Australian Government

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

2025–26

Corporate Plan

Covering the reporting period 2025–26 to 2028–29

Connecting Australians **Enriching** our communities **Empowering** our regions

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.

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Message from the Secretary

Jim Betts
Secretary

Our 2025–26 Corporate Plan showcases how we intend to deliver on a significant agenda of regulatory, program and policy implementation into real outcomes for Australians.

The government is embracing long-term planning, and this forward-looking approach is shaping the way we prepare and position ourselves. Together with a broad range of partners, we will work to provide more connected, productive, safe, sustainable, healthy and culturally vibrant communities right across the country.

Following machinery of government changes in May 2025, we welcomed the Office for Sport and the National Sports Tribunal into the department, and the Australian Sports Commission, Australian Sports Foundation and Sport Integrity Australia into our portfolio. We also saw some colleagues move out of the department, with cities policy functions transferring to the Treasury portfolio.

We continue to embed First Nations perspectives across the department and our work, with the *Our Stories on Country Agreement* providing a framework for driving behavioural and organisational change. The Agreement embodies our shared commitment to being an organisation which truly values the culture, knowledge and aspirations of Aboriginal and Torres Strait Islander people and is central to achieving the transformation elements under Priority Reform Three of the National Agreement on Closing the Gap.

Infrastructure

Transport infrastructure is central to supporting economic growth and creating a stronger future for our country. Over 2025–26 and guided by the Infrastructure Policy Statement, we will work with industry, governments and our portfolio entities to deliver nationally significant infrastructure projects and manage the more than $120 billion infrastructure investment pipeline. We will also continue to work with our Queensland partners to deliver sporting infrastructure supporting Brisbane 2032 Olympic and Paralympic Games (the Games).

Major infrastructure projects will continue to progress, including the Western Sydney (Nancy-Bird Walton) International Airport which is scheduled to commence operations in 2026, construction of Inland Rail, and investment in Australian Rail Track Corporation (ARTC) network upgrades for climate resilience.

To increase First Nations employment and supplier-use in the delivery of land transport infrastructure projects, the department will work in collaboration with state governments and First Nations stakeholders to develop a refreshed First Nations Employment and Procurement Infrastructure Framework.

In road safety, the department administers several infrastructure subprograms, including the Active Transport Fund, the Safer Local Roads and Infrastructure Program, and the Black Spots Program. We will continue to regulate the initial provision of road vehicles in the Australian market to ensure compliance with national standards for safety, anti-theft, and emissions performance and coordinate the next National Road Safety Strategy Action Plan.

Transport

By 2030, transport will be the biggest emitter of greenhouse gases in Australia. Our portfolio will play a significant role in supporting the government to reach its emissions reduction targets and achieve net zero, including reducing emissions in the transport sector, increasing the resilience of our infrastructure and supporting our regions in the transition from fossil fuels. The ways we will achieve this include:

- Regulating the fleet-wide emissions from new passenger and light commercial vehicles under the New Vehicle Efficiency Standard (NVES).
- Supporting aviation and maritime emissions reduction through our involvement in the International Civil Aviation Organization and the International Maritime Organisation respectively.
- Encouraging a local low carbon liquid fuels market and new aviation technologies.

Transport is key to productivity growth across the economy, and our portfolio plays an important role supporting safe and secure transport systems while enabling productivity and efficiencies across a range of industries reliant on transport such as agriculture, logistics, emergency services, construction, mining and infrastructure. To this end, in 2026 we will:

- Undertake maritime regulation activities to uphold the integrity of business processes, ensuring the protection of public and stakeholder interests.
- Reinvigorate the Australian shipping industry through the establishment of a Strategic Fleet Pilot Program thereby increasing Australia's sovereign maritime capability and enabling the government to requisition vessels in times of need.
- Work with our partners to advance the National Freight and Supply Chain Strategy, ensuring resilience in the industry and supporting decarbonisation efforts.
- Work with regulators in the portfolio to provide the appropriate regulatory frameworks, governance and sustainable funding to support transport safety.

The department continues its work to strengthen the aviation industry by implementing initiatives from the Aviation White Paper, negotiating bilateral air service agreements, and through its continued support for the government's response to the Rex Airlines Pty Ltd voluntary administration. Key areas of focus in 2025–26 will include progressing new consumer protections and co-design of accessibility standards for Australians' with disability, to drive an aviation industry which is competitive and better serves travelling Australians. We will also seek to protect Australians by delivering the per- and poly-fluoroalkyl substances (PFAS) Airports Investigation Program, ensuring that nationally-consistent PFAS Management Plans are put in place. As Western Sydney International Airport becomes operational later in 2026 we will support the enabling activities and regulatory consideration required for opening.

Sport, Territories and Regions

The Office for Sport

Access to and participation in sport enriches everyone's lives, brings communities together and benefits the economy.

The addition of the Office for Sport to the department provides significant opportunities for closer collaboration on key pieces of work. In the coming year, this will be particularly important in our regional, infrastructure and arts spaces as we look to deliver for communities and work towards the the Games.

The Office for Sport is helping to drive the planning, governance and coordination of the Games, as well as other major sporting events which in 2025–26 include:

- VIRTUS World Athletics Championships
- Canoe Slalom World Championships
- Boccia World Challenger
- Women's Football Asian Cup.

Through the Office for Sport, the department is responsible for programs such as *Play Our Way* which aims to engage communities in sport and physical activity and for the implementation of Sport *Horizon*, the National Sport Strategy 2024–2034 (the Strategy). The Strategy sets the priorities for sport in Australia over the coming decade. 2025–26 will see the department work in partnership with its portfolio agencies and stakeholders to implement the strategy, with a view to achieving the shared vision of healthy, active, connected communities and a thriving sports system.

Territories and regions

Our work across urban spaces, rural and regional areas and Australia's territories connects and empowers communities, improves productivity and seeks to lift living standards. It sees us provide policy advice to support regional economic development and resilience, and assist the net zero transition.

Through the *Northern Australia Action Plan* 2024–2029, the department continues to support the Northern Australia Infrastructure Facility and transformational projects across the north, including helping the Government consider the outcomes of the *Northern Australia Infrastructure Facility Act 2016* review.

The department in 2025–26 will continue to support regional projects that generate economic, social, and community outcomes, deliver regional election commitments and major projects such as Middle Arm Sustainable Development Project and regional logistic hubs. We will also partner with state, territory, and local governments and communities to continue implementing city and regional deals.

Creative Economy and the Arts

The department continues to deliver our commitments for the arts under Australia's National Cultural Policy, *Revive*. *Revive*, is a five-year policy due for completion in 2027. The coming year will see the department commence engagement with stakeholders on the development of an updated National Cultural Policy. This will ensure the hard work already done to renew Australia's arts, entertainment and cultural sector continues.

Our commitments to Target 16 (the Target) and the Priority Reforms under the National Closing the Gap Agreement remain a priority. As the Language Policy Partnership enters its third year of operation, we have clear learnings and direction on reforms that are required to deliver meaningful progress against the Target.

In 2025–26, we will continue to strengthen Australia's cultural infrastructure including significant investments in refurbishments for the Australian National Academy of Music (ANAM), and for the new Fox: NGV Contemporary at the National Gallery of Victoria.

The Australian music sector will continue to receive essential support for live music venues and festivals, through an uplift and extension of the successful *Revive* Live program. This critical extension of funding will create more opportunities for new and established Australian artists to perform, be discovered and enjoyed by audiences. It will also focus on improving accessibility and inclusion at live music events.

Communications and Media

The Communications and Media portfolio is a critical part of our national and international infrastructure. The coming year will see us continue our efforts to improve and strengthen connectivity, build resilience and prosperity through government investment, keep people safe online and support a strong and diverse media landscape.

The department is supporting the development of the government's media reform agenda and the implementation of five-year funding terms for national broadcasters. It is also fostering innovation and commercial sustainability and resilience in the news sector.

We will invest in telecommunications infrastructure to expand mobile coverage and ensure network resilience, while maintaining a consumer-focused regulatory regime and enhancing consumer safeguards.

The department will continue to engage with industry, government, and international stakeholders, and maintain governance oversight of Australia Post, NBN, the ABC and SBS. Efforts to keep Australians connected during crises will continue and in 2025–26 include development of a National Messaging System, improving emergency communications, and committing to a Universal Outdoor Mobile Obligation.

In the digital space, the department will:

- establish a duty of care for digital platforms operating in Australia
- progress Stage 2 of the reform to the National Classification Scheme
- implement minimum age limits for social media use.

We are also working to establish a modern, fit-for-purpose regulatory framework for communications and delivering programs to enhance digital inclusion for students, First Nations communities and vulnerable Australians.

Corporate Enabling Services

We are managing our budget prudently to ensure our ongoing financial sustainability, with a strong emphasis on supporting our people. Work is underway to minimise duplication within the department, increase efficiency and manage workload risks.

Over the next 2 years the department aims, progressively, to roll out a Modernisation Program to increase efficiency and productivity, uplift our technological capability, strengthen our corporate systems and deliver a better workplace for our staff.

The program is supported through the introduction of Microsoft 365, delivering new offices across the country and implementing a new Enterprise Resource Planning solution. Together, these projects will create and deliver improvements to the tools, systems and spaces that encourage our staff to grow, innovate and thrive.

The department has a number of crucial functions including regulation, policy-making, enabling and investment. I take enormous pride and inspiration from our staff, who are committed every day to delivering for the Australian community across the infrastructure, transport, regional development, territories, communications, sports and arts sectors.

I am proud to lead a department of such committed staff who demonstrate the values of kindness, creativity, collaboration, inclusivity and daring in undertaking their roles.

I, Jim Betts, as the accountable authority of the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts, am pleased to present the department's 2025–26 Corporate Plan, for the reporting period 2025–26 to 2028–29, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Jim Betts
Secretary

AUS
ARBON

Introduction

Changes to the department

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 physical activity policy and functions were transferred to the Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (ITRDCSA) portfolio from the Health, Disability and Ageing portfolio.

Responsibility for land and planning policy, and cities and urban policy functions were transferred from the ITRDCSA portfolio to the Treasury portfolio.

Changes to the department's outcome structure

As a result of changes to the AAO, changes have been made to the department's outcome structure. These changes reflect the transfer of functions to the Department of the Treasury and from the Department of Health, Disability and Ageing.

Changes to outcome statements

Previous outcome statement	Revised/new outcome statement
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	**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
Outcome 4: Contribute to healthy, active communities and a sustainable sport system through policy development, coordination and targeted support *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

Changes to program names

Previous program name	Revised/new program name
Program 3.3: Cities	**Program 3.3:** Urban Development
Program 4.1: Sport and Physical Activity *Previously the responsibility of the Department of Health, Disability and Ageing*	**Program 7.1:** Sport and Physical Activity

The revised outcome structure replaces that published in the 2025–26 Portfolio Budget Statements and 2024–25 Corporate Plan.

Our vision

Our work connects and enriches every Australian community, underpins our economy and society, and empowers our regions. We provide policy advice and deliver programs, projects and services in the infrastructure, transport, communications, sport and arts sectors, supporting our regions, cities and territories.

Figure 1: Our Organisational Objectives

Our organisational objectives are to serve the government of the day, with a focus on improving the lives and opportunities of the Australian community by:

Our purpose

Our purpose statement ensures proper reflection of the department's important role in supporting the economic, social and cultural well-being of Australians.

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.

Our structure

As at August 2025[1]

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 denote 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

1 The department's most recent structure chart is available at: https://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

Our outcomes, programs and key activities

Our purpose is achieved through our outcomes, programs and key activities.

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 and portfolio entities.

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

- Support the implementation of key Aviation White Paper Outcomes
- Manage aviation programs and regulations
- Support a safe and accessible transport system
- Administer effective aviation safety, accessibility for people with disability and new and emerging aviation technologies policy.

Outcome 3

Regional and Urban Development, Local Government, and Northern Australia

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 3.1: Regional Development

Key Activities

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

Program 3.2: Local Government

Key Activities

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

Program 3.3: Urban Development

Key Activities

- Work with Queensland to deliver infrastructure for the Brisbane 2032 Olympic and Paralympic Games
- Deliver commitments to enhance community level infrastructure in Australia's cities and towns.

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

- Deliver communications programs, including in regional and remote Australia
- Provide effective and inclusive communications services and technologies
- Advise on the regulatory and legislative framework for spectrum management, 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 Activity

- Provide national policy advice and governance support, deliver on sport programs and projects, and provide strategic coordination and support on major international sporting events.

Our Operating Context

Part 1: Our Operating Environment

The department impacts the economic and social wellbeing of Australia. Operating within a complex and evolving environment, we touch the lives of Australians on a daily basis.

Our diverse responsibilities expose us to significant environmental factors that impact our ability to deliver our purpose. These include:

- supply chain challenges due to changes in domestic and international markets, natural disasters and global events
- tight labour markets and skill shortages in construction, transport, service delivery and creative arts sectors
- extreme weather events due to climate change — which have an impact on all sectors in the department's purview from major infrastructure projects to music festivals
- digital technology challenges such as:
  - reliable service delivery to customers
  - innovative and evolving data governance
  - cyber-attacks threatening online safety.

We are developing policy and implementing, managing and evaluating programs with Our Partners. This ensures our policies and programs are fit for purpose in an environment of change.

Find further details on our operating environments in the Our Performance section of this Corporate Plan.

Our workforce

The department's workforce is predominantly based in Canberra, however our footprint across Australia continues to grow with over 20% of our staff now working in other capital cities, regional areas, and 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, access to broader labour markets for critical workforce skills and capabilities, and most importantly contributing to better outcomes for all Australians.

Like all employers, the attraction, development and retention of a high-performing and inclusive workforce remains a key priority. In our 2023 Australian Public Service Commission (APSC) Capability Review, our positive and supportive culture was noted, and areas where we can continue to build on our strengths and capabilities were identified.

For example, we are focused on improving location-based strategies and services to staff located outside of Canberra with support provided through our Corporate Liaison function and the National Roundtable Forum.

Our Canberra staff will soon transition to new accommodation. This move will bring our people together in a modern, flexible and efficient workplace, consolidating staff who currently work across 4 Canberra buildings.

In response to the APSC Capability Review, the department launched the *Strategic Workforce Plan 2024–2027* (the Plan). The Plan provides an analysis of our strategic workforce requirements, now and into the future. Progress against the Plan is discussed in more detail in the Our People Capability section of this Corporate Plan.

APSC Capability Review

The department will continue to deliver against the commitments we made in the *Agency Action Plan: Capability Review Response*. A prioritised program of work (Capability Priorities Program) has been developed which continues to progress an ambitious capability improvement agenda to ensure the department can deliver effectively, by transforming the way we work.

Underpinning the program are 5 expected outcomes:

We operate as **one enterprise** that is greater than the sum of its parts, guided by a strong purpose, a positive culture, and high standards of integrity, and resourced as a priority.

Our corporate and enabling functions provide a **strong centre**, that deliver efficient and effective services that strengthen our accountability, governance and decision-making, and strategic workforce planning.

Staff have access to **modern digital and data** systems and tools and there is an increase in digital and data literacy through training, communication and sharing of insights and best practice across government and industry.

Collaboration is an expected, valued and celebrated behaviour across all levels. We engage meaningfully with our staff, communities, industry, jurisdictions, and our government colleagues, to leverage collective knowledge and co-design solutions.

We confidently steward **strategic policy** advice across the portfolio, and are recognised as an employer of choice for aspiring and experienced policy professionals. Embedding diverse perspectives and a partnership approach in our policy processes is standard business.

The department's Transformation Program Steering Committee (TPSC) oversees the implementation and delivery of our actions associated with the APSC Capability Review. Information on work being undertaken by the department in response to the APSC Capability Review is discussed throughout this Corporate Plan; such as the establishment of our Strategic Workforce Plan 2024–2027 focused on our People Capability, and the implementation of our Evaluation Strategy 2024–2027, which aims to improve our evaluation practices and strengthen our strategic policy and delivery capabilities. Additional information will also be included in our 2024–25 Annual Report.

Figure 2: APSC Capability Review — Expected Outcomes

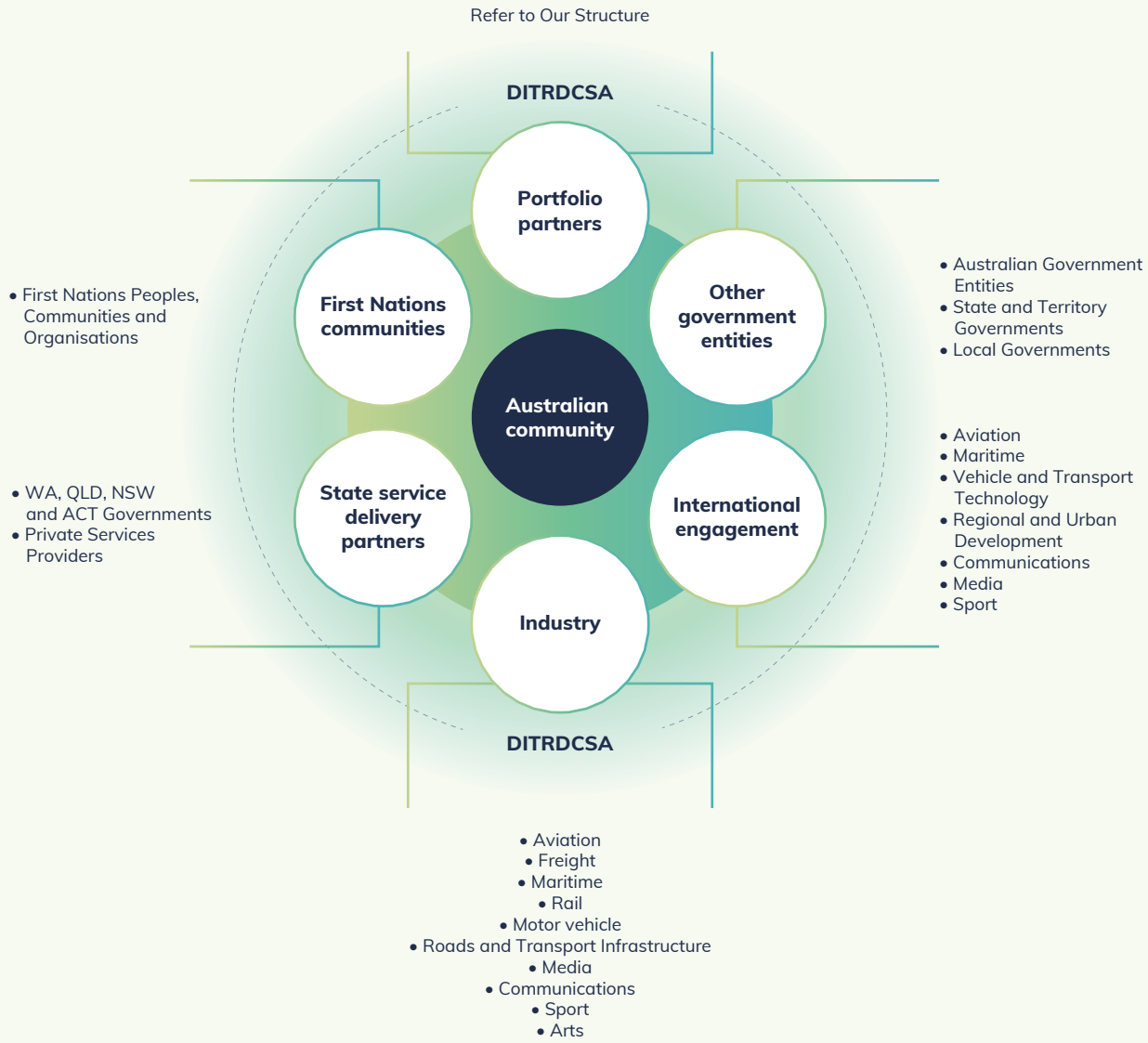
Our partners

Collaboration and engagement with our partners are fundamental in helping us achieve our purpose. They are also critical to designing policy and regulatory approaches that are fit for purpose. Maintaining open, trusted and respectful relationships allow us to understand different perspectives on our policies and services and helps us navigate competing needs and interests.

In line with our values and strategic objectives, the department actively seeks diverse views and engages regularly with key partners.

Our aim is that all staff engage meaningfully with communities, industries, other jurisdictions and our whole-of-government colleagues to leverage their collective capabilities and insights to improve policy, program and service delivery outcomes.

Figure 3: Our partners (For more information on our portfolio partners, refer to Our structure).



Portfolio partners

We work closely with our 32 portfolio entities and GBEs within the portfolio, as well as statutory office holders the National Sports Tribunal and eSafety Commissioner, to deliver programs, projects and services which support our regions, cities and territories across major infrastructure, transport, communications, sport and arts sectors. For example, WSA Co Ltd is delivering the Western Sydney International (Nancy-Bird Walton) Airport.

Other Government entities — federal, state & local

We work closely with our Australian Public Service colleagues[2] as well as state, territory and local governments to deliver the best outcomes for the Australian community. For example, through delivery of policy advice to the Australian Government and financial assistance, we support local governments to strengthen their capacity and better support local communities.

Industry

We engage and partner with a wide range of industry organisations and peak bodies. For example, nation/state freight-related bodies represent industry on the delivery and development of the National Freight and Supply Chain Strategy.

State service delivery partners

We ensure residents of non-self-governing territories are able to access critical state-level services through partnerships with the Western Australia, Queensland, New South Wales and Australian Capital Territory governments and private services providers. For example, the Western Australian Government administers the Christmas Island District High School providing high-quality education on island from Kindergarten to Year 12.

International engagement

We engage internationally to build and maintain effective relationships that promote Australia's interests. For example, we work through the International Civil Aviation Organization to establish, promote and enforce international aviation governance to support Australia's interests.

First Nations communities

We understand that it is essential to partner with First Nations communities, and are committed to co-designing policies and outcomes that positively impact their lives. For example, First Languages Australia works to build links between communities and the government, to encourage sustainable partnerships that impact Aboriginal and Torres Strait Islander languages.

