



Australian Government

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



Connecting Australians
Enriching our communities
Empowering our regions

2026–27

CORPORATE PLAN

Covering the reporting period
2026–27 to 2029–30

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Acknowledgement 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 2026–27 Corporate Plan sets out how we will deliver the government's priorities through high-quality policy, regulatory stewardship and targeted program delivery. Across our diverse portfolio, we will continue to work in partnership with industry, governments, communities and First Nations peoples to forge meaningful outcomes that matter for Australians.

As I approach my fourth anniversary as Secretary, I am proud of the progress we have made together and of the resilience and capability of the department. We are a department with a broad remit, but our work is connected by a shared purpose: supporting a more connected, productive, safe and resilient Australia. A central thread across our work is strengthening social cohesion, including across our regions, by investing in the infrastructure, services, places, stories, sport and culture that bring Australians together.

First Nations outcomes

Building on the foundational work we have done, we will look to increase our efforts to deliver on First Nations outcomes across our work, in partnership with First Nations peoples and communities. The Our Stories on Country Agreement is the department's Priority Reform transformation strategy and provides a framework for driving the behavioural and structural changes required to achieve the Priority Reforms, in particular the transformation elements under Priority Reform Three of the National Agreement on Closing the Gap.

A culturally safe and inclusive workplace enables the department to deliver on broader whole-of-government objectives such as supporting digital

participation, leading the Remote Airstrips Upgrade Program, the Barkly Regional Deal, the Central Australia Plan, reviving Indigenous languages and strengthening protections for First Nations culture and expression.

Investing in infrastructure to drive productivity and growth

Transport infrastructure investment remains central to the government's economic and productivity agenda. In 2026–27, we will continue to facilitate nationally significant projects in line with the Infrastructure Policy Statement, working closely with industry, state and territory governments and our portfolio entities to support resilient supply chains and manage the over \$120 billion infrastructure investment pipeline.

A major milestone this year will be the commencement of cargo and passenger operations at Western Sydney International (Nancy-Bird Walton) Airport (WSI). At the same time, we will support early design and development work on High Speed Rail, positioning Australia for the next generation of transport infrastructure.

Other infrastructure investments include North East Link in Melbourne, Direct Sunshine Coast Rail in Brisbane, METRONET in Perth and North-South Corridor in Adelaide. These are all key investments in Australia's productivity – improving the efficiency of our supply chains and the functioning of the services economy in our big cities.

These projects will help facilitate safe, more reliable, secure and efficient movement of people and goods throughout Australia and internationally. They will generate greater opportunities and jobs for local communities, as well as the broader economy for many years to come.

Building a safer, cleaner and more connected transport system

Transport connects our communities, underpins productivity and plays a vital role in safety and decarbonisation. In 2026–27, we will deliver a coordinated program of regulatory reform, policy development and targeted initiatives, improving the transport system's productivity and resilience whilst reducing our carbon footprint.

We will work with jurisdictions, industry and road safety experts to deliver targeted interventions that reduce road trauma, in line with the National Road Safety Strategy 2021–2030, while continuing to administer key regulatory frameworks for road vehicles.

Through the National Rail Action Plan (NRAP), we are working with government and industry partners on the biggest change to rail since electrification. We are improving rail safety and competitiveness by reducing differences across networks so they can operate as a single national system. This will ensure Australia's rail system can better serve passengers, freight and the economy, increasing the nation's productivity.

Decarbonisation 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. The department is implementing the Transport and Infrastructure Net Zero Roadmap and Action Plan, delivering emissions reductions, consumer savings and increased fuel security.

Our regulatory work in the road safety and emissions space will include the ongoing effective administration of the Road Vehicle Standards Act 2018 and the New Vehicle Efficiency Standard Act 2024. It will also see the development of new Automated Vehicle Safety Law and implementation of the 2024–27 National Connected and Automated Vehicle Action Plan.

We will progress commitments from the Aviation White Paper, while supporting the opening of WSI. Work will progress on the interim Aviation Consumer Ombuds Scheme while moving towards an independent, long-term model. We will also strengthen consumer outcomes, work towards improved accessibility outcomes and advance emerging aviation technologies and low-carbon fuels.

We will continue to deliver major programs, including the per- and poly-fluoroalkyl substances (PFAS) Airports Investigation Program, and maintain a robust regulatory framework for leased federal airports.

Continued grants funding for Regional Airports Program projects will lead to continued improvement of regional airports and aerodromes, facilitating better delivery of essential goods and services. This work ensures strong support for communities, including in regional and remote Australia, while strengthening aviation resilience and productivity.

Our work in maritime and freight will support Australia's long-term resilience, including through the Strategic Fleet – strengthening sovereign capability and ensuring access to critical supply chains when needed.

Investing in stronger regions, territories and communities

In 2026–27, we will deliver new rounds of the Growing Regions and Thriving Suburbs Programs – investing in community infrastructure, that ensures social and economic benefits.

We will continue to support the delivery of essential services to Australia's non-self-governing territories and strengthen their administration, working across government to ensure our approach is coordinated, strategic and sustainable over the long-term.

