, in line with the department's asset revaluation schedule, an independent valuer undertook the revaluation of departmental artworks and Artbank collection and conducted a materiality review of asset classes not subject to revaluation to confirm there were no material differences between carrying values and fair values.

Impairment and write down of non-financial assets
An impairment and write down expense of $2.5 million was recognised for all asset classes as at 30 June 2025 (2024: $13.8 million). Recognition of impairment and write down adjustments are in accordance with the asset policy stated below.

Accounting Policy
Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor entity's accounts immediately prior to the restructuring.

Asset Recognition Threshold
Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than $5,000, which are expensed in the year of acquisition (other than laptops, which are capitalised regardless of their acquisition costs).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'makegood' provisions in property leases taken up by the department where there exists an obligation to restore the property to its original condition. These costs are included in the value of the department's leasehold improvements with a corresponding provision for the 'makegood' recognised.

Leased Right of Use (ROU) Assets
Leased ROU assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are recognised as separate asset classes but disclosed in the same column as similar assets owned by the department.

An impairment review is undertaken for any ROU asset that shows indicators of impairment and an impairment loss is recognised. The impairment of ROU assets includes instances where the department has entered into leases for office accommodation that are surplus to requirements at the reporting date. ROU assets continue to be measured at cost after initial recognition by the department.

Revaluations
Following initial recognition at cost, property, plant and equipment assets (excluding ROU assets) are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure the carrying amount does not differ materially from the asset's fair value as at the reporting date. The regularity of valuations depends on the volatility of movements in market values for the relevant assets. Revaluations are conducted at least once every three years.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation surplus except to the extent it reverses a previous revaluation decrement of the same asset class previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent they reverse a previous revaluation increment for the class.

Any accumulated depreciation at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Heritage and Cultural
Artworks managed by Artbank are considered heritage and cultural items of national, historical or cultural significance. Artbank maintains separate curatorial and preservation policies for heritage and cultural assets: (https://www.artbank.gov.au/policy-information). The department holds other artwork that is not material to the asset class.

Depreciation and amortisation
Depreciable property, plant and equipment assets are written-off to their estimated residual value over their estimated useful life to the department using, in all cases, the straight-line method.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset, covering both departmental and administered assets, are based on the following useful lives:

	2025	2024
Buildings	1 to 60 years	1 to 60 years
Buildings - Leasehold improvements	Shorter of lease term or useful life	Shorter of lease term or useful life
Property, plant and equipment excluding infrastructure	1 to 30 years	1 to 30 years
Property, plant and equipment - infrastructure	1 to 100 years	1 to 100 years
Computer software	1 to 9 years	1 to 9 years
Heritage and cultural	1 to 480 years	1 to 480 years
Phosphate mining lease	Lease term	Lease term

Impairment
All assets were assessed for impairment at 30 June 2025, except for assets reported at fair value where the assets were assessed for impairment since the last valuation. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment is made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the department were deprived of the asset, its value in use is taken to be its current replacement cost.

Impairments are recorded as an expense unless assets are carried at a revalued amount. The impairment loss on a revalued asset is recorded as a revaluation decrement and recorded against the asset revaluation surplus up to the value of the reserve with any excess impairment loss recorded in the net cost of services as a loss.

Derecognition
An item of property, plant and equipment is derecognised upon disposal when no further future economic benefits are expected from its use.

Intangibles
The department's intangibles comprise internally developed software over $50,000 and purchased software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the department's software vary from 1 to 9 years (2024: 1 to 9 years).

All software assets were assessed for indicators of impairment as at 30 June 2025.

Accounting Judgements and Estimates

Buildings
The fair value of buildings has been taken to be the current replacement cost of leasehold improvements in office leases and the related makegood requirements as determined by an independent valuer as at 30 June 2023. In 2024-25, the valuer confirmed there were no material differences between the carrying value and fair value at 30 June 2025. The next full comprehensive valuation will be undertaken during 2025-26.

Property, plant and equipment
The fair value of property, plant and equipment has been taken to be the market value or current replacement cost as determined by an independent valuer as at 30 June 2023. In 2024-25, the valuer confirmed there were no material differences between the carrying value and fair value at 30 June 2025. The next full comprehensive valuation will be undertaken during 2025-26.

Heritage and cultural assets
The fair value of heritage and cultural assets has been taken to be the market value or current replacement cost as determined by an independent valuer as at 30 June 2025.

3.2B: Capital Commitments Acquisition

Contractual commitments for the acquisition of buildings and intangible assets for 2025

	Within 1 year	Between 1 to 5 years
	$'000	$'000
Buildings	5,838	-
Computer software internally developed	7,393	-
Total capital commitments	13,231	-

The above commitment amounts are GST exclusive.

	2025	2024
	$'000	$'000
3.2C: Other non-financial assets		
Prepayments	10,872	12,821
Operating lease rentals - sublease	672	809
Lease incentive - sublease	172	242
Total other non-financial assets	11,716	13,872

No indicators of impairment were found for other non-financial assets.

3.3 Payables

	2025	2024
	$'000	$'000
3.3A: Suppliers		
Trade creditors	2,549	2,150
Accrued expenses	23,554	25,946
Total suppliers	26,103	28,096

Settlement is usually made within 20 days (2024: 20 days).

	2025	2024
3.3B: Other payables		
Unearned revenue	2,553	2,916
Salaries and wages	8,860	7,116
Superannuation	1,428	1,141
Separations and redundancies	2,490	302
Other	644	600
Total other payables	15,975	12,075

Accounting Policy

Other Payables

Unearned revenue is primarily associated from contracts with customers on leased artworks. Timeframes for the satisfaction of performance obligations range from 1 to 12 months.

All other payables are expected to be settled within 12 months of the balance date.

3.4 Interest Bearing Liabilities

	2025 $'000	2024 $'000
3.4A: Leases		
Lease liabilities[1]	**53,366**	74,533
Total lease liabilities	**53,366**	74,533

Total cash outflow for leases for the year ended 30 June 2025 was $28.4 million (2024: $25.7 million).

	2025 $'000	2024 $'000
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	**26,989**	26,571
Between 1 to 5 years	**23,622**	45,977
More than 5 years	**5,366**	5,112
Total leases	**55,977**	77,660

1. The department, in its capacity as lessee, has leasing arrangements for office accommodation in Canberra, other States and Territories, and internationally, and leasing arrangements for motor vehicles.

The above lease disclosures should be read in conjunction with the accompanying Notes 1.1B, 1.1D, 1.2B and 3.2A.

Accounting Policy

For all new contracts entered into, the department considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if the rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the ROU asset or profit and loss depending on the nature of the reassessment or modification.

3.5 Other Provisions

	Provision for restoration $'000	Other Provisions $'000	Total $'000
Opening balance as at 1 July 2024	649	76	**725**
Additional provisions made	-	314	**314**
Unwinding of discount or change in discount rate	18	-	**18**
Total as at 30 June 2025	**667**	**390**	**1,057**

The department has 5 agreements at 30 June 2025 (2024: 5) for the lease of office premises which have provisions requiring the department to restore the premises to their original condition at the conclusion of the lease. The department has made a provision to reflect the present value of these obligations.

Other provisions relate to locally engaged staff employed (through the Department of Foreign Affairs and Trade) at overseas posts entitled to separation benefits under local labour laws and provision for legal costs.

Accounting Policy

Provision for Restoration Obligation

Where the department has a contractual obligation to undertake remedial work upon vacating leased properties, the estimated cost of that work is recognised as a liability. An equal value asset is created at the same time and amortised over the life of the lease of the underlying leasehold property.

4. Assets and Liabilities Administered on Behalf of Government

This section analyses assets and liabilities that the department does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

4.1 Administered – Financial Assets

	2025 $'000	2024 $'000
4.1A: Cash and cash equivalents		
Cash in special accounts	**48,118**	48,595
Cash on hand or on deposit	**777**	8,455
Other	**200**	200
Total cash and cash equivalents	**49,095**	57,250

The closing balance of cash in special accounts does not include amounts held in trust $0.04 million (2024: $0.04 million). See Notes 5.2 Special Accounts and 8.2 Assets Held in Trust for more information.

	2025 $'000	2024 $'000
4.1B: Trade and other receivables		
Advances and loans		
NAIF loans	**1,774,931**	1,642,800
Commercial entities	**2,420,262**	2,256,250
State and Territory Governments	**27,824**	31,696
Total advances and loans	**4,223,017**	3,930,746
Other receivables		
Contract assets	**21,380**	7,094
GST receivable from Australian Taxation Office	**43,648**	45,560
Grants receivable	**4,449**	-
Other revenue	**15**	10
Total other receivables	**69,492**	52,664
Total trade and other receivables (gross)	**4,292,509**	3,983,410
Less impairment allowance		
NAIF loans	**(481,413)**	(380,543)
Commercial entities	**(1,280)**	(1,340)
Other receivables	**(169)**	(291)
Total impairment allowance	**(482,862)**	(382,174)
Total trade and other receivables (net)	**3,809,647**	3,601,236

Credit terms for goods and services were within 30 days (2024: 30 days). Refer Note 4.3A for information relating to contract liabilities.

Reconciliation of the impairment allowance

Movements in relation to 2025

	NAIF loans	Loans to Commercial entities	Other receivables	Total
	$'000	$'000	$'000	$'000
Opening balance as at 1 July 2024	**380,543**	**1,340**	**291**	**382,174**
Amounts written off	-	-	(84)	**(84)**
Increase/(Decrease) recognised in net cost of services	100,870	(60)	(38)	**100,772**
Total as at 30 June 2025	**481,413**	**1,280**	**169**	**482,862**

	2025	2024
	$'000	$'000
4.1C: Impairment loss on financial instruments		
Impairment on NAIF loans	**100,870**	147,896
Impairment on loans to commercial entities	**(60)**	(2,612)
Impairment on trade receivables	**(38)**	398
Total impairment on financial instruments	**100,772**	145,682

	2025	2024
	$'000	$'000
4.1D: Investments		
Investments accounted for using the net assets method		
Australian Government authorities		
Australian Broadcasting Corporation	**1,167,942**	1,169,716
Australian Film, Television and Radio School	**9,983**	9,401
Australian Maritime Safety Authority	**207,787**	225,904
Australian National Maritime Museum	**335,031**	292,727
Australian Sports Commission[1]	**349,585**	-
Civil Aviation Safety Authority	**107,663**	133,209
Creative Australia	**33,373**	32,339
High Speed Rail Authority	**14,653**	22,658
Infrastructure Australia	**3,324**	3,146
National Film and Sound Archive of Australia	**460,184**	442,631
National Gallery of Australia	**8,100,803**	7,505,234
National Library of Australia	**1,477,822**	1,649,350
National Museum of Australia	**519,451**	483,648
National Portrait Gallery of Australia	**169,060**	164,003
National Transport Commission	**1,809**	2,036
Northern Australia Infrastructure Facility	**25,871**	21,010
Old Parliament House	**135,550**	134,775
Screen Australia	**14,258**	14,458
Special Broadcasting Service Corporation	**260,314**	243,738
Total Australian Government authorities	**13,394,463**	12,549,983
Australian Government companies		
Australian Postal Corporation	**2,530,700**	2,356,000
Australian Sports Foundation Limited[1]	**5,335**	-
Bundanon Trust	**102,905**	102,690
National Intermodal Corporation Limited	**976,598**	872,165
WSA Co Limited	**3,395,237**	2,954,682
Total Australian Government companies	**7,010,775**	6,285,537
Australian Government controlled entities		
Norfolk Island Health and Residential Aged Care Service	**701**	1,564
Total Investments accounted for using the net assets method	**20,405,939**	18,837,084
Investments accounted for using the discounted cash flow method		
Australia Government authorities		
Airservices Australia	**395,800**	588,500
Australian Government companies		
Australian Rail Track Corporation Limited	**1,712,300**	1,615,100
NBN Co Limited	**21,800,000**	20,600,000
Total Investments accounted for using the discounted cash flow method	**23,908,100**	22,803,600
Total Investments	**44,314,039**	41,640,684

[1] Amendments to the Administrative Arrangements Order on 13 May 2025 transferred responsibility for reporting of the Australian Sports Commission and the Australian Sports Foundation Limited from the Department of Health, Disability and Ageing. The effective date for the transfer was 13 May 2025.

Accounting Policy

Loans and Receivables

Credit terms for goods and services were within 30 days (2024: 30 days).

Loans have been provided to States and Territories, and Commercial Entities. The loans are made for a period ranging from 1 to 118 years. No security is generally required. Interest rates are fixed on most loans. Interest payment arrangements vary in each loan agreement, with some agreements allowing for capitalisation of interest for specified periods.

Where loans and receivables are not subject to concessional treatment, they are carried at amortised cost using the effective interest method. Gains and losses due to impairment, derecognition and amortisation are recognised in the Administered Schedule of Comprehensive Income.

Administered Investments

Administered investments in subsidiaries, joint ventures and associates are not consolidated because their consolidation is relevant only at the Whole of Australian Government level.

Administered investments, other than those held for sale, are classified as fair value through other comprehensive income (FVOCI) and are measured at their fair value as at 30 June 2025. Fair value has been determined using the Australian Government's proportional interest in the net assets of the entities at the end of the reporting period or a discounted cash flow valuation.

The Australian Government has a 100 per cent interest in the following entities, except the National Transport Commission (35 per cent). The principal activities of entities are:

1. Airservices Australia — Airservices Australia is a corporate Commonwealth entity, responsible for providing facilities and services for the safety, regularity and efficiency of air navigation within Australian-administered airspace. This includes providing air traffic services, aviation rescue fire-fighting services, aeronautical information, radio navigation and telecommunications services.
2. Australian Broadcasting Corporation (ABC) — The ABC is a national broadcaster and digital media provider. It is an integral part of the Australian media, providing radio, television and digital media services to all Australians, including independent news and information services. It offers programming that informs, educates and entertains, and contributes to and reflects Australia's national identity, including delivering such programming to overseas audiences. The ABC encourages cultural diversity, fosters public debate, engages directly with local communities, and nurtures and promotes the creative industries, music and the arts. In addition to its legislated obligations, the ABC also delivers emergency broadcasting services.
3. Australian Film, Television and Radio School (AFTRS) — AFTRS is the national institution for specialist education, training and research for screen and broadcast industries. AFTRS works hand-in-hand with the screen and broadcast industries to provide Australians with the highest level of screen and broadcast education, training and research so that Australian stories and culture thrive at home and around the world.
4. Australian Maritime Safety Authority (AMSA) — AMSA is responsible for the maritime safety of international shipping and domestic commercial vessels, protection of the marine environment from ship-sourced pollution and other environmental damage caused by shipping, and search and rescue nationally.
5. Australian National Maritime Museum (ANMM) — The ANMM is responsible for leading the promotion and conservation of Australia's maritime heritage and culture. This is done through: developing and sharing its collections, knowledge and expertise; motivating learning through research, educational programs and products; supporting community participation to retain Australia's maritime heritage; and exploring contemporary issues of public interest and maritime relevance.
6. Australian Postal Corporation (Australia Post) — Australia Post is a Government Business Enterprise, wholly owned by the Australian Government. It provides a letter delivery service to all people in Australia, and a range of parcel, logistics and other services.
7. Australian Rail Track Corporation Limited (ARTC) — The ARTC is a Government Business Enterprise, wholly owned by the Australian Government. It was established in 1998, and manages and operates more than 9,600 kilometres of the national rail network across five states.
8. Australian Sports Commission (ASC) — The ASC manages, develops and invests in sport at all levels. It works closely with a range of national organisations, state and local governments, schools and community organisations to ensure sport is well run and accessible.
9. Australian Sports Foundation Limited (ASF) — The ASF assists sporting, community, educational and other government organisations to raise funds for the development of sports infrastructure.

10. Bundanon Trust — Bundanon Trust cares for the Boyd art collection and supports arts practice and engagement with the arts through its Art Museum and its residency, learning, research and performance programs. In preserving the natural and cultural heritage of its site, Bundanon Trust promotes the value of landscape in all our lives.
11. Civil Aviation Safety Authority (CASA) — CASA has the function of conducting the safety regulation of the civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. While safety regulation of civil aviation remains its primary role, CASA also performs other safety-related and associated functions. CASA also has responsibility for airspace regulation.
12. Creative Australia — Creative Australia is the Australian Government's principal arts investment, development, funding and advisory body with a purpose to champion and invest in arts and creativity for a dynamic and creative Australia. Creative Australia has a national leadership role in supporting and building Australia's cultural infrastructure by ensuring local and global audiences enjoy the benefits of thriving, dynamic and sustainable cultural and creative industries.
13. High Speed Rail Authority (HSRA) — The *High Speed Rail Authority Act 2022* commenced on 13 June 2023 and establishes the HSRA. The HSRA will oversee the development of a High Speed Rail (HSR) network and advise on Australia's current and future HSR needs.
14. Infrastructure Australia (IA) — IA's primary role is to be the Commonwealth Government's independent adviser on nationally significant infrastructure investment planning and project prioritisation.
15. National Film and Sound Archive of Australia (NFSA) — The NFSA is Australia's premier audiovisual archive. It collects and preserves significant Australian film, recorded sound, broadcast works and new media, and shares the collection with audiences across Australia and overseas.
16. National Gallery of Australia (the National Gallery) — The purpose of the National Gallery is to: develop and maintain a national collection of works of art; exhibit, or make available for exhibition by others, works of art from the national collection or works of art that are otherwise in the possession of the National Gallery; and to make the most advantageous use of the national collection in the national interest.
17. National Intermodal Corporation Limited (National Intermodal) — National Intermodal is a Government Business Enterprise wholly owned by the Australian Government. Our principal activity is to facilitate the development and operation of a national network of modern, state-of-the-art, open access intermodal precincts.
18. National Library of Australia (Library) — The Library ensures that documentary resources of national significance relating to Australia and the Australian people, as well as significant non-Australian library materials, are collected, preserved and made accessible either through the Library or through collaborative arrangements with other libraries.
19. National Museum of Australia (NMA) — The NMA brings to life the rich and diverse stories of the nation through researching, developing, preserving, digitising and exhibiting a significant national collection, and creating programs and partnerships for national and international audiences.
20. National Portrait Gallery of Australia (NPGA) — The purpose of the NPGA is to develop, preserve, maintain and promote a national collection of portraits and other works of art. It also develops and engages a national audience for the collection, exhibitions, education, research, publications, and public and online programs.
21. National Transport Commission (NTC) — The NTC leads national land transport reform in support of Australian governments to improve safety, productivity, environmental outcomes and regulatory efficiency relating to road, rail and intermodal transport.
22. NBN Co Limited (NBN Co) — NBN Co is a Government Business Enterprise, wholly owned by the Australian Government. It is supporting the transition of Australia to a digital future by operating the National Broadband Network, a high-speed, wholesale local access broadband network. NBN Co's purpose is to lift the digital capacity of Australia, allowing all Australians to have access to fast and reliable broadband.
23. Norfolk Island Health and Residential Aged Care Service (NIHRACS) — A body corporate established under the *Norfolk Island Health and Residential Aged Care Service Act 1986* that provides health and residential aged care services to the Norfolk Island community. NIHRACS is not subject to the PGPA Act but is considered to be controlled by the Australian Government for financial reporting purposes. NIHRACS receives the majority of its funding through a Service Delivery Agreement with the Australian Government.
24. Northern Australia Infrastructure Facility (NAIF) — NAIF provides financial assistance by way of debt, equity or alternative financing mechanisms to infrastructure projects that will support economic growth and stimulate population growth in northern Australia. NAIF is able to finance a wide range of infrastructure assets that facilitate the establishment or enhancement of business activity or increase economic activity in the region.

25. Old Parliament House (OPH) — OPH is a corporate Commonwealth entity. It was the home of the Federal Parliament from 1927 to 1988 and is an icon of national significance. It now houses the Museum of Australian Democracy, which provides dynamic exhibitions, events, engagement and education programs, to explore Australia's democratic traditions and the factors and people that shaped that journey and improve understanding of democracy and the skills required to participate in it.
26. Screen Australia (SA) — SA is a corporate Commonwealth entity that works to build a vibrant, viable screen industry that reflects the depth and diversity of Australian storytelling. It supports the development, production, promotion and distribution of Australian screen content – across all formats, genres and platforms. We strive to be an effective, efficient and future-focused organisation, strengthening industry capability and fostering a thriving screen culture for all Australians. The agency also administers the Producer Offset on behalf of the government, and is the competent authority for administering the International Co-Production Program in Australia.
27. Special Broadcasting Service Corporation (SBS) — SBS is a national broadcaster. It provides multicultural and multilingual services that inform, educate and entertain all Australians. Its mission is to contribute to a more cohesive, equitable and harmonious Australia through its television, radio and digital media services.
28. WSA Co Limited (WSA Co) — WSA Co is an unlisted public company limited by shares, and a Government Business Enterprise, wholly owned by the Australian Government. It was established in 2017 to develop and operate the Western Sydney International (Nancy-Bird Walton) Airport at Badgerys Creek. WSA Co is required to execute its responsibilities with the Commonwealth in order to achieve operational readiness of the Airport by the end of 2026.

Accounting Judgements and Estimates

Loans and Receivables

Loans are initially recognised at their fair value. If the rate of interest charged is lower than the counterparty's borrowing rate and/or the loan agreement includes terms that are more favourable than those available in the market, the difference between the amount advanced and the fair value of the loan is treated as an expense. The expense is recognised at the inception of the loan agreement and a provision is recognised for the concessional cost of loan advances that have been committed, but not paid, at the reporting date.

WestConnex Stage 2 concessional loan

Advances and loans to commercial entities comprise of a concessional loan facility provided to a subsidiary of the Sydney Motorway Corporation for construction of Stage 2 of the WestConnex Motorway in Sydney. The loan facility comprised multiple advances totalling $2.0 billion between 22 July 2016 and 2 January 2020.

As the loan facility was the first made by the Australian Government for a major road project, no comparable products were identified in the market and the prevailing market interest rate was determined based on external valuation advice.

The loan facility includes mandatory repayment of principal and/or interest in certain circumstances from the 2020-21 financial year. An impairment allowance of $1.3 million for these repayments has been made at 30 June 2025 (2024: $1.3 million).

NAIF loans

The department records concessional loans issued by the NAIF corporate Commonwealth entity on behalf of the Commonwealth. The concessional element for each loan is tailored to the specific needs of each investment, with varying rates of interest and terms, consistent with the *Northern Australia Infrastructure Facility Investment Mandate Direction 2023.*

Voluntary administrators of Rex Airlines loan

Rex Airlines (Rex) operates one of Australia's largest regional air networks on 41 routes to regional and remote communities, including 21 routes that are only serviced by Rex. Rex entered voluntary administration on 30 July 2024. During 2024-25, the Australian Government provided a loan facility of up to $110 million to the voluntary administrators of Rex to ensure regional services can continue to operate during the voluntary administration period. As at 30 June 2025, the loan balance is $41.8 million. Drawdowns on the loan facility will likely continue until the end of the convening period of the voluntary administration in December 2025.

In addition, on 23 January 2025, the Australian Government acquired $50 million of debt from Rex's principal secured creditor, PAGAC Regulus Holdings Limited (PAG). This was an important step to prevent an adverse outcome for regional communities, such as liquidation, and to ensure the continued connectivity of Australia's regional and remote communities. By acquiring the debt, the Australian Government has become the principal secured creditor. As at 30 June 2025, the loan balance of the debt assignment from PAG is $44.1 million.

Both loans have been provided on commercial terms. As at 30 June 2025, both loans are due to be repaid in full by the voluntary administrators at the end of the voluntary administration in December 2025. The loan is secured against Rex's fixed assets, which values exceed the loan balance at 30 June 2025.

Other loans

The Australian Government has also provided loans to the Northern Territory Government on concessional terms.

Administered Investments

In the absence of an observable market value for administered investments, the department is required to use an appropriate valuation technique to determine their fair value. The use of discounted cash flows is the preferred valuation method for those entities that generate significant non-government cash inflows if the cash flows can be reliably predicted.

A review of administered investments is performed on an annual basis to ensure the appropriate valuation method is used. Apart from Airservices Australia, Australian Rail Track Corporation Limited and NBN Co Limited, fair value has been taken to be the Australian Government's proportional interest in the net assets of the entities as at the end of the reporting period.

Airservices Australia (Airservices)

Airservices generates significant non-government cash inflows from the aviation sector, and historically its cash flows have been reliably predictable.