Australian Government | NATIONAL SPORTS TRIBUNAL

We welcome the National Sports Tribunal (NST) to the portfolio

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.

The NST is led by its CEO, Dr Michelle Gallen, and is supported by the NST Registry team. NST staff provide 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.

A report on the operations of the NST for 2024–25 will be included in the department's 2024–25 annual report.

2 Information on linked programs with our portfolio entities other Australian Government entities is included in the Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio 2025–26 Portfolio Budget Statements

Our Stories on Country

Through our department's broad and diverse portfolio, we impact the lives of Aboriginal and Torres Strait Islander peoples and communities across Australia. The department is well positioned, both from our direct areas of responsibility and our broader influence, to deliver projects, programs and services that support empowerment and self-determination of Aboriginal and Torres Strait Islander peoples and deliver outcomes.

The Our Stories on Country Agreement (the Agreement), developed by Aboriginal and Torres Strait Islander employees, is the department's internal transformation strategy, which provides a framework for driving the behavioural and organisational change required to achieve the transformation elements under Priority Reform Three of the National Agreement on Closing the Gap.

At the heart of the Agreement, are the threads, principles and vision that weave together Aboriginal and Torres Strait Islander employees' aspirations and voices that will guide the department to create a thriving workplace. The Agreement paves a way for transformation based on the principles of self-determination, cultural authority, reciprocity, respect and being people centric.

The Agreement is central to embedding the Closing the Gap Priority Reforms and enables the department to deliver on broader whole-of-government objectives such as the National Agreement on Closing the Gap (including responding to the Productivity Commission's Three Yearly Review and upcoming independent Indigenous-led review), the APS Reforms, the Australian Human Rights Commission's Anti-Racism Framework, and actively demonstrates how we live by the APS values.

Since coming into effect in August 2024, we have made significant steps towards implementing the Agreement. We have:

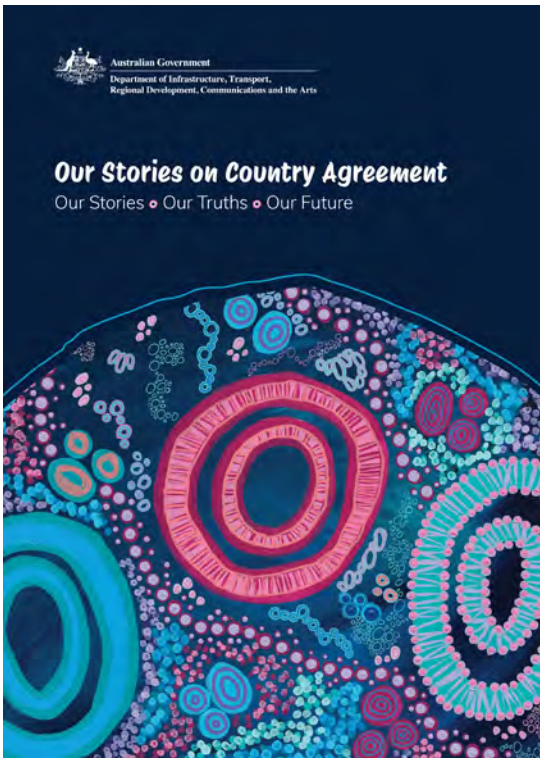
- Established Group Collaboration Circles.
- Continued accountability and joint leadership through the First Nations Steering Committee — a shared leadership model with majority Aboriginal and Torres Strait Islander membership, to elevate voices and perspectives.
- Developed a Partnership and Engagement Framework to support staff to engage and partner with Aboriginal and Torres Strait Islander peoples and communities in an effective and culturally safe way.
- Implemented a Cultural Safety Framework to support staff to create a culturally safe environment and to guide the development of strategies, policies and workplace culture that eliminates unconscious bias, discrimination and racism.
- Begun tracking our progress through the Our Stories on Country Dashboard which provides a transparent and comprehensive overview of progress towards the goals and aspirations outlined in the Agreement.

Looking ahead, we will be guided by the Our Stories on Country in Practice Plan which provides tangible actions, initiatives and deliverables developed in partnership with the First Nations Network to keep us accountable for continued progress. Key focus areas for 2025–26 include:

- Developing anti-racism and cultural humility strategies to further inform and progress the cultural capability of staff.
- Finalising Action for Impact plans for Group Collaboration Circles to progress and deliver on policy and program change within the department.
- Supporting guidance and strategies with e-learning packages and accountability frameworks to ensure successful implementation and accountability.

Implementation of the Agreement, including reporting and monitoring of our transformational journey, will continue to be overseen by the First Nations Steering Committee.

In honouring this Agreement, we value the cultures, knowledges and aspirations of Aboriginal and Torres Strait Islander peoples, families and communities. It requires us to engage with integrity and purpose, leveraging our influence and collective experience, to contribute to self-determination and enriched communities.



Net zero

Our department has a substantial role to contribute to achieving the government's greenhouse gas emissions reduction targets of 43% on 2005 levels by 2030 and net zero by 2050. The Portfolio Priorities and Net Zero branch coordinates the department's policies and programs to:

- Reduce greenhouse gas emissions in the transport and infrastructure sectors.
- Support the transition to, and take advantage of the opportunities of, a net zero future.
- Build resilience to extreme weather events resulting from climate change, which impact infrastructure and markets that our department stewards.

In 2025–26, the department will continue to develop and implement policies and programs that ensure our portfolio, and the industries it stewards, are making their contribution to the net zero task. Examples include:

- Delivering the *Transport and Infrastructure Net Zero Roadmap and Action Plan*, which will provide a clear strategy to reduce emissions across the transport and infrastructure sectors. The *Transport and Infrastructure Net Zero Roadmap and Action Plan* will be the transport sectoral plan, one of 6 sectoral decarbonisation plans to support the Australian Government's economy-wide Net Zero Plan.
- Coordinating departmental advice and input to non-portfolio Australian Government climate change policy development, such as the *Future Made in Australia Act 2024*, Powering the Regions Fund, the National Climate Change Risk Assessment and the National Adaptation Plan.
- Enhancing engagement on delivering net zero priorities, and how to improve our focus on climate resilience and adaptation.
- Supporting divisions with additional capacity on portfolio net zero priorities, connecting policy areas with new research and translating it into action.

Climate action in government operations

To lead by example on climate action and contribute to the Australian economy's transition to net zero by 2050, the Australian Government is committed to net zero emissions from government operations by 2030 and transparent and consistent climate disclosures to the Australian public.

The department will deliver its Climate Action in Government Operations (CAIGO) obligations by:

- Delivering on the department's Emissions Reduction Plan (ERP), as part of the APS Net Zero by 2030 target under the Net Zero in Government Operations Strategy
- Disclosing within our Annual Report under the Commonwealth Climate Disclosure (CCD) policy. This includes disclosure of the department's exposure to climate risks and opportunities, its actions to manage them, in addition to reporting on the departmental emissions in line with the Australian Government's Emissions Reporting Framework.

We are focused on driving emissions reduction across departmental operations and on identifying cost-effective and impactful action opportunities to reduce emissions in our Territories operations. While we continue to implement good practice governance and uplift capability in meeting the CCD reporting requirements, we will also develop and implement strategies to create a strong climate conscious culture and support our staff to embed sustainability into their work.

Part 2: Our Capability

In achieving our purpose, we deliver efficient and effective services, with strong accountability, governance and decision-making, and people capability.

Our enabling strategies

Central to supporting our Ministers, our people and the public, are our frameworks and enabling services that support the efficient and effective management of:

- people, property, finances, budget and enabling resources
- Information Communication Technology capability and cyber security
- legal, governance including risk, assurance, integrity and security
- research, evaluation, strategy and data capability.

Other key areas of delivery include:

- communication
- project support
- change management.

The department continues to build on our enabling services and strategies and looks for opportunities for continuous improvement to enhance our existing capabilities and functions.

The Corporate Group (the Group) is responsible for delivering enterprise wide services and providing professional advice that enables the department to achieve our significant regulatory, program and policy agenda.

The Group's vision — **A trusted partner supporting our people through the delivery of professional, consistent, and responsive services** — is being guided by and delivered in line with the *Corporate Group Strategy 2023–2027* (the Strategy).

The Strategy is a living document that will evolve to make sure it stays up to date with changes to the government's and department's priorities.

Other key strategies and priorities for the reporting period include:

- *Agency Action Plan: Capability Review Response*
- *Strategic Workforce Plan 2024–2027*
- *10-year Technology Investment Strategy*
- *Diversity and Inclusion Strategy 2025–2028*
- *Data Strategy 2025–2029*
- *Evaluation Strategy 2024–2027*
- *Integrity Strategy 2022–2025 (to be reviewed in 2025–26).*

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.

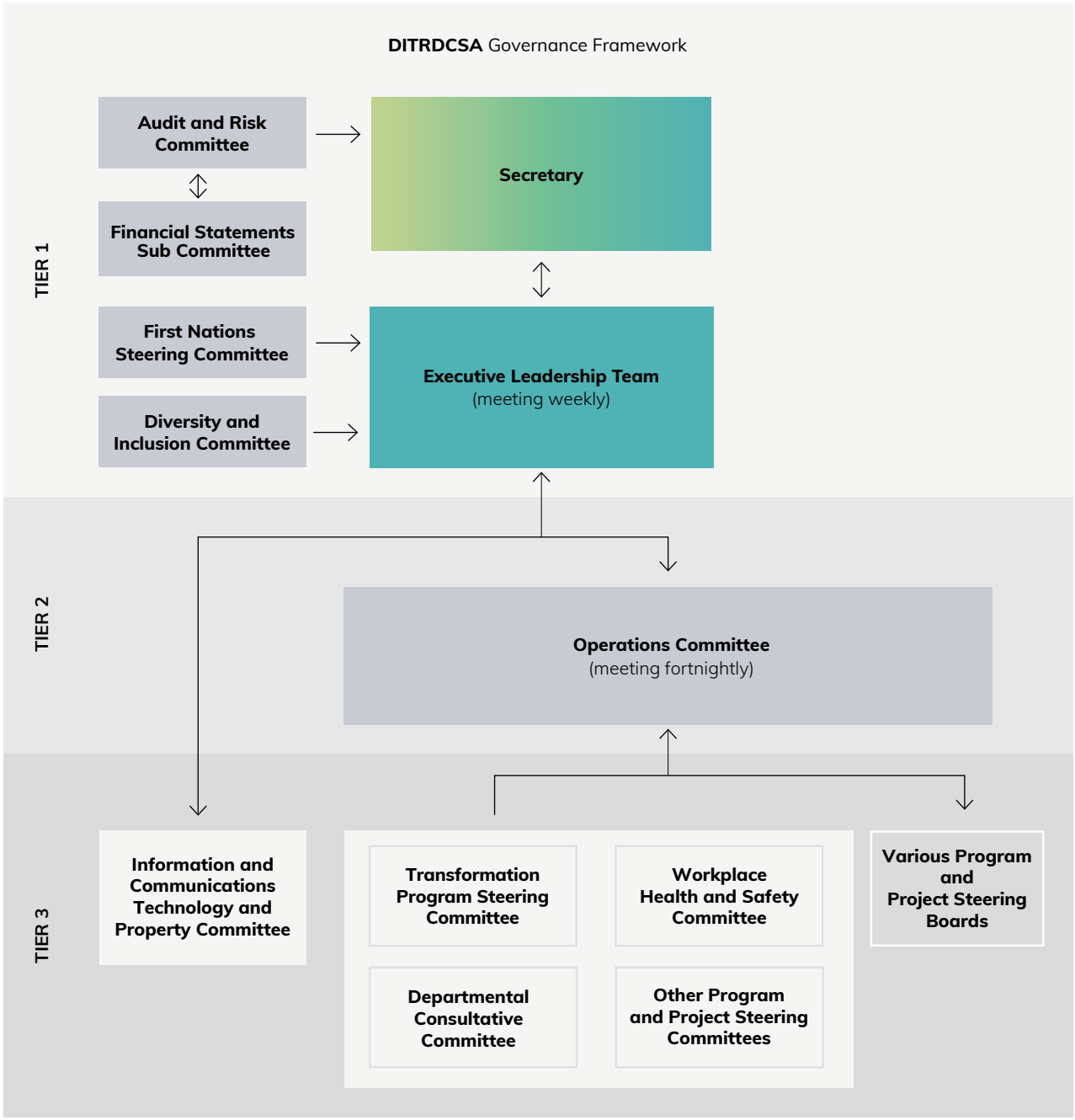
Supporting the Secretary as the department's accountable authority, our governance committees engage in matters of strategic importance including:

- 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.

Our focus in 2025–26 is to continue strengthening our governance committee capabilities across the broad range of departmental responsibilities. We will also look to further embed governance best practice throughout the department and ensure our operating model continues to support effective oversight.

Figure 4: Governance structure



Executive Leadership Team (ELT) — is our 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 — 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 focuses on creating synergies across the department's functions and building departmental capability.

Integrity

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 positive culture that exemplifies the highest of professional and ethical standards, putting the department's integrity beyond doubt.

We continue to work in developing and maintaining a psychologically safe culture where integrity can thrive, that contributes toward 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*.

During 2025–26, we will continue to implement our extended Integrity Strategy 2022–2025. We will undertake a review of outstanding action items for suitability in the current departmental environment, and look toward implementing further actions to solidify our integrity maturity. We will develop the next iteration of our departmental integrity guidance for release in 2026, ensuring support for, and cohesive alignment with, the soon to be released Commonwealth Integrity Strategy.

We will continue to finalise action items relevant to the department in the Louder than Words: An APS Integrity Action Plan, to ensure we are playing our role in the uplift of integrity across the public service.

We have a strong commitment to the Public Interest Disclosure (PID) scheme and continue to meet our obligations under the *Public Interest Act 2013*. In 2025–26, we will ensure there remains a current, sound and easily accessible PID procedure, ensure there are sufficient authorised officers to be readily accessible to public officials, continue to take reasonable steps to protect persons who make a disclosure from reprisal or threats of reprisal, and ensure that all disclosures are properly investigated.

We will also continue to contribute our integrity knowledge and experience to the wider public service through participation in SES-level working groups in the development of the Commonwealth Integrity Strategy, and with other Commonwealth agencies at the APS Integrity Community of Practice. This will support delivery of integrity improvements and build a positive and lasting integrity culture across the APS.

Fraud and corruption control

The department's commitment to effective fraud and corruption control underpins our capacity to deliver trusted and impactful services to the Australian public. By continuing to embed integrity into everything we do, we protect public resources, safeguard our reputation, and uphold the confidence of the communities we serve.

Fraud and corruption has the potential to undermine our ability to deliver on our objectives and impact both our culture and reputation. The department maintains a zero-tolerance approach to fraud and corruption, and we are committed to the highest standards of ethical conduct and accountability. We actively promote a culture of transparency and vigilance across all levels of the organisation. Our approach is guided by the Commonwealth Fraud and Corruption Control Framework and implemented through our internal Fraud and Corruption Control Plan.

Over the past 12 months, we have made significant progress in strengthening our fraud and corruption control environment to meet the Commonwealth Framework. Key achievements include publication of our internal Fraud and Corruption Control Plan, delivery of targeted staff training, implementation of a secure and confidential reporting mechanism, and completion of a department-wide fraud and corruption risk assessment. Improvements to our fraud and corruption control capability ensure alignment with government standards. They empower staff, contractors and the public to report suspected conduct, and improve internal controls to mitigate risk across the department's program and business areas.

Our fraud and corruption control framework is centred on 3 pillars: **prevention**, **detection**, and **response**. We focus on:

- **Prevention** through strong governance, procurement and grant oversight, ethical leadership, and proactive staff engagement.
- **Detection** via internal audits, data analytics, and surveillance of key risk indicators.
- **Response** through structured internal investigation procedures, escalation protocols, and referral to appropriate authorities when necessary.

In 2025–26, we will continue to enhance our fraud and corruption control capability by integrating fraud and corruption risk considerations into strategic and operational planning processes. We will also expand our use of data and analytics to enable earlier and more precise identification of fraud and corruption trends. Additionally, we will strengthen inter-agency collaboration and intelligence-sharing to stay ahead of emerging threats.

The department's inaugural 'Wheel of Fraudtune' interactive panel event. The event saw some very lively discussions around practical scenarios in the fraud and corruption space.

Staff or members of the public can report suspected fraudulent or corrupt conduct to the department by following the guidance on our external webpage www.infrastructure.gov.au/reporting-fraud

Our legal services capability

The department's Legal Services team is comprised of professional lawyers who provide independent legal advice and services to the department's business areas and executive to enable the lawful delivery of policy, program and regulatory strategies and to acquit our legal responsibilities. The department's legal services capability provides strategic and tactical advice to identify, manage and mitigate Commonwealth legal risk and support the department's governance, integrity, legislative, and compliance activities.

The Legal Services team provides legal advice on a broad range of public law issues, (including legislation development and processes), information law (including privacy), commercial and real property projects and transactions, employment and industrial relations, litigation, dispute resolution and intellectual property. Where appropriate, the Legal Services Team leverages external expertise to assist with delivery of legal advice, support and services — where work is tied to certain providers (for example, constitutional law) or specialist expertise is required.

The Legal Services team brings a strategic perspective by engaging collaboratively with the Attorney General's Department, the Australian Government Legal Service, the Office of Constitutional Law, regulators, our portfolio entities, and with Heads of Legal and their teams in other Commonwealth agencies.

During 2025–26, the department will continue to strengthen our internal legal services capability, with a particular focus on maintaining and building on existing knowledge and expertise, including in specialised areas of legal practice. The Legal Services team will position itself to support a strengthening of legislative development and privacy capability across the department. These steps will ensure that the Legal Services team is well postured to meet both the current and emerging legal needs of the department.

Our people capability

We continue to have a culture that is kind, respectful, collaborative and embeds integrity and intellectual curiosity in everything we do.

Our people

Continued investment in staff capability and sourcing the best talent ensures we are well-equipped to deliver on the department's and government's priority objectives.

Our values

The department is fully aligned to the APS Values:

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.

SES Performance and Leadership Framework

In 2023, the SES Performance Leadership Framework (the Framework) was released in accordance with priority one of the APS Reform agenda, to ensure the APS embodies integrity in everything it does. The Framework is mandatory for all APS agencies and will ensure all SES across the APS are assessed using a common performance process.

In implementing the Framework, the department has refreshed our SES performance process to recognise the role SES play in modelling the desired culture and behaviours expected in our department, and across the APS. The new performance process for SES started in June 2024.

Strategic Workforce Plan 2024–2027

The Strategic Workforce Plan 2024–2027 (the Plan) sets the direction for our workforce capability, positioning our department to deliver on our objectives of connecting Australians, enriching communities and empowering regions.

The 4 goals of the Plan are to:

- uplift workforce capability and capacity
- enhance workforce mobility and collaboration
- embrace modern and inclusive ways of working
- strengthen our enabling processes and systems.

The Plan was reviewed in 2025 to ensure it remained relevant to the department's needs. The intent of the Plan remains accurate and consistent with the department's current workforce capability requirements. The future workforce requirements have not significantly shifted since the development of the Plan and the continued focus on strategic policy capability remains a key focus for the department.

The department has brought forward the delivery of 2 initiatives as a result of feedback from the 2024 APS Employee Census:

- An Executive Level Talent and Leadership Plan to be completed by end of 2025. Prioritising this initiative aligns with the actions from the Census Action Plan that address uplifting manager capability and resourcing.
- The development of succession planning and talent management guidance and resources was brought forward from 2026 and has now been completed. This initiative was also prioritised to address the manager capability actions from the Census Action Plan.

Diversity and Inclusion

We are a workplace where the concepts of diversity, equity and inclusion are fundamental to everything we do, because a workforce that reflects the diversity of the communities we serve enriches our decisions and strengthens the outcomes we deliver to the Australian people.

Our Diversity and Inclusion Strategy was refreshed in April 2025 and reflects our continued commitment to people being respected, feeling connected, being able to fully contribute and having opportunities to develop within our department. The aim is to make our department an employer of choice for all diversity groups, where everyone feels safe, supported and respected.

Cultural and Linguistic Diversity Network

Disability, Neurodiversity and Allies Network

Gender Equality Network

Pride and Allies Network

First Nations Network

Mental Health and Wellbeing Network

The Diversity and Inclusion Committee (the Committee) is a Tier 1 Committee under the department's governance arrangements and reports directly to the ELT to provide strategic advice and leadership around diversity, equity and inclusion. The Committee is made up of our SES Diversity Champions, Diversity Network Co-Chairs and elected staff representatives. The Committee provides strategic advice and leadership to achieve an impactful and sustainable culture that values the skills and capabilities of a diverse workforce.

Our 5 staff-led diversity networks and 1 staff support network advocate for inclusion, raise awareness, and help shape policies. These networks reflect the unique and overlapping identities of our workforce, supporting staff to overcome challenges and celebrate their diverse perspectives:

- **Cultural and Linguistic Diversity Network** — racial, cultural, linguistic and religious diversity
- **Disability Neurodiversity and Allies Network** — people with disability, neurodiversity and carers
- **Gender Equality Network** — Women, men and gender non-binary
- **Pride and Allies Network** — Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual, and people with other gender and sexual identities
- **First Nations Network** — Aboriginal and Torres Strait Islander people
- **Mental Health and Wellbeing Network** — networking, support, learning and advocacy relating to mental health and wellbeing.

The department works with leading organisations, including:

Diversity Council of Australia (DCA) is an independent, not-for-profit body leading diversity and inclusion in Australia. Our membership with the DCA provides us with resources, training and support to improve our workplace diversity and inclusion. In 2024 we were recognised by DCA as an Inclusive Employer. DCA assessed our Inclusive Employer Index data and shows we demonstrated a higher level of inclusivity compared to the average Australian workforce.