While significant investment and progress has been achieved, Northern Australia continues to face a unique set of complex challenges, such as remote service delivery, ageing infrastructure and skills shortages. To meet these challenges, the Northern Australia Infrastructure Facility's (NAIF) investment period has been extended to 2036. This sustained investment will enable economic opportunities, job creation and the building of stronger communities across Northern Australia. Among other initiatives, NAIF enables the Northern Australia Action Plan 2024–2029 which recognises the potential of Northern Australia and sets the strategic direction for the next stage of growth.

With state, territory, local and First Nations partners, the department will support Northern Australia to capitalise on its natural resources, strategic location, unique environment and cultural heritage.

Strengthening communications, media and online safety

A strong, resilient and safe communications and media environment is essential to Australia's economic and social wellbeing.

A key role for government is to deliver equitable access to services that keep Australians connected and safe, whoever they are, wherever they are, and whenever they need it most. In 2026–27, we will continue to support reliable, robust and affordable connectivity for Australians, including those in regional, rural and remote areas.

We will oversee the ongoing improvement of the Triple Zero system, working with industry and stakeholders to ensure effective and reliable emergency communications.

NBN Co Ltd's (NBN Co's) transition to the use of Low Earth Orbit satellites, and extension of the universal services framework to include mobile services for the first time, are supporting equitable communications access. This new Universal Outdoor Mobile Obligation will ensure up to 5 million sq km of new competitive outdoor mobile coverage across Australia.

Our attention will remain focused on tackling online harms by delivering the government's online safety reform agenda. This includes legislating a digital duty of care that will address the systemic causes and amplification of online harm. World leading work on social media minimum age legislation continues to strike a balance between protecting young people from the harms associated with social media use

and allowing ongoing access to services that are essential for communication, education and health. We will continue our work across government to strengthen and stabilise social cohesion by improving the online safety of all Australians.

In addition, we will support sustainable and diverse media and broadcasting markets that deliver public interest journalism and ensure Australians can access high-quality content. Ongoing efforts will ensure that classification frameworks for publications, films and computer games remain fit for purpose and aligned with community expectations.

Strengthening Australia's arts and cultural sector

Australia's arts and cultural sector makes a significant contribution to the national economy and to Australia's cultural, social and community life. At a challenging time with cost-of-living pressures and changing audience behaviour, we will continue to support Australia's creative and cultural sectors by delivering the final phase of Revive, the National Cultural Policy, while also developing the next phase of cultural policy.

The department will continue to engage in areas where arts and culture intersect with wider government priorities. These include social cohesion, wellbeing, education, jobs and skills, regional development, tourism, trade and international engagement, digital technologies and artificial intelligence.

This broad range of work will help ensure a vibrant, sustainable and inclusive arts sector that reflects Australia's identity and contributes to cultural and economic outcomes.

Building a stronger future for Australian sport

Sport has a unique ability to bring Australians together and strengthen communities. As part of the 'green and gold decade', Australia is hosting a series of major international sporting events culminating in the Brisbane 2032 Olympic and Paralympic Games (the Games). This is an unprecedented opportunity to reshape the future direction of sport in Australia and deliver outcomes for our community. We can promote social cohesion through safe and welcoming environments, inspire and motivate participation, and support our athletes to compete with integrity.

We will continue to ensure informed decision making on venue infrastructure for the Games. Our co-investment with partners in key venue infrastructure will support the delivery of a successful Games and provide a legacy throughout Queensland by meeting ongoing local community needs for sports infrastructure.

Working closely with portfolio entities, governments and stakeholders, we will support major international events, including the Rugby World Cup 2027 and Netball World Cup 2027, ensuring these events deliver lasting benefits for communities across Australia.

Through Sport Horizon, Australia's National Sport Strategy 2024–2034, we will continue to lead coordinated, cross-portfolio efforts to strengthen the sport sector and deliver outcomes aligned with government priorities.

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, and athletes and para-athletes.

Empowering our people and modernising our services

The department's Modernisation Program will continue to be rolled out, improving efficiency, productivity, accessibility and inclusivity and encouraging collaborative, creative ways of working. Our Canberra-based staff are now accommodated in 2 premises rather than 4, significantly reducing costs and our carbon footprint. Over the next 2 years, a new Enterprise Resource Planning tool will be implemented, better equipping corporate and enabling teams with the capability to do their job well, with fit-for-purpose tools and services.

I want to acknowledge the many people across the department whose contributions are not always visible but are essential to our success – from frontline operational roles through to our corporate and enabling teams. Your work underpins everything we do.

We achieve the best outcomes when we work with respect, collaboration and a shared commitment to outcome delivery. I thank all staff for the role they play in supporting the Australian community.

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 2026–27 Corporate Plan, for the reporting period 2026–27 to 2029–30, as required under section 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

Jim Betts
Secretary



INTRODUCTION

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.

Our organisational objectives (Figure 1) are to serve the government of the day, with a focus on improving the lives and opportunities of the Australian community by:

Figure 1: Our organisational objectives



Purpose

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



Outcomes, Programs, and Key Activities

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



Outcome 1 Transport Connectivity (Infrastructure)

Infrastructure Investment

- Advise on, deliver and manage the Infrastructure Investment Program (IIP).



Outcome 2 Transport Connectivity (Transport)

Surface Transport

- Support transport decarbonisation, productivity and safety
- 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.