The department engaged an independent valuation expert to provide advice on the valuation of Airservices as at 30 June 2025. The discounted cash flow valuation incorporates Airservices' cash flow forecasts over 10 years to 30 June 2035. An estimated terminal value was assumed beyond 30 June 2035. The cash flows are discounted using a Weighted Average Cost of Capital (WACC) of 7.50 per cent (2024: 9.25 per cent), determined with reference to entities that operate in similar industries. The decrease in the discount rate is primarily driven by a decrease in the company specific risk premium (SRP) to account for decreased risks in the forecast cash flows. The terminal value is escalated by the terminal growth rate of 2.5 per cent (2024: 2.0 per cent) based on aggregate forecast long-term earnings. The cash flow forecasts are estimated with reference to probability weighted projections of aeronautical revenue, operating cost forecasts and the resulting long-term Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA) margins. The revenue and terminal growth rate are dependent on the increase of revenues achieved through forecasted growth in passenger volumes. The fair value is considered reasonable in the context of comparison to EBITDA multiples with similar airline and airport businesses.

A sensitivity analysis was also performed by the independent valuation expert over the key assumptions used in the valuation. The sensitivity analysis is outlined in the below table:

Assumption	Selection	Sensitivity	Value ($m)	
			Low	High
WACC	7.50%	+/-0.25%	122.2	669.4
Terminal growth rate	2.50%	-/+0.50%	26.7	847.7

Australian Postal Corporation (Australia Post)

The fair value for Australia Post at 30 June 2025 has been determined based on a net assets method. A discounted cash flow method was not used because Australia Post's forecast cash flows were not considered to be reliably measurable, resulting in significant measurement uncertainty.

The department engaged an external valuation expert to provide advice on the valuation methodology at 30 June 2025. The net assets valuation of $2,530.7 million is based on Australia Post's net assets at fair value as at 30 June 2025 ($3,833.3 million), less intangible assets, net superannuation assets and realisation costs ($1,302.6 million).

Australian Rail Track Corporation Limited (ARTC)

ARTC generates significant non-government cash flows. Due to the nature of its operations and assets, there are no readily comparable market examples for fair value determination purposes. The department has estimated the fair value using a discounted cash flow method with reference to ARTC's valuation of its National and NSW Heavy Haul rail network assets, modified where necessary for cash flows associated with its other asset and liability categories. As ARTC's rail network assets represent a substantial portion of its total assets and are valued based on external expert advice using discounted cash flows and the ARTC weighted average cost of capital, the method provides a reasonable basis for the determination of fair value.

ARTC measures assets arising from construction of the Inland Rail project at cost, with subsequent impairment using multiple valuation methods, including market assessments and discounted cash flow calculations. At 30 June 2025, the future capital cost and incremental benefits associated with the Inland Rail project has been ring fenced from the fair value assessment of ARTC's National network assets, and existing expenditure has been impaired. These assets will be integrated into the valuation of ARTC's National network assets once the project is substantially complete. The department and ARTC consider that a hypothetical market owner would take into account the impairment of these assets as part of their price for the National rail network.

Sensitivity analysis was performed over the key assumptions used in the valuation. Selected sensitivity analysis is outlined in the below table:

Assumption	Selection	Sensitivity	Value ($bn)	
			Low	High
Discount rate	6.8% to 8.0%	+/-1.3%	1.2	2.3

NBN Co Limited (NBN Co)

The department has estimated the fair value of the investment in NBN Co using the discounted cash flow valuation method, with modelling input prepared by NBN Co with assistance from external experts. The department engaged an independent expert to provide advice on the valuation and underpinning assumptions.

The discounted cash flow valuation calculates the equity value using the free cash flows forecast in NBN Co's Board endorsed Integrated Operating Plan from 2026-30 (IOP26), with detailed management assumptions used across a 20-year rolling model until 2045. The cash flow forecasts were adjusted, where appropriate, for assumptions relating to financing and other decisions that would be adopted by a hypothetical market owner, including the calculation of a terminal value. The forecast cash flows available to equity holders were discounted using an assumed required rate of return on equity of 9.8 per cent (2024: 9.7 per cent). The discount rate reflects current market conditions as well as an assessment of the risks in the cash flow forecast underpinning the discounted cash flow calculation. The assumptions used in the valuation are based on circumstances that a hypothetical market owner would consider in an acquisition of the equity in NBN Co as at 30 June 2025 in an arm's length transaction.

The National Broadband Network Companies Amendment (Commitment to Public Ownership) Bill 2024 was passed in March 2025 and sets out the intention that the NBN Co will be wholly owned by the Commonwealth. The repealed provisions in the *National Broadband Network Companies Act 2011* related to privatising NBN Co. The assumptions adopted within the valuation do not seek to pre-empt the Australian Government's approach to a future sale of NBN Co.

The department has adopted a fair value estimate of $21.8 billion (2024: $20.6 billion), which considers the sensitivity of the valuation to changes in key assumptions. Expert advice indicated the fair value was supported by cross-checks against valuation multiples of entities operating in similar industries.

Key financing assumptions

The valuation assumes a hypothetical market owner would provide an equity injection on 30 June 2025, such that the level of debt held by NBN Co reflected an amount which could be supported by a standalone investment grade credit rating as at 30 June 2025.

The financing assumptions underpinning the fair value are considered to be in line with the assumptions that a market participant would make if valuing the equity in NBN Co at 30 June 2025.

The sensitivity to the key assumptions in the valuation are set out below:

Assumption	Selection	Sensitivity	Value ($bn)	
			Low	High
Discount rate	9.80%	+/-0.5%	19.8	24.1
Forecast total revenue	Per valuation model	+/-5% in each year	16.8	26.6
Forecast operating expenditure	Per valuation model	+/-10% in each year	19.8	23.8
Forecast capital expenditure	Per valuation model	+/-2.5% of revenue after IOP	20.0	23.6
Debt interest	Per valuation model	+/-0.5%	20.1	23.5
Terminal growth rate	2.50%	+/-0.5%	21.3	22.4

We note that the value of NBN Co's historical tax losses and franking credits have been included in the valuation at respective values of $0.4 billion and $0.9 billion.

National Intermodal Corporation Limited and WSA Co Limited have not generated significant non-government cash flows to date and have been reliant on equity funding from the Australian Government. The department has determined the net assets method remains the most appropriate estimate of fair value for these entities at 30 June 2025. For WSA Co Limited, the department continued to adopt the net assets methodology excluding land as the accounting estimate while WSA Co Limited is still in the construction phase.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4.2 Administered – Non-Financial Assets

4.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

Reconciliation of the opening and closing balances of property, plant and equipment and intangibles for 2025

					Intangibles[1]		
	Land[1]	Buildings[1]	Heritage and cultural[1,2]	Property, plant & equipment[1]	Phosphate mine leases	Biodiversity offset credits	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
As at 1 July 2024							
Gross book value	82,889	142,731	196,588	520,550	3,970	67,931	1,014,659
Accumulated depreciation, amortisation and impairment	-	-	(4,625)	(33,736)	(1,588)	-	(39,949)
Total as at 1 July 2024	82,889	142,731	191,963	486,814	2,382	67,931	974,710
Additions							
Purchase	-	3,958	2,340	27,487	-	2,874	36,659
Revaluations and impairments recognised in other comprehensive income	-	107,877	7,322	18,335	6,842	-	140,376
Impairments and write downs recognised in net cost of services	-	-	-	(4,231)	-	-	(4,231)
Depreciation and amortisation	-	(11,251)	(3,094)	(43,896)	(794)	-	(59,035)
Reclassifications	-	811	3,338	(4,149)	-	-	-
Disposals	(2,160)	(14)	-	(558)	-	-	(2,732)
Total as at 30 June 2025	80,729	244,112	201,869	479,802	8,430	70,805	1,085,747
Total as at 30 June 2025 represented by							
Gross book value	80,729	244,112	201,869	480,520	8,430	70,805	1,086,465
Accumulated depreciation, amortisation and impairment	-	-	-	(718)	-	-	(718)
Total as at 30 June 2025	80,729	244,112	201,869	479,802	8,430	70,805	1,085,747
Carrying amounts of right-of-use assets	-		-	1,715	-	-	1,715

1 These classes of assets are held at fair value except for the biodiversity offset credits which are carried at cost and the Regional Backbone Blackspot Program right-of-use asset which is carried at cost less amortisation.

2 Land, buildings and other property, plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.

Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated below. In 2024-25, in line with the department's asset revaluation schedule, an independent valuer undertook the revaluation of all administered asset classes excluding land assets. The next full comprehensive valuation of land assets will be undertaken during 2025-26.

Impairment and write down of non-financial assets
An impairment and write down expense of $7.0 million was recognised for all asset classes as at 30 June 2025 (2024: $10.9 million). Recognition of impairment and write down adjustments are in accordance with the asset policy stated below.

Contractual commitments for the acquisition of buildings, property, plant and equipment, heritage and cultural assets for 2025

	Within 1 year $'000	Between 1 to 5 years $'000
Buildings	**4,493**	**2**
Property, plant and equipment	**17,525**	**4,474**
Heritage and cultural	**2,192**	**6,962**
Total capital commitments	**24,210**	**11,438**

Accounting Policy

Administered artworks and other heritage and cultural assets

The administered artworks asset class comprises paintings and other artworks by Sir Sidney Nolan (Nolan collection) with an aggregated value of $38.8 million (2024: $38.5 million), along with artworks held on Norfolk Island. The Nolan collection is maintained by the Canberra Museum and Gallery (CMAG), an ACT Government entity, on behalf of the Commonwealth. Curatorial and preservation arrangements are managed in accordance with a Collection Management Agreement between CMAG and the department.

The heritage and cultural assets class comprises assets held and/or used primarily for purposes relating to their historical or cultural significance. They include:

a) buildings, ruins, reserves and collections on Norfolk Island of historical significance with an aggregated value of $101.6 million (2024: $94.2 million). The conservation and preservation of these assets are managed in accordance with the Kingston and Arthur's Vale Historic Area Heritage Management Plan 2016,
b) memorials, reserves and temples on Christmas Island with an aggregated value of $1.3 million (2024: $0.6 million)
c) historic aircrafts with an aggregated value of $7.5 million (2024: $7.4 million) on display at Brisbane Airport and Adelaide Airport. The conservation and preservation of each aircraft is managed through an agreement with the relevant entity.

The National Institute of Dramatic Arts (NIDA) building is recognised as a heritage and cultural asset due to its cultural significance. The building is located on land leased from the University of New South Wales. The building is sub-let to NIDA for nominal consideration but is classified as an operating lease from the perspective of the department, as the lessor, as the department funds maintenance and capital upgrades to the building.

All assets in the class are deemed to have a definite useful life, except the Vickers Vimy Aircraft which has an indefinite useful life. Indefinite useful lives are assigned where curatorial and preservation policies and arrangements are in place. The policies are developed and monitored by qualified personnel and include the following:

a) a clearly stated objective about the holding and preservation of items

b) a well-developed plan to achieve the objective, including demonstration of how the policy will be implemented based on advice by appropriately qualified experts

c) monitoring procedures

d) periodic reviews.

Administered Intangibles

Administered intangibles include phosphate mining lease rights on Christmas Island. The useful lives of administered intangibles are 1 to 9 years or the lease term.

Administered Intangibles – Biodiversity offset credits

The department holds biodiversity offset credits on behalf of the Australian Government to offset the environmental impact of development at Western Sydney Airport. Biodiversity offset credits are registered with the NSW Office of Environment and Heritage under the *Biodiversity Conservation Act 2016* (NSW) for specific ecosystems and species.

Biodiversity offset credits are recognised as intangible assets in accordance with *AASB 138 Intangible Assets* (AASB 138) when the department purchase these credits, as they are identifiable and it is probable that future economic benefits flow to the department. Biodiversity offset credits are initially measured at cost which includes the purchase price and any costs directly attributable to the acquisition. They are subsequently measured at cost less any accumulated amortisation and impairment losses. An annual impairment assessment is performed by the department. Where biodiversity offset credits do not meet the recognition criteria, the related payments are expensed as incurred. The department also recognises a corresponding provision for the obligation to use biodiversity offset credits to offset the impact of development in accordance with the relevant environment management plans (Note 4.4).

Accounting Judgements and Estimates

Revaluations

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation, amortisation, and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure the carrying amount does not differ materially from the asset's fair values as at the reporting date. The regularity of valuations depends upon the volatility of movements in market values for the relevant assets. Each asset class carried at fair value is revalued at least every three years.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation surplus except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly as a surplus/deficit except to the extent they reverse a previous revaluation increment for that class.

Any accumulated depreciation at the revaluation date is eliminated against the gross carrying amount of the asset and the asset is restated to the revalued amount.

Land

The fair value of land assets administered on behalf of the Australian Government has been taken to be the market value of similar assets as determined by an independent valuer at 30 June 2024. The next full comprehensive revaluation will be undertaken during 2025-26.

Buildings and property, plant and equipment

The fair value of buildings and infrastructure assets administered on behalf of the Australian Government has been taken to be the market value of similar assets as determined by an independent valuer as at 30 June 2025.

The fair value of other assets administered on behalf of the Australian Government has been taken to be either the market value or current replacement cost of similar assets as determined by an independent valuer as at 30 June 2025.

Property, plant and equipment includes infrastructure used to provide essential services in the Territories and Regional Backbone Blackspot Program (RBBP) network infrastructure assets. The fair value of RBBP assets is taken to be the current replacement cost for each identified component of the assets. Components include fibre optic cable, Controlled Environment Vault Shelters and Backbone Point of Interconnect cabinets.

Artworks, museum collections and other heritage and cultural assets

The fair value of heritage assets administered on behalf of the Australian Government have been taken to be the market value of similar assets as determined by an independent valuer at 30 June 2025.

Intangible assets

The fair value of phosphate mining lease rights was determined by an independent valuer as at 30 June 2025, measured as the present value of expected royalties on the estimated phosphate reserves remaining.

Land and structures at Australian Government owned airports and the Moorebank Logistics Park

The land and structures at 21 civilian airports owned by the Australian Government and leased to private sector interests are subject to lease arrangements with an initial lease term of 50 years and a 49-year extension option exercisable by the lessees. Consideration consisted of upfront payments by the lessees, without any subsequent lease payments being payable, including in the event of the exercise of the lease extension option. These leases have been assessed as having no reportable fair value because of the extended period before any future revenue stream will accrue.

Land at the Western Sydney Airport site was leased to WSA Co on 17 May 2018 for no consideration at an initial term of 50 years and is also reported at nil value. In addition, 5 parcels of land at Western Sydney Airport were leased to WSA Co effective 23 August 2024. The lease term for these parcels is aligned with the original 2018 lease end date.

Land owned by the Australian Government at Moorebank NSW has been leased to a subsidiary of National Intermodal Corporation Ltd for 99 years for a nominal annual rental to develop an intermodal freight terminal. The lease has been assessed as having no reportable fair value as the present value of minimum lease payments is negligible.

	2025	2024
	$'000	$'000
4.2B: Inventories		
Inventories held for distribution[1]	**3,677**	3,097
Total inventories	**3,677**	3,097

[1] During 2025, $9.9 million (2024: $7.4 million) of inventory held for distribution was recognised as an expense.

Accounting Policy

Inventories

All inventories are expected to be distributed in the next 12 months. Inventories held for distribution are valued at cost, adjusted for any loss of service potential.

4.3 Administered – Payables

	2025	2024
	$'000	$'000
4.3A: Suppliers		
Trade creditors and accruals	**354,297**	363,048
Total suppliers	**354,297**	363,048

Settlement is usually made within 20 days (2024: 20 days).

	2025	2024
4.3B: Subsidies		
Subsidies in connection with		
Aviation subsidies	**1,466**	1,215
Tasmanian Freight Equalisation Scheme	**11,516**	11,749
Other subsidies	**3,007**	2,094
Total subsidies	**15,989**	15,058
4.3C: Grants		
Australian Government entities	**2,598**	7,675
State and Territory Governments	**2,769**	11,247
Local Governments	**460**	63,215
Non-profit organisations	**15,252**	28,323
Commercial entities	**7,181**	37,361
Total grants	**28,260**	147,821

Settlement was due according to the terms and conditions of each grant within 30 days of performance eligibility.

	2025	2024
	$'000	$'000
4.3D: Other payables		
Lease income received in advance	**2,172**	3,701
Classification fees received in advance	**341**	388
Salaries and wages	**479**	341
Superannuation	**66**	48
Other	**350**	766
Total other payables	**3,408**	5,244

4.4 Administered – Other Provisions

	Biodiversity Offset Credits	Regional Broadband Scheme	Other Provisions	Total
	$'000	$'000	$'000	$'000
As at 1 July 2024	**87,598**	**839,917**	**3,457**	**930,972**
Additional provisions made	**172**	**866,567**	**1,516**	**868,255**
Amounts used	**-**	**(837,385)**	**(1,806)**	**(839,191)**
Remeasurement	**-**	**(2,532)**	**-**	**(2,532)**
Amounts reversed	**-**	**-**	**(490)**	**(490)**
Total as at 30 June 2025	**87,770**	**866,567**	**2,677**	**957,014**

Accounting Policy

Biodiversity offset credits

There are constructive obligations to use biodiversity credits to offset the environmental impact of development at Western Sydney Airport. The biodiversity offset obligations are derived from the Western Sydney Airport Biodiversity Offset Delivery Plan. The department may apply to voluntarily retire these credits under relevant NSW legislation at the completion of the implementation of the biodiversity offset delivery plan. At this time, credits will no longer be available in the market for further transfer. It is at this point that the provision for offset and the related intangible will be derecognised.

Regional Broadband Scheme

The Regional Broadband Scheme reflects the constructive obligation to provide financial assistance to eligible funding recipients. The financial assistance obligation is derived from the *Telecommunications (Consumer Protection and Service Standards) Act 1999* and *Telecommunications (Regional Broadband Scheme) Charge Act 2020.*

Other Provisions

Other provisions comprise of the phosphate mine rehabilitation provision, the asbestos remediation provision and legal provision. The phosphate mine rehabilitation reflects the Australian Government's obligation to rehabilitate land on Christmas Island affected by phosphate mining. The asbestos remediation provision reflects an obligation to remediate asbestos in buildings or structures owned by the Commonwealth where there is a present obligation and the cost of remediation can be reliably measured. The legal provision represents estimated costs to settle legal claims made against the department where settlement is considered probable.

Accounting Judgements and Estimates

Biodiversity offset credits

Biodiversity offset credits are required to offset the environmental impact of the development at Western Sydney Airport. The amount provided for is an estimate of the future biodiversity offset credits required to meet this obligation. The provision is based on the estimated price of credits at the end of the financial year, which includes a combination of historical transaction prices and available market data. The department selected the upper end of the estimate reflecting a conservative estimate of the value at 30 June 2025.

Regional Broadband Scheme (RBS)

The RBS started on 1 January 2021, with an aim to ensure transparent and sustainable funding for essential broadband services supplied to regional, rural and remote Australians, and specifically to cover the net losses of NBN fixed wireless and satellite services. Under the RBS, carriers are required to pay $8.46 per month (2024: $8.26 per month) for each premise on their network during 2024-25 with an active high speed superfast broadband service provided over a local access line. NBN Co will pay around 97 per cent (2024: 95 per cent) of total charges imposed on carriers under the RBS with the Commonwealth expecting to fund eligible funding recipients, through charges collected under the RBS.

The Australian Communications and Media Authority is responsible for assessing and collecting charges from carriers and the department is responsible for entering into contracts or making grants of financial assistance to eligible funding recipients. As at 30 June 2025, NBN Co is the only eligible funding recipient and is estimated to receive a total of $866.6 million (2024: $839.9 million) in subsidies for the period 1 July 2024 to 30 June 2025.

Other provisions

The provision for phosphate mine rehabilitation is equal to the balance of the Christmas Island Phosphate Mining Rehabilitation Special Account, adjusted for accrued payments and revenue at year end.

The provision for the asbestos remediation is equal to the best estimated expenditure required to settle the present obligation including any removal or remediation costs at year end and reviewed annually for adjustments.

The legal provision is provided for settlement of claims against the department where settlement is probable and the amount can be reliably estimated using professional judgement.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5. Funding

This section identifies the department's funding structure.

5.1 Appropriations

5.1A: Annual Appropriations ('Recoverable GST exclusive')

Annual Appropriations for 2024-25

	Annual Appropriation[1] $'000	Adjustments to appropriation[2] $'000	Total appropriation $'000	Appropriation applied in 2024-25 (current and prior years) $'000	Variance[3] $'000
Departmental					
Ordinary annual services[1,2]	567,311	27,846	595,157	(552,677)	42,480
Capital Budget[1,4]	23,922	-	23,922	(1,197)	22,725
Total departmental	591,233	27,846	619,079	(553,874)	65,205
Administered					
Ordinary annual services					
Capital Budget[4]	30,328	-	30,328	(16,313)	14,015
Administered items[1,3]	2,552,633	-	2,552,633	(2,047,999)	504,634
Payments to corporate Commonwealth entities	2,420,340	-	2,420,340	(2,420,340)	-
Other services					
States, ACT, NT and Local government	919,237	-	919,237	(971,696)	(52,459)
Administered assets and liabilities[3]	4,027,666	-	4,027,666	(2,961,807)	1,065,859
Payments to corporate Commonwealth entities	98,236	-	98,236	(98,236)	-
Total administered	10,048,440	-	10,048,440	(8,516,391)	1,532,049

1. Current year departmental appropriations withheld under section 51 of the PGPA Act are: *Appropriation Act (No. 1)* - DCB 2024-25 $1.1 million. Administered appropriations withheld under section 51 of the PGPA Act are: *Appropriation Act (No. 1)* 2023-24 $211.0 million*; Appropriation Act (No. 1)* 2024-25 $505.9 million; *Appropriation Act (No. 1)* - DCB 2023-24 $0.538 million; *Appropriation Act (No. 1)* - DCB 2024-25 $0.408 million; *Appropriation Act (No. 2) 2023-24* - Administered Assets and Liabilities $202.6 million; *Appropriation Act (No. 4)* 2023-24 - Administered Assets and Liabilities $159.2 million; *Appropriation Act (No. 2)* 2024-25 - Administered Assets and Liabilities $53.7 million.
2. Adjustments to appropriations include adjustments to current year annual appropriations including PGPA Act section 74 receipts and PGPA Act section 75 transfers.
3. Funding use from prior year appropriations and undrawn current year appropriations primarily contribute to the administered variances. Other factors are attributed to the timing for movement of funds and program delays.
4. Departmental and Administered Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5.1A: Annual Appropriations ('Recoverable GST exclusive') (continued)

Annual Appropriations for 2023-24

	Annual Appropriation[1]	Adjustments to appropriation[2]	Total appropriation	Appropriation applied in 2023-24 (current and prior years)	Variance[3]
	$'000	$'000	$'000	$'000	$'000
Departmental					
Ordinary annual services[1,2,5]	464,899	27,094	491,993	(487,840)	4,153
Capital Budget[1,4]	23,366	-	23,366	(14,677)	8,689
Total departmental	488,265	27,094	515,359	(502,517)	12,842
Administered					
Ordinary annual services					
Capital Budget[4]	36,991	-	36,991	(18,935)	18,056
Administered items[1,3]	2,368,076	-	2,368,076	(1,833,163)	534,913
Payments to corporate Commonwealth entities	2,348,422	-	2,348,422	(2,348,422)	-
Other services					
States, ACT, NT and Local government	860,652	-	860,652	(1,059,642)	(198,990)
Administered assets and liabilities	3,489,071	-	3,489,071	(2,722,227)	766,844
Payments to corporate Commonwealth entities	78,480	-	78,480	(78,480)	-
Total administered	9,181,692	-	9,181,692	(8,060,869)	1,120,823

1. Current year departmental appropriations withheld under section 51 of the PGPA Act are: *Appropriation Act (No. 1)* - DCB 2023-24 $0.7 million; *Appropriation Act (No. 3)* 2023-24 $3.5 million. Administered appropriations withheld under section 51 of the PGPA Act are: *Appropriation Act (No. 1)* 2023-24 $127.1 million.
2. Adjustments to appropriations include adjustments to current year annual appropriations including PGPA Act section 74 receipts and PGPA Act section 75 transfers.
3. Variances in administered items relate to use of prior year appropriations and reduced grant expenditure due to differences of brought forward amounts across 2022-23 and 2023-24 financial years. The variance in the States and Territories appropriations was driven by higher payments relating to the Roads to Recovery program. The variance in administered assets and liabilities is due to drawdowns made from prior years' appropriations and undrawn current year appropriations.
4. Departmental and Administered Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.
5. Departmental appropriation applied for ordinary annual services has been revised to exclude cash at bank and goods and services tax movements.