ACON Pride in Diversity is Australia's first and only national not-for-profit employer support program for all aspects of LGBTQ+ workplace inclusion. In 2024 we achieved Bronze Tier Status in the Australian Workplace Equality Index which covers the 'foundational' and baseline of LGBTQ+ inclusion efforts across an organisation. It contains criteria which are the building blocks for creating an inclusive culture within an organisation.

Australian Disability Network (ADN) is Australia's peak body helping employers to build the confidence and capability to welcome and include people with disability as employees and as customers. We are a gold member with the ADN which gives us access to high-level training and other resources to improve the experience of our staff.

APS Strategic Commissioning Framework

The department is committed to the intent of the APS Strategic Commissioning Framework, ensuring core work of the APS is done by our core workforce — APS employees. The department will continue to embed the principles of the Strategic Commissioning Framework and assess further opportunities to reduce reliance on the external workforce for core work.

For the department, core work is that which is APS-wide and agency-specific in nature and is specifically geared towards serving the Australian public using fundamental APS skills that help the department to deliver on government priorities. The core work definition reflects the department's legislated functions and the functions that enable these operations and includes policy, portfolio, program and project management, and service delivery.

Our targets for 2025–26 focus on the continued capability uplift of our people and recruiting relevant expertise where genuinely required; while maintaining a contractor workforce of 7.75% or less, as a percentage of the department's budgeted average staffing level. Our targets focus on reduced outsourcing of policy, portfolio, program and project management, and service delivery work to contractors, except in the limited circumstances outlined in the Strategic Commissioning Framework.

Our financial management capability

Effective financial management continues to be central to the department's performance, stewardship and accountability.

Effective stewardship of the department's financial and budget management supports the department's ability to deliver outcomes effectively. We build trust across the department to enable informed strategic financial planning and resource allocation. We do this through our budgeting and financial management and reporting processes, constructive stakeholder engagements and continuous improvement in these areas.

We aim to provide financial advice and services through a strong understanding of the department's business and the broader economic environment. This positions the department, Ministers' Offices and portfolio agencies to achieve their respective strategic financial management and budget outcomes.

We support decision making by:

- driving an enterprise level budget strategy
- facilitating the coordination of the budget process
- implementing and overseeing internal budget and financial management controls
- facilitating the allocation of budgets to priorities
- undertaking comprehensive monitoring, reporting and oversight of the department's financial performance and compliance.

We are dedicated in guiding the department's delivery of strategic outcomes and objectives by providing insightful financial advice and uplifting financial acumen. Our expertise in financial analysis and strategic budget management, and our relationships with policy and program areas, enable us to offer valuable advice to decision makers. This in turn empowers them to make informed choices aligned with department priorities.

We partner with policy and program areas to deliver outcomes, meeting government and statutory obligations and compliance with legislative and policy requirements. We support the department in complying with the Commonwealth's Financial Management Framework through setting clear roles and responsibilities, and establishing policies and procedures. Our monitoring and reporting on financial performance and compliance aligns with the Financial Management Framework. Through continuous engagement and training, we make a major contribution to enhancing capability and building financial literacy across the department.

We also work closely with central agencies and the broader APS to ensure comprehensive and holistic advice is provided to our Ministers, our Executive, our portfolio agencies, and governance and assurance committees (such as the Audit and Risk Committee and the Financial Statements Subcommittee).

Our 2025–26 Portfolio Budget Statements[3] contains further information regarding the department's budget estimates (departmental and administered), average staffing levels, and financial statements for the reporting period. The department is continuing to progress the implementation a new Enterprise Resource Planning (ERP) system, in line with our Modernisation Program Implementation Roadmap, to allow more fit-for-purpose capabilities and enable efficient, accurate and timely financial and budget management. The ERP system, together with the department's recent investment in an updated internal budget management system, support the department's work in addressing a finding of the APSC Capability Review that there are opportunities to improve our budget forecasting and business planning.

Our data capability

Data underpins much of the work we do. Successful delivery of many of our programs, policies and regulatory functions require access to and analysis of timely, accurate and trusted data.

As the APSC Capability Review notes, data handling and analysis are recognised as a persistent skills shortage in the APS and other sectors. The department's data capability is largely devolved and inconsistent, with pockets of strength that need to underpin the department's efforts to grow our strategic policy and forecasting ability. Our Agency Action Plan, developed in response to the APSC Capability Review, identifies core actions which align with the data strategy:

- drive a culture where digital and data uplift is owned by all staff
- modernise the department's Information Technology, digital, cyber and data capability to better manage risks and deliver better outcomes
- uplift department workforce data and digital literacy and awareness, especially through better communication and training.

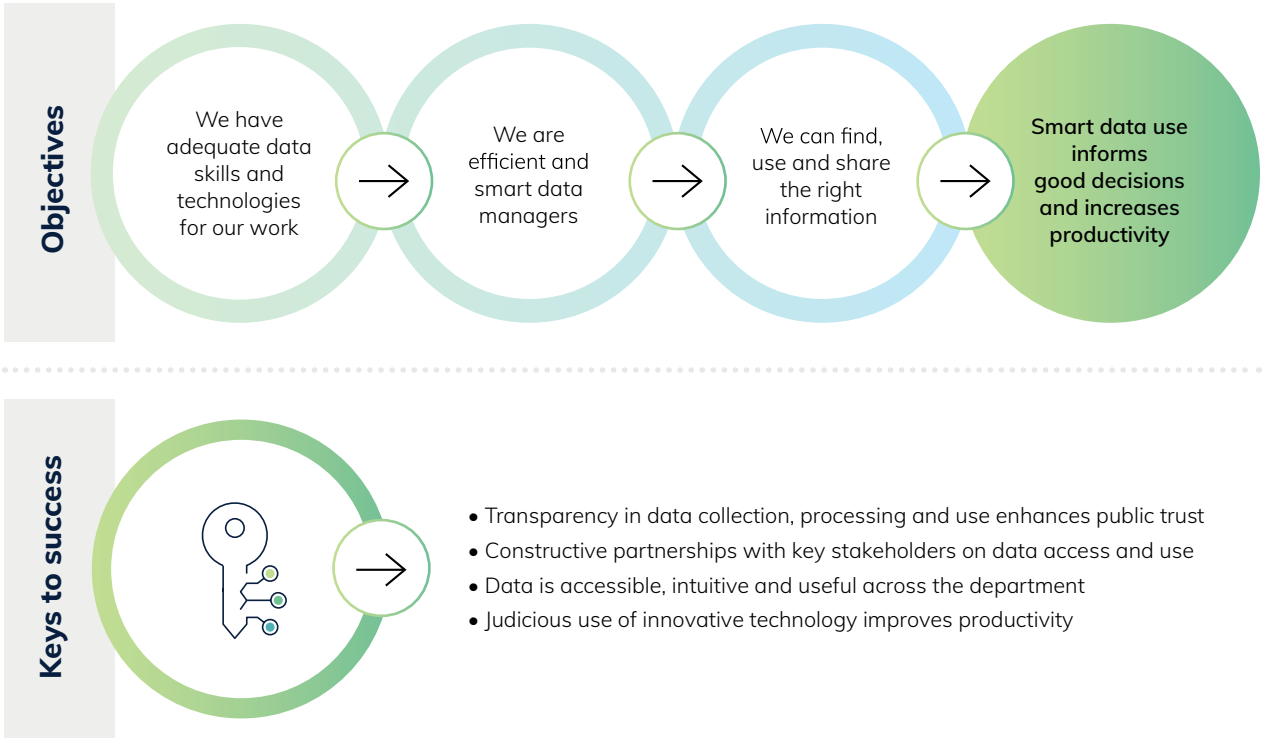
The department's Data Gala. An opportunity for different areas in the department to showcase interesting data they are working with.

3 Information relating to Outcome — 7 Sport and Physical Activity can be found in the 2025–26 Health and Aged Care Portfolio Budget Statements

The department continues to modernise data capability and strengthen its data handling, analysis and automation. The department's Chief Data Officer (CDO) continues to maintain focus on the importance of data. The SES also have accountabilities for data aligning with the Department of Finance's SES Accountabilities for Data. Having a CDO focused on departmental data, data practices, and ethics is important as the adoption of Artificial Intelligence (AI) increases and cyber-attacks become more problematic. The CDO strives to help increase productivity and capitalise on emerging technologies to support evidence-based policy making. An important part of the CDO's role is to ensure the department has a proactive plan for data — which is outlined in the department's Data Strategy 2025–29 (the Data Strategy) and Data Strategy Action Plan 2025. The Data Strategy aims to build on and expand our existing capability, including:

- Enhancing the department's spatial and non-spatial data analysis and management capabilities by:
  - Assisting business areas undertake data analysis activities
  - Creating data visualisations
  - Improving (modernising) data workflow practices
  - Implementing appropriate data storage solutions.

Figure 5: The Data Strategy's Vision is 'Smart data use informs good decisions'.



Our Information and Communication Technology capability

Information and Communication Technology (ICT) is a key enabler of the department's output and performance. Modern digital technology provides opportunities to uplift and automate business process to allow our workforce to focus on higher valued tasks, enable faster and more accurate decision making and advice to government, and support a hybrid working, geographically dispersed workforce, through provision of modern digital collaboration tools.

The department is committed to improving its ICT capability and addressing areas of risk to the department's business continuity and security of its data. We are investing in digital technology modernisation and cyber security uplift activities as part of the department's IT Roadmap. These modernisation activities are guided by our 10-year technology plan, with our future state ICT architecture the blueprint for the modernisation of the department's network, ICT infrastructure, and digital workspace over the short and medium term. The key objectives include:

- Improving the alignment of technology investment to business objectives.
- Ensuring the optimum use of scarce resources are directed to address key enterprise risk areas such as cyber security, and create opportunities to improve workforce collaboration, efficiency and productivity.
- Continued engagement with the Digital Transformation Agency to assist in prioritising whole-of-government investment in digital and ICT-enabled initiatives.
- Investing in the latest digital collaboration tools such as the Microsoft 365 suite of products, and replacing our legacy ERP system with modern, cloud-based Human Resources, Finance and Payroll capabilities.
- Improving the resilience and reliability of the department by:
  - Modernising our ICT capabilities in non-Canberra locations with focus on our Indian Ocean Territories.
  - Removing unsupported technology from our core systems by migrating services to the cloud.
  - Ensuring our APS/Contractor workforce mix is balanced, reducing our reliance on outsourcing for key ICT roles and therefore contributing tangibly to building APS technical ICT skills that are in short supply.
- Aligning our cyber security capability with the Protective Security Policy Framework, and following Australian Cyber Security Centre guidance to uplift our cyber compliance, prevention, detection, and response functions.
- Improving digital literacy and accessibility for all staff to better leverage modern technology and increase workforce efficiency and productivity. Working more closely with portfolio agencies and other government agencies to identify areas of greater collaboration, including support to whole-of-government ICT delivery initiatives, sharing lessons learned, and enabling skills uplift through cross-agency cooperation.
- Setting the markers for review of emerging and potentially disruptive technologies (including investment in and responsible use of artificial intelligence) to ensure the department's technology investment approach keeps pace with the rapidly evolving ICT environment.

Consistent with this blueprint, the department will continue to transform its digital capability over the next 4 years, to embed a modern, secure, reliable, scalable, and sustainable information environment, supporting a nationally dispersed workforce, which includes some of our most remotely located staff in our Indian Ocean Territories and Norfolk Island.

The modernisation approach, which is underpinned by robust, zero trust security architecture, will guide the department's digital and cyber security capability aspirations and investment. It will ensure the department has the necessary tools and modern digital capabilities to be more agile, connected and secure, to ensure it continues to meet government priorities and objectives.

Our policy and program capability

The department's policy advice aims to draw on diverse voices and evidence to connect and enrich every Australian community, underpin our economy and society, and empower our regions. Across all of our portfolio responsibilities our advice seeks to advance Australia's economic interests to support and enable all Australians to get equitable access to essential services and reasonable quality of service from the industry sectors we serve.

We leverage our policy capabilities to enable us to develop and deliver high-quality policy advice and solutions through the informed use of evidence, consultation, data and expertise to achieve the department and broader government objectives, and improve outcomes for Australia.

We deliver programs and services in the major infrastructure, transport, communications, sport and arts sectors, supporting our regions, urban spaces and territories. The APSC Capability Review identified program management as a top priority skillset for the department in the coming years.

We focus on providing timely, robust and influential policy advice. We are investing in our people to ensure they have the skills and tools needed to deliver ambitious advice to government that responds to and anticipates changes in our operating environment.

The APSC Capability Review noted that the department has the opportunity to strengthen our strategic policy and program management capability. As part of our Agency Action Plan we have committed to:

- developing a policy capability and subject matter curriculum for all staff in policy roles, implemented through our performance management system
- expanding Executive oversight of strategic policy activity
- embedding a culture of intellectual curiosity
- fostering an environment for collaboration and a culture of continuous improvement
- develop and implementing progressive, efficient and robust ways of working, which are supported by streamlined processes.

Progress of all actions within the Agency Action Plan continue to be monitored on a quarterly basis and are reported to relevant departmental governance committees.

A Strategic Policy Capability Framework has been developed specifically for the department to support 'Strategic Priority One — Uplifting workforce capacity and capability'. As part of our capability uplift, the department is implementing our Evaluation Strategy 2024–2027, which aims to improve our evaluation practices and strengthen our strategic policy and delivery capabilities. The department is also updating our Research Strategy 2021–24 to be fit for purpose guiding efficient investment in the evidence base underpinning policy, program and regulation through to 2029 and beyond.

Our regulatory capability

We are committed to a regulatory stewardship approach to ongoing regulatory reform, guided by the Regulator Management Guide on Regulator Performance (RMG 128).

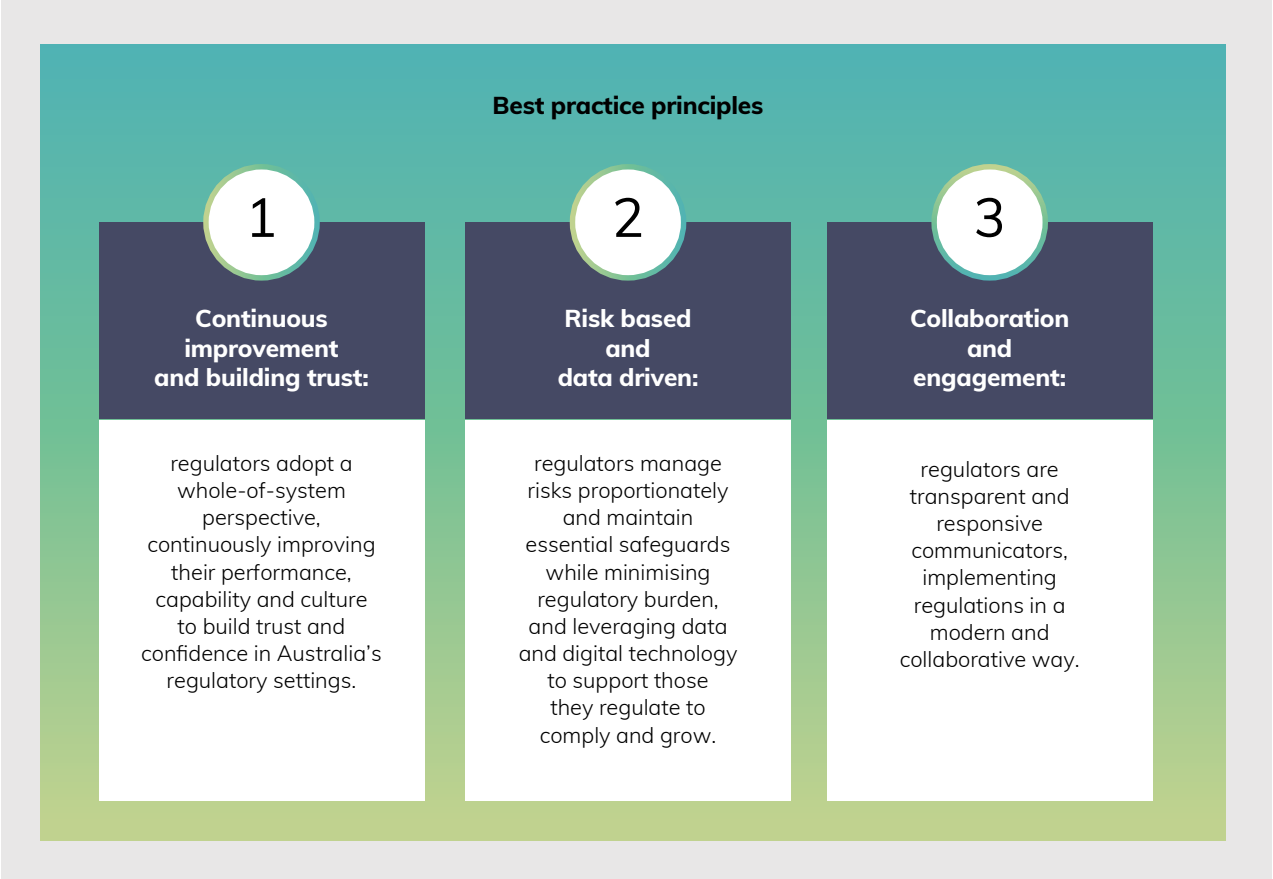
We work to ensure that regulations are fit for purpose, transparent and responsive while also reducing regulatory burden. We follow the best practice principles.

The Minister for Infrastructure, Transport, Regional Development and Local Government issues a Ministerial Statement of Expectations (SoE) which sets out guidance and provides greater clarity about government policies and objectives relevant to our statutory objectives and how we conduct our operations. We respond with a Statement of Intent (SoI) that identifies how we will deliver on the Minister's expectations. The SoE and SoI are available on our website.[4]

We also work closely with our portfolio entities responsible for regulation including the Australian Communications and Media Authority, the eSafety Commissioner, Civil Aviation Safety Authority, Australian Maritime Safety Authority and Sport Integrity Australia. Portfolio entities report on regulatory performance through their annual reporting processes.

4 www.infrastructure.gov.au/infrastructure-transport-vehicles/transport-strategy-policy/regulation-department

Figure 6: Best practice principles



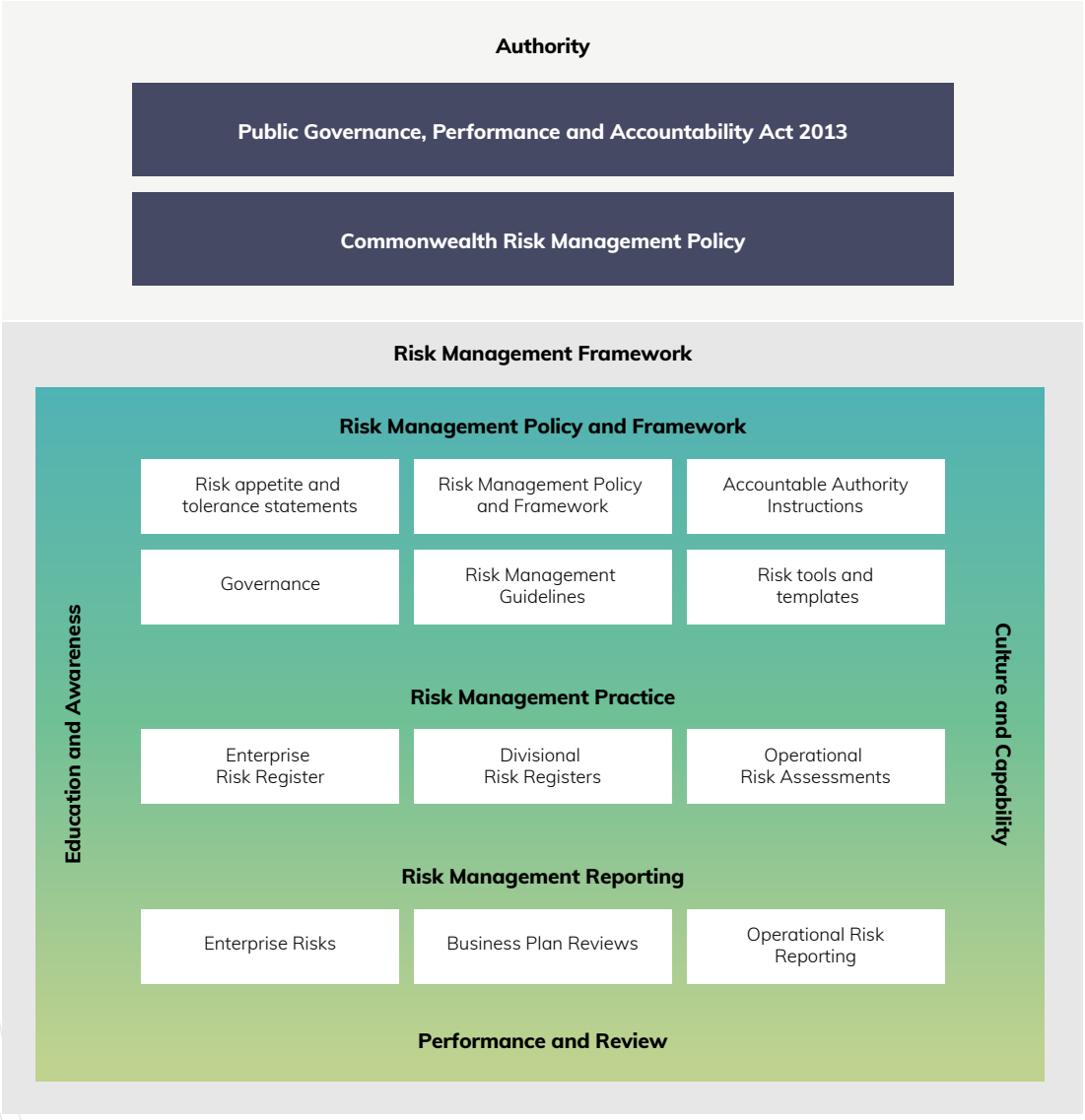
Part 3: Our Risk Oversight and Management

The department engages with risk to provide advice and deliver programs, processes and services that are innovative, efficient and effective. Effective risk management improves our performance, encourages innovation and supports the achievement of our purpose.