Road Safety

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

Air Transport

- Support the implementation of key Aviation White Paper Initiatives
- 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

Regional Development

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

Local Government

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

Urban Development

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

Growing a Stronger Northern Australia Economy

- Progress key initiatives and support whole-of-government implementation of the Northern Australia agenda.



Outcome 4 Territories

Services to Territories

- Ensuring governance and legislative arrangements are fit for purpose to support delivery of services and programs to Australia's non-self-governing territories
- Provide essential infrastructure 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**

Digital Technologies and Communications Services

- Deliver communications programs, including in regional and remote Australia
- Provide effective and inclusive communications services and technologies.



Outcome 6 **Creativity and Culture**

Arts and Cultural Development

- Protecting and promoting Australian content
- Deliver policies and programs that support the cultural and creative sectors and enable all people in Australia 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**

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.



PART 1: OPERATING ENVIRONMENT



Overview

The department has a national vision to connect Australians, enrich our communities and empower our regions. 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, particularly during a time of global uncertainty. These include:

- supply chain challenges due to global events, changes in domestic and international markets and natural disasters
- 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.

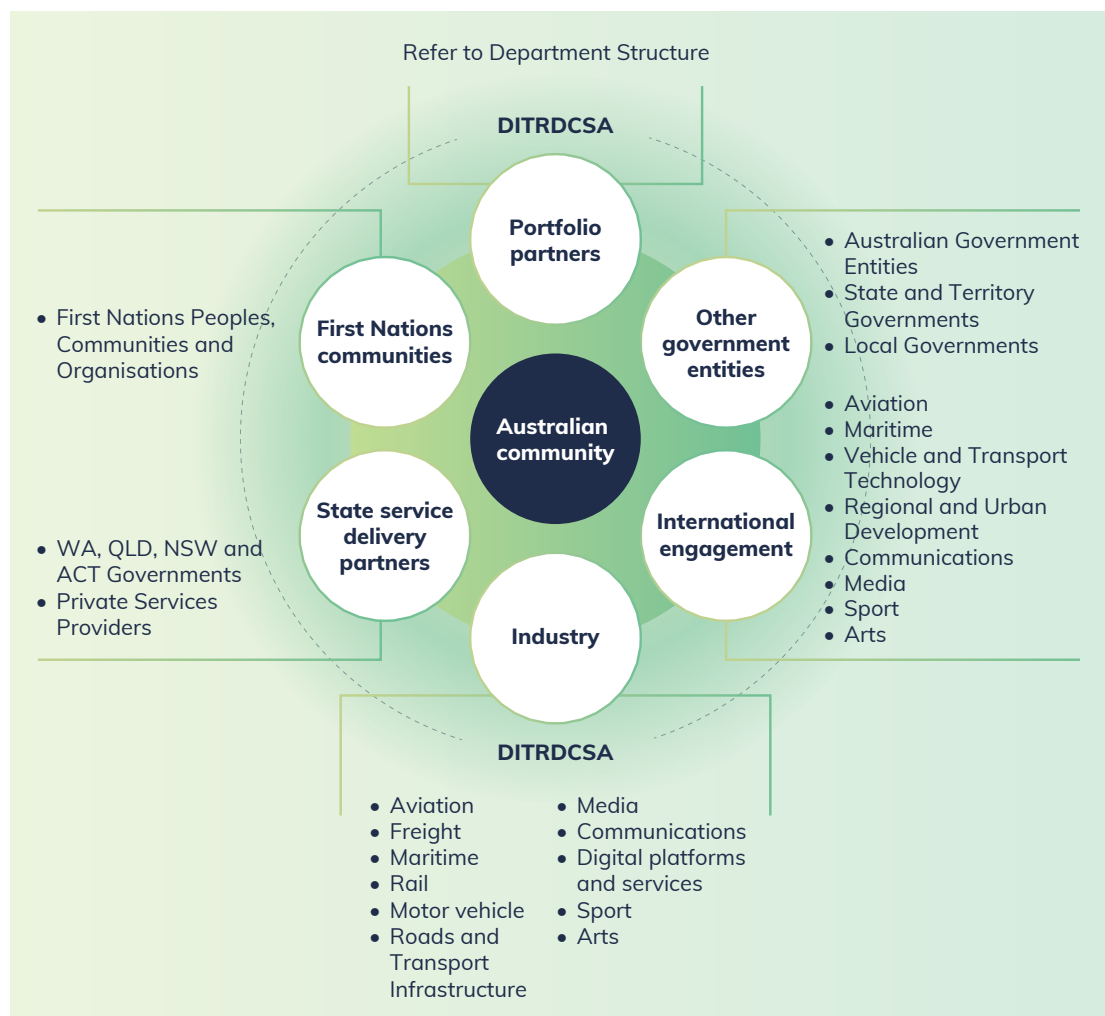
We continue to develop policy and implement, manage and evaluate programs with our Partners. This ensures our policies and programs are fit for purpose in an environment of change.

Detailed information on our operating environment, and associated risks, for each of our 7 Outcomes, is included in the [Performance](#) section of this Corporate Plan.

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 allows us to understand different perspectives on our policies and services and helps us navigate competing needs and interests.

Figure 2: Partners



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.