5.1B: Unspent Annual Appropriations ('Recoverable GST exclusive')

	2025	2024
	$'000	$'000
Departmental		
Appropriation Act (No. 1) 2021-22[1]	-	5
Supply Act (No. 3) 2022-23[2]	1,836	1,836
Appropriation Act (No. 1) 2023-24[5]	-	143,255
Appropriation Act (No. 1) 2023-24 - Departmental Capital Budget (DCB)[2]	6,026	7,223
Appropriation Act (No. 3) 2023-24[2]	3,500	9,281
Appropriation Act (No. 3) 2023-24 - Departmental Capital Budget (DCB)	1,466	1,466
Appropriation Act (No.1) 2024-25[3,5]	158,164	-
Appropriation Act (No.1) 2024-25 - Departmental Capital Budget (DCB)[2]	23,922	-
Appropriation Act (No.3) 2024-25[3]	37,316	-
Total departmental	**232,230**	163,066
Administered		
Appropriation Act (No. 1) 2021-22[1]	-	90,386
Appropriation Act (No. 2) 2021-22 - Administered Assets and Liabilities[1]	-	27,947
Appropriation Act (No. 3) 2021-22[1]	-	671,728
Supply Act (No. 1) 2022-23[4]	3,696	378,943
Supply Act (No. 1) 2022-23 - Administered Capital Budget (ACB)	-	123
Supply Act (No. 2) 2022-23 - Administered Assets and Liabilities	-	331,193
Appropriation Act (No. 1) 2022-23	870	39,300
Appropriation Act (No. 1) 2022-23 - Administered Capital Budget (ACB)	-	3,292
Supply Act (No. 3) 2022-23[4]	506,172	838,136
Supply Act (No. 3) 2022-23 - Administered Capital Budget (ACB)	1,750	12,517
Supply Act (No. 4) 2022-23 - Administered Assets and Liabilities	-	352,495
Supply Act (No. 4) 2022-23 - Payments to States, ACT, NT and local government	-	319,899
Appropriation Act (No. 1) 2023-24[4,5,6]	850,765	1,344,970
Appropriation Act (No. 1) 2023-24 - Administered Capital Budget (ACB)	24,310	24,102
Appropriation Act (No. 2) 2023-24 - Payments to States, ACT, NT and local government	76,090	227,543
Appropriation Act (No. 2) 2023-24 - Administered Assets and Liabilities	1,032,431	1,446,967
Appropriation Act (No. 3) 2023-24	52,433	110,598
Appropriation Act (No. 3) 2023-24 - Administered Capital Budget (ACB)	10,000	10,000
Appropriation Act (No. 4) 2023-24 - Payments to States, ACT, NT and local government	5,736	5,736
Appropriation Act (No. 4) 2023-24 - Administered Assets and Liabilities	159,834	260,596
Appropriation Act (No. 1) 2024-25[4,5]	1,683,123	-
Appropriation Act (No. 1) 2024-25 - Administered Capital Budget (ACB)[4]	27,369	-
Appropriation Act (No. 2) 2024-25 - Payments to States, ACT, NT and local government	418,893	-
Appropriation Act (No. 2) 2024-25 - Administered Assets and Liabilities[4]	1,891,358	-
Appropriation Act (No. 3) 2024-25	111,845	-
Appropriation Act (No. 3) 2024-25 - Administered Capital Budget (ACB)	619	-
Appropriation Act (No. 4) 2024-25 - Administered Assets and Liabilities	373,488	-
Total administered	**7,230,782**	**6,496,471**

1. 2021-22 appropriations lapsed on 1 July 2024 in accordance with the provisions in the appropriation acts.
2. Includes departmental amount held under section 51 - *Supply Act (No. 3)* 2022-23: $1.8 million; *Appropriation Act (No.1)* - DCB 2023-24 $0.7 million; *Appropriation Act (No.3)* 2023-24: $3.5 million; *Appropriation Act (No.1)* - DCB 2024-25 $1.1 million.
3. Includes departmental receipts retained under s74 of the PGPA Act.
4. Includes administered amounts held under section 51 of the PGPA Act - *Supply Act (No. 1)* 2022-23 $1.9 million; *Supply Act (No. 3)* 2022-23 $373.8 million; *Appropriation Act (No. 1)* 2023-24 $338.1 million; *Appropriation Act (No. 1)* 2024-25 $505.9 million; *Appropriation Act (No. 1)* - DCB 2023-24 $0.538 million; *Appropriation Act (No. 1)* - DCB 2024-25 $0.408 million; *Appropriation Act (No. 2)* 2023-24 - Administered Assets and Liabilities $202.6 million; *Appropriation Act (No. 4)* 2023-24 - Administered Assets and Liabilities $159.2 million; *Appropriation Act (No. 2)* 2024-25 - Administered Assets and Liabilities $53.7 million.
5. Cash held amounts are included in Appropriation Act (No. 1) for the relevant year. Departmental $9.565 million (2024: $5.600 million) and administered $0.777 million (2024: $8.455 million).
6. Appropriation Act (No.1) 2023-24 has been revised to reflect cash held at bank which was previously excluded ($8.455 million).

5.1C: Special Appropriations ('Recoverable GST exclusive')

		Appropriation applied	
		2025	2024
Authority	**Type**	**$'000**	$'000
Australian Maritime Safety Authority Act 1990, section 48(2)	Unlimited in nature	**131,800**	133,934
Aviation Fuel Revenues (Special Appropriation) Act 1988, section 4(4)	Unlimited in nature	**133,491**	125,663
Civil Aviation Act 1988, section 46A(4)	Unlimited in nature	**1,036**	491
Local Government (Financial Assistance) Act 1995, section 19	Unlimited in nature	**2,233,176**	2,920,572
Northern Australia Infrastructure Facility Act 2016, section 41	Limited in nature	**537,182**	596,032
Protection of the Sea (Oil Pollution Compensation Fund) Act 1993, sections 40(4), 46N(4)	Unlimited in nature	**798**	688
Public Governance, Performance and Accountability Act 2013, section 77	Unlimited in nature	**286**	831
Total special appropriations applied		**3,037,769**	3,778,211

The following special appropriations were not drawn upon in the current or prior year:

- *ACT Self-Government (Consequential Provisions) Act 1988*, s.30
- *AusLink (National Land Transport — Consequential and Transitional Provisions) Act 2005*, s.3
- *Australian National Railways Commission Sale Act 1997*, ss.67AH(4)*, 67AW
- *Classification (Publications, Films and Computer Games) Act 1995*, s.90(2)
- *Infrastructure Australia Amendment Act 2014*, s.9(3)
- *National Portrait Gallery of Australia (Consequential and Transitional Provisions) Act 2012*, s.12(3)
- *Sydney Airport Demand Management Act 1997*, s.27(4)
- *Telstra Corporation Act 1991*, s.8BA(3)

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL DEVELOPMENT, COMMUNICATIONS, SPORT AND THE ARTS
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5.2 Special Accounts

5.2A: Special Accounts ('Recoverable GST exclusive')

	Art Rental Special Account 2016[1]		Christmas Island Phosphate Mining Rehabilitation Special Account 2016[2]		Indian Ocean Territories Special Account[3]		Indigenous Repatriation Special Account 2016[4]		Indian Ocean, Jervis Bay and Norfolk Island Special Account 2023[5]		Jervis Bay Special Account[6]	
	2025 $'000	2024 $'000	**2025 $'000**	2024 $'000	**2025 $'000**	2024 $'000	**2025 $'000**	2024 $'000	**2025 $'000**	2024 $'000	**2025 $'000**	2024 $'000
Balance brought forward from previous period	**3,584**	3,832	**2,549**	2,321	**-**	11,223	**3,105**	3,476	**2,197**	-	**-**	1,580
Increases												
Departmental												
Appropriation credited to special account	**-**	-	**-**	-	**-**	-	**201**	284	**-**	-	**-**	-
Other receipts	**4,860**	3,957	**-**	-	**-**	-	**785**	741	**-**	-	**-**	-
Total Departmental	**4,860**	3,957	**-**	-	**-**	-	**986**	1,025	**-**	-	**-**	-
Administered												
Contribution received	**-**	-	**-**	-	**-**	-	**-**	-	**-**	1,017	**-**	-
Adjustments to special account	**-**	-	**-**	-	**-**	-	**-**	-	**-**	12,803	**-**	-
Other receipts	**-**	-	**1,482**	1,835	**-**	-	**-**	-	**19,388**	21,423	**-**	-
Total Administered	**-**	-	**1,482**	1,835	**-**	-	**-**	-	**19,388**	35,243	**-**	-
Total increases	**4,860**	3,957	**1,482**	1,835	**-**	-	**986**	1,025	**19,388**	35,243	**-**	-
Available for payments	**8,444**	7,789	**4,031**	4,156	**-**	11,223	**4,091**	4,501	**21,585**	35,243	**-**	1,580
Decreases												
Departmental												
Payments made to suppliers	**(5,081)**	(4,205)	**-**	-	**-**	-	**(1,499)**	(1,396)	**-**	-	**-**	-
Total Departmental	**(5,081)**	(4,205)	**-**	-	**-**	-	**(1,499)**	(1,396)	**-**	-	**-**	-
Administered												
Payments made to suppliers	**-**	-	**(1,807)**	(1,607)	**-**	-	**-**	-	**(20,668)**	(33,046)	**-**	-
Adjustments to special account	**-**	-	**-**	-	**-**	(11,223)	**-**	-	**-**	-	**-**	(1,580)
Total Administered	**-**	-	**(1,807)**	(1,607)	**-**	(11,223)	**-**	-	**(20,668)**	(33,046)	**-**	(1,580)
Total decreases	**(5,081)**	(4,205)	**(1,807)**	(1,607)	**-**	(11,223)	**(1,499)**	(1,396)	**(20,668)**	(33,046)	**-**	(1,580)
Total balance carried to the next period	**3,363**	3,584	**2,224**	2,549	**-**	-	**2,592**	3,105	**917**	2,197	**-**	-
Balance represented by												
Cash held in bank account	**27**	61	**-**	-	**-**	-	**-**	-	**36**	36	**-**	-
Cash held in the Official Public Account	**3,336**	3,523	**2,224**	2,549	**-**	-	**2,592**	3,105	**881**	2,161	**-**	-
Total balance carried to the next period	**3,363**	3,584	**2,224**	2,549	**-**	-	**2,592**	3,105	**917**	2,197	**-**	-

5.2A: Special Accounts ('Recoverable GST exclusive')

	Melbourne Airport New Runway Land Acquisition Special Account[7]		National Cultural Heritage Special Account[8]		Public Interest Telecommunications Services Special Account[9]		Regional Broadband Scheme Special Account[10]		Services for Other Entities and Trust Moneys[11]	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024
	$'000	$'000	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000
Balance brought forward from previous period	**47**	47	**184**	-	**43,595**	49,130	**59**	59	**870**	532
Increases										
Departmental										
Appropriation credited to special account	**-**	-	**-**	-	**4,046**	4,046	**-**	-	**-**	-
Other receipts	**-**	-	**-**	-	**-**	-	**-**	-	**388**	454
Total Departmental	**-**	-	**-**	-	**4,046**	4,046	**-**	-	**388**	454
Administered										
Contribution received	**-**	-	**316**	500		-	**-**	-	**-**	-
Telecommunication Industry Levy receipts	**-**	-	**-**	-	**218,336**	209,014	**25,479**	25,262	**-**	-
Appropriation credited to special account	**-**	-	**-**	-	**95,954**	95,954	**-**	-	**-**	-
Other receipts	**50**	146	**-**	-	**819**	718	**-**	-	**-**	-
Total Administered	**50**	146	**316**	500	**315,109**	305,686	**25,479**	25,262	**-**	-
Total increases	**50**	146	**316**	500	**319,155**	309,732	**25,479**	25,262	**388**	454
Available for payments	**97**	193	**500**	500	**362,750**	358,862	**25,538**	25,321	**1,258**	986
Decreases										
Departmental										
Payments made to suppliers	**-**	-	**-**	-	**(3,227)**	(3,328)	**-**	-	**(32)**	(116)
Contribution made	**-**	-	**-**	-	**(819)**	(718)	**-**	-	**-**	-
Total Departmental	**-**	-	**-**	-	**(4,046)**	(4,046)	**-**	-	**(32)**	(116)
Administered										
Payments made to suppliers	**(50)**	(146)	**(500)**	(316)	**(313,585)**	(311,221)	**(25,205)**	(25,262)	**-**	-
Payments made to others	**-**	-	**-**	-	**(486)**	-	**-**	-	**-**	-
Total Administered	**(50)**	(146)	**(500)**	(316)	**(314,071)**	(311,221)	**(25,205)**	(25,262)	**-**	-
Total decreases	**(50)**	(146)	**(500)**	(316)	**(318,117)**	(315,267)	**(25,205)**	(25,262)	**(32)**	(116)
Total balance carried to the next period	**47**	47	**-**	184	**44,633**	43,595	**333**	59	**1,226**	870
Balance represented by										
Cash held in bank account	**-**	-	**-**	-	**-**	-	**-**	-	**85**	85
Cash held in the Official Public Account	**47**	47	**-**	184	**44,633**	43,595	**333**	59	**1,141**	785
Total balance carried to the next period	**47**	47	**-**	184	**44,633**	43,595	**333**	59	**1,226**	870

1 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 78. Establishing Instrument: PGPA Act *Determination (Art Rental Special Account 2016).* Purpose: Acquire, deaccession, lease, promote, develop, exhibit, lend, conserve and undertake any other activities in relation to managing an art rental collection for the Commonwealth.

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2 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 78. Establishing instrument: PGPA Act *Determination (Christmas Island Phosphate Mining Rehabilitation Special Account 2016)*. Purpose: To manage the funding provided for the rehabilitation of phosphate mine sites on Christmas Island in accordance with the requirements of the lease between Phosphate Resources Ltd and the Australian Government.

3 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 78. Establishing instrument: PGPA Act (Indian Ocean Territories Special Account 2014 – Establishment) Determination 02. The special account was repealed on 1 July 2023 and its balance was transferred to the newly established Services for Indian Ocean, Jervis Bay and Norfolk Island Territories special account.

4 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 78. Establishing Instrument: PGPA Act *Determination (Indigenous Repatriation Special Account 2016)*. Purpose: Developing and conducting projects, programs and strategies associated with the repatriation of Indigenous ancestral remains and secret sacred objects.

5 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 78. Establishing instrument: PGPA Act (Indian Ocean, Jervis Bay and Norfolk Island Territories Special Account 2023). Purpose: To combine regional territories special accounts for the delivery of essential services and infrastructure within the Indian Ocean, Jervis Bay and Norfolk Island. Additional management activities for Norfolk Island also support tourism operations and the Commonwealth's heritage site obligations.

6 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 78. Establishing instrument: PGPA Act (Jervis Bay Territory Special Account 2014 – Establishment) Determination 03. The special account was repealed on 1 July 2023 and its balance was transferred to the newly established Services for Indian Ocean, Jervis Bay and Norfolk Island Territories special account.

7 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 78. Establishing instrument: PGPA Act *(Melbourne Airport New Runway Land Acquisition Special Account – Establishment) Determination 2015/10*. Purpose: Payments associated with the acquisition of land in connection with the Melbourne (Tullamarine) Airport.

8 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 80. Establishing Instrument: *Protection of Moveable Cultural Heritage Act 1986, section 25*. Purpose: Amounts standing to the credit of the National Cultural Heritage Account may be expended for the purpose of facilitating the acquisition of the Australian protected objects for display or self-keeping.

9 Appropriation*: Public Governance, Performance and Accountability Act 2013*; section 80. Establishing Instrument: Telecommunications (*Consumer Protection and Service Standards) Act 1999*, Division 5, section 37. Purpose: Support the delivery of Universal Service Obligation, National Relay Service and other public interest telecommunications services for all Australians. The Australian Communications and Media Authority collects a levy imposed on carriers under *the Telecommunications (Industry Levy) Act 2012* and *the Telecommunications (Consumer Protection and Service Standards) Act 1999*. These levy receipts are credited to the special account, and along with government funding, are used to pay contractors and grant recipients and to contribute to administrative costs.

10 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 80. Establishing Instrument: Telecommunications *(Consumer Protection and Services Standards) Act 1999, Division 3, section 89*. Purpose: To ensure transparency in use of the funding raised by the Regional Broadband Scheme. The special account quarantines proceeds raised by the charge to pay eligible recipients for providing fixed wireless and satellite broadband services to regional, rural and remote Australians, and to contribute to administrative costs.

11 Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 78. Establishing instrument: PGPA Act *Determination (Infrastructure, Transport, Regional Development and Communications SOETM Special Account 2021)*. Purpose: Expenditure of money temporarily held in trust or otherwise for the benefit of a person other than the Commonwealth.

5.3 Regulatory Charging Summary

	2025 $'000	2024 $'000
Amounts applied		
Departmental		
Annual appropriations	**25,630**	23,479
Administered		
Special appropriations (including special accounts)	**131,800**	133,934
Total amounts applied	**157,430**	157,413
Expenses		
Departmental	**25,682**	23,552
Administered	**131,655**	132,248
Total expenses	**157,337**	155,800
External Revenue		
Administered	**152,116**	153,339
Total external revenue	**152,116**	153,339

Regulatory charging activities:

- Environmental protection and building control at leased federal airports
- Coastal trading licences
- Road vehicle standards
- Australian Maritime Safety Authority levies
- Classification fees

Documentation (Cost Recovery Implementation Statement) for Environmental Protection at Leased Federal Airports and Coastal Trade Licences is available at https://www.infrastructure.gov.au/sites/default/files/migrated/department/cost-recovery-implementation-statements/files/2005-CRIS-Minor-Arrangements.pdf

Documentation (Cost Recovery Implementation Statement) for Road Vehicle Standards is available at https://www.infrastructure.gov.au/department/media/publications/cost-recovery-implementation-statement-road-vehicle-standards-2020-21

Documentation (Cost Recovery Implementation Statement) for Australian Maritime Safety Authority Levies is available at https://www.amsa.gov.au/about/fees-levies-and-payments/cost-recovery-implementation-statements/cost-recovery-implementation-statement-for-2024-25-budget

Documentation (Cost Recovery Implementation Statement) for Classification Fees is available at https://www.classification.gov.au/sites/default/files/2019-08/cost-recovery-implementation-statement-classification-fees.pdf

5.4 Net Cash Appropriation Arrangements

	2025 $'000	2024 $'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	**13,939**	(48,054)
Plus: depreciation/amortisation of assets funded through appropriations (Departmental Capital Budget funding and/or equity injections)[1]	**23,255**	22,035
Plus: depreciation of right-of-use assets[2]	**24,137**	23,718
Less: lease principal repayments[2]	**(27,050)**	(25,722)
Net Cash Operating Surplus/(Deficit)	**34,281**	(28,023)

1 From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expense of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate Capital Budget provided through equity injections. Capital Budgets are to be appropriated in the period when cash payment for capital expenditure is required.

2 The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the cash impact on implementation of AASB 16 *Leases*, it does not directly reflect a change in appropriation arrangements.

6. People and Relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

6.1 Employee Provisions

	2025	2024
	$'000	$'000
6.1A: Employee provisions		
Leave	**97,066**	82,938
Total employee provisions	**97,066**	82,938
6.1B: Administered employee provisions		
Leave	**4,632**	3,934
Total employee provisions	**4,632**	3,934

Accounting Policy

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits expected to be wholly settled within 12 months of the end of the reporting period are measured at their nominal amounts.

Annual leave and long service leave provisions are classified as 'other long-term employee benefits' under AASB 119 as they are not expected to be wholly settled within the next 12 months. Other long-term employee benefits are measured as the present value of the expected cash flows.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting.

Leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the department's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

Superannuation

The department's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The department makes employer contributions to the employees' defined benefit superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Government. The department accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final pay fortnight of the reporting period.

Accounting Judgements and Estimates

The liability for other long-term benefits has been determined with reference to the department specific probability factors determined by the Australian Government Actuary (AGA) as at 31 January 2025. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

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6.2 Key Management Personnel Remuneration

Key management personnel (KMP) are those persons having authority for planning, directing and controlling the activities of the department, directly or indirectly. The department has determined KMP to be Portfolio Ministers[1], the Secretary and members of the department's Executive Leadership Team.

During 2024-25, KMP for the department comprised of the Secretary, Deputy Secretaries and identified First Assistant Secretaries. KMP remuneration is reported in the table below:

	2025	2024
	$'000	$'000
Short-term employee benefits	**4,383**	3,209
Post-employment benefits	**582**	411
Other long-term employee benefits	**225**	149
Total key management personnel remuneration expenses[2]	**5,190**	3,769

The total number of KMP included in the above table are 11 (2024: 9).[3]

1. Remuneration reported in this note excludes the remuneration and other benefits of Portfolio Ministers. Portfolio Ministers' remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the department.
2. Remuneration is reported on an accrual basis and excludes short-term acting arrangements.
3. The department had 10 KMP positions at 30 June 2025 (2024: 7). Comprising of the Secretary, seven Deputy Secretaries and two First Assistant Secretaries, one being for the First Nations Partnership division and one as the Chief People Officer. The total number of KMP staff above (11) includes the Deputy Secretary Aviation Response Taskforce position and staff occupying KMP positions (2) for part of the year.

6.3 Related Party Disclosures

Related party relationships:
The department is an Australian Government controlled entity. Related parties to the department are KMP (refer Note 6.2), other Australian Government entities and the Norfolk Island Health and Residential Aged Care Service (refer Note 4.1D).

Transactions with related parties:
Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

During 2024-25, significant transactions with related parties included:

- payment to NBN Co Limited under the Regional Broadband Scheme
- equity payments to portfolio entities (Australian National Maritime Museum, Australian Rail Track Corporation Limited, National Film and Sound Archive of Australia, National Gallery of Australia, National Intermodal Corporation Limited, National Library of Australia, National Museum of Australia, National Portrait Gallery of Australia, NBN Co Limited, Old Parliament House and WSA Co Limited)
- Telecommunications Industry Levy receipts from the Australian Communications and Media Authority
- payments for grants administration to the Department of Industry, Science and Resources and to the Department of Social Services.

Considering relationships with related entities, and transactions entered into during the reporting period by the department, it has been determined that there are no other related party transactions to be separately disclosed.

7. Managing Uncertainties

This section analyses how the department manages financial risks within its operating environment.

7.1 Contingent Assets and Liabilities

7.1A: Contingent Assets and Liabilities

	Claims for damages or costs		Total	
	2025	2024	**2025**	2024
	$'000	$'000	**$'000**	$'000
Contingent assets				
Balance from previous period	**-**	9	**-**	9
Rights expired	**-**	(9)	**-**	(9)
Total contingent assets	**-**	-	**-**	-
Contingent liabilities				
Balance from previous period	**103**	27	**103**	27
New contingent liabilities recorded	**-**	120	**-**	120
Liabilities realised	**(103)**	(44)	**(103)**	(44)
Total contingent liabilities	**-**	103	**-**	103
Net contingent assets/(liabilities)	**-**	(103)	**-**	(103)

Quantifiable Contingencies

The department's insurance coverage is provided through Comcover, the Australian Government's self-managed fund. The department is generally not required to make payments to Comcover in relation to submitted claims, other than the annual premium and any applicable excess.

Contingent Assets

As at 30 June 2025, the department has not identified any insurance claims that fall outside the scope of the Comcover Statement of Cover. No claims have been identified that would result in a contingent asset disclosure beyond those already recognised within the financial statements (2024: nil).

Contingent Liabilities

As at 30 June 2025, the department has not identified any insurance claims that fall outside the scope of the Comcover Statement of Cover. No claims have been identified that would result in a contingent liability disclosure beyond those already recognised within the financial statements (2024: 3).

Unquantifiable Contingencies

Legal matters

The department, on behalf of the Commonwealth, is party to matters before various courts. Costs may be awarded to or against the Commonwealth for these matters, subject to the Court's decisions. The potential costs or gains cannot be reliably estimated.