Our risk management framework

We regularly review our Risk Management Policy and Framework (RMPF) to ensure it is fit for purpose. The RMPF provides guidance to our people on managing and engaging with risk and applies to all activities, officials and contractors. It is designed to inform decision making, governance arrangements, prioritisation of activities, resource allocation and business planning.

Figure 7: Overview of the department's risk management framework



Our governance committees play an important role in ensuring we have effective risk management practices:

- the ELT determines our risk appetite and tolerance and oversees the risks which may impact our ability to achieve our purpose
- the Operations Committee supports this by overseeing our operational risks and ensuring we have an effective risk management framework, and
- the Audit and Risk Committee provides advice to the Secretary and senior executives on the appropriateness of the department's system of risk oversight and our strategies to manage key risks.

Our people — at every level and on every day — are responsible for identifying, assessing, reporting and managing risk.

A positive risk culture promotes an open and proactive approach to risk management and we are committed to improving our risk culture and capability. A thorough review of the RMPF will be undertaken during 2025-26 to ensure our approach promotes efficient risk management and reflects modern best practice. During 2025–26, we will continue to deliver training and guidance to ensure risk management is part of our core skills and promote positive risk behaviours. Our Chief Integrity and Risk Officer will continue to work closely with the Secretary and our Integrity and Risk Champion to promote a positive risk culture, champion innovation and further mature our capability.

Our risk management arrangements are also critical to meeting our legislated compliance responsibilities, including, for example, Work Health and Safety (WHS). The department actively maintains our child safety risk assessment, which is outlined in our annual Statement of Compliance with the Commonwealth Child Safety Framework. We will also further develop our risk management arrangements to meet Commonwealth Climate Risk Disclosure requirements.

Our risk appetite and tolerance

The department has developed risk appetite and tolerance statements to manage categories of risk. Risk appetite and tolerance statements assist us in our decision-making and help us to determine our approach to controlling risks and prioritising resources.

The department's risk appetite statement is:

> *We recognise it is not possible, or necessarily desirable, to eliminate all of the risks inherent in our work. Accepting some degree of risk in our business practices promotes efficiency and innovation. The department is willing to accept higher levels of risk when the potential benefits outweigh the negative consequences of risks. In doing so, we must be able to demonstrate that we have made informed, evidence and risk-based decisions.*

The department's risk appetite and tolerance statements, by risk category, are described in Table 1.

Table 1: Risk appetite and tolerance statements

Risk Categories and Sub-categories	Appetite/Tolerance Statement
People	
Workforce	The department is committed to building a capable, professional and responsive workforce which enables the department to deliver on its priorities. We have a ***moderate risk appetite*** for risks to the department's skills, knowledge and expertise and will continue to proactively invest in our people. We have a ***low tolerance*** for ongoing staff underperformance.
Work Health and Safety	The department is committed to providing a safe workplace for all employees, visitors and contractors that is free, where reasonably practicable, from physical or psychological harm. We will maintain a proactive focus on mitigating risks and promote best-practice risk management. We will ***not tolerate*** death or serious injury and will take all reasonable steps to prevent these.
Governance	
Integrity and fraud	The department recognises that there is a risk of fraud and corruption within our activities. We have a ***very low appetite*** for unethical behaviour and we ***will not tolerate*** fraud or corruption. We will take all reasonable steps to prevent, detect and respond to fraud.
Legal and compliance	The department is committed to a high level of compliance with relevant legislation, regulation, best practice as well as internal policies and governance requirements. We have a ***low risk appetite*** where we have taken all reasonable steps to understand the legislative environment that we operate in. We will ***not tolerate*** deliberate or purposeful violations of legislative or regulatory requirements.
Financial and resources	The department is committed to managing public resources efficiently, effectively, economically and ethically. We have a ***very low risk appetite*** related to financial management. We have a ***very low tolerance*** for systemic control failures or breakdowns and unexplained variances to administered finances.
Information, systems and security	The department invests in processes, systems and technology that are fit-for-purpose and enable the department to achieve its purposes and objectives in an effective and efficient manner. We have a ***low risk appetite*** related to security risks, information management processes and systems to support business requirements. We take a strong, risk-managed approach to security that matches the threat environment for both physical and information security. We have a ***very low tolerance*** for practices that result in critical business failure, unmanageable information security breaches, encourage loss or unauthorised disclosure of sensitive information, or system unavailability beyond the agreed disaster recovery/business continuity recovery times.
Performance/Delivery	
Policy development and advice	The department engages with risk in order to take innovative approaches to policy development. We take risks commensurate with the complexity and uncertainty of the problem. We develop policy and provide advice based on evidence, data and research. We have a ***high risk appetite*** related to identifying, proposing and deploying innovative approaches or new ideas that support the achievement of our purposes, where we have appropriately scoped issues, engaged with key internal and external stakeholders and adequately considered the associated risks and benefits. We have a ***very low tolerance*** for advice that is inaccurate, misleading or in any way undermines the department's integrity or reputation for providing reliable and high-quality advice.

Risk Categories and Sub-categories	Appetite/Tolerance Statement
Business outcomes (program, project, service delivery)	The department is committed to delivering high quality business outcomes and we aim to improve outcomes through ongoing monitoring of performance and evaluation. The department has a ***moderate risk appetite*** in the pursuit of innovation to achieve business outcomes, where reasonable steps have been taken to implement effective governance arrangements. We have a ***very low tolerance*** for non-delivery and expect that delivery risks will be identified, managed and, where needed, escalated to ensure appropriate visibility.
Regulatory	The department is committed to maintaining effective and efficient regulatory frameworks that are fit for purpose, proportionate to risk, and continuous improvement. We use a risk-based approach to monitoring and compliance activities with a focus on achieving good, practical outcomes. We have a ***moderate appetite*** for regulatory risks and we have a ***low tolerance*** for systemic non-compliance with regulation.
Territory Operations	The department is committed to providing legal and governance frameworks, and delivering essential services and infrastructure for the territories. We have a ***moderate risk appetite*** for service delivery and we have a ***low tolerance*** for risks to community wellbeing.
Reputation	
Ministers	The department is committed to upholding our reputation for integrity and providing professional, impartial and reliable advice and support to our Ministers and their offices. We have ***very low tolerance*** for reputational damage resulting from poor advice or support and behaviours that call into question the integrity of the department.
Stakeholders	Our relationships with stakeholders support our policy development and helps us to achieve our purposes and objectives. Open discussions are critical to designing our policy and regulatory approaches. It is important we understand the different perspectives of our stakeholders, even where we do not agree. We have a ***moderate to high risk appetite*** for reputational damage arising from policy differences where we have engaged openly and robustly in a professional manner. We have a ***low tolerance*** for policy and regulatory approaches that are designed without meaningful stakeholder engagement.
Other government (local, state, territory, federal)	Effective relationships across all levels of government are critical to our success as we rely on state, territory and local governments as our delivery partners. In particular, maintaining productive relationships with state and territory officials is a very high priority for the department and we have a ***low tolerance*** for behaviour that is likely to damage these relationships. We recognise that the Australian Government's priorities and interests may not always align with the interests of other government entities, including the states and territories. We will engage with honesty, respect and courtesy, but robustly, while maintaining the integrity of our relationships. We have a ***moderate risk appetite*** for reputational damage arising from policy differences where we have engaged openly and robustly in a professional manner.

Enterprise Risks

The department's enterprise risks[5] and the way we manage them are set out in the Table 2.

Table 2: Enterprise risks

Enterprise Risks	Target State	Management Strategies
E1: Delivery	**We deliver high quality policies, programs and services, in accordance with government priorities and commitments, that are evidence based, timely and efficient.**	We invest in our people, systems and processes; and engage with our stakeholders and delivery partners to ensure our programs are effective and efficient. Our governance committees and executive monitor program alignment with government policy. Our business plans link policy objectives with program outcomes and include corresponding performance measures.
E2: Finance	**Our financial governance and systems ensure proper use and management of public resources, and sustainability of the department's operations and obligations.**	We closely monitor departmental finances and ensure expert advice and assurance are applied to our financial obligations. Relevant financial guidance and learning are provided to all staff.
E3: Integrity	**Our people and partners act with integrity at all times, supported by our culture and systems.**	Staff are empowered through a positive risk and integrity culture, and training and relevant advice on integrity. Our Integrity Strategy, Fraud Control Plan and National Anti-Corruption Commission reporting procedures ensure integrity is paramount and breaches are managed and acted on. Policies, procedures and Accountable Authority Instructions are regularly reviewed.
E4: Information Technology (IT)	**Our reliable and secure IT systems support our workforce to do their best work and protects valuable information.**	Our IT systems and services are regularly reviewed to ensure they are resilient, effective, efficient, and meet our business requirements. Our business planning is used to inform IT systems and services design and maintain appropriate staffing levels and resources. We monitor the internal and external environments to identify potential threats and opportunities for improvement.
E5: Legal	**Our activities comply with all legislative and governance requirements.**	Engagement and oversight ensure alignment with government policy and monitoring of legislative changes and sunsetting. We have proactive processes in place for ensuring that appropriate legal advice is provided by qualified and specialised advisers.

5 The department is currently reviewing our enterprise risks. Any changes to our enterprise risks will be published in the department's 2026–27 Corporate Plan.

Enterprise Risks	Target State	Management Strategies
E6: People	**We value, support and develop people to deliver the department's outcomes.**	We ensure alignment of resources with priorities through our Workforce Plan and support our people through contemporary people policies, learning and development and our Employee Value Proposition.
E7: Regulation	**We regulate in accordance with our legislation, in an effective, transparent and fair manner to provide safe and efficient outcomes for the Australian public.**	The department has transparent processes and documentation to inform regulated organisations of their obligations, and to monitor compliance. Our processes and monitoring ensure regulation is proactive, consistent and evidence based.
E8: Strategic Partnerships	**We engage openly and effectively with our partners (state and territory governments, industry, local governments and community) to leverage collective expertise to deliver on our objectives and achieve better outcomes for the community.**	We actively seek diverse views and the department engages regularly with key stakeholders — including Ministers, Commonwealth, state and territory agencies and industry stakeholders — to deliver government priorities.
E9: Trust	**We maintain trust with stakeholders (including Ministers, delivery partners, industry and the community) by demonstrating openness and integrity to enable relationships where all parties can contribute to better outcomes.**	We keep up to date with the environment and government priorities and openly engage with stakeholders. We monitor our environment, evaluate outcomes and regularly seek feedback from stakeholders.
E10: Work Health and Safety (WHS)	**Our workplace is physically and psychologically safe and promotes wellbeing.**	WHS policies are regularly updated, and performance plans include mandatory work health and safety deliverables. We engage with health and safety representatives through the department's Workplace Health and Safety Committee and address issues promptly. Work health and safety training is mandated for our people. Our work practices encourage psychological safety and include mental health support and training.

Our Performance

Overview

Our purpose is to **'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'**. Our Performance and Corporate Reporting Framework (our Framework) assesses our ability to deliver on our purpose in accordance with the requirements of the *Public Governance, Performance and Accountability Act 2013*.

Our performance information is presented across 7 outcomes, 12 programs, 28 key activities and 37 performance measures with a mix of qualitative and quantitative methodologies. This includes 29 output measures, 3 effectiveness measures and 5 proxy efficiency measures. The timely delivery of an output is used as a proxy for efficiency for these measures. Our performance measures align to our key activities to demonstrate how we will deliver against our purpose. This is summarised in Table 4.

A result for each performance measure will be determined using our departmental results key. See Table 3 below. These results will be published in the 2025–26 Annual Report.

Table 3: Results key 2025–26

Reporting result	Result calculation range
Target met	≥95%
Target substantially met	75% – 94%
Target partially met	50% – 74%
Target not met	≤49%

Regulator performance

As a Commonwealth entity with regulatory functions, we are expected to include performance information in respect to our material regulatory functions (as outlined in our SOI[6]), with reference to the best practice principles in the Corporate Plan, and reconcile those performance outcomes in the Annual Performance Statements.

In accordance with the department's SOI, the regulatory functions we report on are:

- Domestic Aviation and Reform
- International Aviation, Technology and Services
- Maritime and Shipping
- Vehicle Safety Policy and Partnerships and Vehicle Safety Operations.

These functions, along with regulation of new vehicle emissions, are reported under Programs 2.1: Surface Transport, 2.2: Road Safety and 2.3: Air Transport.

Further information on the department's regulatory role and the best practice principles is included in the Our Regulatory Capability section of this Corporate Plan.

6 Available at: www.infrastructure.gov.au/infrastructure-transport-vehicles/transport-strategy-policy/regulation-department

Policy advice assessment methodology

In 2024–25, we refined our Policy Advice Assessment Methodology which seeks to evaluate and uplift our role in supporting senior executives and Ministers to make informed policy and funding decisions across our remit. Eleven performance measures will be assessed against our Policy Advice Assessment Methodology (the Methodology) to determine the quality, timeliness and evidence base of our policy advice. 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.

We undertake a tailored approach to determine sample size based on a pre-determined confidence interval. An internal panel of experienced executive level/senior executive service employees who have not been directly involved in the writing of any relevant policy advice, assess 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 are finalised, the measure result is calculated using a mathematical equation to determine the overall reporting result against the department's results key at Table 3.

Continuous improvement

We continue to positively engage with the Australian National Audit Office (ANAO) through the ANAO Annual Performance Statements Audits, the Department of Finance[7] and the wider Commonwealth to improve, strengthen and mature the way we measure and report on our performance. We regularly review and update our Framework to reflect our current level of performance maturity and continue to strengthen our methodologies and data collection processes while improving the quality of our performance information to ensure our performance measures provide a meaningful picture of our performance in achieving our purpose.

Revised Administrative Arrangements Order

On 13 May 2025, the Prime Minister, the Hon Anthony Albanese MP, announced machinery of government changes resulting in a revised Administrative Arrangements Order (AAO).

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 changes register at Table 5.

7 The Department of Finance administers the Commonwealth Performance Framework.

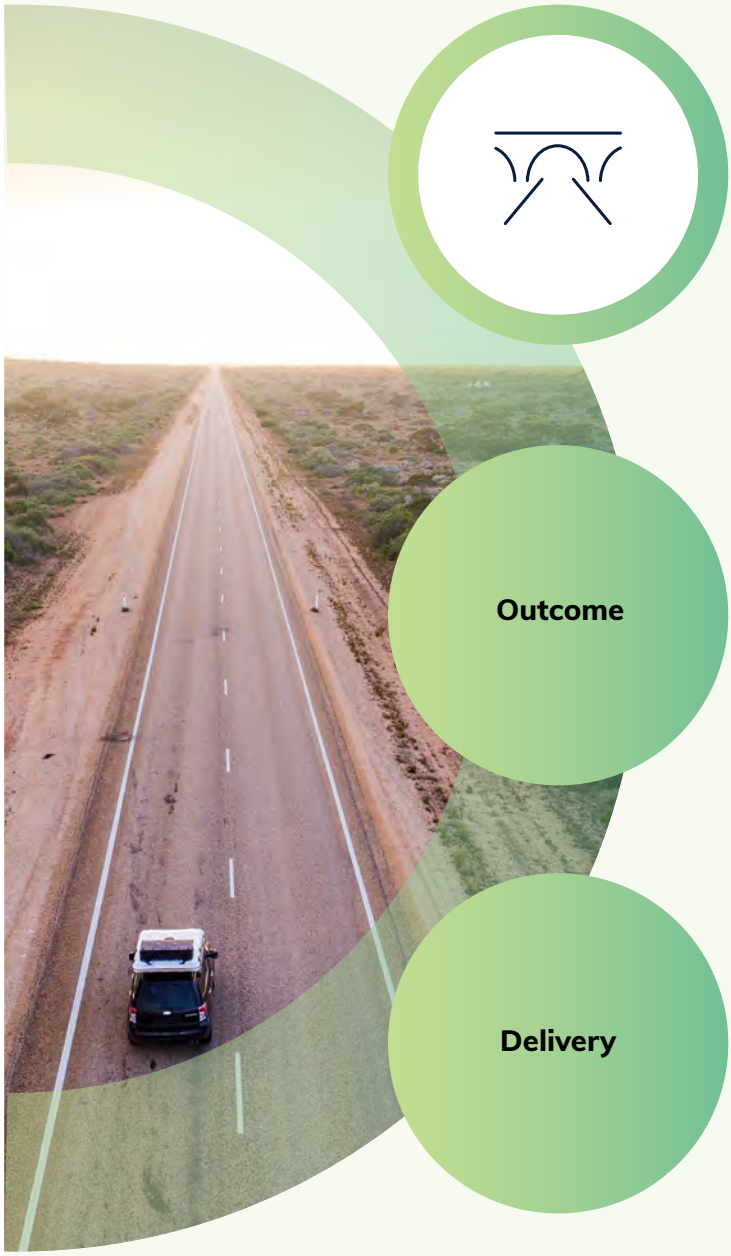
Table 4: Performance information

Our Purpose: 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	Program	Key activities	Performance measure(s)
1: Transport Connectivity (Infrastructure)	1.1: Infrastructure Investment	Advise on, deliver and manage the Infrastructure Investment Program (IIP)	1 and 2
		Support of Government Business Enterprises and portfolio entities	3
2: Transport Connectivity (Transport)	2.1: Surface Transport	Support surface transport decarbonisation, productivity and safety 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
	2.2: Road Safety	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
	2.3: Air Transport	Support the implementation of key Aviation White Paper Outcomes	9 and 13
		Manage aviation programs and regulations	9, 10 and 11
		Support a safe and accessible transport system	11 and 13
		Administer effective aviation safety, accessibility for people with disability and new and emerging aviation technologies policy	9, 12 and 13
3: Regional and Urban Development, Local Government, and Northern Australia	3.1: Regional Development	Advise on and deliver programs to support regional development and local governments	14, 15, 16 and 17
	3.2: Local Government	Advise on and deliver programs to support regional development and local governments.	18
	3.3: Urban Development	Work with Queensland to deliver infrastructure for the Brisbane 2032 Olympic and Paralympic Games	19 and 20
		Deliver commitments to enhance community level infrastructure in Australia's cities and towns	21 and 22
	3.4: Growing a Stronger Northern Australia Economy	Progress key initiatives and monitor whole-of-government implementation of the northern Australian agenda	23 and 24

Outcome	Program	Key activities	Performance measure(s)
4: Territories	4.1: Services to Territories	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
5: Communications Connectivity	5.1: Digital Technologies and Communications Services	Deliver communications programs, including in regional and remote Australia	27 and 28
		Provide effective and inclusive communications services and technologies	29
		Advise on the regulatory and legislative framework for spectrum management, broadband and other telecommunications	30
		Advise on the news, broadcasting and media industry	31
		Advise on harmful online and digital content and activities	32
6: Creativity and Culture	6.1: Arts and Cultural Development	Protecting and promoting Australian content	33
		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
7: Sport and Physical Activity	7.1: Sport and Physical Activity	Provide national policy advice and governance support, deliver on sport programs and projects, and provide strategic coordination and support on major international sporting events	35, 36 and 37

Outcome 1: Transport Connectivity (Infrastructure)



Outcome

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

Delivery

Outcome 1 is delivered through the following program:

Program 1.1:
Infrastructure Investment

Environment and risk

Australia's transport system underpins our way of life and is the lifeblood of our economy. Working with state and territory governments, portfolio entities and our Government Business Enterprises (GBE), we are delivering an extensive 10-year rolling infrastructure pipeline investing in nationally-significant transport infrastructure projects that contribute to improved productivity and resilience, liveability and sustainability.

Investing in transport infrastructure

State and territory governments are the Australian Government's primary delivery partners for our investments in land transport infrastructure. Through the Federation Funding Agreement Schedule for Land Transport Infrastructure, we are committed to collaboration, shared planning, and transparency to build a sustainable land transport investment agenda that works in the interests of all Australians.

The government also delivers infrastructure projects through its GBEs. This includes Australian Rail Track Corporation (ARTC), which is delivering Inland Rail through Inland Rail Pty Ltd, and National Intermodal Corporation Ltd (National Intermodal). National Intermodal is continuing to support significant investment across Australia's east coast, and includes the development and operation of the Moorebank Intermodal Terminal in Sydney and a new intermodal terminal at Beveridge in Victoria, as well as completing business cases for future potential terminals at Parkes, in New South Wales (NSW) and Ebenezer in Queensland. Our support for investment in significant and complex projects continues with the development of the Western Sydney International (Nancy-Bird Walton) Airport (WSI) being delivered by WSA Co Limited (WSA). These major government projects will help facilitate safe, more reliable, secure and efficient movement of people and goods throughout Australia and internationally; generating greater opportunities and jobs for local communities, as well as the broader economy, well into the future.

Construction of transport infrastructure plays an important role in supporting economic growth, and creating jobs in regional and remote communities. We will continue to work together with industry, governments and our portfolio entities to deliver nationally significant infrastructure projects addressing challenges in the construction sector. These challenges include stagnant productivity, escalating material prices, and tight labour markets, with the latter compounded by major projects in defence and energy also coming online simultaneously.

This substantial investment in transport infrastructure will result in commuters and freight moving safely and more efficiently, ensuring supply chains and labour markets are resilient and meet Australia's needs while creating job opportunities. Our substantial investment is underpinned by the Infrastructure Policy Statement which sets out 3 strategic themes to guide the government's investment priorities: productivity and resilience, liveability (including safety), and sustainability.

Program 1.1: Infrastructure Investment

Program objective

The Infrastructure Investment Program (the Program) supports economic growth, makes travel safer, increases transport access and supports regional development. It increases the efficiency, productivity, sustainability and safety of Australia's land transport infrastructure through programs and policy to improve connectivity for communities and freight. The Program is delivered in partnership with states, territories, and stakeholders to support nationally significant projects that improve productivity, resilience, liveability and sustainability.