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 Priority Reform transformation strategy, which provides a framework for driving the behavioural and organisational change required to achieve the outcomes of the 4 Priority Reforms 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 the centring of lived experience and shared knowledges.

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, APS Reforms, the Commonwealth Priority Reforms Roadmap and the Australian Human Rights Commission's Anti-Racism Framework and actively demonstrates our commitment to the APS values.

In 2026–27, we will continue to 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 2026–27 include:

- Embed First Nations actions, impacts and outcomes analysis into internal reporting, processes and Governance Committees across the department.

- Develop cultural safety strategies to further inform, support and progress the cultural capability of staff and leadership.
- Implement and evaluate external Identified positions recruitment to support the assessment of cultural capability within the department's recruitment and selection criteria for roles.
- Finalise Group Collaboration Circles – Action for Impact Plans and monitoring through the First Nations Steering Committee to progress and deliver on Closing the Gap policy and program transformation within the department.
- Support guidance and strategies with e-learning packages and accountability frameworks to ensure successful implementation and evaluation.

Implementation of the Agreement, including reporting and monitoring of our transformational journey, will continue to be overseen by the First Nations Steering Committee – a shared leadership model with majority Aboriginal and Torres Strait Islander membership, to elevate voices and perspectives.

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.



Delivery on Closing the Gap

Regional Development and Infrastructure

The department is working with states and territories to develop a new First Nations Engagement, Employment and Procurement Framework for Infrastructure (the Framework), which will replace the existing Framework, to strengthen how Australian Government investment in land transport infrastructure delivers improved socioeconomic outcomes for First Nations peoples. The Framework is intended to embed First Nations considerations earlier in the infrastructure investment lifecycle, improve engagement with First Nations stakeholders, and create stronger employment, business participation and training opportunities through projects funded under the Infrastructure Investment Program.

The Framework supports delivery on Closing the Gap by aligning infrastructure investment with Target 7, which focuses on youth engagement in employment or education, and Target 8, which focuses on strong economic participation and development for people and their communities. It also supports the Priority Reforms by strengthening early, meaningful and ongoing engagement with First Nations stakeholders; improving transparency and public reporting of outcomes; encouraging better use of regional data; and transforming how government partners with jurisdictions and communities to plan, deliver and monitor infrastructure projects.

The department is the Australian Government lead for Closing the Gap [Target 9b](#).

Target 9b: By 2031, all Aboriginal and Torres Strait Islander households:

1. within discrete Aboriginal or Torres Strait Islander communities receive essential services that meet or exceed the relevant jurisdictional standard;
 - a. Essential services under Target 9b include power, water, wastewater and solid waste management only.
2. in or near to a town receive essential services that meet or exceed the same standard as applies generally within the town (including if the household might be classified for other purposes as a part of a discrete settlement such as a “town camp” or “town based reserve”).

The department is working with the National Aboriginal and Torres Strait Islander Housing Association, the Housing Policy Partnership Target 9b Sub-Working Group, and other relevant stakeholders to develop nationally agreed data indicators. This work will strengthen the evidence base for future national reporting and support monitoring of progress toward Target 9b for Aboriginal and Torres Strait Islander communities.

The Office of Northern Australia (ONA) supports the Australian Government’s commitment to Closing the Gap through its engagement and advisory functions across Northern Australia. The ONA supports the Northern Australia Indigenous Reference Group (IRG), which provides strategic advice to the Minister for Northern Australia and Minister for Indigenous Australians on issues affecting Aboriginal and Torres Strait Islander peoples, communities and businesses across the north.

The IRG is developing advice regarding place-based and lifecycle approaches to communities undergoing economic transition, to ensure major investments leave enduring benefits for First Nations communities, including stronger governance, workforce capability, enterprise development and community resilience beyond the life of individual projects.

The IRG’s advice is guided by 3 priority areas:

- **A legacy mission for the Northern Australia Action Plan:** ensuring government investment and policy settings are delivering measurable and enduring outcomes for First Nations people, based on priorities and success measures identified by First Nations communities themselves.
- **Strengthening the First Nations education-to-employment pipeline:** supporting pathways from education, training and skills development into meaningful employment, leadership and economic participation, including building the capabilities required for communities to manage future opportunities and challenges.
- **Supporting First Nations enterprise:** advocating for initiatives that increase Aboriginal and Torres Strait Islander business participation, reduce barriers to economic engagement and help create sustainable sources of income, ownership and prosperity across Northern Australia.

The IRG’s work focuses on strengthening local decision-making, building intergenerational capability, and ensuring that economic development contributes to lasting social and economic outcomes for First Nations communities across Northern Australia.

Communications, Media and Sport

The department is also delivering a range of other measures to support Closing the Gap. A key priority is our commitment to Target 17 of the National Agreement, which aims for equal levels of digital inclusion for First Nations Australians by late-2026. This target underpins Outcome 17 of the National Agreement, which is focused on ensuring that First Nations Australians have access to information and services enabling participation in informed decision-making regarding their own lives.

In January 2023, the Australian Government established the First Nations Digital Inclusion Advisory Group (the Advisory Group) to provide advice on ways to support progress toward Target 17 of the National Agreement. The Advisory Group has played an important role in supporting progress toward Target 17, including through its development of the First Nations Digital Inclusion Roadmap: 2026 and Beyond (the Roadmap).