7.1B: Administered - Contingent Assets and Liabilities

	Claims for damages or costs		Total	
	2025	2024	**2025**	2024
	$'000	$'000	**$'000**	$'000
Contingent assets				
Balance from previous period	**10,111**	10,282	**10,111**	10,282
New contingent assets recognised	**-**	1,038	**-**	1,038
Re-measurement	**-**	(51)	**-**	(51)
Assets realised	**(10,111)**	(1,158)	**(10,111)**	(1,158)
Total contingent assets	**-**	10,111	**-**	10,111
Net contingent assets	**-**	10,111	**-**	10,111

Quantifiable Contingencies
The department's insurance coverage is provided through Comcover, the Australian Government's self-managed fund. The department is generally not required to make payments to Comcover in relation to submitted claims, other than the annual premium and any applicable excess.

Contingent Assets
As at 30 June 2025, the department has not identified any insurance claims that fall outside the scope of the Comcover Statement of Cover. No claims have been identified that would result in a contingent asset disclosure beyond those already recognised within the financial statements (2024: 11).

Contingent Liabilities
As at 30 June 2025, the department has not identified any insurance claims that fall outside the scope of the Comcover Statement of Cover. No claims have been identified that would result in a contingent liability disclosure beyond those already recognised within the financial statements (2024: nil).

Unquantifiable Administered Contingent Liabilities

Asbestos Remediation Costs
The Australian Government owns properties in the Indian Ocean Territories, Jervis Bay Territory and Norfolk Island where materials containing asbestos have been identified. Asbestos management plans are in place for these properties that include ongoing monitoring and removal or encapsulation of materials containing asbestos where necessary. The department may incur remediation costs in the future if conditions change, such as through damage or renovation. There is uncertainty around the timing of any future cash outflows if such remediation is undertaken.

Remote unquantifiable contingent liabilities
The Australian Government has entered into the following indemnities and arrangements which are considered significant in nature and were disclosed in the 2025-26 Budget Paper No. 1. The probability the department will incur costs as a result of these arrangements is considered remote and no claims have been identified at 30 June 2025.

Australian Maritime Safety Authority Incident Costs
In the normal course of operations, the Australian Maritime Safety Authority (AMSA) is responsible for the provision of funds necessary to meet the clean-up costs arising from ship-sourced marine pollution and, in all circumstances, is responsible for making appropriate efforts to recover the costs of any such incidents. The Australian Government meets costs that cannot be recovered from such incidents. It is not possible to estimate the amounts of any eventual payments that may be required in relation to these incident costs. AMSA has established a pollution response financial capability of $50 million, backed by liquid investment funds, to provide funding should the overall clean-up costs exceed the liability limit of the ship-owner.

National Intermodal Corporation – Indemnities
Indemnities have been provided in connection with the development of the Moorebank Intermodal Terminal, including:

a) costs and liabilities that may be incurred by the State of NSW arising under *the Native Title Act 1993 (Cth)* associated with the construction of a rail bridge over the Georges River to the Moorebank Intermodal Terminal.
b) costs that may be incurred by National Intermodal Corporation Limited in the event the Commonwealth terminates the funding agreement between the Commonwealth and National Intermodal Corporation Limited for reasons other than a breach by National Intermodal Corporation Limited.

c) costs and liabilities incurred by the private sector owner of the Glenfield Waste Site for any easement for the rail spur across the Glenfield Waste Site, to the extent such costs or liabilities are caused, or contributed to, by the Commonwealth or its agents.

WSA Co Limited – Indemnities

Indemnities have been provided in connection with the establishment of WSA Co, including:

a) protection for Directors of WSA Co Limited against certain claims relating to their employment as Directors. Unless the indemnity agreements are varied or brought to an end, they cease to apply from the date the Commonwealth has fully satisfied its obligations to subscribe for equity to WSA Co pursuant to the WSA Co Equity Subscription Agreement.
b) liabilities that may be incurred by WSA Co Limited related to the integration of the Sydney Metro Western Sydney Airport project (delivered by the New South Wales Government) with the Western Sydney International (Nancy-Bird Walton) Airport, to the extent such liabilities are established in the Airport Rail Integration Deed.
c) liabilities and costs that may be incurred by WSA Co in the event the Commonwealth terminates the Equity Subscription Agreement between WSA Co and the Commonwealth.

Rex Airlines Ticket Guarantee

The Australian Government announced on 15 August 2024 that it would guarantee regional flight bookings for Rex Airlines (Rex) customers throughout Rex's voluntary administration. The Deed of Guarantee was executed by the Australian Government and the voluntary administrators of Rex on 15 August 2024 and was last amended on 30 June 2025.

The Australian Government's guarantee to Rex and its voluntary administrators is with respect to their obligations for refunds or chargebacks of ticket purchases made during the voluntary administration where the relevant flight is cancelled, no alternative service has been provided and a refund is not able to be provided by the voluntary administrators or Rex. This means that travellers can continue to book regional flights on Rex during the voluntary administration with certainty that they will either fly or get their money back.

There is uncertainty on whether a claim on the guarantee will be made. The guarantee is time limited for all regional flight bookings made with Rex after it entered voluntary administration. As at 30 June 2025, there have been no claims to date and the likelihood of a claim being made under the guarantee is considered remote (less than 5%).

Telstra Financial Guarantee

The Australian Government has provided Telstra Corporation Limited (Telstra) a guarantee in respect of NBN Co's financial obligations under the Definitive Agreements. The Agreements were amended on 14 December 2014. The Guarantee was not amended at that time and it continues in force in accordance with its terms in respect of the amended Definitive Agreements. The liabilities under the Definitive Agreements between Telstra and NBN Co arise progressively during the roll-out of the National Broadband Network as Telstra's infrastructure is accessed and Telstra's customers are disconnected from its copper and Hybrid Fibre Coaxial cable networks. The Government is only liable in the event NBN Co does not pay an amount when due under the Definitive Agreements. As at 30 June 2025, NBN Co had liabilities covered by the Guarantee estimated at $11.1 billion.

The Guarantee will terminate when:

a) NBN Co achieves specified credit ratings for a period of 2 continuous years;
b) the company is capitalised by the Commonwealth to the agreed amount; and
c) the Communications Minister declares, under the *National Broadband Network Companies Act 2011*, that, in his or her opinion, the National Broadband Network should be treated as built and fully operational. This declaration was made on 11 December 2020.

Inland Rail – Termination of the Equity Financing Agreement

The Australian Government will provide sufficient funding to cover all costs and liabilities incurred by the Australian Rail Track Corporation (ARTC) for delivery of Inland Rail in the event the Commonwealth terminates the Equity Financing Agreement between the Commonwealth and the ARTC.

New South Wales Rural Fire Fighting Service - Indemnity

The New South Wales Rural Fire Service (NSW RFS) provides fire-fighting services in the Jervis Bay Territory (JBT). Due to the cross-border delivery of fire services from NSW to the JBT, the NSW RFS requires the Australian Government to provide an uncapped indemnity whereby the Australian Government would be liable for any damages, arising in good faith, from the provision of the agreed scope of fire management services. The likelihood of an event occurring that may result in a liability for the Australian Government has been assessed as unlikely. The risk of a liability is mitigated through a range of risk management measures, including the Jervis Bay Territory Rural Fires Ordinance 2014, the establishment of a JBT Fire Management Committee (FMC), a fire management plan prepared and implemented by the FMC, NSW RFS staff training and professional qualifications and the department actively managing the Service Level Agreement with the NSW RFS.

Potential per- and polyfluoroalkyl substances contamination

The Australian Government has identified a number of sites across Australia that may be contaminated with per- and polyfluoroalkyl substances (PFAS), which were historically used in firefighting foams. These substances are persistent in the environment and do not naturally degrade. Several have been listed under the Stockholm Convention on Persistent Organic Pollutants. Australian environmental and health agencies have established standards for environmental protection and precautionary health measures to address PFAS-related risks.

Up to 37 airport sites across Australia are potentially contaminated due to the historical provision of firefighting services by the Commonwealth. The department is conducting PFAS investigations at these sites to determine the presence and extent of PFAS, and risks associated with contamination, and to develop appropriate management responses. Since the last reporting period, 11 additional airport sites have joined the program, bringing the total to 27 airports currently under investigation. Investigations take multiple years to complete and results are not yet available.

For the airports that are owned by the Commonwealth and leased on a long-term basis, Airport Lessee Companies (ALCs) are responsible for environmental management of their airport sites. Airport leases indemnify the Commonwealth in relation to damages or injury to the environment, including in respect of costs and claims arising due to such damages or injury. Nevertheless, in certain circumstances, in relation to some airports, where the Commonwealth historically provided firefighting services (in particular those not leased under the *Airports Act 1996*), such liability (if any) could rest with the Commonwealth.

At this stage, it is not possible to reliably estimate the financial effect of potential long-term management and remediation obligations. Investigations are ongoing and the full extent, nature, and required scope of remediation have not yet been determined. Any cost estimates are dependent on remediation objectives that are determined on a site-by-site basis, commensurate with risks, and are sensitive to changes in national standards, for example, the National Health and Medical Research Council's drinking water guidelines, and the PFAS National Environmental Management Plan.

Airservices Australia (Airservices) has separate liabilities to those of the Commonwealth. Airservices continues to implement its National PFAS Management Program, which includes investigations at 18 airport sites. Airservices are actively remediating PFAS contamination at some of these sites. Several ALCs have sought remediation orders from Airport Environment Officers (AEOs) against Airservices under the Airports (Environment Protection) Regulations 1997 in relation to PFAS contamination. To date, orders have been issued to Airservices for PFAS contamination at Launceston and Canberra Airports and remediation actions are underway in accordance with the orders. Regulatory action is also being considered by AEOs at Brisbane, Moorabbin and Sydney Airports.

Legal proceedings have been commenced against Airservices by Brisbane Airport Corporation in the Queensland Supreme Court, and by Australia Pacific Airports Launceston and Perth Airport Pty Ltd in the Federal Court, in relation to historical PFAS contamination. There have been no changes to the status of these proceedings during the reporting period.

Service Delivery Arrangement Indemnities — Indian Ocean Territories and Jervis Bay Territory

The Australian Government has been entering into Service Delivery Arrangements with the Western Australian (WA) Government for the provision of services to the Indian Ocean Territories of Christmas Island and the Cocos (Keeling) Islands since 1992. The Australian Government has provided certain indemnities for the WA Government, their respective officers, agents, contractors and employees against civil claims relating to their employment and conduct as officers.

The Australian Capital Territory (ACT) Government provides a number of services to the Jervis Bay Territory under Memoranda of Understanding. The Australian Government has provided certain indemnities for the ACT Government authorities and officials in respect of the delivery of services to the Jervis Bay Territory.

The likelihood of an event occurring that may result in a liability for the Australian Government has been assessed as remote and the risks are currently mitigated through the training and professional qualifications of the staff of these entities, and the existence of systems, processes and standards for the delivery of services.

Tripartite deeds relating to the sale of federal leased airports

The tripartite deeds between the Australian Government, the airport lessee company and financiers, amend airport (head) leases to provide for limited step-in rights for financiers in circumstances where the Australian Government terminates the head lease to enable the financiers to correct the circumstances that triggered such a termination event. The tripartite deeds may require the Australian Government to pay financiers compensation as a result of terminating the (head) lease, once all Australian Government costs have been recovered. The Australian Government's contingent liabilities are considered to be unquantifiable and remote.

Accounting Policy

Contingent Assets and Contingent Liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position or Administered Schedule of Assets and Liabilities but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

Accounting Judgements and Estimates

Indemnities and/or guarantees

The maximum amounts payable under the indemnities given is disclosed above. At the time of signing of the financial statements, there was no reason to believe the indemnities and/or guarantees would be called upon, and no recognition of any liability was therefore required.

7.2 Financial Instruments

	2025	2024
	$'000	$'000
7.2A: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash and cash equivalents	**16,661**	13,074
Trade and other receivables	**1,047**	1,762
Accrued revenue	**1,321**	1,028
Total financial assets at amortised cost	**19,029**	15,864
Total financial assets	**19,029**	15,864
Financial Liabilities		
Financial liabilities measured at amortised cost		
Suppliers	**26,103**	28,096
Total financial liabilities measured at amortised cost	**26,103**	28,096
Total financial liabilities	**26,103**	28,096

The carrying value of financial assets and liabilities is a reasonable approximation of fair value.

	2025	2024
7.2B: Net Gains or Losses on Financial Assets		
Financial assets at amortised cost		
Foreign exchange	**(16)**	1
Impairment on financial assets	**(25)**	(40)
Net (losses) on financial assets at amortised cost	**(41)**	(39)
Net (losses) on financial assets	**(41)**	(39)

Accounting Policy

Financial assets

The department classifies its financial assets in the following categories:

a) financial assets at fair value through other comprehensive income

b) financial assets measured at amortised cost.

The classification depends on both the department's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the department becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognise when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. The financial asset is held in order to collect contractual cash flows, and
2. The cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest rate method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)

Financial assets measured at fair value through other comprehensive income are held with the objective of both collecting contractual cash flows and selling the financial assets and the cash flows meet the SPPI test.

Any gains or losses as a result of fair value measurement or the recognition of an impairment loss allowance is recognised in other comprehensive income.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased or remains low.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial Liabilities

Financial liabilities are classified as 'financial liabilities at amortised cost'. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial liabilities at amortised cost

Financial liabilities, including borrowings and concessional loan commitments, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

All payables are expected to be settled within 12 months except where indicated.

7.3 Administered – Financial Instruments

	2025 $'000	2024 $'000
7.3A: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash and cash equivalents	**49,095**	57,250
Other loans	**3,740,324**	3,548,863
Contract assets	**21,211**	6,803
Grants receivable	**4,449**	-
Total financial assets at amortised cost	**3,815,079**	3,612,916
Financial assets at fair value through other comprehensive income		
Investments	**44,314,039**	41,640,684
Total financial assets at fair value through other comprehensive income	**44,314,039**	41,640,684
Total financial assets	**48,129,118**	45,253,600
Financial Liabilities		
Financial liabilities measured at amortised cost		
Suppliers payable	**354,297**	363,048
Subsidies payable	**15,989**	15,058
Grants payable	**28,260**	147,821
Loan commitment provision	**46,241**	54,815
Total financial liabilities measured at amortised cost	**444,787**	580,742
Total financial liabilities	**444,787**	580,742

The carrying value of financial assets and liabilities is a reasonable approximation of fair value.

	2025 $'000	2024 $'000
7.3B: Net Gains and Losses on Financial Assets		
Financial assets at amortised cost		
Interest revenue earned on:		
Loan to NBN Co Limited	**-**	212,809
Other loans	**201,955**	206,557
Concessional loan discount expense	**(88,900)**	(6,222)
Impairment	**(100,772)**	(145,682)
Net gains on financial assets at amortised cost	**12,283**	267,462
Financial assets at fair value through other comprehensive income		
Gains/(Losses) recognised in other comprehensive income	**(638,852)**	(391,943)
Net (losses) on financial assets at fair value through other comprehensive income	**(638,852)**	(391,943)
Net gains/(losses) on financial assets	**(626,569)**	(124,481)

7.3C: Fair Value of Financial Instruments

The department considers that the carrying amounts reported in the Administered Schedule of Assets and Liabilities are a reasonable approximation of the fair value of these financial assets and liabilities.

7.3D: Credit Risk

The administered activities exposed to credit risk mainly related to loans issued by the NAIF corporate Commonwealth entity, loans to commercial entities and other receivables.

The department assessed expected credit losses on loans and receivables and made an allowance for impairment where appropriate. The department considered whether the credit risk of loans has increased significantly based on compliance with loan conditions, reports from credit rating agencies (where available) and other publicly available information including benchmarking against published default rates for entities with similar credit ratings. The department has drawn upon the subject matter expertise of various other parties in conducting the risk assessments.

The carrying amounts of financial assets are considered to best represent the maximum exposure to credit risk.

7.3E: Liquidity Risk

The department's administered financial liabilities were trade creditors, subsidies payable, grants payable and loan commitment provision.

The department's administered activities were funded primarily by appropriation from the Australian Government. The department manages its budgeted administered funds to ensure that it has adequate funds to meet payments as they fall due. In addition, the department has policies in place to ensure timely payments are made when due and has no past experience of default.

Maturities for non-derivative financial liabilities in 2025

	On demand	**Within 1 year**	**Between 1 to 2 years**	**Between 2 to 5 years**	**More than 5 years**	**Total**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Trade creditors and accruals	-	**354,297**	-	-	-	**354,297**
Subsidies payable	-	**15,989**	-	-	-	**15,989**
Grants payable	-	**28,260**	-	-	-	**28,260**
Loan commitment provision	-	**19,278**	**2,680**	**24,283**	-	**46,241**
Total	-	**417,824**	**2,680**	**24,283**	-	**444,787**

Maturities for non-derivative financial liabilities in 2024

	On demand	Within 1 year	Between 1 to 2 years	Between 2 to 5 years	More than 5 years	Total
	$'000	$'000	$'000	$'000	$'000	$'000
Trade creditors and accruals	-	363,048	-	-	-	363,048
Subsidies payable	-	15,058	-	-	-	15,058
Grants payable	-	147,821	-	-	-	147,821
Loan commitment provision	-	30,222	22,352	2,241	-	54,815
Total	-	556,149	22,352	2,241	-	580,742

7.3F: Market Risk

The department held basic financial instruments that did not expose the department to certain market risks such as 'Currency risk' or 'Other price risk'.

Interest rate risk

The department is exposed to interest rate risk primarily from administered investments that are valued using the discounted cash flow method. The only interest-bearing items on the statement of financial position were loan receivables. These loans bear interest at a fixed interest rate and their values did not fluctuate due to changes in the market interest rate.

The below sensitivity analysis has been arrived at via adjusting the selected discount rate in isolation of other factors such as cash flows and other assumptions.

Sensitivity analysis of the risk that the Department is exposed to for 2025

			Effect on	
	Risk Variable	**Change in risk variable**	**Net cost of services**	**Equity**
		%	**$'000**	**$'000**
Administered investments using discounted cash flows	**Discount rate**	**(+1.32%)**	**-**	**(6,466,861)**
Administered investments using discounted cash flows	**Discount rate**	**(-1.32%)**	**-**	**9,523,091**

Sensitivity analysis of the risk that the Department was exposed to for 2024

			Effect on	
	Risk Variable	Change in risk variable	Net cost of services	Equity
		%	$'000	$'000
Administered investments using discounted cash flows	Discount rate	(+1.36%)	-	(5,045,905)
Administered investments using discounted cash flows	Discount rate	(-1.36%)	-	7,447,075

7.4 Administered – Fair Value Measurement

The following tables provide an analysis of assets and liabilities that are measured at fair value. The remaining assets and liabilities disclosed in the Statement of Financial Position do not apply the fair value hierarchy.

The different levels of the fair value hierarchy are defined below:
Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the department can access at measurement date.
Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3: Unobservable inputs for the asset or liability.

7.4A: Fair Value Measurement

	Fair value measurements at the end of the reporting period			
	2025	2024	**Category (Level 1, 2 or 3)**	**Valuation Technique(s) and Inputs Used**
	$'000	$'000		
Financial assets				
Investments accounted for using the net assets method	**20,405,939**	18,837,084	3	Net assets of entities at balance date, proportionate of the Australian Government's interest.
Investment in NBN Co Limited	**21,800,000**	20,600,000	3	Present value of future cash flows discounted at a rate of return that would be expected by a market participant in determining a purchase price.
Other Investments accounted for using the discounted cash flow method	**2,108,100**	2,203,600	3	Present value of future net cash flows discounted at the weighted average cost of capital.
Total financial assets	**44,314,039**	41,640,684		
Non-financial assets				
Land	**-**	200	2	Market value of similar assets as determined by an independent valuer.
Land	**80,729**	82,689	3	Estimated market value of similar assets as determined by an independent valuer.
Buildings	**86,467**	4,876	2	Market value of similar assets as determined by an independent valuer.
Buildings	**157,645**	137,855	3	Current replacement cost as determined by an independent valuer.
Artworks	**38,856**	5,453	2	Market value of similar assets as determined by an independent valuer.
Artworks	**-**	33,071	3	Estimated market value of similar assets as determined by an independent valuer.
Heritage and cultural	**66,542**	37,468	2	Market value of similar assets as determined by an independent valuer.
Heritage and cultural	**96,471**	115,971	3	Current replacement cost as determined by an independent valuer.
Other property, plant and equipment	**10,976**	229	2	Market value of similar assets as determined by an independent valuer.
Other property, plant and equipment	**467,111**	486,585	3	Current replacement cost as determined by an independent valuer.
Intangibles - Phosphate mine lease	**8,430**	2,382	3	Present value of future royalty cash flows as determined by an independent valuer.
Total non-financial assets	**1,013,227**	906,779		
Total assets	**45,327,266**	42,547,463		

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7.4B: Reconciliation for Recurring Level 3 Fair Value Measurements

	Financial assets				Non-financial assets											
	Investments accounted for using the net assets method		Investments accounted for using the discounted cash flow method		Land		Buildings		Artwork		Heritage and cultural		Property, plant and equipment		Intangibles - Phosphate mine leases	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024
	$'000	$'000	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000
As at 1 July	**18,837,084**	17,246,675	**22,803,600**	22,007,600	**82,689**	75,971	**137,855**	132,665	**33,071**	33,185	**115,971**	112,549	**486,585**	469,477	**2,382**	3,176
Total gains/(losses) recognised in net cost of services[1]	**-**	-	**-**	-	**(2,160)**	(70)	**(6,679)**	(10,766)	**(114)**	(114)	**(2,563)**	(2,613)	**(54,068)**	(41,989)	**(794)**	(794)
Total gains/(losses) recognised in other comprehensive income[2]	**157,393**	245,567	**(796,245)**	(637,510)	**-**	6,488	**98,656**	12,054	**229**	-	**6,061**	5,113	**18,134**	33,511	**6,842**	-
Purchases	**1,051,979**	1,344,842	**1,900,745**	1,433,510	**-**	-	**3,958**	3,902	**-**	-	**2,340**	922	**22,954**	25,586	**-**	-
Transfers into Level 3[3]	**-**	-	**-**	-	**200**	300	**-**	-	**-**	-	**110**	-	**-**	-	**-**	-
Transfers out of Level 3[4]		-		-		-	**(76,145)**	-	**(33,186)**	-	**(25,448)**	-	**(6,494)**	-		-
Other[5]	**359,483**	-	**-**	-	**-**	-	**-**	-	**-**	-	**-**	-	**-**	-	**-**	-
Total as at 30 June	**20,405,939**	18,837,084	**23,908,100**	22,803,600	**80,729**	82,689	**157,645**	137,855	**-**	33,071	**96,471**	115,971	**467,111**	486,585	**8,430**	2,382
Changes in unrealised gains/(losses) recognised in net cost of services	**1,568,855**	1,590,409	**1,104,500**	796,000	**(1,960)**	6,718	**19,790**	5,190	**(33,071)**	(114)	**(19,500)**	3,422	**(19,474)**	17,108	**6,048**	(794)

1 These gains and losses are presented in the Schedule of Comprehensive Income under depreciation and amortisation expenses and write-down and impairment of other assets.
2 These gains and losses are presented in the Schedule of Comprehensive Income under changes in asset revaluation reserve.
3 The transfers into Level 3 includes $0.6 million following the 2024-25 valuation.
4 The transfers out of Level 3 includes $139.6 million following the 2024-25 valuation and $1.7 million related to the Regional Backbone Blackspot Program right-of-use asset which is measured at cost less amortisation.
5 The balance represents transfer of responsibility for reporting the Australian Government's interest in the Australian Sports Commission ($353.5 million) and the Australian Sports Foundation Limited ($5.9 million) from the Department of Health, Disability and Ageing to the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

8. Other Information

8.1 Current/Non-current Distinction for Assets and Liabilities

8.1A: Current/Non-current Distinction for Assets and Liabilities

	2025 $'000	2024 $'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**16,661**	13,074
Trade and other receivables	**220,636**	157,039
Accrued revenue	**1,321**	1,028
Other non-financial assets	**10,834**	12,467
Total no more than 12 months	**249,452**	183,608
More than 12 months		
Buildings	**59,323**	86,907
Heritage and cultural	**47,668**	43,691
Property, plant and equipment	**14,813**	15,442
Intangibles	**38,814**	47,956
Other non-financial assets	**882**	1,405
Total more than 12 months	**161,500**	195,401
Total assets	**410,952**	379,009
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**26,103**	28,096
Other payables	**15,975**	12,075
Leases	**26,118**	25,454
Employee provisions	**28,766**	21,849
Other provisions	**848**	336
Total no more than 12 months	**97,810**	87,810
More than 12 months		
Leases	**27,248**	49,079
Employee provisions	**68,300**	61,089
Other provisions	**209**	389
Total more than 12 months	**95,757**	110,557
Total liabilities	**193,567**	198,367

	2025	2024
	$'000	$'000
8.1B: Administered - Current/Non-current Distinction for Assets and Liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**49,095**	57,250
Trade and other receivables	**201,712**	112,393
Inventories	**3,677**	3,097
Prepayments	**3,688**	3,605
Total no more than 12 months	**258,172**	176,345
More than 12 months		
Investments	**44,314,039**	41,640,684
Trade and other receivables	**3,607,935**	3,488,843
Land and buildings	**324,841**	225,620
Heritage and cultural	**201,869**	191,963
Property, plant and equipment	**479,802**	486,814
Intangibles	**79,235**	70,313
Total more than 12 months	**49,007,721**	46,104,237
Total assets	**49,265,893**	46,280,582
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**354,297**	363,048
Subsidies	**15,989**	15,058
Grants	**28,260**	147,821
Other payables	**3,263**	4,127
Employee provisions	**1,286**	1,056
Loan commitment provision	**19,278**	30,222
Other provisions	**957,014**	930,972
Total no more than 12 months	**1,379,387**	1,492,304
More than 12 months		
Other payables	**145**	1,117
Employee provisions	**3,346**	2,878
Loan commitment provision	**26,963**	24,593
Total more than 12 months	**30,454**	28,588
Total liabilities	**1,409,841**	1,520,892

8.2 Assets Held in Trust

Monetary assets

The Trust accounts are for moneys received from other government and non-agency bodies, or moneys which are required to be held in trust for the benefit of a person other than the Commonwealth.