Key activities[8]	Performance measure(s)
Advise on, deliver and manage the Infrastructure Investment Program (IIP)	**1 and 2**
Support of Government Business Enterprises and portfolio entities	**3**

8 The key activities under Program 1.1 have been updated from the department's 2025–26 Portfolio Budget Statements.

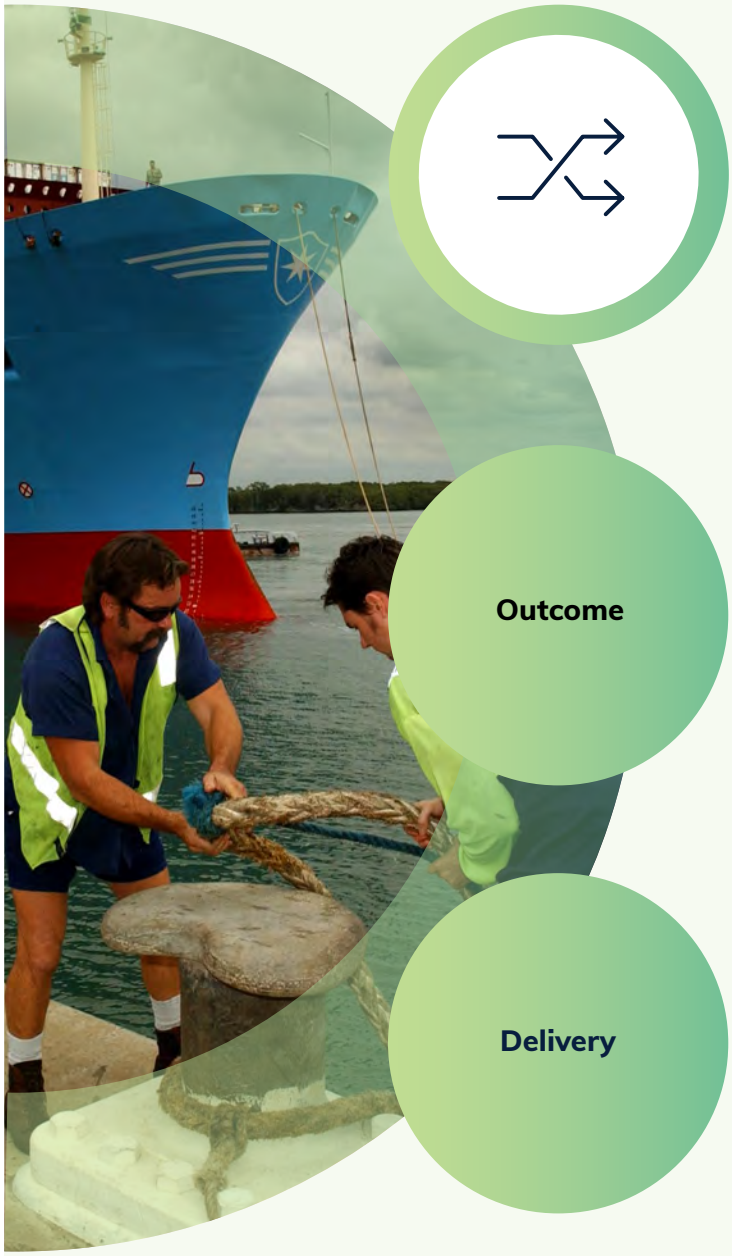
Our performance

Performance measure 1	Provide policy advice on IIP Project Proposal Report(s)		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department oversees the delivery of $101.0 billion in Commonwealth funding over 10 years from 2025–26 through the IIP. The funding will deliver a pipeline of projects which support a range of economic and social objectives, including productivity and resilience, sustainability and liveability. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Land Transport Infrastructure Division		
Changes	The wording of this performance measure has been updated from the 2025–26 Portfolio Budget Statements. The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Performance measure 2	Assessment of milestone claims for payments on IIP projects listed in the relevant tables in the Federation Funding Agreement Schedule (FFAS)		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
100% of milestone claims received by the department have been assessed, with accurate and complete claims authorised for payment	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The Australian Government is taking important steps with state and territory governments to deliver a sustainable infrastructure pipeline. With hundreds of IIP projects extending across multiple financial years, the assessment of milestone claims ensures the department provides intended support for the IIP. The target is appropriate for the department as it demonstrates the key departmental deliverables under the relevant tables to the FFAS. It also shows the valuable support the department provides to state, territory and local governments to progress projects under the IIP.		
Data source	Milestone information for the reporting period is extracted using internal departmental management systems. The Parliamentary Document Management System is used to report on the receipt of signed tables to the FFAS.		
Methodology	The FFAS established the requirements for assessing and scheduling milestones with funding recipients. The result will be determined 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.		
Measure type	Output		
Owners	Land Transport Infrastructure Division Road and Vehicle Safety Division		
Changes	This performance measure was updated in the 2025–26 Portfolio Budget Statements. The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Performance measure 3	Provide advice and oversight for the delivery of Commonwealth infrastructure projects		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Advice to government is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	This performance measure reflects the department's joint oversight of Government Business Enterprises (GBEs) with the Department of Finance including: Australian Rail Track Corporation and its subsidiary Inland Rail Pty Ltd, WSA Co Limited (WSA) and National Intermodal Corporation Limited (National Intermodal), and the significant national infrastructure and transport projects they are delivering such as Inland Rail, Western Sydney Airport and intermodal terminals. The measure also reflects the department's collaborative work with portfolio entities High Speed Rail Authority and Infrastructure Australia. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Commonwealth Infrastructure Projects Division		
Changes	The wording of this performance measure has been updated from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements. The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Outcome 2: Transport Connectivity (Transport)



Outcome

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

Delivery

Outcome 2 is delivered through the following programs:

Program 2.1: Surface Transport

Program 2.2: Road Safety

Program 2.3: Air Transport

Environment and risk

Australia's transport system is fundamental to our way of life. Transport infrastructure — road, rail, maritime and air, is essential for linking people to communities, jobs, essential services, and enabling connectivity between business and industry to facilitate a range of significant economic, social and environmental objectives. We collaborate with state and territory governments to deliver efficient, sustainable, competitive safe and secure transport systems.

Road and transport safety

Improving road safety is important for all Australians. We work closely with state and territory governments to develop and implement national road safety policy priorities through the National Road Safety Strategy 2021–30, targeting safer roads, vehicles, and road use.

The department administers Australian Government funding to implement critical infrastructure projects to make our roads safer. We advance the safer vehicles component of road safety through the *Road Vehicle Standards Act 2018* (RVSA), set national road vehicle standards, assess applications against those standards and undertake compliance and enforcement activities. The department also administers the framework for voluntary and compulsory road vehicle and component recalls in line with the RVSA.

The department develops policy advice for government and provides governance for aviation entities responsible for regulation of aviation safety and the safe and efficient management of Australia's airspace. The department is part of an aviation safety system involving other government agencies, and industry and safety personnel that seek to continuously improve Australia's aviation safety performance. The department's policy development and governance roles help with establishing and maintaining the safe and efficient operation of Australia's aviation safety system.

Aviation White Paper

The Aviation White Paper (White Paper) commits to 56 initiatives to improve industry safety, productivity, competitiveness and sustainability. The White Paper sets the policy direction for the economically critical aviation sector out to 2050, and sets long-term policies to guide the industry's next generation of growth and innovation. The department leads the implementation of major initiatives, such as the establishment of new aviation consumer protections, and new aviation specific disability standards. The government's bilateral air services policy seeks to increase passenger and freight capacity on international routes in the national interest.

Commencing in 2025, reforms to the *Sydney Airport Demand Management Act 1997* and associated legislative instruments will improve the scrutiny of and control over slot[9] usage. The slot reforms will also introduce a recovery period at Sydney Kingsford Smith Airport supporting a return to schedule following significant disruption.

The department is committed to supporting regional aviation services, including support for the regional routes operated by Rex Airlines Pty Ltd. We will continue to administer the regional and remote aviation programs with further rounds of the Regional Airports Program and Remote Airstrip Upgrade Program commencing over the course of the year.

Environmental management at airports

The department regulates and promotes awareness of environmental issues to ensure pollution and other environmental impacts on airports are appropriately managed. In addition to regulating environmental management at leased federal airports, the department delivers the per- and poly-fluoroalkyl substances (PFAS) Airports Investigation Program. Through this program, the department will continue to work with airports and stakeholders to ensure whole-of-site PFAS impacts at civilian airports are accurately defined and nationally-consistent PFAS Management Plans are put in place. Twenty-one airports are currently participating in this program with additional airports anticipated to join following recent invitations to a number of non-federally leased airports across Australia.

9 Permission granted by an airport to an airline for a specific take-off or landing at a particular time and date.

Safeguarding supply chains

Australian supply chains are critical to our future economic success and to strengthening the connection between our regions and urban centres. The department has been working with the states and territories to refresh the National Freight and Supply Chain Strategy (Strategy) following its review in 2023–24. The refreshed Strategy and associated National Action Plan will outline a number of nationally significant actions that will help increase the resilience of the freight and supply chain, boost productivity and support decarbonisation efforts.

Supply chain disruptions and geopolitical events in recent years underline the importance of a resilient maritime sector. The department is responsible for implementing a Strategic Fleet Pilot Program that will provide the government with an ability to requisition vessels to respond to supply chain disruptions. The department is also implementing a range of complementary measures aimed at supporting implementation of the strategic fleet, and reinvigorating the Australian shipping industry, including reviews of the *Coastal Trading (Revitalising Australian Shipping) Act 2012* and *Shipping Registration Act 1981*, and implementing a maritime skills and training initiative.

Reducing emissions

Transport accounts for around 22% of Australia's total carbon dioxide (CO_2) emissions, with road transport alone contributing to 83% of that total.[10] Reducing emissions in the transport sector will require concerted action across government and industry to secure long lasting benefits, while managing and minimising the impacts of the transition. To plan for the future, the government is developing a Transport and Infrastructure Net Zero Roadmap and Action Plan to support reducing transport emissions.

The government is progressing specific actions to reduce transport emissions, including through the New Vehicle Efficiency Standard (NVES) to regulate the CO_2 emission levels from all new cars supplied to Australia. The department is also progressing measures to support a domestic low carbon liquid fuel industry and developing actions to decarbonise the maritime sector, including by representing Australia at the International Maritime Organization. We are committed to supporting the reduction of emissions from international aviation and shipping through our ongoing involvement in the International Civil Aviation Organization and the International Maritime Organization.

Technological innovation

Emerging transport technologies such as Connected and Automated Vehicles (CAV), drones and Advanced Air Mobility have the potential to improve safety, transport connectivity, productivity, accessibility and sustainability across various industries and use cases.

It is estimated that highly automated vehicles will enter the Australian market around 2026, making up around 66% of light vehicle sales by 2050.[11] To support the safe, secure and efficient commercial deployment of these new transport technologies, we are developing new policy and regulatory frameworks, which will encourage investment and position Australia to seize new technology manufacturing industries.

Tasmanian Transport Schemes

The Tasmanian Freight Equalisation Scheme (TFES) provides financial assistance to shippers of eligible non-bulk goods moved by sea across the Bass Strait. The Bass Strait Passenger Vehicle Equalisation Scheme (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.

The Australian Government has committed to an independent review of both schemes in 2025–26 to enhance administration and reduce red tape for claimants. Under TFES, an interim measure will increase the rate of assistance by 25% over 2 years for shipments from 1 July 2025 providing a $93 million boost.

10 Source: Australia's emissions projections 2024. Available at: www.dcceew.gov.au/climate-change/publications/australias-emissions-projections-2024

11 Source: Bureau of Infrastructure and Transport Research Economics Research Report 153 — Forecasting uptake of driver assistance technologies in Australia. Available at: www.bitre.gov.au/sites/default/files/documents/research-report-153.pdf

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(s)
Support surface transport decarbonisation, productivity and safety 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**

Our performance

Performance measure 4	Provide policy advice relating to surface transport productivity, safety and emissions reduction		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	Safe, efficient and sustainable domestic and international transport systems are vital to Australia's continuing prosperity. The department contributes to the prosperity of the economy and the wellbeing of all Australians by supporting and enhancing our transport systems, including through the provision of policy advice. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Surface Transport Emissions and Policy Division		
Changes	This performance measure has been updated from the 2025–26 Portfolio Budget Statements and 2024–25 Corporate Plan. The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Performance measure 5	Administration of regulatory functions for: a. Maritime regulation b. New Vehicle Emissions Standard (NVES) regulator		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
a. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year b. Development of regulatory functions for the NVES	a. As for 2025–26 b. Implementation of regulatory functions for the NVES	a. As for 2025–26 b. TBC[12]	a. As for 2025–26 b. TBC[12]
Rationale	Regulatory compliance is important to uphold the integrity of business processes, protecting public interest as well as stakeholder interest. The targets are achievable, measurable and reflect the objectives of the maritime regulatory obligations and *New Vehicle Efficiency Standards Act 2024* (NVES Act). The targets are an appropriate balance of the maritime regulatory objectives and implementation of new regulation by the NVES.		
Data source	a. The Coastal Trading and Licencing System holds information on voyage and cargo volume breaches and compliance trends for individual coastal trading licence holders. The Part X Register of Liner Shipping (database) is used to record details provided by Ocean Carriers. The Shipping Tax Incentives Register is used to record entity and vessel details upon application. Third party vessel tracking data is used for additional compliance activities. The Australian Business Register (ABN) Lookup and the Australian Maritime Safety Authority list of registered ships is used for compliance activities. b. The NVES regulator website will publish information on the posture of the regulator. Guidance on application of the legislation will be available to regulated entities through the website or NVES portal.		
Methodology	a. A quantitative assessment of performance against legislative requirements and government objectives. All appropriate compliance actions are taken and recorded in line with supporting legislation. b. A qualitative assessment of the governance to establish functions to be fulfilled under the NVES legislation.		
Measure type	Effectiveness		
Alignment with principles of regulatory best practice	Principle 1: Continuous improvement and building trust Principle 2: Risk based and data driven		
Owners	Surface Transport Emissions and Policy Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

12 Future targets are to be determined.

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 (HVSI) c. Strategic Local Government Asset Assessment Project (SLGAAP)		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
a. Tasmanian Shipping Programs (TFES and BSPVES) are administered in accordance with ministerial directions b. Heavy Vehicle Safety Initiative is administered in accordance with grant funding agreement and grant guidelines c. Strategic Local Government Asset Assessment Project is administered in accordance with grant agreements and grant guidelines	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	a. The department is responsible for the administration and oversight of the operation and funding of Australia's Tasmanian Shipping Programs, while Services Australia delivers the TFES and BSPVES on behalf of the department. These programs are demand-driven and provide financial assistance for costs associated with moving eligible non-bulk goods and passenger vehicles by sea. b. The department works closely with the National Heavy Vehicle Regulator (NHVR) as the grantee which administers the HVSI on behalf of the department. The department has authority over the development of the grant guidelines and grant agreement funding, and actively monitors program delivery to ensure alignment with program outcomes. c. The department works with the delivery partners (grantees) and the Department of Industry, Science and Resources Business Grants Hub (Business Grants Hub) to ensure adherence to the SLGAAP program outcomes. The department has authority over the development of the grant guidelines, service schedule and grant agreements. We work with the grantees to ensure data collection is in accordance with the development of the new National Automated Access System. The targets are appropriate to administer our programs effectively, and monitor the administration to ensure effectiveness.		
Data source	a. Quarterly reports provided by Services Australia who act as the administrator of the programs. The Bureau of Infrastructure and Transport Research Economics reviews the effectiveness of BSPVES every 2 years and undertakes a monitoring review of TFES every 4 years. b. Quarterly reports provided by the NHVR on its administration of each round of funding. c. Six-monthly progress reports provided by the Business Grants Hub on its administration of each phase of funding.		

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 (HVSI)** **c. Strategic Local Government Asset Assessment Project (SLGAAP)**
Methodology	Each function's administration will be assessed using a checklist composed of activities which must occur in line with the relevant documents as outlined in the target. The outcome of the checklist assessment is used to inform whether the functions are being administered effectively.
Measure type	Output
Owners	Surface Transport Emissions and Policy Division
Changes	This performance measure and target have been updated from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements. The data source and methodology has been updated from the 2024–25 Corporate Plan.

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**

Our performance

Performance measure 7	Administration of the Road Vehicle Standards (RVS) legislation		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
a. 100% of applications are decided within legislative timeframes b. 75% of voluntary recalls are published within the service level agreement of 7[13] business days	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department administers the RVS legislation to regulate the first provision of road vehicles to the Australian market. The legislation seeks to ensure all road vehicles meet the safety, security and environmental standards expected by the community at the time they are first provided. The department also monitors voluntary recalls undertaken by vehicle and component suppliers. The targets are achievable, measurable and reflect the legislative requirements and appropriate risk responses, and aim to measure the efficiency and effectiveness of assessment and recall activities.		
Data source	The department's RVS support system, 'ROVER', contains data for monitoring decision-making timeframes and voluntary recalls. a. Data is captured in ROVER and extracted into the department's data management platform, RADAR, daily. Reports are generated from RADAR data to calculate processing timeframes. b. Reporting uses an established matrix of data fields to extract applicable dates from ROVER to compare the date a recall is submitted and first published through ROVER.		
Methodology	Reports are extracted directly from the data source. ROVER is used to generate monthly reports for recalls submitted and published.		
Measure type	Proxy efficiency		
Alignment with principles of regulatory best practice	Principle 2: Risk based and data driven		
Owners	Road and Vehicle Safety Division		
Changes	The data source and methodology have been updated from the 2024–25 Corporate Plan.		

13 The 7-business day service level agreement for recalls is not a legislative requirement.

Performance measure 8	Delivery of non-infrastructure road safety grants programs to support the implementation of the National Road Safety Action Plan 2023–25		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
a. Completed non infrastructure road safety projects deliver their intended outcomes to support the implementation of the National Road Safety Action Plan 2023–25 (Action Plan) b. All completed non infrastructure road safety projects are administered in accordance with the grant agreements	As per 2025–26	TBC[14]	TBC[14]
Rationale	This performance measure reflects the department's commitment to national road safety by providing non-infrastructure funding aligned with Australian Government priorities in the National Road Safety Strategy 2021–30 and the Action Plan. The department works closely with the Community Grants Hub on the delivery of the National Road Safety Action Grants Program (NRSAGP) and receives monthly program status reports. The targets are achievable, measurable and appropriate for measuring the effectiveness of the program and its administration.		
Data source	a. Evaluation reports prepared by the proponent submitted to the department. b. Monthly reports from the Community Grants Hub. Other source documents assist with measuring these targets including grant agreement variations, 6-monthly progress report documentation, yearly financial declarations and final reports.		
Methodology	a. Review and verification of evaluation reports by the proponent in line with an evaluation matrix and framework, program guidelines, grant agreements and priorities of the Action Plan. b. Review of monthly program status reports from the Community Grants Hub.		
Measure type	Output		
Owners	Road and Vehicle Safety Division		
Changes	This performance measure was updated in the 2025–26 Portfolio Budget Statements. The target has been updated from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements.		

14 Future targets are to be determined.

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[15]	Performance measure(s)
Support the implementation of key Aviation White Paper Outcomes	**9 and 13**
Manage aviation programs and regulations	**9, 10 and 11**
Support a safe and accessible transport system	**11 and 13**
Administer effective aviation safety, accessibility for people with disability and new and emerging aviation technologies policy	**9, 12 and 13**

15 The key activities under Program 2.3 have been updated from the department's 2025–26 Portfolio Budget Statements.

Our performance

Performance measure 9	Administer the regulation of noise from remotely piloted aircraft (RPA)[16] under the *Air Navigation (Aircraft Noise) Regulations 2018*		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
100% of accurate and complete applications for a commercial RPA noise approval are decided within 21 days[17]	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department is responsible for the administration of RPA noise approvals under the *Air Navigation (Aircraft Noise) Regulations 2018*. The department has implemented a flexible, risk-based approach to managing noise impacts caused by commercial RPA operations. For operations that pose a higher risk of significant noise impacts, the department conducts a detailed assessment of the application. The target is achievable, measurable and provides confidence that applications are processed in a reasonable timeframe.		
Data source	Applications provided to the department.		
Methodology	Assessment of applications lodged and finalised within the set timeframe.		
Measure type	Proxy efficiency		
Alignment with principles of regulatory best practice	Principle 2: Risk based and data driven Principle 3: Collaboration and engagement		
Owners	International Aviation Technology and Services Division		
Changes	This is a new performance measure for 2025–26		

16 Commonly referred to as drones.

17 The 21-day timeframe does not include periods where the department is waiting on further information requested from the applicant.