The Roadmap outlines how all levels of government, the telecommunications industry, First Nations media and broadcasters, as well as other sectors like health, education and community organisations – can work together to improve digital inclusion for First Nations Australians. It builds on the recommendations in the Advisory Group's initial report, which was released in October 2023 and helped inform the government's commitment of \$68 million for First Nations digital inclusion measures in the 2024–25 Federal Budget. These programs include:

- the provision of free community Wi-Fi in remote First Nations communities
- the establishment of a First Nations Digital Support Hub and Network of Digital Mentors
- the expansion of the Australian Digital Inclusion Index to improve the national collection of data on First Nations digital inclusion.

These programs are already delivering positive outcomes for First Nations communities, with the activation of community Wi-Fi services in around 28 remote communities, with up to 50 more to come online by 30 June 2027. The First Nations Digital Inclusion Dashboard, launched in November 2025, also provides robust and detailed data on First Nations digital inclusion, helping to inform communities, industry and government on levels of digital inclusion across metropolitan, regional and remote areas of Australia.

Since the release of the Roadmap, the Advisory Group has engaged extensively with government and industry, as well as consumer groups and regulatory bodies, to explore options for delivery of the Roadmap recommendations.

The Advisory Group established a First Nations Telecommunications Working Group to support industry collaboration on First Nations digital inclusion and continues to engage with states and territories, including through the Data and Digital Ministers Meeting (DDMM) and bilateral meetings.

The department is working closely with the Advisory Group, as well as the Coalition of Peaks and the National Indigenous Australians Agency (NIAA) on a process to refresh Target 17 of the National Agreement on Closing the Gap. The refresh of Target 17 provides an opportunity to consider whether the current timeframe and measures remain appropriate in this context. It also provides an opportunity to ensure the target remains meaningful, measurable, and aligned with Outcome 17 into the future.

The department supports First Nations broadcasters, recognising their important role in providing culturally appropriate news and information to First Nations communities. The government provides ongoing support to the community broadcasting sector through the Community Broadcasting Program (CBP), providing \$85.7 million over 3 years from 2025–26 to the Community Broadcasting Foundation to deliver the CBP. Grants are available to more than 450 community broadcasters, including First Nations community broadcasters and sector bodies.

The government has also announced its intent to support the establishment of a First Nations radio broadcaster in cities that currently do not have one, such as Adelaide, Canberra and Hobart, and the department will assist the government in implementing this reform.

The department also provides funding for Major Sporting Events. This includes promoting and ensuring respectful and genuine inclusion of First Nations People.¹ The Brisbane 2032 Olympic and Paralympic Games is a global sporting event with opportunities to advance cultural expression, First Nations storytelling and stronger community connection, in line with the National Agreement on Closing the Gap. Through the Office for Sport, the department is working closely with Games delivery partners, including the Brisbane 2032 Organising Committee and Queensland Government, on all aspects of the Games. The Office for Sport will continue to play a role in influencing outcomes that advance First Nations Australians inclusion, in line with the National Sport Strategy, Sport Horizon and the National Agreement on Closing the Gap.

1 [Major Sporting Events Legacy Framework](#)

Creative Economy and the Arts

Through the Indigenous Languages and Arts (ILA) Program, the department contributes to Closing the Gap Outcome 16 by supporting First Nations communities to maintain, revitalise and strengthen their languages. Recognising that strong language outcomes are driven by community leadership and cultural authority, the department works in partnership with the Aboriginal and Torres Strait Islander language sector, including through the Languages Policy Partnership, to help shape policy, program delivery and implementation priorities.

The department is continuing to strengthen its implementation of the Closing the Gap Priority Reforms through shared decision-making, support for sector capability and sustainability, improved data and evidence arrangements, and efforts to make government systems more responsive to the priorities and aspirations of First Nations communities. Key activities include progressing the Languages Sector Strengthening Plan led by First Languages Australia, advancing Languages Policy Partnership priorities, improving Target 16 measurement, and increasing the visibility and use of Aboriginal and Torres Strait Islander languages across Australia.

Net Zero

The department has a substantial role in contributing to achieving the government's economy wide greenhouse gas emissions reduction targets of 43% below 2005 levels by 2030, 62–70% by 2035, and net zero by 2050. In 2024–25, the transport sector accounted for 23% of Australia's direct greenhouse gas emissions, and the embodied emissions from transport infrastructure is estimated to account for 3% of Australia's total emissions.

Following the delivery of the Transport and Infrastructure Net Zero Roadmap and Action Plan (the Plan) in September 2025, the department will continue to develop and implement policies and programs that enact the Plan and ensure our portfolio, and the industries it stewards, are making their contribution to the net zero task. Work already underway includes measures such as the \$1.1 billion Cleaner Fuels Program to encourage domestic production of low carbon liquid fuels, administration of the New Vehicle Efficiency Standard, development of the Maritime Emissions Reduction National Action Plan, administration of the Active Transport Fund, embedding sustainability as a key strategic theme in the Infrastructure Policy Statement, delivery of the Transport Resilience And Capacity Kickstart pilot program, and working with the states and territories to reduce transport and transport infrastructure emissions through the Infrastructure and Transport Ministers' Meeting.