These moneys are not available for other purposes of the department and are not recognised in the financial statements.

	2025 $'000	2024 $'000
Services to Other Entities and Trust Moneys - Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts		
As at 1 July	**121**	120
Receipts	**-**	1
Payments	**-**	-
Total as at 30 June	**121**	121
Total assets held in trust	**121**	121

The department has no non-monetary assets held in trust as at 30 June 2025 (2024: nil).

8.3 Restructuring

8.3B: Administered Restructuring

ASSUMED		
	2025 **$'000**	2024 $'000
	Sports and Physical Activity **Department of Health, Disability and Ageing**[1]	
FUNCTIONS ASSUMED		
Assets recognised		
Investments	**359,483**	-
Total assets recognised	**359,483**	-
Liabilities recognised	**-**	-
Total liabilities recognised	**-**	-
Net assets/(liabilities) assumed	**359,483**	-
Income assumed		
Recognised by the receiving entity	**-**	-
Recognised by the losing entity	**-**	-
Total income assumed	**-**	-
Expenses assumed		
Recognised by the receiving entity	**-**	-
Recognised by the losing entity	**449,257**	-
Total expenses assumed	**449,257**	-

[1]The sport and physical activity policy and functions were transferred from the Department of Health, Disability and Ageing following the Administrative Arrangements Order on 13 May 2025. The effective date for the transfer was 13 May 2025. Refer to the Overview note for further details on the Machinery of Government change.

Appendices

Appendix A: Resource statements and expenses by outcome

Table A.1 Entity resource statement 2024–25

		Actual available appropriation[1] for 2024–25 $'000	Payments made 2024–25 $'000	Balance remaining 2024–25 $'000
Departmental				
Annual appropriations – ordinary annual services[2]		758,218	552,677	205,541
Departmental capital budget		23,922	1,197	22,725
Total departmental annual appropriations[3]	**A**	**782,140**	**553,874**	**228,266**
Special accounts				
Opening balance		6,689		
Appropriation receipts[4]		4,247		
Non-appropriation receipts		5,645		
Total special accounts receipts	**B**	**16,581**		
Payments made	**C**		10,626	
Total available special accounts				**5,955**
less departmental appropriations drawn from annual/special appropriations and credited to special accounts	**D**	(4,247)	(4,247)	
Total departmental resourcing	**A+B+ C+D**	**794,474**	**560,253**	
Administered[5]				
Annual appropriations – ordinary annual services[2]				
Prior year appropriations available		3,474,061	1,289,557	
Outcome 1		16,430	–	
Outcome 2		427,404	164,042	
Outcome 3		645,054	3,656	

		Actual available appropriation[1] for 2024–25 $'000	Payments made 2024–25 $'000	Balance remaining 2024–25 $'000
Outcome 4		258,479	167,059	
Outcome 5		377,242	196,499	
Outcome 6		322,107	227,185	
Administered capital budget[6]		29,920	16,313	
Payments to corporate entities[7]		2,420,340	2,420,340	
Total annual appropriations – ordinary annual services		**7,971,037**	**4,484,652**	**3,486,385**
Other services – non operating				
Prior year appropriations available		2,419,198	1,198,987	
Administered assets and liabilities		3,973,949	1,762,820	
Administered assets and liabilities – Payments to corporate entities[7]		98,236	98,236	
Total other services – non operating		**6,491,383**	**3,060,043**	**3,431,340**
Other services – specific payments to states, ACT, NT and local government				
Outcome 1		649,516	480,809	
Outcome 3		269,721	490,888	
Total other services – specific payments to states, ACT, NT and local government		**919,237**	**971,697**	**(52,460)**
Total administered annual appropriations	**A**	**15,381,657**	**8,516,392**	**6,865,265**
Total available administered special appropriations	**B**		**3,037,769**	
Special accounts				
Opening balance		48,595		
Appropriation receipts[4]		96,270		
Non-appropriation receipts[8]		243,815		
Adjustments		-		
Other receipts		21,739		
Total special accounts receipts	**C**	**410,419**		

		Actual available appropriation[1] for 2024–25 $'000	Payments made 2024–25 $'000	Balance remaining 2024–25 $'000
Payments made	D		362,301	
Total available special accounts				**48,118**
Total resourcing and payments		**15,792,076**	**11,916,462**	
less administered appropriations drawn from annual/special appropriations and credited to special accounts	E	(96,454)	(96,270)	
less payments to corporate entities from annual/special appropriations	F	(2,780,413)	(2,783,867)	
Total administered resourcing	A+B+ C+D+ E+F	**12,915,209**	**9,036,325**	
Total resourcing and payments[9]		**13,709,683**	**9,596,578**	

Note: On 13 May 2025, the Prime Minister announced an amended Administrative Arrangements Order transferring responsibility for sport and recreation functions to the department effective immediately. To give effect to these changes, funding transferred from the former Department of Health and Aged Care under section 75 of the *Public Governance, Performance and Accountability Act 2013* from 1 July 2025. Refer to the Department of Health, Disability and Ageing's 2024–25 Annual Report for financial reporting related to Sport.

1 Figures in the table represent actual appropriations provided less any legally recognised reductions as outlined in Note 5.1B of the 2024–25 Financial Statements.

2 Appropriation Act (No. 1) 2024–25 and Appropriation Act (No. 3) 2024–25.

3 Actual available appropriations for 2024–25 include prior year departmental appropriation and s74 relevant entity receipts.

4 Appropriation receipts from departmental and administered appropriations.

5 Actual available appropriations for 2024–25 include retained administered funds from previous years.

6 Administered capital budgets are not separately identified in Appropriation Bill (No. 1) and form part of ordinary annual services items.

7 'Corporate entities' are corporate Commonwealth entities and Commonwealth companies as defined under the PGPA Act.

8 Non-Appropriation receipts from the Public Interest Telecommunications Services Special Account, Regional Broadband Scheme Special Account, Christmas Island Phosphate Mining Rehabilitation Special Account, Indian Ocean, Jervis Bay and Norfolk Island Special Account and the Melbourne Airport New Runway Land Acquisition Special Account.

9 Total resourcing excludes the actual available appropriation for all special appropriations.

Table A.2 Expenses for Outcome 1: Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure

	Budget[1] 2024–25 $'000	Actual expenses 2024–25 $'000	Variation 2024–25 $'000
Program 1.1: Infrastructure Investment			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	11,430	7,145	4,285
Other services (Appropriation Acts No.2 and No.4)	649,516	480,809	168,707
Special Appropriations	–	–	–
Payments to corporate entities	68,349	68,349	–
Expenses not requiring appropriation in the Budget year[2]	49,156	40,685	8,471
Total for Program 1.1	**778,451**	**596,988**	**181,463**
Outcome 1 Total	**778,451**	**596,988**	**181,463**
Outcome 1 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	11,430	7,145	4,285
Other Services (Appropriation Acts No.2 and No.4)	649,516	480,809	168,707
Special Appropriations	–	–	–
Payments to corporate entities	68,349	68,349	–
Expenses not requiring appropriation in the Budget year[2]	49,156	40,685	8,471
Departmental expenses			
Departmental appropriation[3]	84,976	82,250	2,726
s74 External Revenue	–	–	–
Expenses not requiring appropriation in the Budget year[4]	–	77	(77)
Total expenses for Outcome 1	**863,427**	**679,315**	**184,112**
Average staffing level (number)	364	349	15

1 Budget figures are based on the 2024–25 estimated actuals published in the 2025–26 Portfolio Budget Statements.

2 Administered 'Expenses not requiring appropriation in the Budget year' comprises of expenses relating to impairment losses, depreciation and amortisation, concessional loans, payments made from prior year appropriations and other non-cash expenses.

3 Departmental appropriation includes Ordinary annual services (Appropriation Acts No.1 and No.3).

4 Departmental 'Expenses not requiring appropriation in the Budget year' relates to depreciation and amortisation expenses.

Table A.3 Expenses for Outcome 2: An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations

	Budget[1] 2024–25 $'000	Actual expenses 2024–25 $'000	Variation 2024–25 $'000
Program 2.1: Surface Transport			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	258,098	246,874	11,224
Special appropriations	131,637	132,453	(816)
Payments to corporate entities	92,964	92,964	–
Expenses not requiring appropriation in the Budget year[2]	2,316	752	1,564
Total for Program 2.1	**485,015**	**473,043**	**11,972**
Program 2.2: Road Safety			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	29,370	27,051	2,319
Special appropriations	–	–	–
Expenses not requiring appropriation in the Budget year[2]	–	14	(14)
Total for Program 2.2	**29,370**	**27,066**	**2,304**
Program 2.3: Air Transport			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	139,936	70,891	69,045
Special appropriations	130,200	132,761	(2,561)
Special accounts	–	50	(50)
Payments to corporate entities	41,494	41,494	–
Expenses not requiring appropriation in the Budget year[2]	88,998	85,058	3,940
Total for Program 2.3	**400,628**	**330,254**	**70,374**
Outcome 2 Total	**915,013**	**830,363**	**84,650**

	Budget[1] 2024–25 $'000	Actual expenses 2024–25 $'000	Variation 2024–25 $'000
Outcome 2 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	427,404	344,817	82,587
Special appropriations	261,837	265,214	(3,377)
Special accounts	–	50	(50)
Payments to corporate entities	134,458	134,458	–
Expenses not requiring appropriation in the Budget year[2]	91,314	85,824	5,490
Departmental expenses			
Departmental appropriation[3]	210,144	220,711	(10,567)
s74 External Revenue	4,182	7,556	(3,374)
Expenses not requiring appropriation in the Budget year[4]	3,173	20,058	(16,885)
Total expenses for Outcome 2	**1,132,512**	**1,078,688**	**53,824**
Average staffing level (number)	720	690	30

1 Budget figures are based on the 2024–25 estimated actuals published in the 2025–26 Portfolio Budget Statements.

2 Administered 'Expenses not requiring appropriation in the Budget year' comprises of expenses relating to impairment losses, depreciation and amortisation, concessional loans, payments made from prior year appropriations and other non-cash expenses.

3 Departmental appropriation includes Ordinary annual services (Appropriation Acts No.1 and No.3).

4 Departmental 'Expenses not requiring appropriation in the Budget year' relates to depreciation and amortisation expenses.

Table A.4 Expenses for Outcome 3: Strengthening the sustainability, capacity and diversity of Australia's cities and regions, including northern Australia, including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing grants and financial assistance

	Budget[1] 2024–25 $'000	Actual expenses 2024–25 $'000	Variation 2024–25 $'000
Program 3.1: Regional Development			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	596,949	296,614	300,335
Other services (Appropriation Acts No.2 and No.4)	–	–	–
Special appropriations	–	–	–
Expenses not requiring appropriation in the Budget year[2]	369,250	309,639	59,611
Total for Program 3.1	**966,199**	**606,253**	**359,946**
Program 3.2: Local Government			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	279	–	279
Other services (Appropriation Acts No.2 and No.4)	269,721	104,627	165,094
Special appropriations	509,182	2,221,555	(1,712,373)
Expenses not requiring appropriation in the Budget year[2]	322,760	322,745	15
Total for Program 3.2	**1,101,942**	**2,648,927**	**(1,546,985)**
Program 3.3: Cities			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	2,878	886	1,992
Special appropriations	–	–	–
Expenses not requiring appropriation in the Budget year[2]	–	–	–
Total for Program 3.3	**2,878**	**886**	**1,992**

	Budget[1] 2024–25 $'000	Actual expenses 2024–25 $'000	Variation 2024–25 $'000
Program 3.4: Growing a Stronger Northern Australian Economy			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	7,981	5,942	2,039
Payments to corporate entities	21,782	21,782	–
Expenses not requiring appropriation in the Budget year[2]	83,848	206,559	(122,711)
Total for Program 3.4	**113,611**	**234,283**	**(120,672)**
Outcome 3 Total	**2,184,630**	**3,490,348**	**(1,305,718)**
Outcome 3 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	608,087	303,442	304,645
Other services (Appropriation Acts No.2 and No.4)	269,721	104,627	165,094
Special appropriations	509,182	2,221,555	(1,712,373)
Payments to corporate entities	21,782	21,782	–
Expenses not requiring appropriation in the Budget year[2]	775,858	838,943	(63,085)
Departmental expenses			
Departmental appropriation[3]	89,406	75,371	14,035
s74 External Revenue	–	–	–
Expenses not requiring appropriation in the Budget year[4]	–	58	(58)
Total expenses for Outcome 3	**2,274,036**	**3,565,777**	**(1,291,741)**
Average staffing level (number)	422	405	17

1 Budget figures are based on the 2024–25 estimated actuals published in the 2025–26 Portfolio Budget Statements.

2 Administered 'Expenses not requiring appropriation in the Budget year' comprises of expenses relating to impairment losses, depreciation and amortisation, concessional loans, payments made from prior year appropriations and other non-cash expenses.

3 Departmental appropriation includes Ordinary annual services (Appropriation Acts No.1 and No.3).

4 Departmental 'Expenses not requiring appropriation in the Budget year' relates to depreciation and amortisation expenses.

Table A.5 Expenses for Outcome 4: Good governance and service delivery in the Australian territories including through the maintenance and improvement of the laws and services for non-self-governing territories, and the overarching legislative framework for self-governing territories

	Budget[1] 2024–25 $'000	Actual expenses 2024–25 $'000	Variation 2024–25 $'000
Program 4.1: Services to Territories			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	258,479	248,195	10,284
Other services (Appropriation Acts No.2 and No.4)	–	–	–
Special accounts	20,516	20,668	(152)
Expenses not requiring appropriation in the Budget year[2]	42,084	53,861	(11,777)
Total for Program 4.1	**321,079**	**322,724**	**(1,645)**
Outcome 4 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	258,479	248,195	10,284
Other services (Appropriation Acts No.2 and No.4)	–	–	–
Special accounts	20,516	20,668	(152)
Expenses not requiring appropriation in the Budget year[2]	42,084	53,861	(11,777)
Departmental expenses			
Departmental appropriation[3]	30,991	30,530	461
s74 External Revenue	–	–	–
Expenses not requiring appropriation in the Budget year[4]	–	32	(32)
Total expenses for Outcome 4	**352,070**	**353,286**	**(1,216)**
Average staffing level (number)	139	133	6

1 Budget figures are based on the 2024–25 estimated actuals published in the 2025–26 Portfolio Budget Statements.

2 Administered 'Expenses not requiring appropriation in the Budget year' comprises of expenses relating to impairment losses, depreciation and amortisation, concessional loans, payments made from prior year appropriations and other non-cash expenses.

3 Departmental appropriation includes Ordinary annual services (Appropriation Acts No.1 and No.3).

4 Departmental 'Expenses not requiring appropriation in the Budget year' relates to depreciation and amortisation expenses.

Table A.6 Expenses for Outcome 5: Promote an innovative and competitive communications sector, through policy development, advice and program delivery, so all Australians can realise the full potential of digital technologies and communications services

	Budget[1] 2024–25 $'000	Actual expenses 2024–25 $'000	Variation 2024–25 $'000
Program 5.1: Digital Technologies and Communications Services			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	361,185	216,830	144,355
Special accounts	314,650	316,716	(2,066)
Payments to corporate entities	1,546,412	1,546,412	–
Expenses not requiring appropriation in the Budget year[2]	904,693	875,830	28,863
Total for Program 5.1	**3,126,940**	**2,955,788**	**171,152**
Outcome 5 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	361,185	216,830	144,355
Special accounts	314,650	316,716	(2,066)
Payments to corporate entities	1,546,412	1,546,412	–
Expenses not requiring appropriation in the Budget year[2]	904,693	875,830	28,863
Departmental expenses			
Departmental appropriation[3]	94,740	73,646	21,094
s74 External Revenue	1,900	3,433	(1,533)
Special accounts	4,046	4,046	–
Expenses not requiring appropriation in the Budget year[4]	4,965	4,921	44
Total expenses for Outcome 5	**3,232,591**	**3,041,834**	**190,757**
Average staffing level (number)	432	414	18

1 Budget figures are based on the 2023–24 estimated actuals published in the 2024–25 Portfolio Budget Statements.

2 Administered 'Expenses not requiring appropriation in the Budget year' comprises of expenses relating to impairment losses, depreciation and amortisation, concessional loans, payments made from prior year appropriations, Regional Broadband Scheme subsidies and other non-cash expenses.

3 Departmental appropriation includes Ordinary annual services (Appropriation Acts No.1 and No.3).

4 Departmental 'Expenses not requiring appropriation in the Budget year' relates to depreciation and amortisation expenses.

Table A.7 Expenses for Outcome 6: Participation in, and access to, Australia's art and culture through developing and supporting cultural expression

	Budget[1] 2024–25 $'000	Actual expenses 2024–25 $'000	Variation 2024–25 $'000
Program 6.1: Arts and Cultural Development			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	322,107	313,239	8,868
Special appropriations	–	–	–
Special accounts	500	500	–
Payments to corporate entities	649,339	649,339	–
Expenses not requiring appropriation in the Budget year[2]	1,889	19	1,870
Total for Program 6.1	**973,835**	**963,097**	**10,738**
Outcome 6 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Acts No.1 and No.3)	322,107	313,239	8,868
Special appropriations	–	–	–
Special accounts	500	500	–
Payments to corporate entities	649,339	649,339	–
Expenses not requiring appropriation in the Budget year[2]	1,889	19	1,870
Departmental expenses			
Departmental appropriation[3]	48,748	25,248	23,500
s74 External Revenue	9,330	16,857	(7,527)
Special accounts	4,281	6,612	(2,331)
Expenses not requiring appropriation in the Budget year[4]	870	572	298
Total expenses for Outcome 6	**1,037,064**	**1,012,386**	**24,678**
Average staffing level (number)	248	238	10

1 Budget figures are based on the 2024–25 estimated actuals published in the 2025–26 Portfolio Budget Statements.
2 Administered 'Expenses not requiring appropriation in the Budget year' comprises of expenses relating to impairment losses, depreciation and amortisation, concessional loans, payments made from prior year appropriations and other non-cash expenses.
3 Departmental appropriation includes Ordinary annual services (Appropriation Acts No.1 and No.3).
4 Departmental 'Expenses not requiring appropriation in the Budget year' relates to depreciation and amortisation expenses.

Appendix B: Sustainability Report (Climate Disclosure Statement)

This report is made under Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act)[88] and the Commonwealth Climate Disclosure (CCD) Policy.[89]

Section 516A of the EPBC Act requires Australian Government agencies to report on their contribution to the ecologically sustainable development (ESD) principles (integration, precaution, intergeneration, biodiversity and valuation), environmental performance, and measures to minimise their effects on the environment.

This is demonstrated through our decision-making processes that integrate both short-term and long-term economic, environmental, social and equitable considerations, and through a range of activities which seek to minimise the adverse impacts on the environment and contribute to climate action in government operations.

Climate action in government operations

The department contributes to the Australian economy's transition to net zero by 2050, and the Australian Government's net zero emissions from government operations by 2030 under the Net Zero in Government Operations (NZGO) Strategy.[90]

Over this reporting period, the department continued to meet its Climate Action in Government Operations (CAIGO) obligations by:

- delivering on the department's Emissions Reduction Plan (ERP)[91]
- uplifting maturity in disclosure and management of climate-related risks and opportunities in line with the CCD policy and the Australian Government's Approach to Climate Risk and Opportunity Management (CROMP) in the Public Sector 2024–26.[92]

The department developed a governance framework that provides a holistic approach for the delivery, monitoring, reporting and evaluation of its CAIGO program. As the foundation for the department's CAIGO governance, the framework provides guidance for:

- appropriate governance arrangements, roles and responsibilities for the CAIGO commitments including the activities within the ERP
- monitoring, reporting and evaluation approaches to track progress, measure success and capture lessons through the delivery of the program
- risk management approaches for both delivery and evaluation of the program.

In 2023–24, the department participated in the CCD pilot, and committed to continuous maturity uplift by undertaking an internal audit to assess the department's arrangements and readiness to meet current and future CCD reporting obligations.

88 Available at: www.legislation.gov.au/C2004A00485/2019-08-30/text

89 Available at: www.finance.gov.au/government/climate-action-government-operations/commonwealth-climate-disclosure-policy

90 Available at: www.finance.gov.au/government/climate-action-government-operations/aps-net-zero-emissions-2030

91 Available at: www.infrastructure.gov.au/department/media/publications/emissions-reduction-plan-2024

92 Available at: www.dcceew.gov.au/climate-change/publications/climate-risk-opportunity-management-program-resources

Emissions Reduction Plan

The department released its first iteration of the Emissions Reduction Plan (ERP) in September 2024, which was endorsed by the Secretary as the Accountable Authority. It includes 26 actions focused on reducing emissions from its mainland operations.

Delivery progress

The department monitors the ERP delivery progress, with bi-monthly updates provided to the Chief Sustainability Officer (CSO), and annual ERP updates provided to the Secretary. Delivery of the ERP is underway with 6 actions completed and the remainder in progress or in planning. The 6 completed actions include:

- Preferencing fully-electric leases and putting transition plans in place where needed to work towards an all-electric building portfolio.
- Ensuring separate electricity metering is available for new office spaces over 1,000m².
- Maintaining and improving end of journey facilities.
- Adopting a target of 75% of all new leased passenger vehicles to be zero or low emissions.
- Transitioning the department's fleet to zero or low emissions vehicles.
- Applying fuel efficiency criteria to new vehicle leases where zero or low emissions options are not viable.

In addition, the department has also:

- Undertaken National Australian Built Environment Rating System (NABERS) assessments for 3 sites, and found that each site met the requirements under the Energy Efficiency in Government Operations (EEGO) Policy.
- Commenced work towards a Green Star Interiors certification for a new office site at 7 London Circuit, Canberra.
- Provided information to staff to support sustainable behaviour, including intranet information about salary sacrifice for e-bikes and the Green Vehicle Guide.

Key updates

The department is committed to ensuring that the strategic directions and the actions of the ERP remain relevant by utilising the latest climate science, emissions profile and inventory updates, and emissions reduction technologies when conducting an annual review of the ERP.

The annual review of the ERP will incorporate minor changes and refinements to the remaining 21 actions which may include changes in the implementation approach, scope and accountability of an action.

While the current ERP has focused on reducing emissions on our mainland operations, the review will also commence the incorporation of our efforts to reduce emissions from our operations in Australia's non-self-governing territories, including Christmas Island, the Cocos (Keeling) Islands, Norfolk Island and the Jervis Bay Territory.