Performance measure 10	Percentage of Master Plans and Major Development Plans (MDP) processed for leased federal airports within statutory timeframes		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
100% of Master Plans and MDP are assessed and submitted to the minister with sufficient time for conside ration and decision within statutory timeframes in each financial year	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department is responsible for regulatory oversight of leased federal airports under the *Airports Act 1996* (the Act). Under the Act, the minister is required to approve or refuse to approve a draft Master Plan or MDP within 50 business days (otherwise the draft plan is deemed approved). The department must ensure the minister is provided with advice with sufficient time[18] to consider the draft Master Plan or MDP. The target is consistent with the department's role in the assessment and decision making process for Master Plans and MDPs. The target is achievable, measurable and provides confidence to the minister and stakeholders.		
Data source	All Master Plans and MDP submissions and the decisions made by the minister are recorded through the Parliamentary Document Management System.		
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.		
Measure type	Proxy efficiency		
Alignment with principles of regulatory best practice	Principle 1: Continuous improvement and building trust Principle 2: Risk based and data driven		
Owners	Domestic Aviation and Reform Division International Aviation Technology and Services Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

18 Sufficient time is determined in agreement with each minister.

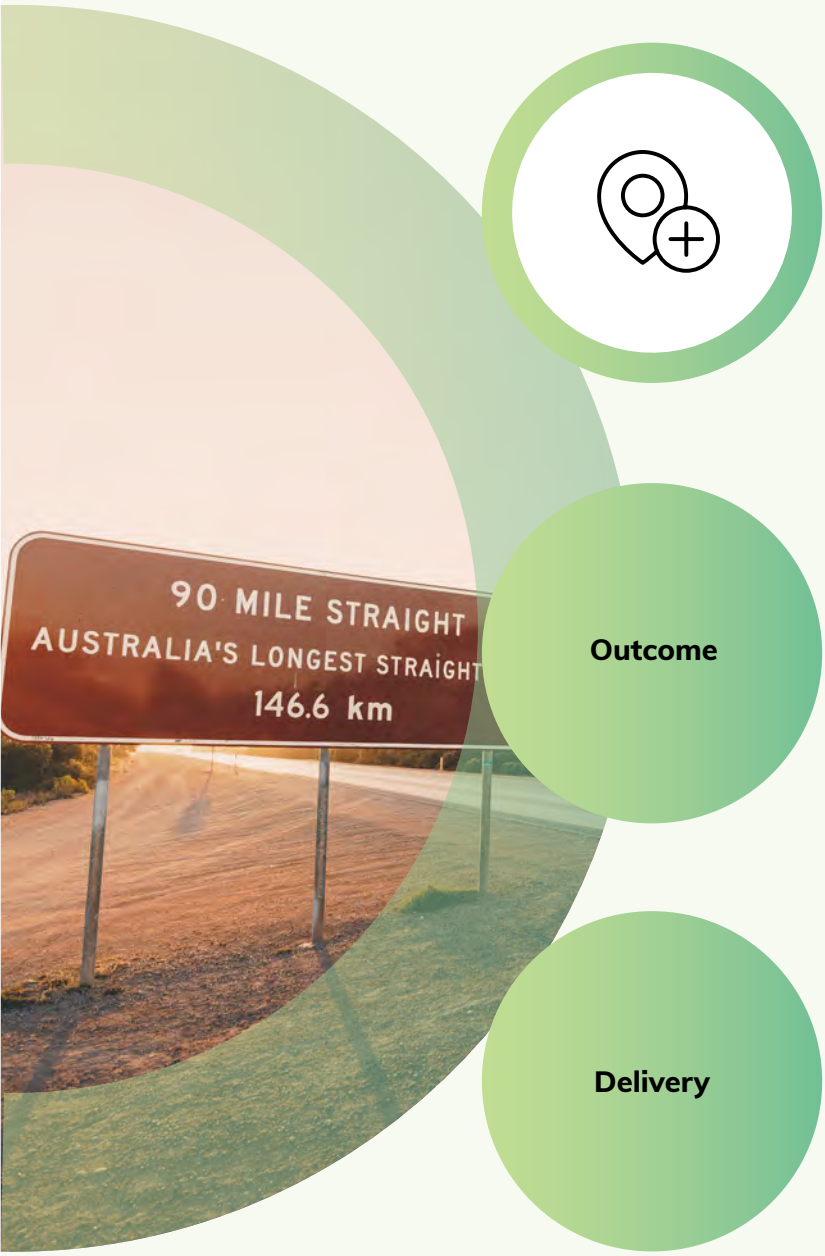
Performance measure 11	The number of per- and poly-fluoroalkyl substances (PFAS) investigations completed at civilian airports		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Delivery of PFAS management plans for 25% of airports participating in the PFAS Airports Investigation Program	Delivery of PFAS management plans for 100% of airports which participated in the PFAS Airports Investigation Program	N/A[19]	N/A[19]
Rationale	The PFAS Airports Investigation Program (the Program) aims to determine the nature and extent of PFAS contamination at airports through independently audited whole-of-site testing, and to develop robust management plans to address any identified risks. The target is consistent with the Program's objective and demonstrates the department's progress towards delivery against the government's commitment. The target is achievable, measurable and provides confidence as the development of a PFAS management plan is the final deliverable of the PFAS investigation process.		
Data source	Confirmation that the department has accepted a final version of a PFAS management plan for each individual airport.		
Methodology	Review of the document version table in each PFAS management plan that has been prepared, to confirm the plan/s are marked as final. Review of correspondence provided by the department (or its consultants) confirming finalisation of a PFAS management plan.		
Measure type	Output		
Alignment with principles of regulatory best practice	Principle 1: Continuous improvement and building trust Principle 2: Risk based and data driven		
Owners	Domestic Aviation and Reform Division		
Changes	This performance measure and target have been updated from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements.		

19 Program scheduled for completion 30 June 2027.

Performance measure 12	Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for the current year's 10-year average		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
The 10-year average of annual aviation fatalities per 100,000 people is maintained or reduced	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department reviews long-term trends to determine if its aviation policy advice is effective in contributing to the maintenance or reduction of aviation fatalities. The maintenance or reduction in annual average aviation fatalities over time is an indicator of policy success in aviation safety. The target is consistent with how the department calculates the 10-year average of annual aviation fatalities. The target is achievable and measurable as fatalities will fluctuate year on year for a number of reasons, so a long-term view is most appropriate to measure performance.		
Data source	National Aviation Occurrence Database provided by the Australian Transport Safety Bureau (ATSB).		
Methodology	The ATSB consistently categorise and code aviation safety data to determine the 10-year average in line with the International Civil Aviation Organization's Accident/Incident Data Reporting 2000 model.		
Measure type	Effectiveness		
Alignment with principles of regulatory best practice	Principle 1: Continuous improvement and building trust Principle 2: Risk based and data driven Principle 3: Collaboration and engagement		
Owners	International Aviation, Technology and Services Division		
Changes	No changes have been made to this performance measure from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements.		

Performance measure 13	Provide policy advice supporting aviation safety, accessibility for people with disability, and new and emerging aviation technologies		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	This performance measure reflects the department's role in providing strategic policy advice to support government decisions on aviation safety, accessibility for people with disability, and new and emerging aviation technologies. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Alignment with principles of regulatory best practice	Principle 1: Continuous improvement and building trust Principle 2: Risk based and data driven Principle 3: Collaboration and engagement		
Owners	International Aviation, Technology and Services Division		
Changes	Policy advice on accessibility for people with disability and new and emerging aviation technologies is a new inclusion in this performance measure for 2025–26. The data source and methodology has been updated from the 2024–25 Corporate Plan.		

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



Outcome

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

Delivery

Outcome 3 is delivered through the following programs:

Program 3.1: Regional Development

Program 3.2: Local Government

Program 3.3: Urban Development

Program 3.4: Growing a Stronger northern Australia Economy

Environment and risk

We are committed to delivering outcomes that support Australians living in regional, rural and remote areas and metropolitan centres to improve liveability, resilience and economic opportunities. We work collaboratively with communities, state, territory and local governments and businesses, recognising the importance of listening to local voices in developing our policy approaches to ensure we use the right tools to achieve our outcomes.

Investing in our communitiesx

How we live, work and play and our resulting prosperity, productivity and wellbeing is largely dependent on how we live in our communities.

There are 8.8 million Australians living in regional Australia, accounting for almost a third of the country's national population.[20] Australia's regions and their economies are diverse, with each having unique strengths and challenges. Each region is affected differently by trends affecting Australia, including the move to a net zero economy.

The Australian Government's Regional Investment Framework (the Framework) continues to guide the department's work. The Framework places regions and their people at the centre of decision-making — valuing local voices and priorities, listening to and building on evidence to inform investment, operating with flexibility and transparency, and coordinating across governments to make investments work better for regions.

Local governments play a pivotal role as first responders during disasters, key delivery partners for regional programs and sources of on-the-ground information to guide government policy responses. We engage with local governments through the Australian Local Government Association (ALGA) as the peak body, directly with Local Government Associations in each state and territory, and through the biannual Local Government Ministers' Forum which informs our understanding of priorities and pressures impacting the sector. We actively engage with a broad range of regional stakeholders, including the 546 local governments and our 50 Regional Development Australia (RDA) Committees[21] to facilitate 2-way communication to address contemporary policy issues and leverage insights, data and local intelligence.

This engagement supports evidenced-based decision making and delivers better outcomes for Australia's diverse regions. This intelligence contributes to the department's development of regular State of Australia's Regions reports, the first of which was released on 6 February 2024.[22]

The department delivers dedicated regional programs aligned with the priorities and goals of regions, such as the $600 million Growing Regions Program and the $400 million regional Precincts and Partnerships Program, to support strong and sustainable regional communities and economies. The department also delivers the government's community infrastructure election commitments through targeted programs. These programs are delivered with the states and territories through Federation Funding Agreements and assist communities to build their strengths, improve liveability, and support regional communities to partner with government to deliver regional precincts tailored to local needs.

The department continues to deliver on the government's commitment to invest in strong urban communities, through delivery of the $150 million urban Precincts and Partnerships Program and the $350 million Thriving Suburbs Program. We continue to administer the government's $9.3 billion investment in City Deals in Townsville, Launceston, Darwin, Western Sydney, Hobart, Geelong, Perth, Adelaide and South-East Queensland, and a Regional Deal in Barkly, as well as partnership projects in Albury and Wodonga. The department saw the end of the Hinkler Regional Deal (Deal) in January 2025, but continues to administer final payments under this Deal.

20 Source: Australian Bureau of Statistics regional population statistics 2023–24. Available at: www.abs.gov.au/statistics/people/population/regional-population/latest-release

21 Further information on our RDA Committees is available at: www.rda.gov.au

22 Available at: www.infrastructure.gov.au/territories-regions-cities/regional-australia/state-australias-regions-report

Brisbane 2032 Olympic and Paralympic Games

The government is investing up to $3.44 billion toward key venue infrastructure for the Brisbane 2032 Olympic and Paralympic Games (the Games).

The Games, and our investment in key venue infrastructure, will provide opportunities for communities across Brisbane, Queensland, Australia and Oceania and will make growing South-East Queensland even more inclusive, sustainable, connected, liveable and prosperous.

Robust fiscal management of the government's investment in venue projects for the Games are managed by the department through milestone payments dictated by Federation Funding Agreement Schedules and provision of policy advice.

The department engages with other government entities, Queensland and local governments to support infrastructure priorities, governance arrangements and communications for the Games.

Growing a stronger northern Australia economy

A strong and prosperous northern Australia[23] is a key enabler for the successful delivery of the government's broader agenda.

Significant investment and progress in developing northern Australia has been achieved. Despite this, northern Australia continues to face a unique set of complex challenges and opportunities which require a tailored response fit for the northern experience. The *Northern Australia Action Plan 2024–2029* builds on the *2015 Our North, Our Future: White Paper on Developing Northern Australia* and reaffirms the Australian Government's commitment to northern Australia. It recognises the potential of northern Australia to build on its comparative advantages of natural resources, strategic location, unique environment and cultural heritage, and resilient communities.

The Northern Australia Infrastructure Facility (NAIF) is one mechanism that supports growth in northern Australia. The $7 billion NAIF provides catalytic concessional loans across the north that are forecast to deliver a public benefit of $38.2 billion.

23 Northern Australia encompasses 53% of Australia's landmass and is home to 1.3 million people, accounting for 5.2% of Australia's population. It includes all of the Northern Territory, the parts of Queensland and Western Australia north of the Tropic of Capricorn, and the Indian Ocean Territories of Cocos (Keeling) Islands and Christmas Island.

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 activities	Performance measure(s)
Advise on and deliver programs to support regional development and local governments	**14, 15, 16 and 17**

Our performance

Performance measure 14	Delivery of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Payments to states and territories are authorised in alignment with the schedule to the Federation Funding Agreement — Infrastructure	As for 2025–26	N/A[24]	N/A[24]
Rationale	All regional areas of Australia have access to funding opportunities to construct new precinct related community infrastructure in partnership with other entities, or expand existing infrastructure for wider community benefit, including through land reform. This performance measure reflects the department's role in administering these programs through Federation Funding Agreements with states and territories.		
Data source	Co-signed Federation Funding Agreements — Infrastructure schedules. Monthly reports received from states and territories detailing project status and key milestones. Post completion reports received from state and territory governments providing final assessment of completed projects.		
Methodology	Monthly meetings are scheduled to review project progress, address issues and identify risks. Meeting records are maintained in departmental systems. Monthly and post-completion reports from states and territories are reviewed, recorded and securely stored.		
Measure type	Output		
Owners	Partnerships and Projects Division		
Changes	This performance measure was updated in the 2025–26 Portfolio Budget Statements. The data source and methodology have been updated from the 2024–25 Corporate Plan.		

24 This program is expected to be completed in 2026–27. Future performance measures/targets are to be determined.

Performance measure 15	Provide effective administration of the Growing Regions Program		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
The Growing Regions Program is administered in accordance with the Federation Funding Agreements — Infrastructure	As for 2025–26	N/A[25]	N/A[25]
Rationale	All areas of Australia have access to funding opportunities to construct new community infrastructure or expand/upgrade existing infrastructure for wider community benefit through the Growing Regions Program. This performance measure reflects the department's role in administering the program through Federation Funding Agreements with states and territories.		
Data source	Co-signed Federation Funding Agreements — Infrastructure schedules. Monthly reports received from states and territories detailing project status and key milestones. Post completion reports received from state and territory governments providing final assessment of completed projects.		
Methodology	Monthly meetings are scheduled to review project progress, address issues and identify risks. Meeting records are maintained in departmental systems. Monthly and post-completion reports from states and territories are reviewed, recorded and securely stored.		
Measure type	Output		
Owners	Regional Development and Local Government Division		
Changes	This is a new performance measure for 2025–26		

25 This program is expected to be completed in 2026–27. Future performance measures/targets are to be determined.

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		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
≥90% of RDAs rated satisfactory or above	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	RDAs drive economic growth, innovation and entrepreneurship in regions through facilitating investment in community, industry and the environment. They also assist to bridge regional development gaps in regions by working with stakeholders across sectors and supporting the delivery of the government's strategic priorities. The target is appropriate as it demonstrates the department's role in facilitating satisfactory partnerships and place-based solutions. The target is achievable, measurable and provides confidence to the community that the RDA Committees are achieving agreed outcomes.		
Data source	Independent survey of RDAs and their stakeholders conducted by a qualified service provider. RDA reports submitted under funding agreement requirements.		
Methodology	Stakeholder surveys assess satisfaction with RDA service delivery, informing overall network performance. RDA reports are reviewed to verify whether required outcomes have been delivered.		
Measure type	Effectiveness		
Owners	Regional Development and Local Government Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Performance measure 17	Provide policy advice on regional development and local government		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department contributes to the prosperity of the economy and the wellbeing of all Australians by delivering programs for regional development and local government. These programs assist regions to realise their potential and manage their own futures, including through providing essential services and developing planning initiatives. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Regional Development and Local Government Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

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 activities	Performance measure
Advise on and deliver programs to support regional development and local governments	**18**

Our performance

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**		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Funding is provided on time and aligned with the budget appropriation	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department administers the *Local Government (Financial Assistance) Act 1995* (Financial Assistance Act). Financial assistance grants contribute to the strengthening of regional and local government sustainability, capacity, diversity and promotes investment in measures that will stimulate regional economic growth. The target is achievable, measurable provides assurance that funding is being delivered in accordance with the Financial Assistance Act and delivers programs to support local government.		
Data source	a. Recommendations received by the State and Northern Territory Local Government Grants Commissions on the funding allocations to be distributed and paid to local governing bodies for general purpose component. b. Recommendations received by the State and Northern Territory Local Government Grants Commissions on the funding allocations to be distributed and paid to local governing bodies for local roads component.		
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.[26] Review and analysis of payment records from departmental systems to assess timelines of payment and alignment with the Financial Assistance Act.		
Measure type	Output		
Owners	Regional Development and Local Government Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

26 Further information on the national principles for the allocation of grants is available at: www.infrastructure.gov.au/territories-regions-cities/local-government/financial-assistance-grant-local-government/national-principles-allocation-grants

Program 3.3: Urban Development

Program objective

The Urban Development Program support the development of more liveable and productive urban areas through programs and policies that support jobs and economic growth, manage population pressures and reduce congestion.

Key activities[27]	Performance measure(s)
Work with Queensland to deliver infrastructure for the Brisbane 2032 Olympic and Paralympic Games	**19 and 20**
Deliver commitments to enhance community level infrastructure in Australia's cities and towns	**21 and 22**

27 The key activities under Program 3.3 have been updated from the department's 2025–26 Portfolio Budget Statements.

Our performance

Performance measure 19	Provide policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The Australian Government is investing up to $3.44 billion toward key venue infrastructure in time for the Brisbane 2032 Olympic and Paralympic Games (the Games). The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Land Transport Infrastructure Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Performance measure 20	Approval of Brisbane 2032 Olympic and Paralympic venue infrastructure project milestones in line with the Federation Funding Agreement Schedule (FFAS)		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
≥90% of compliant milestones submitted by Queensland are approved within the FFA timeframe	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The Australian Government's investment toward key Brisbane 2032 Olympic and Paralympic Games (the Games) venue infrastructure will provide opportunities for communities across Brisbane, Queensland, Australia and Oceania. The department's role in monitoring and approving FFAS milestones is a key component to enable payment to Queensland to deliver venue infrastructure within budget and on time for the Games.		
Data source	Publicly available FFAS document, written advice to Treasury, and evidence of work completed.		
Methodology	Analysis of evidence provided by Queensland to assess delivery against milestones in accordance with the FFAS.		
Measure type	Output		
Owners	Land Transport Infrastructure Division		
Changes	No changes have been made to this performance measure from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements.		

Performance measure 21	Delivery of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Payments to states and territories are authorised in alignment with the schedule to the Federation Funding Agreement — Infrastructure	As for 2025–26	N/A[28]	N/A[28]
Rationale	All urban areas of Australia have access to funding opportunities to construct new precinct related community infrastructure in partnership with other entities, or expand existing infrastructure for wider community benefit, including through land reform. This performance measure reflects the department's role in administering these programs through Federation Funding Agreements with states and territories.		
Data source	Co-signed Federation Funding Agreements — Infrastructure schedules. Monthly reports received from states and territories detailing project status and key milestones. Post completion reports received from state and territory governments providing final assessment of completed projects.		
Methodology	Monthly meetings are scheduled to review project progress, address issues and identify risks. Meeting records are maintained in departmental systems. Monthly and post-completion reports from states and territories are reviewed, recorded and securely stored.		
Measure type	Output		
Owners	Partnerships and Projects Division		
Changes	This target was updated in the 2025–26 Portfolio Budget Statements.		

28 This program is expected to be completed in 2026–27. Future performance measures/targets are to be determined.

Performance measure 22	Provide effective administration of the Thriving Suburbs Program		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
The Thriving Suburbs Program is administered in accordance with the Federation Funding Agreements — Infrastructure	As for 2025–26	N/A[29]	N/A[29]
Rationale	All urban areas of Australia have access to funding opportunities to construct new community infrastructure or expand/upgrade existing infrastructure for wider community benefit through the Thriving Suburbs Program. This performance measure reflects the department's role in administering the program through Federation Funding Agreements (FFA) with states and territories.		
Data source	Co-signed Federation Funding Agreements — Infrastructure schedules. Monthly reports received from states and territories detailing project status and key milestones. Post completion reports received from state and territory governments providing final assessment of completed projects.		
Methodology	Monthly meetings are scheduled to review project progress, address issues and identify risks. Meeting records are maintained in departmental systems. Monthly and post-completion reports from states and territories are reviewed, recorded and securely stored.		
Measure type	Output		
Owners	Regional Development and Local Government Division		
Changes	This performance measure and target have been updated from the 2024–25 Corporate Plan and the 2025–26 Portfolio Budget Statements.		

29 This program is expected to be completed in 2026–27. Future performance measures/targets are to be determined.

Program 3.4: Growing a Stronger Northern Australian Economy

Program objective

The Northern Australia Program supports the sustainable development of northern Australia through informing policies and initiatives that promote investment, economic growth and liveability. This is achieved through the oversight of the *Northern Australia Action Plan 2024–2029*, the whole of government's 5-year strategic roadmap for unlocking the region's potential and driving the next phase of growth. This includes support for enabling infrastructure through the Northern Australia Infrastructure Facility.