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 obligations by:

- Delivering on the department's Emissions Reduction Plan, 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) reporting requirements. 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 identifying cost-effective and impactful opportunities to reduce emissions in our territories operations. The department is progressing emissions baselining work for territories operations, including scoping emissions sources and establishing an initial emissions inventory, to strengthen reporting completeness over time and support alignment with whole-of-government obligations. Building on improvements in emissions data coverage and reporting maturity, we will continue to implement good-practice governance and progressively uplift climate risk management and assurance in response to expanding CCD requirements. We will also continue to build organisational capability and support our staff to embed sustainability into their work.



PART 2: CAPABILITY

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

Enabling Strategies

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

- people, property, finances, budget and enabling resources
- information and 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 strengthen our enabling services and strategies and looks for opportunities for continuous improvement to enhance our existing capabilities and functions.

Our people are supported through the delivery of enterprise-wide services and professional advice that enables the department to achieve our significant regulatory, program and policy agenda.

Key strategies for the reporting period include:

- Data Strategy 2025–29
- Departmental Digital Strategy 2026–2030 (currently being finalised)
- Diversity, Equity and Inclusion Strategy 2025–28
- Evaluation Strategy 2024–2027
- Integrity Strategy 2022–2025²
- Strategic Workforce Plan 2024–2027.

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.

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 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.

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 early-2026 to ensure it remains relevant to the department's needs.

² Updated Integrity Strategy currently being finalised.

The intent of the Plan remains accurate and consistent with the department's current workforce capability requirements. 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. Most actions associated with the Plan have been completed, with ongoing focus in the coming year on ensuring the remaining actions are prioritised for delivery within resourcing allocations.

In conjunction with closing out the current Plan, attention in the 2026–27 financial year will turn to development of the department's next Strategic Workforce Plan.

Diversity, Equity and Inclusion

We are committed to diversity, equity and inclusion being fundamental to everything we do. A workforce that reflects the diversity of the communities we serve strengthens our decision-making and the outcomes we deliver for the Australian people.

Our Diversity, Equity and Inclusion Strategy 2025–28 (the Strategy) reflects our commitment to a workplace where everyone feels they belong and is safe, valued and empowered to succeed. The Strategy is delivered through annual roadmaps and is structured around 4 pillars of inclusion: respected, connected, contributing and progressing. The Strategy is intended to help embed a culture of inclusion and ensure our work reflects and supports the diverse communities we serve.

The Diversity, Equity and Inclusion Committee (the Committee) provides strategic advice and leadership to support an inclusive culture. The Committee includes Senior Executive Service (SES) Diversity Champions, Network Co-Chairs, corporate area representatives and elected staff representatives.

Our 5 staff-led diversity networks and one staff support network help raise awareness, advocate for inclusion, and inform policy and practice. Together, they reflect the diverse and overlapping identities of our workforce and support a more inclusive department. We actively encourage staff to participate in the following networks:

- **Cultural and Linguistic Diversity Network** – racial, cultural, linguistic and religious diversity
- **Disability, Neurodiversity and Allied 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 external organisations to strengthen our capability, build staff inclusion, and independently benchmark our progress. We maintain memberships with the Diversity Council Australia, ACON Pride in Diversity, Australian Disability Network, Hidden Disabilities Sunflower and PurpleSpace.

We are proud to have been named on the Diversity Council Australia's annual list of Inclusive Employers for 2024–25 and 2025–26 and have achieved Bronze Tier recognition in the Australian Workplace Equality Index.



Cultural and Linguistic Diversity Network



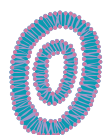
Disability, Neurodiversity and Allies Network



Gender Equality Network



Pride and Allies Network



First Nations Network



Mental Health and Wellbeing Network



APS Strategic Commissioning Framework

We are committed to the intent of the APS Strategic Commissioning Framework, ensuring core work of the APS is done by our core workforce – APS employees.

For our 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 us 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 2026–27 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.

Policy Advice and Program Management

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 our portfolio responsibilities, our advice seeks to advance Australia's social and economic interests, to support and enable all Australians to get equitable access to essential services, reasonable quality of service from the industry sectors we steward, to protect people from serious harm online, and to support Australia's cultural and sporting sectors.

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

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.

We deliver programs and services in the major infrastructure, transport, communications, sport and arts sectors, supporting our regions, urban spaces and territories. We continue to strengthen our strategic policy and program management capabilities through:

- developing our 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
- developing and implementing progressive, efficient and robust ways of working, which are supported by streamlined processes.

The department's Program and Project Management (PPM) Framework helps teams plan, govern and deliver department-led programs and projects more effectively as our work continues to evolve. The PPM Framework provides teams with a clear and consistent approach to support effective delivery, while still allowing flexibility to apply the PPM Framework in a way that reflects the scale, risk and complexity of our work. The PPM Framework also emphasises the importance of working in close collaboration with our stakeholders and delivery partners (including states and territories).

The department's Evaluation Strategy 2024–2027 aims to improve our evaluation practices and strengthen our strategic policy and delivery capabilities.

Regulatory Capability

We take a stewardship approach to regulation, consistent with the Department of Finance [Resource Management Guide on Regulator Performance \(RMG 128\)](#).