Climate governance

The department has identified climate risk management as a priority and has developed a governance framework to effectively identify and manage climate risks and opportunities that are underpinned by the department's Risk Management Policy and Framework, in line with the Commonwealth Risk Management Policy 2023.[93]

93 Available at: www.finance.gov.au/government/comcover/risk-services/management/commonwealth-risk-management-policy

As defined under Section 12 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Secretary, as the Accountable Authority, oversees the department's risk management including climate-related risks and opportunities, the setting of targets related to climate-related risks and opportunities as set out in our Emissions Reduction Plan, and monitors progress towards those targets.

The Secretary is informed about risks with support from the Executive Leadership Team (ELT), the Operations Committee (OC), and the Audit and Risk Committee (ARC), that meet weekly, fortnightly and quarterly respectively. The department's enterprise risks are reported to the Secretary twice a year. The OC approves the department's strategic climate risk register, which is reported to the Secretary annually for endorsement via an Executive Communications Brief. For more information about the roles of ELT, OC, and ARC, refer to Part 3.1 of our corporate governance structure of this annual report.

Supported by a Deputy Secretary level Risk Champion, the department's Chief Risk Officer (CRO) oversees the risk management function, and supports the Secretary and senior management to embed a positive risk culture across the department. Reporting to the CRO, the Risk Section is responsible for implementing and maintaining the department's risk management framework, promoting good risk management practices, and coordinating updates to divisional risk registers, which could also incorporate climate risks and support climate risk management. The Risk Section reports to the ARC quarterly. Divisional risk owners report to the OC twice a year through group reports.

The department's CSO oversees the department's function related to CAIGO commitments and its delivery, and provides assurance to the department's Secretary and ELT that the department is meeting its CAIGO obligations.

Reporting to the CSO, the Climate and Sustainability Team coordinates the development, implementation, monitoring, reporting and evaluation of the department's CAIGO obligations and commitments, including coordinating annual emissions reporting with support of emissions data holders.

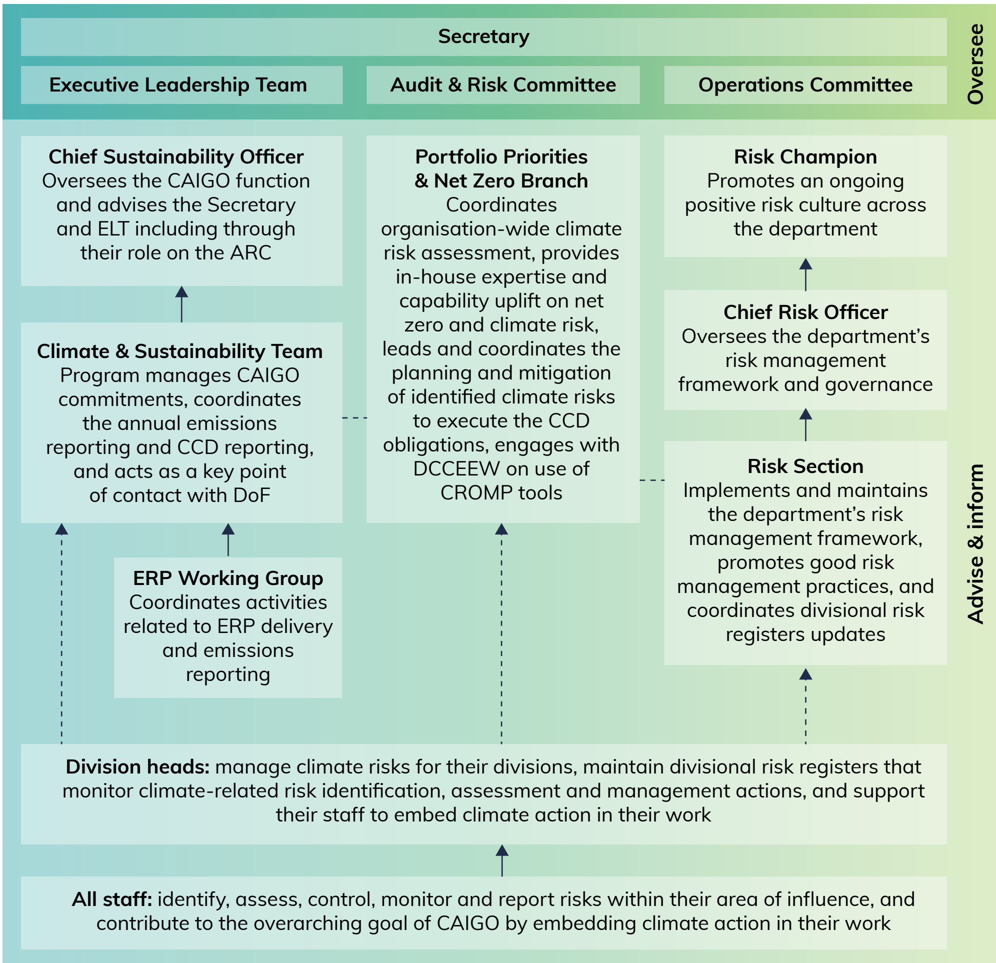
The department's Portfolio Priorities and Net Zero Branch (PPaNZ) (previously Net Zero Unit) coordinates organisation-wide climate risk assessment, provides in-house expertise and capability uplift on net zero and climate risk; and leads and coordinates the planning and mitigation of identified climate risks to execute the department's obligations under the CCD. To further enhance capability, the members of the Climate and Sustainability Team completed the CROMP training modules, and regularly participate in the Climate Action in Government Operations GovTEAMS community meetings and webinars.

The PPaNZ Branch, the Climate and Sustainability Team, and the Risk Section work closely together on climate risk management. In collaboration with relevant teams, the Climate and Sustainability Team will consider the department's capability and capacity arrangements to meet its CCD requirements. Any capability and capacity gaps identified will be communicated to the Secretary via ARC meetings, for further action.

By embedding the consideration of climate risks and opportunities into business-as-usual departmental processes, all divisions across the department contribute to identifying and managing climate risks for their divisions, and support their staff to embed climate action in their work.

Figure B.1 shows the department's climate governance structure with key responsibilities outlined.

Figure B.1: Climate governance structure



Climate risk management

In 2024–25, in accordance with our obligations under the Australian Government's *Approach to Climate Risk and Opportunity Management in the Public Sector 2024–26*, the department conducted its second organisation-wide climate risk assessment. This assessment was aligned with the steps of the CROMP. The department's internal operations as well as external and strategic risks and opportunities were in scope of the assessment.

Climate models from Climate Change in Australia (a collaboration between the Australian Climate Service, CSIRO, the Bureau of Meteorology and Geoscience Australia), the IPCC Sixth Assessment Report (2021) and the State of the Climate 2024 report, were used to identify key climate changes under a lower emission (1.4°C global temperature change) and high emission (2.0°C global temperature change) scenario by 2030 and 2050. Uncertainties in climate projections have been managed by reviewing and using data from multiple reputable sources, and by aggregating region-specific data across the country. Uncertainties in how risk profiles will change in future under different climate scenarios have been managed by assessing risks across 2 distinct climate scenarios (one low and one high emissions) to compare projected changes and understand the range of plausible outcomes.

The climate risk and opportunity assessment is geographically bound to Australia and the external territories which the department stewards. It is also necessarily constrained by Federal responsibilities, noting the split in responsibilities between levels of government.

Risk rankings were determined based on the identified likelihood of the risk occurring and the consequence levels were it to occur. These risk rankings are aligned with the department's Risk Management Policy and Framework. Risks ranked as HIGH or SEVERE were deemed unacceptable. Risk rankings are used to determine prioritisation of the risks, which are monitored and managed through the strategic climate risk register process.

The department is taking steps to integrate climate-related risks into its core business through the development of a strategic climate risk register, which covers all operational and strategic business areas. Relevant business areas are responsible for managing and monitoring climate-related risks through their divisional risk registers.

The department undertook the same approach to the climate risk and opportunity assessment as it did to the 2023–24 assessment. Minor updates include explicitly linking climate risks to enterprise risks, and developing a risk ranking for all scenarios and timeframes, not just the current timeframe.

The 2024–25 strategic climate risk register has been finalised by the department's Operations Committee and the Secretary where actions to address climate risks are identified.

Climate strategy

Through the climate risk and opportunity assessment, the department has identified and categorised material organisational climate-related risks and opportunities associated with the department's main business operations and people, assets or other infrastructure the department relies on to maintain business continuity. In alignment with the recommendations in the Climate Risk Management Guide: Organisation Application Guide,[94] climate-related risks and opportunities have been assessed under a short-term (2030) and long-term (2050) timeframe. These organisational climate-related risks and opportunities are listed in Table B.1.

The current and anticipated effects of the material risks and opportunities identified in Table B.1 include:

- Disruption to service delivery, operations, and business continuity due to more frequent and severe extreme weather events and changes to climate.
- Health and wellbeing impacts to staff due to extreme weather events and changing climate conditions.
- Damage to corporate assets and other infrastructure owned or operated by the department, increased costs for repair, rebuild and maintenance and/or reduced asset value due to more frequent and severe extreme weather events and changes to climate.
- Slow progress in emissions reduction and climate resilience in the external territories due to complex governance arrangements and limited data maturity.

94 Available at: www.dcceew.gov.au/sites/default/files/documents/climate-risk-management-organisation-application-guide.pdf

Table B.1: Material climate-related risks and opportunities

Description	Risk or Opportunity	Physical or Transition	Timeframe
RA: People and resources. The department fails to build its internal capability and knowledge base to manage the physical impacts of climate change and support the transition to a low carbon economy.	Risk	Physical and transition risk	Long term
RB: Organisational and leadership. The department fails to adequately support and prepare its assets and governance procedures for the physical impacts of climate change.	Risk	Physical risk	Long term
RC: Emissions. The department fails to make sufficient efforts to reduce operational emissions to meet the Government's APS Net Zero by 2030 target.	Risk	Transition risk	Short term
Governance. The department has the opportunity to be a leader in the APS by implementing net zero and adaptation policies across its internal operations, resulting in a positive impact on the department's reputation among the APS.	Opportunity	Physical and transition opportunity	Short term
Leadership. The department has the opportunity to be a leader in transport and infrastructure decarbonisation and resilience through policy decisions and administered programs, resulting in a positive impact on the department and portfolio agencies' reputation and ability to deliver outcomes.	Opportunity	Transition opportunity	Short term

The department operates on the mainland and external territories, with more than 80% of staff located within the Australian Capital Territory (ACT). Staff located across our sites throughout Australia, specifically in coastal areas and territories, may face a heightened concentration of climate-related risks. The external territories are particularly exposed to rising sea levels, coastal erosion, and extreme weather events such as tropical cyclones. All of these pose physical threats to our people and infrastructure, leading to potential risks to staff wellbeing, health and safety and business continuity. The department developed a Cyclone Management Plan for a strengthened approach to responding to and managing severe weather incidents that could be caused by climate-related hazards.

To address emissions reduction challenges in the non-self-governing territories, the department has taken steps to establish an emissions inventory and to identify cost-effective actions and opportunities to reduce emissions in their operations.

Climate-related metrics and targets

APS Net Zero 2030 is the Government's policy for the Australian Public Service (APS) to reduce its greenhouse gas (GHG) emissions to net zero by 2030, and transparently report on its emissions. As part of the NZGO Strategy, and the reporting requirements under Section 516A of the EPBC Act 1999, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational GHG emissions.

Emissions reporting/climate-related metrics

As part of the Net Zero in Government Operations Strategy and the CCD reporting requirements, the department is required to report on its operational greenhouse gas (GHG) emissions. The GHG emissions inventory and Electricity GHG emissions tables present GHG emissions over the 2024–25 financial year. The GHG emissions reported are calculated on the basis of Carbon Dioxide Equivalent (CO_2-e) emissions and are primarily in line with the Emissions Reporting Framework.[95] This is consistent with the whole-of-Australian Government approach as part of the NZGO Strategy and the CCD requirements. Reporting approaches only deviated from the Emissions Reporting Framework, where data gaps exist in emissions reporting. Further context around the data used for emissions reporting is documented in this section to provide transparency.

> Not all data sources were available at the time of the report and amendments to data may be required in future reports. The following tables do not include emissions from the non-self-governing territories due to the limited data available, however, steps have been undertaken to address this for future reporting.

> The High Speed Rail Authority's (HSRA) business travel is managed through DITRDCSA under a shared services agreement. It was not possible to separate business travel specific to HSRA for emissions reporting. Emissions from HSRA's domestic business travel for this financial year are reported in DITRDCSA's annual report. HSRA will work with the DITRDCSA to report flight emissions separately in future years.

> A portion of emissions from the Australian Trade and Investment Commission's (AUSTRADE) operations are included in the emissions reporting of DITRDCSA given sub-lease arrangements with the department.

A portion of electricity and solid waste data was extrapolated or estimated to address data limitations. Further information about the estimation methods and justification are detailed in the notes under Table B.2. This deviates from the Emissions Reporting Framework, and, as such, it would be inappropriate to make comparison with prior year data reported by the department.

Following machinery of government changes that took effect from 13 May 2025, some business functions originally in DITRDCSA were transferred to the Department of the Treasury. Emissions resulting from electricity, natural gas, solid waste, and domestic business travel for these business functions are included in DITRDCSA's emissions reporting. It was not possible to separate emissions specific to these functions for 2024–25 emissions reporting. Reporting on refrigerants is being phased in over time, as emissions reporting matures.

95 Available at: www.finance.gov.au/sites/default/files/2025-06/emissions-reporting-framework.pdf

Table B.2 2024–25 Greenhouse gas emissions inventory — location-based method

Emissions Source	Scope 1 t CO_2-e	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e
Electricity (location based approach)[1]	n/a	1,965.81	129.02	2,094.83
Natural gas	–	n/a	–	–
Solid waste[2]	–	n/a	248.99	248.99
Refrigerants[3]	–	n/a	n/a	–
Fleet and other vehicles	2.08	n/a	0.51	2.59
Domestic commercial flights	n/a	n/a	1,093.97	1,093.97
Domestic hire car[4]	n/a	n/a	20.01	20.01
Domestic travel accommodation	n/a	n/a	215.15	215.15
Other energy	–	n/a	–	–
Total t CO_2-e	**2.08**	**1,965.81**	**1,707.66**	**3,675.55**

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO_2-e = Carbon Dioxide Equivalent. n/a = not applicable.

1 A portion of electricity data was extrapolated based on a site-specific benchmark of kilowatt hours (kWh) per day, due to missing or pending invoices. This approach minimises risk of under-reporting.

2 A portion of solid waste data was estimated to minimise risk of under-reporting due to actual tenant-level waste data not available at multi-tenanted office sites where disposal is managed by landlords. Estimates were based on a benchmark of kilogram (kg) of waste generated per workpoint derived from the department's operational waste profile.

3 Reporting on refrigerants is being phased in over time as emissions reporting matures and may be an optional source in 2024–25 emissions reporting. See the Emissions Reporting Framework for more details.

4 Emissions from hire cars for 2024–25 may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

Table B.3 2024–25 Electricity greenhouse gas emissions

	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e	Electricity (kWh)
Electricity (location based approach)	1,965.81	129.02	2,094.83	2,956,370.87
Market-based electricity emissions	359.99	48.89	408.88	444,432.65
Total renewable electricity consumed	**n/a**	**n/a**	**n/a**	**2,511,938.22**
Renewable power percentage[1]	n/a	n/a	n/a	537,911.68
Jurisdictional renewable power percentage[2, 3]	n/a	n/a	n/a	1,974,026.54
GreenPower[2]	n/a	n/a	n/a	–
Large-scale generation certificates[2]	n/a	n/a	n/a	–
Behind the meter solar[4]	n/a	n/a	n/a	–
Total renewable electricity produced	**n/a**	**n/a**	**n/a**	**–**
Large-scale generation certificates[2]	n/a	n/a	n/a	–
Behind the meter solar[4]	n/a	n/a	n/a	–

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO_2-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

1 Listed as Mandatory renewables in 2023–24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

2 Listed as Voluntary renewables in 2023–24 Annual Reports.

3 The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

4 Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

APS Net Zero 2030 target

We are committed to contributing to the APS Net Zero 2030 target. See the APS Net Zero Target Factsheet[96] for details including scope, emissions sources and timeframes. We have not deviated from the approach in this factsheet.

Our approach to reducing emissions is detailed in our publicly available Emissions Reduction Plan (ERP), which is currently being reviewed to incorporate our external territories operations in its scope.

96 Available at: www.finance.gov.au/sites/default/files/2025-02/APS-Net-Zero-2030-Target-Factsheet.docx

Appendix C: Workforce statistics

The following tables show workforce statistics for the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts for 2024–25. This includes staff numbers by classification, distribution of staff by state and territory, Indigenous staff numbers, as well as a range of other information relating to workplace arrangements, remuneration and salary structures. For information on the department's human resource policies, refer Part 3.2: People management.

Machinery of government changes

As a result of changes to the Administrative Arrangements Orders (dated 13 May 2025), the department has undergone machinery of government changes. The following workforce statistics tables show the department's workforce for the reporting period 1 July 2024 to 30 June 2025.

Determinations were made under s72 of the *Public Service Act 1999*, to transfer 68 staff into the department from the Department of Health, Disability and Ageing and 14 staff from the department to the Department of the Treasury. These determinations took effect on 3 July 2025.

Therefore, the tables do include staff working on national policy on cities, land and planning policy, the Planning Ministers Meeting, and enabling infrastructure for housing functions (transferred to the Department of the Treasury).

These tables do not include staff working on sport and physical activity functions (transferred from the Department of Health, Disability and Ageing).

Contents

Table C.1 All ongoing employees (2024–25)[a]

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Total
NSW	43	2	45	70	7	77	0	0	0	0	0	0	0	0	0	122
Qld	57	5	62	108	23	131	0	0	0	0	0	0	0	0	0	193
SA	7	1	8	14	2	16	0	0	0	0	0	0	0	0	0	24
Tas	8	0	8	4	3	7	0	0	0	0	0	0	0	0	0	15
Vic	49	1	50	45	13	58	0	0	0	0	0	0	0	0	0	108
WA	8	1	9	12	5	17	0	0	0	0	0	0	0	0	0	26
ACT	661	43	704	901	160	1,061	5	0	5	0	0	0	0	0	0	1,770
NT	2	1	3	6	1	7	0	0	0	0	0	0	0	0	0	10
External Territories	6	0	6	5	1	6	0	0	0	0	0	0	0	0	0	12
Overseas	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	3
Total	**843**	**54**	**897**	**1,166**	**215**	**1,381**	**5**	**0**	**5**	**0**	**0**	**0**	**0**	**0**	**0**	**2,283**

Note:

a. Excludes inoperative employees, holders of public office and employees under the employment authority of the Indian Ocean Territories Administration.

Table C.2 All non-ongoing employees (2024–25)[a]

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Total
NSW	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0	2
Qld	1	0	1	2	2	4	0	0	0	0	0	0	0	0	0	5
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tas	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	2
Vic	2	0	2	4	1	5	0	0	0	0	0	0	0	0	0	7
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	14	5	19	20	10	30	1	0	1	0	0	0	0	0	0	50
NT	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
External Territories	2	0	2	2	1	3	0	0	0	0	0	0	0	0	0	5
Overseas	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
Total	**20**	**5**	**25**	**31**	**16**	**47**	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**73**

Note:

a. Excludes inoperative employees, holders of public office and employees under the employment authority of the Indian Ocean Territories Administration.

Table C.3 Australian Public Service Act ongoing employees (2024–25)[a]

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Total
SES 3	3	0	3	4	0	4	0	0	0	0	0	0	0	0	0	7
SES 2	6	0	6	15	0	15	0	0	0	0	0	0	0	0	0	21
SES 1	42	1	43	45	1	46	0	0	0	0	0	0	0	0	0	89
EL 2	151	2	153	190	29	219	0	0	0	0	0	0	0	0	0	372
EL 1	296	21	317	395	87	482	0	0	0	0	0	0	0	0	0	799
APS 6	193	14	207	271	62	333	1	0	1	0	0	0	0	0	0	541
APS 5	97	7	104	132	19	151	2	0	2	0	0	0	0	0	0	257
APS 4	33	3	36	77	15	92	1	0	1	0	0	0	0	0	0	129
APS 3	18	0	18	27	0	27	1	0	1	0	0	0	0	0	0	46
APS 2	1	6	7	5	2	7	0	0	0	0	0	0	0	0	0	14
APS 1	3	0	3	5	0	5	0	0	0	0	0	0	0	0	0	8
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	**843**	**54**	**897**	**1,166**	**215**	**1,381**	**5**	**0**	**5**	**0**	**0**	**0**	**0**	**0**	**0**	**2,283**

Note:

a. Excludes inoperative employees, holders of public office and employees under the employment authority of the Indian Ocean Territories Administration.

Table C.4 Australian Public Service Act non-ongoing employees (2024–25)[a]

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Total
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	1	0	1	3	0	3	0	0	0	0	0	0	0	0	0	4
EL 1	3	1	4	7	3	10	0	0	0	0	0	0	0	0	0	14
APS 6	9	1	10	5	1	6	0	0	0	0	0	0	0	0	0	16
APS 5	3	0	3	5	1	6	0	0	0	0	0	0	0	0	0	9
APS 4	1	2	3	8	3	11	0	0	0	0	0	0	0	0	0	14
APS 3	3	0	3	1	5	6	1	0	1	0	0	0	0	0	0	10
APS 2	0	1	1	2	3	5	0	0	0	0	0	0	0	0	0	6
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	**20**	**5**	**25**	**31**	**16**	**47**	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**73**

Note:

a. Excludes inoperative employees, holders of public office and employees under the employment authority of the Indian Ocean Territories Administration.

Table C.5 Australian Public Service Act employees by full time and part time status (2024–25)[a]

	Ongoing			Non-Ongoing			
	Full time	Part time	Total Ongoing	Full time	Part time	Total Non-Ongoing	Total
SES 3	7	0	7	0	0	0	7
SES 2	21	0	21	0	0	0	21
SES 1	87	2	89	0	0	0	89
EL 2	341	31	372	4	0	4	376
EL 1	691	108	799	10	4	14	813
APS 6	465	76	541	14	2	16	557
APS 5	231	26	257	8	1	9	266
APS 4	111	18	129	9	5	14	143
APS 3	46	0	46	5	5	10	56
APS 2	6	8	14	2	4	6	20
APS 1	8	0	8	0	0	0	8
Other	0	0	0	0	0	0	0
Total	**2,014**	**269**	**2,283**	**52**	**21**	**73**	**2,356**

Note:

a. Excludes inoperative employees, holders of public office and employees under the employment authority of the Indian Ocean Territories Administration.

Table C.6 Australian Public Service Act employment type by location (2024–25)[a]

	Ongoing	Non-Ongoing	Total
NSW	122	2	124
Qld	193	5	198
SA	24	0	24
Tas	15	2	17
Vic	108	7	115
WA	26	0	26
ACT	1,770	50	1,820
NT	10	1	11
External Territories	12	5	17
Overseas	3	1	4
Total	**2,283**	**73**	**2,356**

Note:

a. Excludes inoperative employees, holders of public office and employees under the employment authority of the Indian Ocean Territories Administration.

Table C.7 Australian Public Service Act Indigenous employment (2024–25)[a]

	Total
Ongoing	73
Non-Ongoing	0
Total	**73**

Note:

a. Excludes inoperative employees, holders of public office and employees under the employment authority of the Indian Ocean Territories Administration.

Table C.8 Australian Public Service Act employment arrangements (2024–25)

	SES	Non-SES	Total
Individual determination under subsection 24(1) of the PS Act 1999	117	0	117
Department of Infrastructure, Transport, Regional Development, Communications and the Arts Enterprise Agreement 2024	0	2,239	2,239
Total	**117**	**2,239**	**2,356**

Table C.9 Australian Public Service Act employment salary ranges by classification level (Minimum/Maximum) (2024–25)[a]

	Minimum Salary	Maximum Salary
SES 3	$408,850	$425,368
SES 2	$273,765	$345,821
SES 1	$225,769	$275,360
EL 2	$144,716	$200,893
EL 1	$94,275	$160,886
APS 6	$95,501	$123,095
APS 5	$86,291	$93,294
APS 4	$77,294	$88,983
APS 3	$69,761	$75,327
APS 2	$61,147	$67,503
APS 1	$57,297	$57,297
Other		
Minimum/Maximum range	**$57,297**	**$425,368**

Note:

a. Excludes inoperative employees, holders of public office and employees under the employment authority of the Indian Ocean Territories Administration.

Table C.10 Australian Public Service Act Employment Performance Pay by classification level (2024–25)

Not applicable in 2024–25. No performance payments were made at any classification level during the reporting period.