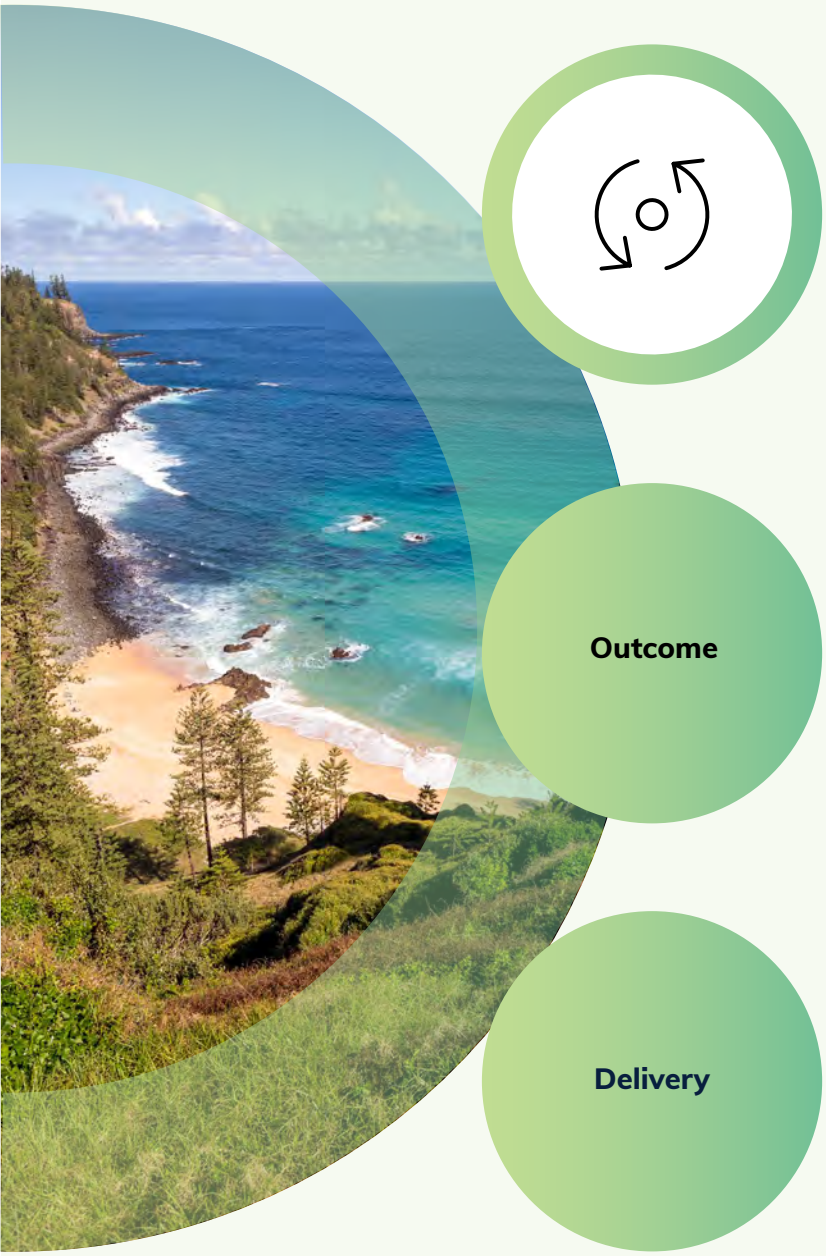
Key activity	Performance measure(s)
Progress key initiatives and monitor whole-of-government implementation of the northern Australia agenda	**23 and 24**

Our performance

Performance measure 23	Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for ministerial consideration within statutory timeframes		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
100% of proposal notices received within the financial year are processed within statutory timeframes	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	A key responsibility for the department in administering NAIF is supporting ministerial consideration of NAIF investment decisions. While NAIF's administered appropriation is retained by the department, the *Northern Australia Infrastructure Facility Act 2016* states that investment decisions are made by the independent NAIF Board. The target is consistent with delivery outcomes that all investment decisions are subject to a ministerial consideration period. The target is achievable, measurable and reflects the department's legislative reporting requirements and role in administering NAIF.		
Data source	NAIF proposal notices are sourced from the Parliamentary Document Management System. Notices include statutory timeframes with data available from the date of collection with no lag time identified.		
Methodology	Data is validated and reviewed to determine what percentage of assessments were processed by the department within statutory timeframes.		
Measure type	Proxy efficiency		
Owners	Partnerships and Projects Division		
Changes	The data source has been updated from the 2024–25 Corporate Plan.		

Performance measure 24	Provide policy advice on northern Australia		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	This performance measure reflects the department's role in providing strategic policy advice and coordination to support government decisions on the implementation of the *Northern Australia Action Plan 2024–2029*. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Partnerships and Projects Division		
Changes	This is a new performance measure for 2025–26		

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

Outcome 4 is delivered through the following program:

Program 4.1: Services to Territories

Environment and risk

We administer essential infrastructure and services to the residents of Norfolk Island, Christmas Island, the Cocos (Keeling) Islands and the Jervis Bay Territory. We also administer the Ashmore Cartier Islands and the Coral Sea Islands territories, and manage national interests in the Australian Capital Territory and Northern Territory.

Supporting effective governance and legal frameworks

Australia's non-self-governing territories are geographically, economically and socially diverse. The department is committed to delivering services to all non-self-governing territories, underpinned by Commonwealth legislative and governance frameworks. Legislative frameworks in the territories are unique, at different stages of maturity and vary based on geographical location and governance histories. In the Indian Ocean Territories of Christmas Island and the Cocos (Keeling) Islands, Western Australian laws are automatically applied but may be amended, modified or repealed by the Commonwealth Parliament. Australian Capital Territory (ACT) legislation is similarly applied to the Jervis Bay Territory.

In Norfolk Island, the legislative framework comprises a mix of continued laws made by the former Norfolk Island Legislative Assembly, and limited NSW and Queensland laws that support service delivery arrangements.

Governance arrangements are reviewed based on the needs of the particular community and the service delivery arrangements in place. We support the Australian Government to make required amendments to legislation so the legal frameworks remain fit for purpose and facilitate the effective delivery of services.

In 2025–26, the department is focused on the implementation of the government's response to the 'Restoring Democracy' report. The Joint Standing Committee on the National Capital and External Territories made a number of recommendations in the report to develop a long-term governance solution to re-establish a sustainable and self-supporting local democracy. To achieve this, we are working with the recently established Norfolk Island Governance Committee and community to develop a bespoke model of local governance in the territory for consideration by government.

Providing essential services

We ensure residents are able to access critical state-level services through direct service delivery, partnerships with Western Australia, Queensland, NSW and the ACT governments, and contracts with private service providers.

The following are examples of the critical services delivered through these arrangements:

- education services (primary, high school and vocational education and training)
- health and disability services
- childcare, child protection and aged care services
- courts and corrective services
- fire and emergency services
- land administration, planning and information
- environmental protection services
- local government regulation and oversight
- heritage management.

The remoteness of Australia's external territories poses geographical and logistical challenges to the delivery of infrastructure. The external territories have restricted access to the skills, labour and supply chains available to mainland Australia. We continue to work with local communities and service providers to deliver fit-for-purpose long-term infrastructure solutions for each of the non-self-governing territories. In 2025–26, the department will:

- Provide a cost-efficient and sustainable potable water solution for the Jervis Bay Territory by completing the connection for a potable water supply from the neighbouring Shoalhaven City Council.
- Commence construction on a water catchment and drainage project on Christmas Island to reduce potential erosion and land slips.
- Complete the design work for a new Residential Aged Care facility on Norfolk Island.

The department also manages the appointment of the Administrator of the Northern Territory and appointments to the Board of the National Capital Authority.

Supporting economic sustainability

To support sustainability, the department seeks opportunities to de-risk investment and minimise barriers to sustainable development. The department underwrites critical passenger and air freight services to the external territories and invests in port and airport infrastructure to support the movement of freight.

The economy of Christmas Island is experiencing uncertainty in the mining industry, and fluctuations in immigration detention activity. The economy of the Cocos (Keeling) Islands will be increasingly impacted by risks from coastal hazards. The finalisation and release of the Coastal Hazard Risk Management and Adaptation Plan will inform the government's future infrastructure investment and service delivery decision making.

In the Indian Ocean Territories, the department procures tourism industry support, group and vocational training services, and funds the Regional Development Organisation. The department advocates across government for the inclusion of the non-self-governing territories in mainstream funding programs.

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(s)
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**

Our performance

Performance measure 25	Provide policy advice on governance and legislative arrangements in Australia's territories		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department administers governance and legislative arrangement matters to the non-self governing territories including, 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. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Territories Division		
Changes	The wording of this performance measure has been updated from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements. The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Performance measure 26	Availability of key services in the non-self-governing territories		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Health, education, and corrections service agreements are being delivered in the non-self-governing territories	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department delivers essential services to our non-self-governing territories through direct service provision and service delivery arrangements with state, local and private partners. The services the department makes available are demand driven. The target reflects the work the department undertakes to provide health, education and corrections services to the Indian Ocean Territories, Norfolk Island and Jervis Bay Territory. The target is achievable, measurable and provides confidence to the non-self-governing territories, as not providing the services will have the greatest negative impact on a community.		
Data source	Active agreements between the department and external suppliers relevant to nominated services (health, education and corrections services).		
Methodology	Assessment of services delivered in accordance with relevant agreements. Assessment of provision of essential infrastructure that allows delivery of key services.		
Measure type	Output		
Owners	Territories Division		
Changes	This target has been updated from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements. The data source and methodology have been updated from the 2024–25 Corporate Plan.		

Outcome 5: Communications Connectivity

Outcome

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

Delivery

Outcome 5 is delivered through the following program:

Program 5.1: Digital Technologies and Communications Services

Environment and risk

Access to high-quality connectivity across Australia is essential for safety, digital inclusion, social cohesion, economic growth and sustainability. Our work enables Australians to connect to increasingly essential telecommunications and digital services and content.

Market changes

Australia's communications market is undergoing significant transition, for example technology like Low Earth Orbit Satellites which are rapidly improving coverage and choices for consumers. Demand for data and connectivity is growing rapidly as a result of the increase of connected devices and a surge in artificial intelligence, cloud-based services and video streaming. The market is becoming increasingly competitive, but remains thin in regional and remote areas of Australia. Continued and ongoing investment will be needed to support improved connection in Australia.

Consumers expect greater coverage, continuity and reliability from mobile and data services, especially during emergencies and natural disasters. Support from government and industry is critical to meet these objectives. This includes support for the most digitally excluded from our modern economy, such as regional and remote communities, First Nations Australians, low income households, older Australians and people with disability.

The National Broadband Network (NBN) Co constructs and maintains our wholesale broadband network, while Telstra is paid to provide a number of universal services on behalf of the Australian Government. The government co-invests in mobile networks in locations where it is not profitable for industry alone. Australia Post provides letter and parcel delivery including for communities not serviced by newer parcel competitors.

Government has an important role to play in helping to establish policy frameworks to foster both competition and strong domestic industry in the national interest.

Network resilience

Sufficient reliability and resilience in communications infrastructure in a world of increasing natural disasters and extreme weather events is particularly important to Australians. The national emergency call service, Triple Zero and a resilient and secure communications network are increasingly important, and are supported by regulatory frameworks combined with appropriate levels of government support.

Digital platforms and media

The pace of technological and market change means the government faces increasing pressure to act to address issues on online safety, consumer protection and social cohesion. Australia's social media age limits reflect community values and expectations in the interests of child safety.

With the eSafety Commissioner, Australia has an established regulatory framework — but expectations for government to address online harms will grow. The Online Safety Act review looked at a range of these issues and provided 67 recommendations.

Supporting our media sector is vital to the future of Australian democracy, civic participation and social cohesion. The Australian Broadcasting Corporation (ABC) and Special Broadcasting Service (SBS) play a critical role in helping ensure Australians are informed and entertained. The News Media Assistance Program (News MAP) policy framework provides principles to guide government intervention to support public interest journalism. The objective of News MAP is to support commercial sustainability and resilience of news organisations, and ensure all Australians have access to a diversity of high-quality public interest news regardless of where they live. Working in partnership with stakeholders, we will develop a National Media Literacy Strategy to ensure Australians have the skills and competencies to critically engage with media and information online.

Government has a role to play in helping to support consumer access to essential media content services and the provision of important programming such as sport, local news and entertainment, while continuing to give consumers choice among the wide array of service offerings available.

A consumer-focused regulatory regime

Consumer expectations for accessibility and online safety are also increasing. We will continue to support the development of the government's media reform agenda to ensure communications and media policy is responsive to community expectations and enables all Australians to access services and content.

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

30 The key activities under Program 5.1 have been updated from the department's 2025–26 Portfolio Budget Statements.

Our performance

Performance measure 27	Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
For each program ≥90% of total contracted coverage (i.e. the 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	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The Mobile Black Spot Program provides improved mobile coverage to regional and remote areas with poor or no existing coverage. The Peri-Urban Mobile Program improves mobile connectivity in areas prone to bushfire and other natural disasters. These programs ensure people living, working and travelling in the regions are able to realise the social and economic benefits from digital technologies. The target is consistent with the program's objective of increasing the amount of new mobile coverage, and is within the contracted coverage metric thresholds the funding recipients are contracted to deliver under respective rounds of the program. The target is achievable, measurable and provides confidence to the community that the program is improving mobile coverage and connectivity across Australia.		
Data source	Program contracts and asset completion reports (ACRs).		
Methodology	An 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.		
Measure type	Output		
Owners	Communications Services and Consumer Division		
Changes	No changes have been made to this performance measure from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements.		

Performance measure 28	The total amount of new or improved contracted outcomes delivered through the Regional Connectivity Program		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
≥90% of total contracted outcomes (i.e. new and improved coverage, or relevant key service improvement metric) are delivered by assets for which asset completion reports are received and approved in the financial year	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The Regional Connectivity Program enables people in regional, rural and remote areas to access and benefit from digital technologies and communications services, supporting inclusiveness and sustainable economic growth. The target is consistent with the program's objective and is within the contracted coverage metric thresholds the funding recipients are contracted to deliver under the program. The target is achievable, measurable and provides confidence to the community that the program is improving mobile coverage and connectivity across Australia.		
Data source	Grant agreements, acquisition, approvals and access reports, asset completion reports (ACR), project completion reports (PCR), progress reports and capital works completion reports.		
Methodology	An ACR/PCR is submitted by the funding recipients following completion of each contracted work. The department undertakes an analysis to compare grant agreements, ACRs and PCRs to assess contracted coverage against delivered coverage. This then provides the percentage of total contracted outcomes delivered.		
Measure type	Output		
Owners	Communications Services and Consumer Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Performance measure 29	Accessible communication services for Australians, through: a. National Relay Service (NRS) b. Audio Description services[31] c. Broadcaster Captioning compliance[32]		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 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	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The communications accessibility programs aim to support inclusiveness by providing individuals who are deaf, hard of hearing, have speech communication difficulty, are blind or have low vision with access to telecommunications and broadcasting services. The targets are achievable, measurable and reflect the department's legislative reporting requirements. Each target demonstrates that relevant providers regulated by the department are meeting legislative requirements or contractual service levels in support of an inclusive media environment.		
Data source	a. Concentix provides monthly and quarterly performance reports. b. National broadcaster reports. c. Australian Communications and Media Authority (ACMA) annual captioning compliance report, published on its website each January for the prior financial year.		
Methodology	a. Monthly service level requirements. The service provider provides monthly performance statements against service levels. 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 ACMA on the percentage of content captioned in the previous year.[33]		
Measure type	Output		
Owners	Communications Services and Consumer Division		
Changes	No changes have been made to this performance measure from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements.		

31 This is a narrated sound track provided by the ABC and SBS for specific television shows to provide accessibility to blind or vision impaired people.

32 This is a legislative requirement for licensed broadcasters for deaf and hearing-impaired people. There are different obligations for free to air broadcasters and pay television. The ACMA is the regulator for these obligations and releases compliance data every year.

33 The ACMA is an independent regulatory agency and identifies its own compliance priorities, including whether to audit the results reported.

Performance measure 30	Provide policy advice on the regulatory and legislative framework for spectrum management, broadband and other telecommunications matters		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	This performance measure reflects the department's role in providing strategic policy advice to support government decisions on broadband, NBN Co matters, spectrum management policy, telecommunications deployment, telecommunications resilience, telecommunications competition, Australia's universal service framework (payphone, voice and broadband services), and digital inclusion. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Communications Infrastructure Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Performance measure 31	Provide policy advice about the news, broadcasting and media industry		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	This performance measure reflects the department's role in providing strategic policy advice to support government decisions on the news, broadcasting and media sectors. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Media Policy Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Performance measure 32	Provide policy advice about harmful online and digital content and activities		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Policy advice is high quality, timely and evidence based	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	This performance measure reflects the department's role in providing strategic policy advice to support government decisions aimed at reducing exposure to, and the impact of, online harms, and promoting an online environment that supports productivity and enhances civic discourse and engagement. The target is consistent across all departmental policy advice performance measures and reflects the provision of advice within the department's remit. The target is achievable, measurable and assessed against the departmental policy advice assessment methodology, ensuring confidence in its evaluation.		
Data source	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
Methodology	Policy advice is assessed and scored by an internal independent panel, against criteria outlined in the departmental policy advice assessment methodology, to determine if it is high quality, timely and evidence based.		
Measure type	Output		
Owners	Digital Platforms, Safety and Classification Division		
Changes	The data source and methodology has been updated from the 2024–25 Corporate Plan.		

Outcome 6: Creativity and Culture

Outcome

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

Delivery

Outcome 6 is delivered through the following program:

Program 6.1: Arts and Cultural Development

Environment and risk

Investing in the future

Our investment in the cultural and creative sector extends well beyond economic measurements. Participation in arts and cultural activities, including through creative therapies, can facilitate stronger social connections, foster a sense of belonging and trust, and promote positive outcomes for mental health, wellbeing[34], and education.

We continue to deliver our commitments under the National Cultural Policy, *Revive*, as it enters its third year of implementation. *Revive* has successfully supported the sector's post-pandemic recovery through commencing structural reforms that will also prepare the sector for the longer-term challenges associated with social, technological and economic change. *Revive*, as a whole of government policy, reaffirms the contribution of arts and culture to other key policy outcomes, including Closing the Gap.

Engagement in cultural activity is fundamental for Aboriginal and Torres Strait Islander people and is not only a significant source of economic and social value and empowerment, but generates wider benefits for Aboriginal and Torres Strait Islander communities. These include improved physical and mental health, greater social inclusion and cohesion, improved school attendance and higher levels of educational attainment, more employment, economic opportunities and meaningful work.[35]

Collaborating across government

The department will continue to administer programs and initiatives that contribute to whole of government outcomes. This includes administering a grant to Nordoff-Robbins Music Therapy Australia Limited (Noro) with a focus on understanding the impact of, and demand for, music therapy services, the Indigenous Visual Arts Industry Support Program, the Indigenous Languages and Arts Program, the Indigenous Repatriation Program and the Languages Policy Partnership.

Additionally, the department, with Creative Australia and Screen Australia, are focused on delivering *Equity: the Arts and Disability Associated Plan* (the Plan), a 4 year roadmap of activities to build the foundations for equity in arts and cultural life for d/Deaf and disabled artists and arts workers and audiences with disability in Australia.

We will also work across government to ensure the sector is considered in other policy outcomes. This includes providing a balanced and measured approach that supports the use of artificial intelligence by artists as a creative tool, while managing the risks associated with rights infringement.

Navigating sector pressures

Over 80% of the arts and cultural sector are small businesses.[36] Many arts organisations operate as not-for-profit entities and derive income from a range of sources including philanthropic funding. Global threats to economic growth and trade such as economic protectionism, supply chain issues and geopolitical conflict have the potential to impact the availability of international market access and engagement opportunities for Australia's arts and cultural sector. In addition, changes to audience behaviour (including reduced attendance, late ticket purchases and decreased subscriptions), continued growth in media convergence, cost of living pressures, declining philanthropic funding, skills shortages, rising labour and production costs are factors that continue to create uncertainty for the sector.

There is increasing pressure on the sector to resource international engagement across competing priorities — touring and promotion in existing markets, while investing in emerging markets and developing economies within the region. While the department maintains its focus on mechanisms to support international touring, engagement and collaboration, there is also rising demand from the sector to support the development of export-ready cultural and creative products at the domestic level.

In the face of these challenges, the department will continue to prioritise the administration of targeted support for the sector through grant programs, tax incentives, engagement in domestic and international forums, and work with cultural and collecting institutions across Australia.

34 Source: Connected Lives: Creative solutions to the mental health crisis. Available at: www.creative.gov.au/sites/creative-australia/files/documents/2025-03/Connected-Lives-Creative-solutions-to-the-mental-health-crisis-Web-version_0.pdf

35 Source: Productivity Commission 2022, Aboriginal and Torres Strait Islander visual arts and crafts study report. Available at: www.pc.gov.au/inquiries/completed/indigenous-arts/report

36 Source: Analysis of the Cultural and Creative Sector — *Revive*: Sectoral Analysis. Available at: www.infrastructure.gov.au/department/media/publications/analysis-cultural-and-creative-sector-revive-sectoral-analysis

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**
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**

Our performance

Performance measure 33	Contribute to the delivery of actions within *Revive*, the National Cultural Policy 2023–2027		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
85% of the department's 65 *Revive* actions and components are delivered	90% of the department's 65 *Revive* actions and components are delivered	TBC[37]	TBC[37]
Rationale	*Revive*, Australia's National Cultural Policy is the Australian Government's flagship commitment in the Arts and 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, programs and research. The department is responsible for 65 *Revive* commitments. The target is an accumulation of all actions and components held by the department. The target provides flexibility to allow for factors outside of the department's control which may impact the delivery of this measure — this may include legislative timing changes, changes to governmental priorities and crisis events.		
Data source	*Revive* program and project monitoring reports.		
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.		
Measure type	Output		
Owners	Communications Infrastructure Division Communications Services and Consumer Division Creative Economy and the Arts Group Data, Research, Strategy and Net Zero Division Digital Platforms, Safety and Classification Division Media Policy Division Partnerships and Projects Division		
Changes	This target has been updated from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements.[38] The data source has been updated from the 2024–25 Corporate Plan.		

37 This program is expected to be completed in 2026–27. Future performance measures/targets are to be determined.

38 This performance measure previously reported on the *Revive* actions led by the Creative Economy and the Arts Group. There are 12 additional departmental led actions managed by other divisions. For completeness, the target now captures all departmental led actions, noting some actions were completed in previous financial years. Further information will be provided in the 2024–25 Annual Report.

Performance measure 34	Administered grants are paid within a timely manner		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
90% of payments are paid within 20 days[39]	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	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 are a key mechanism for delivering support to the sector. A 90% target is reasonable, as there may be events beyond the department's control that may impact the achievement of the performance measure.		
Data source	The department's payment system which has appropriate workflows and controls for retaining financial and payment data, including to support audit activities.		
Methodology	Analysis of reports generated from the department's payment processing system.		
Measure type	Proxy efficiency		
Owners	Creative Economy and the Arts Group		
Changes	The wording of the target has been updated from the 2024–25 Corporate Plan and 2025–26 Portfolio Budget Statements.		

39 Calculated from the date of receipt of a correctly rendered invoice entered into the department's accounts payable system.

Outcome 7: Sport and Physical Activity

Outcome

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

Delivery

Outcome 7 is delivered through the following program:

Program 7.1: Sport and Physical Activity

Environment and risk

We are responsible for leading national sport policy, delivering programs and supporting major sporting events to provide social, health and economic benefits for Australia.