Our focus is on making sure regulation is fit for purpose, transparent and responsive, while minimising unnecessary burden. We apply best-practice regulatory principles, outlined in Figure 3, to support effective regulation.

We are responsible for the following regulatory functions:

- Domestic Aviation and Reform
- International Aviation, Technology and Services
- Maritime and Shipping
- Vehicle Safety Operations
- New Vehicle Efficiency Standard Regulation.

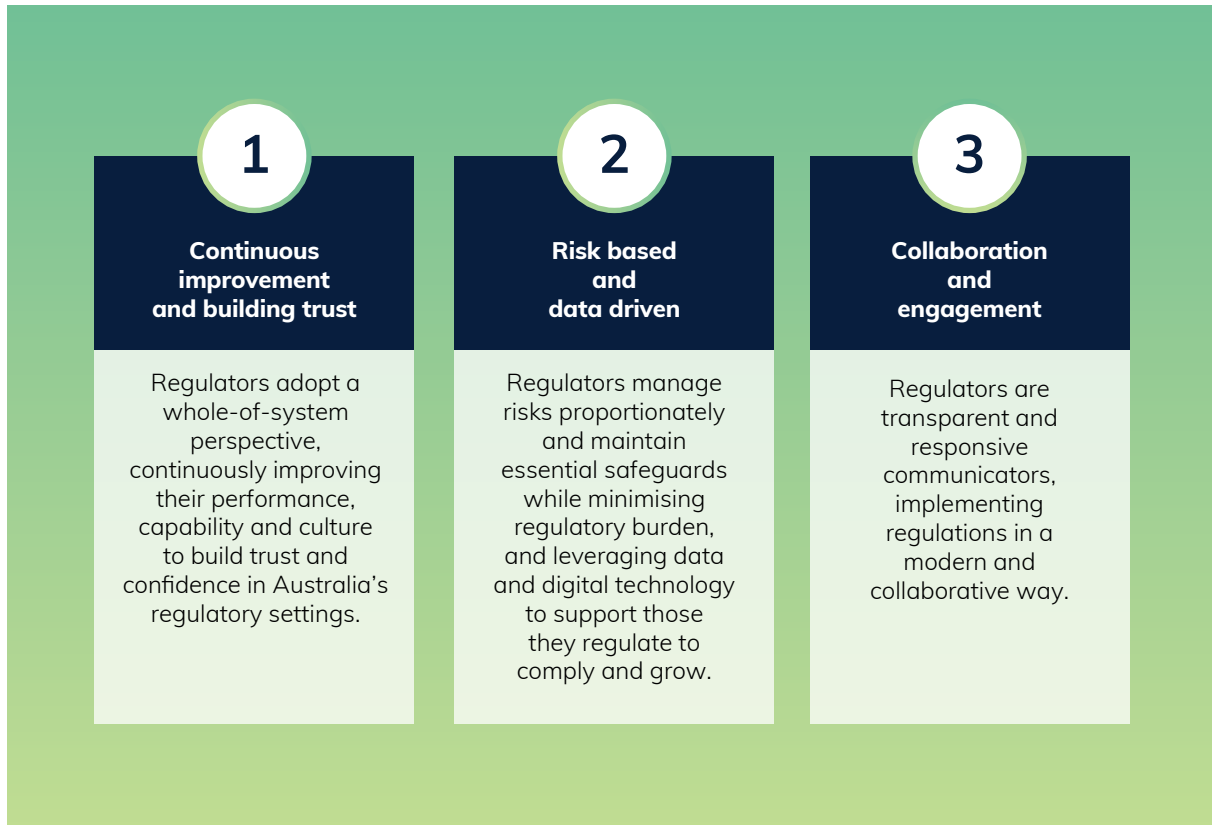
Information on our performance in relation to our regulatory functions is included later in this Corporate Plan under [Regulator performance](#).

The Minister for Infrastructure, Transport, Regional Development and Local Government issues a [Statement of Expectations](#), which outlines the government's priorities and how they relate to our statutory functions and operations. We respond through a Statement of Intent, which sets out how we will meet those expectations.

A key priority for the government is improving Australia's productivity performance. The government has set a whole-of-government policy objective for Commonwealth regulators to better balance risk mitigation with efficiency, growth and dynamism.

We also work closely with our portfolio entities that have regulatory responsibilities, including the Australian Communications and Media Authority, the eSafety Commissioner, the Civil Aviation Safety Authority, the Australian Maritime Safety Authority and Sport Integrity Australia. These entities report on their regulatory performance through their own annual reporting processes.

Figure 3: Principles of regulator best practice



Legal Services

The department's Legal Services team is comprised of professional lawyers who provide independent legal advice and services to the department to enable the lawful delivery of policy, programs, service delivery and regulatory responsibilities. The department's lawyers hold practising certificates and conduct themselves in accordance with the Australian Government Legal Service Statement of Expectations of Australian Government Lawyers.

The department's legal services capability provides tactical and strategic advice on a broad range of legal issues and supports business areas to identify, manage and mitigate Commonwealth legal risk. The Legal Services team leverages external legal services where specialist expertise is required. The Legal Services team brings a strategic perspective by engaging collaboratively across the Commonwealth, including with the Australian Government Solicitor, the Attorney-General's Department, the Australian Government Legal Service, the Office of Constitutional Law, regulators, our portfolio entities, and legal teams in other Commonwealth agencies.