Indian Ocean Territories employment arrangements

Table C.11 presents the number of staff employed under the Territory of Christmas Island Administration Ordinance 1968 and the Territory of Cocos (Keeling) Islands Administration Ordinance 1975. These staff are excluded from employee numbers reported under the PS Act.

Table C.11 All staff employed under the Indian Ocean Territories Administration, by employment type, current and previous report period[a,b]

	30 June 2024	30 June 2025
Ongoing	88	103
Non-ongoing	26	13
Casual	59	70
Total	**173**	**186**

Notes:

a. Includes all employees employed under the Territory of Christmas Island Administration Ordinance 1968 and the Territory of Cocos (Keeling) Islands Administration Ordinance 1975.

b. Excludes the Administrator for Christmas Island and Cocos (Keeling) Islands.

Table C.12 Information about remuneration for key management personnel (KMP)

Name	Position Title	Base Salary	Bonuses	Other Benefits and Allowance	Super-annuation Contributions	Long Service Leave	Other Long-Term Benefits	Termination Benefits	Total Remuneration
Jim Betts	Secretary	$1,024,117	0	$2,274	$30,116	$28,049	0	0	$1,084,556
Stephen Arnott	Deputy Secretary	$390,568	0	$2,274	$75,249	$38,637	0	0	$506,728
Marisa Purvis-Smith	Deputy Secretary	$444,357	0	$2,274	$75,589	$28,891	0	0	$551,111
David Mackay	Deputy Secretary	$436,510	0	$2,274	$60,717	$19,292	0	0	$518,793
Maree Bridger	Deputy Secretary/COO	$427,253	0	$2,274	$73,238	$17,388	0	0	$520,153
Jessica Hall	Deputy Secretary	$412,910	0	$2,274	$71,511	$28,988	0	0	$515,683
James Chisholm	Deputy Secretary	$394,842	0	$2,274	$73,555	$4,881	0	0	$475,552
Richard Wood	Deputy Secretary	$179,272	0	$1,097	$26,604	$11,080	0	0	$218,053
Lillian Gordon	First Assistant Secretary	$177,222	0	$1,306	$20,168	$3,091	0	0	$201,787
Bek Hendriks	First Assistant Secretary	$144,140	0	$1,187	$16,590	$27,502	0	0	$189,419
Rachel Houghton	First Assistant Secretary/CPO	$330,002	0	$2,274	$58,695	$17,667	0	0	$408,638

Notes:

This table includes the part year impact of some employees who have temporarily filled a Deputy Secretary position during 2024–25.

Table C.13 Information about remuneration for senior executives

Remuneration Band	Number of senior executives	Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
$0 – $220,000	16	88,556	0	2,350	15,077	4,709	0	0	110,692
$220,001 – $245,000	3	192,047	0	1,908	27,957	19,160	0	0	241,072
$245,001 – $270,000	3	215,660	0	2,274	38,196	5,807	0	0	261,937
$270,001 – $295,000	11	232,943	0	2,311	34,231	12,275	0	0	281,760
$295,001 – $320,000	25	249,625	0	2,417	38,797	15,867	0	0	306,706
$320,001 – $345,000	23	267,601	0	2,358	41,611	18,210	0	0	329,780
$345,001 – $370,000	13	283,941	0	2,274	45,198	23,096	0	0	354,509
$370,001 – $395,000	7	302,902	0	2,568	45,759	29,363	0	0	380,592
$395,001 – $420,000	4	336,181	0	2,274	52,465	19,200	0	0	410,120
$420,001 – $445,000	2	339,453	0	2,274	52,720	29,378	0	15,658	439,483
$470,001 – $495,000	1	362,786	0	2,274	58,309	78,979	0	0	502,348

Table C.14 Information about remuneration for other highly paid staff

	Number of other highly paid staff	Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Total remuneration
$320,001 – $345,000	1	304,778	0	0	27,295	11,013	0	0	343,086
$345,001 – $370,000	1	332,422	0	0	21,380	8,747	0	0	362,549

Table C.15 Non-salary benefits to employees

Non-SES employees
Access to individual flexibility arrangements
Access to paid leave at half pay
Access to remote locality conditions
Access to the Employee Assistance Program
Australian Defence Force Reserve leave
Annual close down
Annual leave
Annual free influenza vaccinations
Bereavement and compassionate leave
Cash-out of annual leave
Community language allowance
Cultural, ceremonial and NAIDOC leave
Defence service sick leave
Disaster support
Executive level time off in lieu arrangements for Executive Level employees
Emergency response leave
Family and domestic violence support
Financial assistance for eyesight health
Financial assistance to access financial advice for staff involved in a redundancy process
Financial assistance to purchase aids or services to help quit smoking
Flexible working arrangements
Flextime and time in lieu for APS-classified employees
Lactation and breastfeeding support
Long service leave
Overtime and restriction allowances
Paid time to donate blood

Non-SES employees
Parental leave — including adoption and long-term foster care, stillbirth, pregnancy loss and premature birth leave
Personal/carer's leave
Portability of leave
Purchased leave
Recognition of travel time
Reimbursement for work related expenses
Relocation assistance
Return to work assistance
Study assistance
Support for professional and personal development
Workplace responsibility allowance
SES employees
All the above benefits except for Executive Level time off in lieu, flextime, overtime and restriction, community language and workplace responsibility allowances, study assistance and access to individual flexibility arrangements
Airport lounge membership
Car parking
Individual determinations made under section 24(1) of the *Public Service Act 1999*

Appendix D: Work health and safety

The department is committed to the health, safety and wellbeing of our workers and visitors in accordance with the *Work Health and Safety Act 2011 (WHS Act*) and the *Safety, Rehabilitation and Compensation Act 1988.*

Throughout 2024–25, the department consulted on a quarterly basis with the WHS Committee and Health and Safety Representative Network to guide us on the key initiatives to support the physical, emotional and mental wellbeing, safety and education of our employees. The department's strategic WHS priorities during 2024–25 are outlined below.

Mental health and wellbeing

The department completed all actions in its *Mental Health and Wellbeing Framework and Action Plan 2022–2025*. The action plan delivered a range of key initiatives aimed at supporting employees' mental health and wellbeing. Highlights included:

- Provision of a range of mental health and wellbeing learning opportunities accessible through LearnHub and attended by over 500 employees.
- The development of 28 different resources including factsheets and guidelines available through CONNECT. These online resources have been accessed over 18,000 times since 2022.
- The development of 13 resources (including factsheets, guidelines and training) specifically designed to assist managers in supporting their employees.
- The development of 10 mental health and wellbeing-specific online resources in response to the wellbeing index scores from the annual APS Census.
- The delivery of 6 specialist webinars designed to support mental health and wellbeing with 165 employees accessing the training.
- The implementation of a Workplace Respect Officers network and the appointment of 6 specially trained employees to assist employees with their concerns about inappropriate behaviour in the workplace.

Evaluation of the closure report by the Mental Health and Wellbeing Network helped to inform future planning and continuous improvement in mental health and wellbeing support across the department.

Psychosocial risk

The department remains committed to maintaining a systematic, consultative and cooperative approach to preventing physical and psychological harm. This includes intervening early and supporting recovery to methodically and comprehensively support employees' psychological health and safety. The department's commitment extends to providing access to appropriate services, including our employee assistance and early intervention programs.

In addition to these services, the department is continuing its focus on management of psychosocial risk with the development of a new *Mental Health Strategy and Psychosocial Risk Management Action Plan 2025–2028*, co-designed with 5 employee representative focus groups and organisational psychologists.

The strategy and action plan target key areas that will define our next steps towards strengthening our Work Health and Safety Management System (WHSMS) and Rehabilitation Management Systems (RMS):

> Workload and Role Clarity
> Leadership and People Capability
> Workplace Behaviour and Culture
> Leadership Transparency on Decision Making.

This approach aims to reinforce the coordination of programs, services and initiatives to build a healthy and compassionate working environment, as well as to strengthen resilience among our employees and leaders. It reflects the department's holistic approach to mental health and wellbeing, one of creating an environment that promotes respect, care and compassion for all.

The action plan is anchored in a collaborative, inclusive approach to wellness, with a commitment to embedding good mental health across all aspects of workplace culture, and to encouraging all employees to engage in actions that promote wellbeing across all of the department's locations.

WHS in the Territories

The department provides specialist WHS risk management support and expertise to staff within the Territories Division and the administered Territories. The Territories WHS System, which sits within the department's WHS Management System, provides additional direction, information and resources for specialist work undertaken in the administered territories. In 2024–25, the Territories Division delivered against Strategic Outcome 4 through the delivery of multiple activities:

> Completed a review of the Territories WHS Management System and delivered a suite of revised procedural and educational documentation. Consultation on the revised documentation commenced in July 2025, for implementation during 2025–26.
> Engaged external experts to review the Asbestos Management Plans and Registers for the Indian Ocean Territories, ensuring compliance with legislative requirements.
> Delivered targeted WHS training across the Territories locations, including:
  — High Risk Work (scaffolding) training for Norfolk Island personnel, via on-location sessions in Brisbane
  — Safe Work Method Statement, incident investigation, hazardous materials and manual handling training in the Indian Ocean Territories
  — WHS management in Contract Management sessions across the Territories Division.
> Provided specialist advice to local government administration on the development and implementation of traffic management strategies concerning shared worksites on Norfolk Island.
> Provided specialist advice on incident response, system review and asset management as it relates to management of departmental workplaces in cooperation with the private sector.
> Commenced work on the scoping of an integrated electronic case management system for a 'One WHS System' approach to WHS management in the department.
> Worked collaboratively with State and Federal regulators and departments to design a future licensing framework for Norfolk Island High Risk Work Licensing.

Health and wellbeing programs

As part of the department's commitment to health and wellbeing in the workplace we offer a range of initiatives for our staff, including:

> ergonomic assessment for all new employees which allows the department to proactively provide reasonable adjustments

> promotion of our early intervention program for work-related incidents

> facilitation of the Healthy Living Program, with the delivery of a national employee influenza vaccination program — a total of 1,257 employees participated (1,049 onsite clinics and 208 flu vouchers); onsite health checks (118 employees participated), webinars that focused on the importance of good ergonomics and achieving peak wellbeing and the launch of 2 new factsheets on workplace stress and wellbeing (psychosocial hazards) and guidance for managing remote teams

> activities for Mental Health and Safe Work months included The Resilience Project, an online workplace wellbeing program that explored approaches to building resilience in order to develop and sustain positive mental health, and inviting guest speaker Hayley Lewis, former Olympian and current Queensland Mental Health Ambassador to share her story of becoming a World Champion swimmer. The inaugural Art Auction was also held, inviting staff to donate a creative piece of art/craft/work that was sold by silent auction with proceeds of $2,227.50 going toward SANE Australia.

> financial assistance for optical and quit smoking aids.

Other initiatives include:

> the development of supporting information to reduce the risk and effects of exposure to traumatic events or materials and guidance on applying content and trigger warnings

> review of the departmental and divisional WHS risk registers to ensure new risks are captured and existing controls and treatments remain fit for purpose

> completing the department's annual hazard inspection program to capture risks early and apply corrective actions to prevent workplace incidents

> delivery of mandatory due diligence training for SES officers.

Provisional Improvement Notices (PINs), investigations and inspections

There were no PINs issued by the department's health and safety representatives under the WHS Act.

There were no investigations, notices issued or enforcement actions under Part 10 of the WHS Act taken by Comcare (the regulator) during the period.

The department, including the Territories Division, reported 28 notifiable incidents to Comcare during 2024–25.

Table D.1 Summary of health and safety outcomes 2024–25

Health and safety outcome	2024–25
Incidents notified to Comcare	28
Notices received from Comcare under Part 10 of the WHS Act	0
Incidents notified by employees	188
Hazards notified by employees	50
Employees who accessed early intervention assistance for work-related illness or injury	6
Accepted workers compensation claims[a]	21
Claims for lost time from new claims	46
Total weeks lost from new claims through incapacity	74.5
Average time off work per injury (weeks) from new claims	3.5
Average cost per accepted compensation claim	$99,941
Employees using Employee Assistance Program	14.09%

Note:

a. Of the 21 accepted claims, 15 are historic claims. The majority of historical claims arise from the abolished Australian National Railways Commission.

Appendix E: Advertising and market research

During 2024–25, the department conducted the following advertising campaigns:

> Online Safety campaign
> Rail Level Crossing campaign
> Modern Cheaper to Run campaign
> National Road Safety campaign
> Social Media Minimum Age campaign.

Further information on the advertising campaigns is available at www.infrastructure.gov.au/about-us/corporate-reporting/campaign-certification and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website available at: www.finance.gov.au/government/advertising.

Tables E.1 to E.3 list advertising and market research payments of more than $16,900 (GST inclusive) made during 2024–25, as required by section 311A of the *Commonwealth Electoral Act 1918*.

Table E.1 Advertising agencies

Organisation name	Purpose	Amount of payment (GST inc.)
BMF	Creative production	$1,602,298.76
TBWA	Creative production	$146,034.63
Total advertising agencies		**$1,748,333.39**

Table E.2 Market research organisations

Organisation name	Purpose	Amount of payment (GST inc.)
Hall and Partners	Market research	$294,723.28
ORIMA Research	Market research	$607,188.79
Verian Research	Market research	$704,544.50
Whereto Research	Market research	$69,300.00
Total market research organisations		**$1,675,756.57**

Table E.3 Media advertising organisations

Organisation name	Purpose	Amount of payment (GST inc.)
Mediabrands Australia Pty Ltd	Public notices (various) and non-campaign advertising	$378,264.12
Universal McCann	Campaign media buying and placement services	$8,605,699.38
Total media advertising		**$8,983,963.49**

Appendix F: Reports under aviation legislation

Environment authorisations

Sub-regulation 5.15(2) of the Airports (Environment Protection) Regulations 1997 requires the department to report notification of authorisations granted under Part 5 of those Regulations.

The department can authorise an operator at an airport to undertake action that may result in environmental pollution, emission or discharge limits being exceeded, where the emissions or discharges would be no more damaging to the environment than would be the case if the limits were met or if the applicant believes that the limits can only be achieved by incremental improvements over a greater period of time.

No authorisations were issued over the reporting period.

Reports under aviation legislation

Section 29(1) of the *Air Navigation Act 1920*[97] (the Act) requires the department to report annually on administration and operation of the Act and its regulations. This includes other civil matters the Secretary considers should be included in the report.

In 2024–25 the department continued to regulate scheduled international air services in accordance with the Act and associated regulations and granted approvals for 503 international airline timetables, 615 timetable variations, 401 non-scheduled flights and 4 new international airline licenses.

For the year ended 31 March 2025 the number of scheduled international flights to and from Australia was over 205,000 and the number of passengers carried over 42.1 million, both exceeding pre-COVID and 2023–24 traffic levels.

Aircraft noise levy collection

Section 20 of the *Aircraft Noise Levy Collection Act 1995*[98] requires our annual report to include information on adherence to that Act and to the *Aircraft Noise Levy Act 1995*.[99]

In 2024–25, no reportable actions or breaches were made under either of these Acts.

97 www.legislation.gov.au/C1920A00050/latest/text

98 www.legislation.gov.au/C2004A04948/latest/text

99 www.legislation.gov.au/C2004A04947/latest/text

Appendix G: Report under the *National Land Transport Act 2014*

The *National Land Transport Act 2014*[100] governs the provision of Commonwealth funding for projects in the Infrastructure Investment Program (IIP). In accordance with reporting obligations for the 2024–25 financial year, project and financial information on the operation of the IIP, including subprograms such as Black Spots and Roads to Recovery, transport development and innovation projects and funding for land transport research entities, can be found in Part 2: Annual Performance Statements of this annual report.

100 www.legislation.gov.au/C2005A00093/latest/text

Appendix H: Reports under Public Broadcasters Legislation

Australian Broadcasting Corporation (ABC) Board

This report is made under section 24Y of the *Australian Broadcasting Corporation Act 1983 (the ABC Act)*.[101]

Under subsection 12(1) of the ABC Act, the ABC Board consists of a Chairperson, Managing Director, a staff-elected Director and not fewer than 4 nor more than 6 other Directors.

Section 24Y of the ABC Act requires our annual report to include a statement in relation to each selection process for the appointment of a Chairperson or a Director that was completed during the year.

In 2024–25, Ms Katrina Sedgwick OAM was appointed as a non-executive director for a 5-year term, concluding on 1 October 2029. This appointment processes complied with requirements under the ABC Act.

Special Broadcasting Service (SBS) Board

This report is made under section 43C of the *Special Broadcasting Service Act 1991 (the SBS Act)*.[102]

Under section 8 of the SBS Act, the SBS Board consists of a Chairperson, Managing Director, and not fewer than 3 nor more than 7 other Directors.

Section 43C of the SBS Act requires our annual report to include a statement in relation to each selection process for the appointment of a non-executive Director that was completed during the year.

In 2024–25, Dr Nicholas Pappas AM was appointed as a non-executive director for a 5-year term, concluding on 11 December 2029. This appointment process complied with requirements under the SBS Act.

101 Available at: www.legislation.gov.au/Series/C2004A02723

102 Available at: www.legislation.gov.au/Series/C2004A04255

Appendix I: Report under the *Telecommunications (Consumer Protection and Service Standards) Act 1999*

Section 20 of the *Telecommunications (Consumer Protection and Service Standards) Act 1999* (TCPSS Act) requires the Secretary to report annually on significant matters relating to the performance of contractors and grant recipients under section 14 of the TCPSS Act. As set out further below, in 2024–25, there were 4 relevant contractors and one relevant grant recipient.

Telstra Universal Service Obligation Performance Agreement (TUSOPA)

Under the TUSOPA, Telstra is required to provide reasonable access to the standard telephone service and payphones in accordance with applicable regulatory requirements and to maintain its copper network to support voice services outside the National Broadband Network (NBN) fixed line footprint. In 2024–25 Telstra met all TUSOPA contractual requirements, no breaches were notified and no remedial action was required.

Technical trials and analysis of alternative voice services

Scyne Advisory Pty Ltd (Scyne) is conducting trials to inform whether Low Earth Orbit Satellites (LEOSat) are capable of supporting good quality voice services in rural and remote areas of Australia. The contract is receiving $2.4 million in public interest telecommunications funding through the Telecommunications Industry Levy (TIL), supplemented by funding from the Better Connectivity Plan for Regional and Rural Australia. Scyne was assessed as meeting key terms and conditions of the contract during 2024–25.

National Relay Service (NRS) contract

The Australian Government approached the market to find a supplier to deliver the NRS for the next 3 years. After a competitive process, Concentrix was selected as the preferred supplier. The NRS has been delivered by Concentrix since 2019. Under the NRS contract, Concentrix is required to provide an agreed range of call services for people who are deaf, hard of hearing and/or have speech communication difficulty. More detail on services offered by the NRS is available on the accesshub website.[103] The NRS provider met most, but not all, of its monthly performance targets in 2024–25. Targets not met in certain months related to call answer times. With the introduction of the new contract in October 2024, Concentrix is improving user outreach through Community Engagement and User Assistance functions and a Voice of the Customer program to inform service enhancements. The video relay service platform was transferred to Microsoft Teams in response to the closure of the Skype platform in May 2025.

103 Available at: www.accesshub.gov.au

Mobile Phone and Network Testing and Research

The Australian Government procured the services of University Technology Sydney's National Telecom Research Centre to provide a controlled test facility to undertake testing in collaboration with mobile network operators, and, undertake a research program delivering outcomes to support and broaden this testing. This testing and research is undertaken in response to recommendations made in the Review into the November 2023 Optus Outage.

Accessible Telecommunications Grant

The Australian Communications Consumer Action Network (ACCAN) continued to provide the Accessible Telecoms website. Accessible Telecoms provides independent advice to consumers about telecommunications devices and services for people with specific accessibility needs. Under the grant, ACCAN must operate the website, undertake research to provide up-to-date information about accessible devices and services, and operate a helpdesk. ACCAN must also provide an annual report for Accessible Telecoms for 2024–25.

ACCAN completed a refresh of the Accessible Telecoms website in the March quarter of 2025.

Appendix J: Report on the operation of the National Sports Tribunal for 2024–25

As required under section 63(2) of the *National Sports Tribunal Act 2019* (the Act), the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts Annual Report must include information on the operation of the National Sports Tribunal (NST) during the reporting period.

Introduction

Established in response to the Review of Australia's Sport Integrity Arrangements (the Wood Review) in March 2020, the NST is an important element of the Australian Government's sport integrity strategy. The NST provides an efficient and independent forum for resolving sporting disputes in Australia through arbitration, mediation, conciliation and case appraisal.

About the NST

Vision, mission and values

The NST's **vision** is to be accessible and the forum of choice for sports dispute resolution in Australia and represent best practice.

The NST's **mission** is to provide an effective, efficient, independent, transparent, and specialist tribunal for the fair hearing and resolution of sporting disputes.

The NST's **values**: at the NST we are **Collaborative**, **Accountable**, **Respectful** and we strive for **Excellence**.

Established by statute

The powers and functions of the NST are set out in the Act, with operations supported by a framework of legislative instruments. These include the National Sports Tribunal Rule 2020 (as amended by the National Sports Tribunal Amendment Rule 2021 and the National Sports Tribunal Amendment Rule 2022), the *National Sports Tribunal Practice and Procedure Determination 2024*, the *National Sports Tribunal Act 2019* — Specification of Sporting Body Instrument 2021, and the *National Sports Tribunal Act 2019* — Principles for Allocating a Member to a Dispute Instrument.

Structure and function

The NST has 3 divisions:

> Anti-Doping Division — deals with breaches of the anti-doping rules of a sport.
> General Division — deals with other disputes under the rules of a sport (including, for example, disputes that might arise under a sport's Member Protection Policy or Selection Policy).
> Appeals Division — deals with appeals from the Anti-Doping or General Divisions, as well as appeals from decisions made by 'in-house' sport tribunals.

The types of matters heard by the NST include disputes related to disciplinary issues, governance (for example board code of conduct), bullying and harassment, discrimination, athlete safeguarding, reviews of eligibility and selection decisions, and anti-doping rule violations. A party can engage the jurisdiction of the NST via the policy or policies of the relevant sporting body, or if all parties agree to have the dispute heard by the NST.

Powers

The NST is vested with powers that can be exercised to gather evidence and information to ensure the tribunal is properly informed.

In arbitration, NST Members can order a witness to appear before them to give evidence, and/or to produce documents, objects or other evidence. They also have the broad power to inform themselves about relevant matters independently of the submissions made by parties.

Equipping the NST with powers to compel evidence from third parties provides for superior dispute resolution capability. This is particularly important in cases that are reliant on intelligence-based evidence. Penalties are important in deterring third parties, who may be reluctant to provide information or produce documents or things, from failing to comply with a notice issued by the NST.

NST Members

NST Members are part-time statutory office holders, appointed under the Act by the Minister for Sport. As at 30 June 2025, there were 75 Members. The Members bring a diverse range of skills and experience to the tribunal. NST Members include legal professionals working in sport or administrative law, sports medicine specialists and sports administrators. Some Members are also former athletes.

Members are allocated to hear individual cases by the CEO of the NST. Matters are heard by a sole Member, or by a panel including a nominated Chair.