Over the next decade, Australia will host a series of major international sporting events culminating in the Brisbane 2032 Olympic and Paralympic Games. There is an unprecedented opportunity to leverage the 'green and gold decade' to reshape the future direction of sport in Australia — to promote inclusion through safe and welcoming environments, inspire and motivate participation, support our athletes to compete with integrity and perform at their best. This opportunity extends to increasing our international presence, and achieving positive economic, social, and environmental outcomes.

Leading national sport policy

The Australian Government's *Sport Horizon*, Australia's National Sport Strategy 2024–2034 (the Strategy) articulates a long-term strategic view of the sport sector within Australia and sets out the government's sport priorities for the future. The Strategy acknowledges changes to the sector after the COVID-19 pandemic and new opportunities to ensure a strategic approach to the investment and delivery of major sporting events to leverage the benefits of sport.

While all levels of government and the sport sector have important roles in activating the Strategy, we will play a lead role in governance arrangements, agency coordination and collective monitoring activities.

Delivering sport programs and commitments

The government's investment for the Play Our Way program aims to improve sporting facilities, equipment and participation programs specifically for women and girls. The program will promote equitable access, build more suitable facilities, and support grassroots initiatives to support women and girls to participate in sport throughout their lives.

We will continue delivering programs and commitments, such as the Play Our Way program, to support safe sporting environments, participation in sport and physical activity, athletes and para-athletes.

Supporting major sporting events

The 'green and gold' decade continues in 2025–26 with Australia hosting the VIRTUS World Athletes Championships 2025, ICF Slalom World Championships 2025, Boccia World Challenger 2025 and Asian Football Confederation Women's Asian Cup 2026.

In partnership with other Commonwealth agencies, state and territory governments, event delivery partners, sport organisations, and international federations, we will continue to play a key role in delivering major sporting events and ensuring they deliver lasting benefits for Australia. In addition to financial support for the events, we will coordinate operational and policy support in areas including national security arrangements, taxation support, intellectual property rights protection and anti-doping arrangements. We will manage legacy initiatives to drive participation, support women's leadership, human rights, inclusion, and diplomacy objectives.

Program 7.1: Sport and Physical Activity

Program objective

Develop national sport policy, design and implement programs and support major sporting events to provide social, health and economic benefits for Australia.

Key activity	Performance measure(s)
Provide national policy advice and governance support, deliver on sport programs and projects, and provide strategic coordination and support on major international sporting events	**35, 36 and 37**

Our performance

Performance measure 35	Contribute to the implementation, monitoring and reporting of the National Sport Strategy 2024–2034 (the Strategy)		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
a. Establish governance arrangements for the Strategy b. An approach for the Strategy's monitoring and reporting framework is endorsed	Delivery in accordance with the Strategy's reporting framework	As for 2026–27	As for 2026–27
Rationale	Develop and deliver national sports policy, including through the Strategy. The Strategy provides the framework and priorities for sport in Australia to support healthy, active, connected communities and a thriving sport system. This measure assesses whether the department has provided support to drive implementation, monitoring and reporting of the Strategy. The targets are achievable and measurable for the maturity of the Strategy, and ensure established structures and processes are in place to successfully implement, monitor and report on the Strategy.		
Data source	Departmental records including meeting minutes, governance terms of reference and project documents.		
Methodology	Review of departmental records is undertaken to determine whether the Strategy's governance arrangements are established, and an approach to its monitoring and reporting framework is endorsed.		
Measure type	Output		
Owners	Office for Sport		
Changes	This performance measure transferred from the Department of Health, Disability and Ageing on 13 May 2025 due to machinery of government changes. This is a new performance measure for 2025–26, first published in the 2025–26 Health and Aged Care Portfolio Budget Statements.		

Performance measure 36	Strategic coordination of the planning and delivery of major international sporting events hosted in Australia		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
Administer event-specific grant and funding agreements to support planning and delivery of major international sporting events[40]	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	The department works in partnership and consultation with event organisers, state and territory governments, and other Commonwealth agencies, to support major international sporting events to deliver lasting social, economic, and health benefits for Australians. The target reflects the department's work with event organisers to develop event-specific grant funding agreements, milestones, governance and project management arrangements to support event planning and delivery. The target is measurable and reflects the individual stage of each event.		
Data source	Grant and funding agreements, program and project management plans, post-evaluation reports including data from reports developed by key stakeholders.[41]		
Methodology	Grant and funding agreements are developed to ensure government priorities are clearly defined, appropriately managed and milestones are achieved. Review of program and project management plans and post-evaluation reports to determine effective delivery and planning of events.		
Measure type	Output		
Owners	Office for Sport		
Changes	This performance measure transferred from the Department of Health, Disability and Ageing on 13 May 2025 due to machinery of government changes.		

40 For 2025–26, this comprises event planning for the Netball World Cup 2027, Men's Rugby World Cup 2027, Women's Rugby World Cup 2029, World Masters Games 2029, Brisbane 2032 Olympic and Paralympic Games; and event delivery support for the Virtus Athletics World Championships 2025, International Canoe Federation Slalom World Championships 2025, Boccia World Challenger 2025, and the Asian Football Confederation Women's Asian Cup 2026.

41 Data availability will vary depending on the individual stage of each event.

Performance measure 37	Programs and projects are delivered in accordance with grant guidelines and funding agreements		
2025–26 Target	**2026–27 Target**	**2027–28 Target**	**2028–29 Target**
≥85% of program and project assurance activities are completed[42]	As for 2025–26	As for 2025–26	As for 2025–26
Rationale	Sport programs and projects provide targeted support to sector stakeholders for services, equipment and facilities to engage the community in sport and physical activity, contributing to healthy, active communities and a sustainable sport system. The target supports the objectives of the Play Our Way program, Water and Snow Safety Program and the AIS Podium Project redevelopment. The target is appropriate to effectively administer and assure sport and physical activity programs and projects.		
Data source	Grant guidelines and funding agreements, program management plans, activity work or project plans, performance or milestone reports, risk management records, and meetings minutes.		
Methodology	Data is provided by funding recipients and delivery partners in line with grant guidelines and funding arrangements. The department undertakes assurance activities to determine whether deliver partners have met requirements outlined in grant guidelines and funding arrangement for the specified programs and projects. Additional engagement and collaboration with delivery partners to ensure requirements under grant guidelines and funding arrangements are met.		
Measure type	Output		
Owners	Office for Sport		
Changes	This performance measure transferred from the Department of Health, Disability and Ageing on 13 May 2025 due to machinery of government changes. This is a new performance measure for 2025–26, first published in the 2025–26 Health and Aged Care Portfolio Budget Statements.		

42 For 2025–26, these comprise the Play Our Way program, Water and Snow Safety Program, and AIS Podium Project.
a. The Play Our Way program will promote equitable access, build suitable facilities, and support grassroots initiatives to engage women and girls in sport and physical activity.
b. The Water and Snow Safety Program will provide funding to specified leading water and snow safety organisations for prevention and intervention measures to address incidents of water and snow-related injuries and deaths.
c. The AIS Podium Project will fund the Australian Sports Commission for construction of new athlete accommodation and sporting facilities for use by high performance athletes and para-athletes.

Change register — performances measures

Table 5: changes to performance measures (PM) from 2024–25 to 2025–26

Program	PM number 2024–25	PM number 2025–26	Corporate Plan 2024–25	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26
1.1	1	1	Policy advice on Infrastructure Investment Program (IIP) Project Assessment Report(s)	Policy advice on IIP Project Proposal Report(s)	Provide policy advice on IIP Project Proposal Report(s)
1.1	2	2	Proportion of payments on Infrastructure Investment Program projects (listed in the relevant tables in the FFAS) delivered within requirements	*Assessment of milestone claims for payments on IIP projects (listed in the relevant tables in the FFAs)*	Assessment of milestone claims for payments on IIP projects listed in the relevant tables in the Federation Funding Agreements Schedule (FFAS)
1.1	3	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	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	Provide advice and oversight for the delivery of Commonwealth infrastructure projects
2.1	4	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	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	Provide policy advice relating to surface transport productivity, safety and emissions reduction

Program	PM number 2024–25	PM number 2025–26	Corporate Plan 2024–25	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26
2.1	6	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	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	Provide effective administration of surface transport and emissions program functions: a. Tasmanian Shipping Programs (TFES and BSPVES) b. Heavy Vehicle Safety Initiative (HVSI) c. Strategic Local Government Asset Assessment Project (SLGAAP)
2.2	8	8	Delivery of road safety programs and projects within budget and achieving the outputs outlined in individual project funding agreements and program guidelines	*Delivery of non-infrastructure road safety grants programs to support the implementation of the National Road Safety Action Plan 2023–25*	Delivery of non-infrastructure road safety grants programs to support the implementation of the National Road Safety Action Plan 2023–25
2.3	9	N/A	Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport	Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport	N/A — PM removed for 2025–26
2.3	N/A	9	N/A — new PM for 2025–26	N/A — new PM for 2025–26	Administer the regulation of noise from remotely piloted aircraft (RPA) under the *Air Navigation (Aircraft Noise) Regulations 2018*
2.3	11	N/A	Performance of the Regional Airports Program (RAP) and the Remote Airstrips Upgrade (RAU) Program	N/A — PM removed for 2025–26	N/A — PM removed for 2025–26

Program	PM number 2024–25	PM number 2025–26	Corporate Plan 2024–25	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26
2.3	11	12	The number of per- and poly-fluoroalkyl substances (PFAS) investigations undertaken at civilian airports	The number of per- and polyfluoroalkyl substances (PFAS) investigations undertaken at civilian airports	The number of per and poly-fluoroalkyl substances (PFAS) investigations completed at civilian airports
2.3	14	13	Policy advice supporting aviation safety	Policy advice supporting aviation safety	Provide policy advice supporting aviation safety, accessibility for people with disability, and new and emerging aviation technologies
3.1	15	14	Delivery of the regional Precincts and Partnerships Program (rPPP), following consultation on program design, within agreed timeframes	*Delivery of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes*	Delivery of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes
3.1	N/A	15	N/A — new PM for 2025–26	N/A — new PM for 2025–26	Provide effective administration of the Growing Regions Program
3.3	22	22	Delivery of the Thriving Suburbs Program to support investment in community infrastructure	N/A	Provide effective administration of the Thriving Suburbs Program
3.3	23	N/A	Advice on Australian cities policy	Advice on Australian cities policy	N/A — PM removed for 2025–26 (machinery of government changes)
3.4	N/A	24	N/A — new PM for 2025–26	N/A — new PM for 2025–26	Provide policy advice on northern Australia
4.1	25	25	Advice on governance and legislative arrangements in Australia's Territories	Advice on governance and legislative arrangements in Australia's Territories	Provide policy advice on governance and legislative arrangements in Australia's territories

Program	PM number 2024–25	PM number 2025–26	Corporate Plan 2024–25	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26
7.1	N/A	35	N/A — new PM for 2025–26 (machinery of government changes)	N/A — new PM for 2025–26 (machinery of government changes, first published in the 2025–26 Health and Aged Care Portfolio Budget Statements)	Contribute to the implementation, monitoring and reporting of the National Sport Strategy 2024–2034 (Strategy)
7.1	N/A	36	N/A — new PM for the department in 2025–26 (machinery of government changes)	N/A — new PM for 2025–26 (machinery of government changes)	Strategic coordination of the planning and delivery of major international sporting events hosted in Australia
7.1	N/A	37	N/A — new PM for 2025–26 (machinery of government changes)	N/A — new PM for 2025–26 (machinery of government changes, first published in the 2025–26 Health and Aged Care Portfolio Budget Statements)	Programs and projects are delivered in accordance with grant guidelines and funding agreements

Note: The department made minor amendments to some performance measures published in the 2024–25 Corporate Plan via the 2025–26 Portfolio Budget Statements — these changes are shown in *italics*.

Navigation Aids

PGPA Act List of Requirements

PGPA Act List of Requirements

The corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act
- subsection 16E(2) of the Public Governance, Performance and Accountability Rule 2014.

The table below details the requirements met by the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts' corporate plan and the page reference(s) for each requirement.

Table 6: PGPA Act and PGPA Rule requirements

Requirements	Page(s)
Introduction • Statement of preparation • The reporting period for which the plan is prepared • The reporting periods covered by the plan	11
Purpose	13
Operating Context	
• Environment	18
• Capability	24
• Risk oversight and management	36
• Cooperation	20
• Subsidiaries	N/A
Key Activities	16
Performance	
Specified performance measures for the entity that meet the requirements of section 16EAa	43–114
Specified targets for each of those performance measures for which it is reasonably practicable to set a target	43–114

Note a: 16EA of the PGPA Rule states that performance measures must: relate directly to one or more purposes or key activities; use sources of information and methodologies that are reliable and verifiable; and provide an unbiased basis for the measurement and assessment of the entity's performance; and where reasonably practicable, comprise a mix of qualitative and quantitative measures; and include measures of the entity's outputs, efficiency and effectiveness if those things are appropriate measures of the entity's performance; and provide a basis for an assessment of the entity's performance over time.

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 Government Business Enterprise (GBE)	A GBE is a Commonwealth entity or Commonwealth company prescribed by the PGPA Rule.
Australian Transport Safety Bureau	An independent Commonwealth Government statutory agency that categorises and codes aviation safety data, and provides the National Aviation Occurrence Database.
Carrier	Holder of a telecommunications carrier licence.
CO_2 emissions	Emissions of carbon dioxide, the primary greenhouse gas contributing to climate change. Other greenhouse gases include nitrous oxide and methane. In vehicles, CO_2 is the principal greenhouse gas emitted.
Division	An organisational unit within the department managed by a First Assistant Secretary that reports to the Executive.
Embodied, operational and enabled carbon	**Embodied carbon** is the carbon released from buildings and infrastructure throughout the construction process and beyond — from material extraction, to transport, manufacturing, installation and disposal. **Operational carbon** are emissions associated with the operation of assets. **Enabled carbon** are emissions associated with activities *enabled* by an asset.
Environmental Impact Statement	The environmental impact statement for Western Sydney Airport assesses the noise, social and environmental impacts of WSI preliminary flight paths and contains the Australian Government's proposed actions to address areas of concern.
Federally-leased airport	The leased federal airports in each state and territory which granted long-term leases to private entities between 1997 and 2003.
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.
Grant	Australian Government financial assistance as defined under the Commonwealth Grants Rules and Principles 2024.
Intermodal terminals	Facilities that enable freight containers to be stored and transferred between different modes of transport (e.g. road and rail).
Major Development Plans	A proposal for a major development activity.

Mobile black spot	A location with poor or non-existent mobile coverage.
National Arts Training Organisations (ARTS8)	Includes the Australian Ballet School, Australian Film, Television and Radio School, Australian National Academy of Music, Australian Youth Orchestra, Flying Fruit Fly Circus, NAISDA Dance College, National Institute of Circus Arts, and the National Institute of Dramatic Art.
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.
Parliamentary Documentary Management System (PDMS)	The PDMS digital platform supports Ministerial level correspondence, briefings and submissions, parliamentary questions on notice, Senate estimates briefings and questions on notice, executive level communications, and general communications and media.
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.
Regional Development Inter-Departmental Committee	The RDIDC was established to ensure investments in regions are complementary and coordinated across agencies, and utilise local data and intelligence on key regional issues.
Revive	*Revive*, Australia's National Cultural Policy is the Australian Government's flagship commitment in the Arts and serves as the framework through which commitments are delivered.
ROVER	ROVER is the department's RVS 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 (NHVR) 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.
Viewer Access Satellite Television (VAST)	VAST provides commercial free-to-air satellite television to those who cannot access terrestrial television.
Vision Zero	Australian Government's goal of zero road crash deaths and serious injuries by 2050.

Abbreviations and Acronyms

AAA	Australian Automobile Association
ABC	Australian Broadcasting Corporation
ABS	Australian Bureau of Statistics
ACMA	Australian Communications and Media Authority
ACR	Asset Completion Report
ACT	Australian Capital Territory
ALGA	Australian Local Government Association
ANAO	Australian National Audit Office
APS	Australian Public Service
APSC	Australian Public Service Commission
ARC	Audit and Risk Committee
ARTC	Australian Rail Track Corporation
ARTS8	National Arts Training Organisations
ATSB	Australian Transport Safety Bureau
BSPVES	Bass Straight Passenger Vehicle Equalisation Scheme
BITRE	Bureau of Infrastructure and Transport Research Economics
CAV	Connected Automated Vehicles
CBD	Central Business District
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
GDP	Gross Domestic Product
ICANN	Internet Corporation for Assigned Names and Numbers
IiOC	Investing in Our Communities
IIP	Infrastructure Investment Program
IPS	Infrastructure Policy Statement
ITU	International Telecommunication Union
MDP	Major Development Plan
MERNAP	Maritime Emissions Reduction National Action Plan
NAIF	Northern Australia Infrastructure Facility
NBN	National Broadband Network
NFSA	National Film and Sound Archive of Australia

NPA	National Partnerships Agreement
NRS	National Relay Service
NST	National Sports Tribunal
NSW	New South Wales
NT	Northern Territory
NVES	New Vehicle Efficiency Standard
ONA	Office of Northern Australia
OSA	*Online Safety Act 2021*
PAES	Portfolio Additional Estimates Statements
PBS	Portfolio Budget Statements
PCIP	Priority Community Infrastructure Programs
PDMS	Parliamentary Documentary Management System
PGPA	Public Governance, Performance and Accountability
QLD	Queensland
RAP	Regional Airports Program
RASS	Remote Air Services Subsidy
RAU	Remote Airstrips Upgrade
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
SBS	Special Broadcasting Service
SES	Senior Executive Service
SLGAAP	Strategic Local Government Asset Assessment Project
TAS	Tasmania
TFES	Tasmanian Freight Equalisation Scheme
TBC	To be confirmed
uPPP	urban Precincts and Partnerships Program
UPU	Universal Postal Union
VAST	Viewer Access Satellite Television
WA	Western Australia
WHS	Work Health and Safety
WSA	Western Sydney Airport Co Limited
WSI	Western Sydney International (Nancy-Bird Walton) Airport

Connections

About the artwork

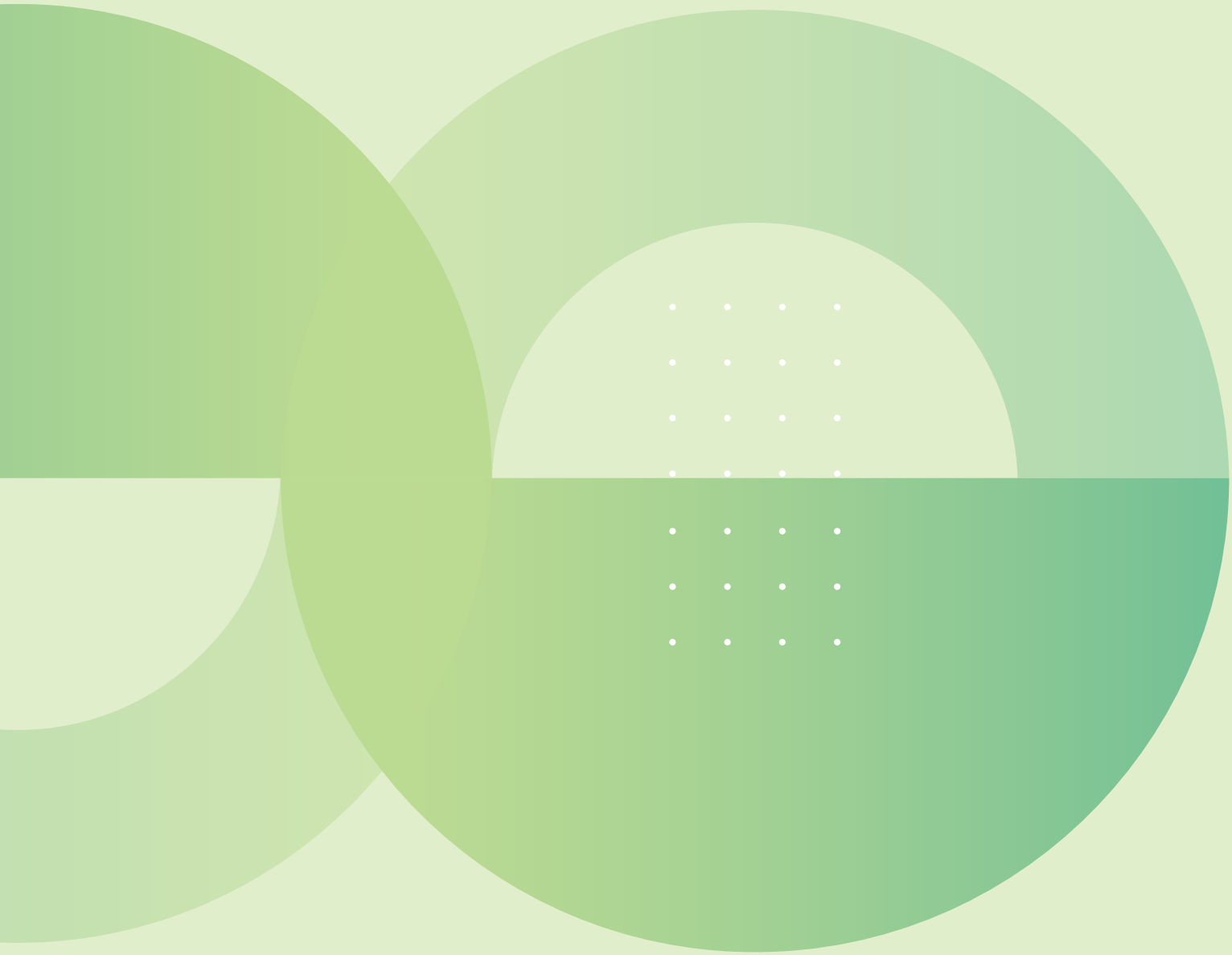
The artwork, *Connections*, acknowledges the journey of the department's ongoing commitment to creating positive outcomes for First Nations employees and communities across Australia. It tells the story of the cultural objectives that underpin the department's journey of shared purpose: Embracing Cultures; 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.