Table J.1 National Sports Tribunal Members (as at 30 June 2025)

National Sports Tribunal Members (as at 30 June 2025)		
Prof Jack Anderson	Dr Kenneth Graham	Mr Michael Mitchell
Ms Joanna Andrew	Mr Craig Green	Mr Anthony Nolan KC
Prof Lise Barry	Dr Annette Greenhow	Ms Rebecca Ogge
Mr Gabe Bednarek	Ms Jen Halbert	Mr Matthew O'Grady
Ms Elizabeth Bennett	Ms Fiona Halloran	Dr Catherine Ordway
Ms Venetia Bennett	Prof David Handelsman AO	Mr Anthony O'Reilly
Ms Brooke Bowman	Prof Deborah Healey	Mr Nicholas Pane KC
Mr Nathan Boyd	Mr Robert Heath KC	Ms Rossana Panetta
Dr Carolyn Broderick	Dr Jessica Henderson	Mr Sal Perna AM
Ms Eugenie Buckley	Ms Danielle Hikri	Mr Simon Philips
Ms Fiona Cameron	Ms Elisa Holmes SC	Mr Richard Redman
Mr Adam Casselden SC	Mr Nicolas Humzy-Hancock	Ms Chris Ronalds AO SC
Prof Andrew Christie	Ms Danielle Huntersmith	Mr Martin Ross
Mr Bruce Collins KC	Mr Christopher Johnstone KC	Ms Michelle Royal-Hebblewhite
Ms Sarah Cook OLY	Mr Darren Kane	Ms Naomi Schmitz
Mr Paul Czarnota	Dr Dominic Katter	Ms Jane Seawright
Ms Lisabella De Ferrari SC	Mr Marcus Katter	Dr June Smith
Mrs Fiona de Jong	Dr Caroline Kenny KC	Mr Mark Stevens
Ms Danielle De Paoli	Mr Peter Kerr AM	The Hon Steven Strickland KC
Dr Maria Dudycz	Ms Jessica Lambert	Dr Larissa Trease
Mr Scott Ellis	Mr Greg Laughton SC	Ms Ann West
Mr Christopher Emzin	Ms Judith Levine	Mr Ian White
Mr Jon Erbacher	Mr Anthony Lo Surdo SC	Mrs Annabelle Williams OAM
Mr David Grace AM KC	Ms Carolyn Manning	Dr Rebecca Wilson
Ms Emily Graham	Mrs Claire McLean PLY	Ms Danielle Woods

Table J.2 National Sports Tribunal Members — Gender Balance

As at 30 June 2025	Male	Female
Number of Members	35	40

Chief Executive Officer (CEO) and NST staff

Dr Michelle Gallen commenced as CEO of the NST in September 2023. Dr Gallen holds a PhD in international sports law and has been a leader in both government and sport, including as a senior executive within government and as President of Swimming Australia. Dr Gallen has held roles within the Australian Sports Commission, Melbourne and Olympic Parks Trust and the Australian Sports Anti-Doping Authority. Dr Gallen has also been a member of the Australian Anti-Doping Rule Violation Committee, the World Aquatics Masters Technical Committee, Chair of Selectors and Director of Triathlon Australia, and Chair of the ACT Minister's Sport and Recreation Advisory Council.

The NST's Deputy CEO, Mr Glenn Turnor was appointed in June 2025 after acting in the role from December 2024. Mr Turnor is an experienced sports administrator and General Counsel, serving in executive roles across sport for over 20 years. Mr Turnor has been with the NST since April 2024, originally commencing as the Principal Case Manager.

The NST Registry team provides case management and administrative support for matters brought to the NST for resolution. NST staff also manage a broad range of projects, including communication and engagement activities to support the operation of the NST.

Highlights — 2024–25 in review

Strategic Plan 2024–2027

In 2024 the NST finalised a new Strategic Plan with the goal to set the agenda for the NST as it shifts from a pilot to an ongoing Tribunal. The plan is built on 3 key pillars:

> **Best Practice:** Provide best practice sports dispute resolution services for Australian sport

> **Advocacy:** Comprehensive awareness within the sector and globally of NST services

> **Growth:** Increase NST's accessibility and reach

The plan is underpinned by a commitment to: consolidate on our strong foundation to guarantee excellent service; communicate to provide clarity and ensure we are known and understood by stakeholders; and contribute to broader sports integrity and government policy.

NST Member Forum

A key component of the NST's independence and impartiality is its Member cohort that is utilised to hear matters before the Tribunal.

In April 2025, the NST held a 2-day forum for its Members to engage with each other and the NST Registry. In particular, the forum focused on:

> Building awareness and understanding of where the NST fits into the broader sport integrity landscape in Australia, including interaction with the National Integrity Framework.

> Further educating Members on the Australian sport landscape.

> Collaboration and networking amongst Member cohort.

> Discussion on procedural and legal topics relating to the NST.

2024 Paris Olympic and Paralympic Games non-nomination appeals

To ensure a fair and efficient approach to nominations and selections for the Australian Team for the 2024 Olympic and Paralympic Games in Paris, the Australian Olympic Committee (AOC) and Paralympics Australia (PA) established a non-nomination and non-selection appeals mechanism.

Both the AOC and PA developed a framework that appointed the NST to hear non-nomination appeals, with AOC non-selection appeals referred to the Court of Arbitration for Sport (CAS).

The NST received 7 AOC and 8 PA non-nomination appeals all of which proceeded to a hearing.

International engagement

In April 2025, the CEO attended and presented at the International Dispute Resolution in Sport Conference on 11 April 2025 in Lausanne, Switzerland. The NST's Strategic Plan 2024–2027 includes a key objective to provide best practice sports dispute resolution services for Australian sport. Part of ensuring that the NST is providing the highest quality service is collaboration with other tribunals, arbitrators and mediators from around the world to stay abreast of procedural and substantive trends and innovations. The International Dispute Resolution in Sport Conference in Lausanne provided a unique opportunity for making these connections, promoting shared learning and consistency of decision-making.

Domestic engagement

NST continued to present and participate at both national and state/territory conferences and forums including:

> ANZSLA (Australian and New Zealand Sports Lawyers Association) Conference
> ACICA (Australian Centre for International Commercial Arbitration) and CIARB (Chartered Institute of Arbitrators Australia) International Arbitration Conference
> Sport Integrity Australia National CEO Conference and National Integrity Manager Forum
> State and Territory Partners.

Table J.3 Number of finalised and active cases

Cases	National	State/Territory	Club	Total
Number of cases finalised in 2024–25	33	9	1	43
Number of active cases as at 30 June 2025	4	5	2	11

Table J.4 Cases finalised in 2024–25 — Division and type of matter

Cases finalised in 2024–25 — Division and type of matter	
General Division — Eligibility and/or selection dispute	15
General Division — Safeguarding	10
General Division — Member Protection	8
Anti-Doping — Anti-Doping Rule Violation	3
General Division — Other	3
General Division — Code of Conduct	2
General Division — Governance	2
Total	**43**

Figure J.1 Cases finalised in 2024–25

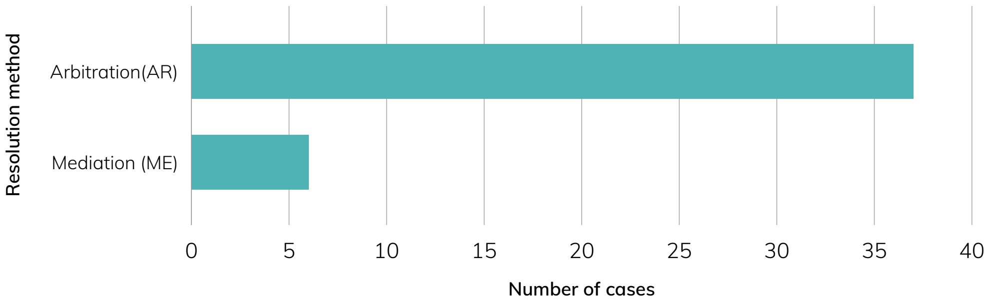
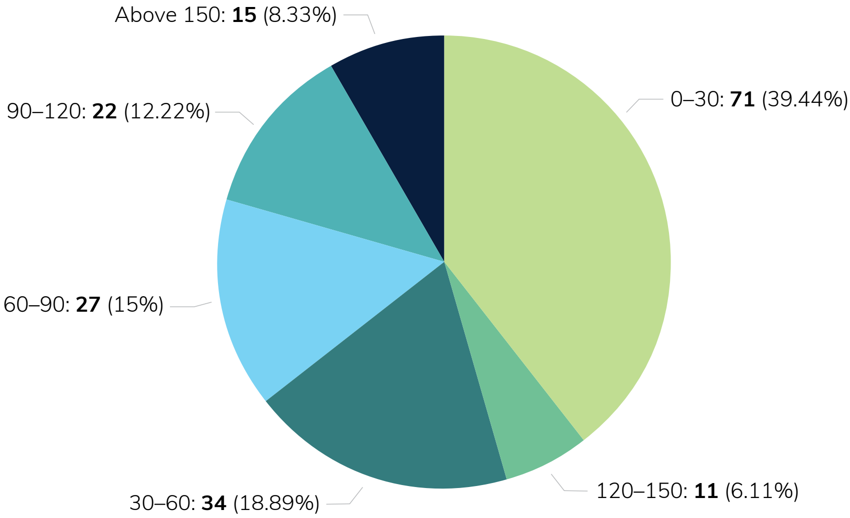


Table J.5 Cases finalised by the National Sports Tribunal to 30 June 2025

Case duration	Case length (days)
Mean	63
Median	48

Figure J.2 Duration of cases finalised by the National Sports Tribunal to 30 June 2025



Appendix K: Report under the *Protection of Movable Cultural Heritage Act 1986*

This report is made under section 47 of the *Protection of Movable Cultural Heritage Act 1986 (the Act)*.

Regulatory activities under the Act are undertaken in response to applications received for export permits or certificates of exemption. Regulatory activities may also be undertaken with respect to objects that have been illegally exported from Australia or imported into Australia after being illegally exported from another country.

Table K.1 Actions taken under the *Protection of Movable Cultural Heritage Act 1986*

Category	Action	2023–24	2024–25
Permanent export permits	Issued	10	36
Permanent export permits	Refused	0	0
Permanent export permits	Varied	1	0
Temporary export permits	Issued	1	17
Temporary export permits	Refused	0	0
Temporary export permits	Varied	0	1
Temporary export permits	Variation refused	1	0
Certificate of exemption	Issued	0	3
Certificate of exemption	Refused	0	0
Certificate of exemption	Varied	0	0
National Cultural Heritage Account	Applications approved	4	4
Unlawful import	Objects seized	15	9
Unlawful import	Objects returned to foreign countries	3	1

The number of export permits, export permit variations and letters of clearance issued are listed below in the categories under which they fall, as defined in the *National Cultural Heritage Control List*, Schedule 1, Protection of Movable Cultural Heritage Regulations 2018.

36 permanent export permits were issued:

> 2 objects of applied science or technology
> 34 objects of fine or decorative art

17 temporary export permits were issued:

> 16 objects of fine or decorative art
> 1 object of historical significance

1 temporary export permit variation was varied:

> 1 object of historical significance

3 certificates of exemption were issued:

> 2 objects of fine or decorative art
> 1 philatelic object

91 non-statutory letters of clearance were issued:

> 1 archaeological object
> 3 objects of natural science
> 81 objects of applied science or technology
> 1 object of fine or decorative art
> 5 objects of historical significance

Applications for funding approved under the National Cultural Heritage Account in 2024–25:

> Australian National Maritime Museum — 19th century figurehead representing a First Nations woman
> National Film and Sound Archive of Australia — a collection of 5 Australian-made pinball game machines manufactured by A. Hankin & Co.
> National Museum of Australia — Donald Bradman's baggy green cap, c. 1946
> Bendigo Art Gallery — Sidney Nolan painting, Soldier on the Beach, c. 1962.

Objects returned to a foreign country in 2024–25:

> 1 object to Poland: an 1813 Holey Dollar.

Further information on returns of foreign cultural property is available on the department's website.[104]

104 Available at: www.arts.gov.au/what-we-do/cultural-heritage/movable-cultural-heritage/importing-cultural-heritage-objects-australia/returns-foreign-cultural-property

Navigation aids

List of requirements

The table below outlines compliance with requirements under section 17AJ(d) of the *Public Governance, Performance and Accountability Rule 2014.*

PGPA Rule Reference	Part of Report/Description	Requirement	Page No.
17AD(g)	**Letter of transmittal**		
17AI	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	3
17AD(h)	**Aids to access**		
17AJ(a)	Table of contents (print only).	Mandatory	4
17AJ(b)	Alphabetical index (print only).	Mandatory	325
17AJ(c)	Glossary of abbreviations and acronyms.	Mandatory	321
17AJ(d)	List of requirements.	Mandatory	312
17AJ(e)	Details of contact officer.	Mandatory	2
17AJ(f)	Entity's website address.	Mandatory	2
17AJ(g)	Electronic address of report.	Mandatory	2
17AD(a)	**Review by accountable authority**		
17AD(a)	A review by the accountable authority of the entity.	Mandatory	6
17AD(b)	**Overview of the entity**		
17AE(1)(a)(i)	A description of the role and functions of the entity.	Mandatory	31
17AE(1)(a)(ii)	A description of the organisational structure of the entity.	Mandatory	34
17AE(1)(a)(iii)	A description of the outcomes and programs administered by the entity.	Mandatory	38
17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan.	Mandatory	38

PGPA Rule Reference	Part of Report/Description	Requirement	Page No.
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority.	Mandatory	31
17AE(1)(aa)(ii)	Position title of the accountable authority or each member of the accountable authority.	Mandatory	31
17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory	31
17AE(1)(b)	An outline of the structure of the portfolio of the entity.	Portfolio departments mandatory	29
17AE(2)	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory	36
17AD(c)	**Report on the Performance of the entity**		
	Annual performance Statements		**Part 2**
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	41
17AD(c)(ii)	**Report on Financial Performance**		
17AF(1)(a)	A discussion and analysis of the entity's financial performance.	Mandatory	19
17AF(1)(b)	A table summarising the total resources and total payments of the entity.	Mandatory	256
17AF(2)	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory.	Not applicable

PGPA Rule Reference	Part of Report/Description	Requirement	Page No.
17AD(d)	**Management and Accountability**		
	Corporate Governance		**Part 3.1**
17AG(2)(a)	Information on compliance with section 10 (fraud systems)	Mandatory	155, 157
17AG(2)(b)(i)	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory	157
17AG(2)(b)(ii)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory	157
17AG(2)(b)(iii)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory	157
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	148
17AG(2)(d) – (e)	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance.	If applicable, Mandatory	Not applicable
	Audit Committee		**Part 3.1**
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	150
17AG(2A)(b)	The name of each member of the entity's audit committee.	Mandatory	151
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	151
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	151
17AG(2A)(e)	The remuneration of each member of the entity's audit committee.	Mandatory	151

PGPA Rule Reference	Part of Report/Description	Requirement	Page No.
	External Scrutiny		**Part 3.4**
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	168
17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory	Not applicable
17AG(3)(b)	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory	169
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory	170
	Management of Human Resources		**Part 3.2 & Appendix C**
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	158
17AG(4)(aa)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: a. statistics on full-time employees b. statistics on part-time employees c. statistics on gender d. statistics on staff location.	Mandatory	278, 279
17AG(4)(b)	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: > Statistics on staffing classification level > Statistics on full-time employees > Statistics on part-time employees > Statistics on gender > Statistics on staff location > Statistics on employees who identify as Indigenous.	Mandatory	280, 281, 282, 283

PGPA Rule Reference	Part of Report/Description	Requirement	Page No.
17AG(4)(c)	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the *Public Service Act 1999*.	Mandatory	161, 284
17AG(4)(c)(i)	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory	284
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level.	Mandatory	284
17AG(4)(c)(iii)	A description of non-salary benefits provided to employees.	Mandatory	161, 289
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory	Not applicable
17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory	Not applicable
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory	Not applicable
17AG(4)(d)(iv)	Information on aggregate amount of performance payments.	If applicable, Mandatory	Not applicable
	Assets Management		**Part 3.3**
17AG(5)	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory	163
	Purchasing		**Part 3.3**
17AG(6)	An assessment of entity performance against the *Commonwealth Procurement Rules*.	Mandatory	164
	Reportable consultancy contracts		**Part 3.3**
17AG(7)(a)	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	164

PGPA Rule Reference	Part of Report/Description	Requirement	Page No.
17AG(7)(b)	A statement that "*During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of $[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of $[specified million]*".	Mandatory	164
17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory	164
17AG(7)(d)	A statement that "*Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.*"	Mandatory	164
	Reportable non-consultancy contracts		**Part 3.3**
17AG(7A)(a)	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	165
17AG(7A)(b)	A statement that "*Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.*"	Mandatory	165
17AD(daa)	**Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts**		**Part 3.3**
17AGA	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory	165

PGPA Rule Reference	Part of Report/Description	Requirement	Page No.
	Australian National Audit Office Access Clauses		**Part 3.3**
17AG(8)	If an entity entered into a contract with a value of more than $100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory	167
	Exempt contracts		**Part 3.3**
17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than $10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory	167
	Small business		**Part 3.3**
17AG(10)(a)	A statement that "*[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.*"	Mandatory	166
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	166
17AG(10)(c)	If the entity is considered by the department administered by the Finance Minister as material in nature — a statement that "*[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.*"	If applicable, Mandatory	166

PGPA Rule Reference	Part of Report/Description	Requirement	Page No.
	Financial Statements		**Part 4**
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	173
	Executive Remuneration		**Part 3.2 & Appendix C**
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	Mandatory	162, 287
17AD(f)	**Other Mandatory Information**		
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that "*During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website.*"	If applicable, Mandatory	295
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory	Not applicable
17AH(1)(b)	A statement that "*Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website].*"	If applicable, Mandatory	167
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	160
17AH(1)(d)	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	169
17AH(1)(e)	Correction of material errors in previous annual report	If applicable, Mandatory	Not applicable
17AH(2)	**Information required by other legislation**		
	Ecologically sustainable developmental and environmental performance (section 516A of the *Environmental Protection and Biodiversity Conservation Action 1999*)	Mandatory	267

PGPA Rule Reference	Part of Report/Description	Requirement	Page No.
	Report under the *Work Health and Safety Act 2011*	Mandatory	291
	Reports under aviation legislation	Mandatory	297
	Report under the *National Land Transport Act 2014*	Mandatory	298
	Reports under public broadcasters legislation	Mandatory	299
	Report under the *Telecommunications (Consumer Protection and Service Standards) Act 1999*	Mandatory	300
	Report on the Operation of the National Sports Tribunal for 2024–25	Mandatory	302
	Report under section 47 of the protection of *Movable Cultural Heritage Act 1986*	Mandatory	309

Glossary

Administered item	A component of an administered program.
Asset Completion Report (ACR)	An ACR is submitted by regional connectivity program, mobile black spot program and peri-urban mobile program funding recipients following completion of each contracted work.
Australian Transport Safety Bureau	An independent Commonwealth Government statutory agency that categorises and codes aviation safety data, and provides the National Aviation Occurrence Database.
Division	An organisational unit within the department managed by a First Assistant Secretary that reports to the Executive.
Federation Funding Agreement	Outlines the objectives, principles and institutional arrangements governing financial relations between the Commonwealth and the state and territory governments.
Federation Funding Agreement Schedule	Schedule outlines specific funding by program and other agreement types.
Financial results	The results shown in the financial statements of an entity.
Free-to-air	The broadcast services available without a subscription or fee.
Freight	Goods transported by truck, train, ship or aircraft.
Government Business Enterprise (GBE)	A GBE is a Commonwealth entity or Commonwealth company prescribed by the PGPA Rule.
Grant	Australian Government financial assistance as defined under the Commonwealth Grants Rules and Guidelines.
Mobile black spot	A location with poor or non-existent mobile coverage.
Movement of Funds	A 'movement of funds' process is carried out twice a year in relation to un-expensed administered operating appropriations. This involves portfolio ministers submitting requests to the Minister for Finance advising of timing changes to funding requirements. If agreed by the Minister for Finance, there will be an increase in the amount appropriated in later year(s).
National Broadband Network	National Broadband Network is a major upgrade to Australia's national telecommunications infrastructure, and will deliver fast broadband to all Australian homes and businesses.
Non-self-governing territories	Includes the Indian Ocean Territories of Christmas Island and the Cocos (Keeling) Islands, Norfolk Island, the Jervis Bay Territory, the Ashmore and Cartier Islands, and the Coral Sea Islands.

Operations	Functions, services and processes performed in pursuing the objectives or discharging the functions of an entity.
Outcomes	The results, impacts or consequences of actions by the Australian Government on the Australian community — these should be consistent with those listed in the entity's Portfolio Budget Statements and Portfolio Additional Estimates Statements.
Per- and poly-fluoroalkyl substances (PFAS)	PFAS comprise a group of over 4,000 chemicals. PFAS do not naturally break down in the environment and are toxic to a range of animals.
Performance information	Evidence about performance that is collected and used systematically. It may relate to appropriateness and effectiveness, as well as efficiency and the extent to which an outcome can be attributed to an intervention.
Place-based	Place-based approaches target the specific circumstances of a place and engage the community and a broad range of local organisations from different sectors as active participants in their development and implementation.
Portfolio Budget Statements	A Budget-related paper detailing Budget initiatives and appropriations, by outcome and program, for each entity within a portfolio.
Program	An activity or group of activities that delivers benefits or services or transfers payments to individuals, industry or the community as a whole.
Purpose	The objectives, functions or role of the entity or company. In relation to performance management, purposes are the reasons or ideal state or outcomes, for which the entity or company undertakes its activities.
ROVER (Road Vehicle Regulator)	ROVER is the department's road vehicle standard support system which contains data for monitoring decision-making timeframes and voluntary recalls.
Spectrum	Spectrum refers to electromagnetic spectrum — the resource which allows wireless signals to be sent.
Strategic Local Government Asset Assessment Project	Provides funding to the National Heavy Vehicle Regulator to assist local government road managers to undertake capacity assessments of bridges and culverts on key heavy vehicle routes.
Universal Service Obligation	The obligation placed on universal service providers of telecommunications to ensure that all people in Australia have reasonable access to standard telephone services.

Acronyms and abbreviations

AAA	Australian Automobile Association
ABS	Australian Bureau of Statistics
ACMA	Australian Communications and Media Authority
ACR	Asset Completion Report
ACT	Australian Capital Territory
ANAO	Australian National Audit Office
APS	Australian Public Service
APSC	Australian Public Service Commission
ARC	Audit and Risk Committee
ARTC	Australian Rail Track Corporation
ATSB	Australian Transport Safety Bureau
BITRE	Bureau of Infrastructure and Transport Research Economics
DITRDCSA	Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
EIS	Environmental Impact Statement
FFA	Federation Funding Agreement
FFAS	Federation Funding Agreement Schedule
GBE	Government Business Enterprise
IIP	Infrastructure Investment Program
IPS	Infrastructure Policy Statement
ITRDCSA	Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
NAIF	Northern Australia Infrastructure Facility
NBN	National Broadband Network
NFSA	National Film and Sound Archive of Australia
NRS	National Relay Service

NST	National Sports Tribunal
NSW	New South Wales
NT	Northern Territory
NVES	New Vehicle Efficiency Standard
OSA	*Online Safety Act 2021*
PAES	Portfolio Additional Estimates Statements
PBS	Portfolio Budget Statements
PGPA	Public Governance, Performance and Accountability
QLD	Queensland
RAP	Regional Airports Program
RASS	Remote Air Services Subsidy
RCP	Regional Connectivity Program
RDA	Regional Development Australia
ROVER	Road Vehicle Regulator
rPPP	regional Precincts and Partnerships Program
RVS	Road Vehicle Standards
SA	South Australia
SES	Senior Executive Service
SLGAAP	Strategic Local Government Asset Assessment Project
TAS	Tasmania
TFES	Tasmanian Freight Equalisation Scheme
uPPP	urban Precincts and Partnerships Program
WA	Western Australia
WHS	Work Health and Safety
WSA	Western Sydney Airport Co Limited
WSI	Western Sydney International (Nancy-Bird Walton) Airport

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About the artist and artwork

About the artwork

The artwork, *Connections*, acknowledges the journey of the department's ongoing commitment to creating positive outcomes for First Nations employees and communities across Australia. It tells the story of the cultural objectives that underpin the department's journey of shared purpose: Embracing Cultures; Yarning with Communities; and Connecting to Countries.

The blue rings represent embracing cultures — the department's values and ongoing commitment to Reconciliation and supporting mob through a united effort, fueled by curiosity and integrity.

The expansive pink circles embody the concept of yarning with communities — we all come together to listen, yarn and learn from each other and build strong connections.

The intricate green and pink circles represent connecting to Countries — celebrating the many cultures that make up First Nations Australia and symbolising the department's national footprint.

The cultural objectives are supported by the individual voices, experiences, perspectives and unique skills that the First Nations mob, employees and communities bring to the department — as we walk this journey together, celebrating the oldest continuing living cultures in the world, we create positive change.

About the artist

Mahalia Mabo is a proud Manbarra, Nywaigi, and Meriam woman. She comes from a long line of artists and creatives. Her paternal grandparents, the late activists Dr Eddie Koiki Mabo and Dr Bonita Mabo, were both artists and creatives, her father a sculptor, and mother and maternal grandmother painters. Mahalia is an intuitive artist. Her artwork represents her connection to Country, family and her saltwater heritage. Her paternal grandfather connects her to Mer in the Torres Straits and her paternal grandmother connects her to the Great Barrier Reef and its creation story.

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