During 2026–27, the department will continue to ensure the Legal Services team remains well postured to meet both the current and emerging legal needs of the department.

Information and Communication Technology

Information and Communication Technology (ICT) is a core enabler of the department's delivery, regulatory assurance and corporate operations. Modern digital capability supports secure and efficient ways of working, enables reliable collaboration across a geographically dispersed workforce, and improves the quality, timeliness and defensibility of decision-making and advice.

The department is committed to improving its digital capability and reducing risks to business continuity, information integrity and security. We are investing in digital modernisation and cyber uplift guided by a new department digital strategy, which emphasises strengthening foundational digital capabilities before scaling more complex change. In practice, this means prioritising stable and usable core productivity and collaboration services, secure identity and access controls, and fit-for-purpose platforms that reduce reliance on unsupported and fragmented systems.

Key objectives include:

- **aligning** investment to business outcomes and enterprise risk, with prioritisation that favours high-consequence services and shared foundations that assure business continuity
- **improving** information integrity and records defensibility by addressing fragmented repositories and embedding recordkeeping and governance into day-to-day collaboration and delivery patterns, including controlled workflows with audit trails
- **strengthening** security, identity and access controls through an enforceable, security-by-design posture that supports secure collaboration and clear accountability, leveraging modern tools to meet the growing cyber threat
- **modernising** legacy platforms and reducing legacy technology debt to reduce risk of service disruption and operational instability and assure business continuity
- **enhancing** interoperability and data exchange to reduce manual rework, improve timeliness of insight, and support secure collaboration with partners and other agencies
- **uplifting** workforce capability and digital literacy, including ongoing education and adoption support so staff can safely and effectively leverage modern tools and consistent ways of working
- **enabling** responsible use of emerging technologies, including artificial intelligence (AI), with governance and assurance integrated into delivery patterns rather than added after implementation
- **embedding** accessibility-by-design so that tools, processes and controls support diverse users and contexts.

The department will continue to transform its digital capability over the forward years, balancing investment of scarce resources to address legacy technology risk against meeting longer term digital ambition. This includes embedding a modern, secure, reliable, scalable, and sustainable information environment, building organisational data and digital maturity and leveraging modern technologies such as AI to improve productivity and outcomes. This will support a nationally dispersed workforce, including some of our most remotely located staff in our Indian Ocean Territories and at Norfolk Island, reduce friction in day-to-day operations, and support decision making and provision of timely and accurate advice to government.

Consistent with the APS AI Plan 2025, the department will adopt AI deliberately and responsibly to improve outcomes, productivity and insight, guided by a risk-based framework that preserves trust, accountability and compliance. AI will be enabled where it adds demonstrable value, constrained where risk is high, and governed as an integral part of the department's digital and data ecosystem.

Property Management

The department's property portfolio comprises 36 operational properties to accommodate staff across Australia, supported by a mix of head leases, Memorandum of Understandings (MoU) and licences. The portfolio includes commercial office accommodation, specialised facilities such as warehouses and airport-based sites, and regional offices supporting program delivery and stakeholder engagement. Accommodation is primarily located in central business districts and major activity centres, complemented by regional and specialised operational sites.

The department's Property Management Plan is underpinned by a set of strategic objectives focused on improving portfolio performance and alignment with government policy. Key priorities include consolidation of underutilised accommodation, proactive management of lease events, and optimisation of occupancy costs. The department is transitioning to a hybrid workplace model, targeting improved utilisation through a 7:10 desk-to-staff ratio and aligning with the Commonwealth density benchmark of approximately 14 square metres per work point. Sustainability is a key priority, with a focus on improving National Australian Built Environment Rating System performance, implementing Green Lease Schedules and supporting Net Zero commitments.

Significant investment is being made on workplace improvement projects. This includes a major consolidation in Canberra, Australian Capital Territory and other leasing activities in various interstate locations.

Canberra:

- The key objectives are to deliver a solution that:
 - consolidates leased office accommodation from 4 premises to 2 through a precinct solution, delivered via a staged approach that aligns with the existing lease expiration
 - requires no or minimal capital expense to complete the office fit-out (that is the fit-out is paid through an incentive arrangement negotiated through the lease).
- The department has reduced its Canberra office accommodation from approximately 44,000 square metres to 23,535 square metres, which results in a substantial reduction in leasing and associated costs over the term of the leases.
- On 1 July 2026, the department moved into the first of the 2 buildings of the precinct, at 7 London Circuit, Canberra.

- In mid-2026, the fit-out construction works commenced in the second building of the precinct at One City Hill, Canberra. The fit-out works and relocation program is expected to take approximately 12 months, with a lease commencement date of 1 July 2027.

Interstate:

Key activity is planned to include:

- Investigation of new premises in the vicinity of the Melbourne Airport to replace the department's existing office. The existing lease is due to expire in January 2027.
- Consolidation of 2 current Sydney office locations: George Street, currently under a memorandum of understanding with the Department of Health, Disability and Ageing, and the department's existing Surry Hills office premises. The lease for the Surry Hills office expires in May 2027.
- Possibility of establishing new Artbank premises in Perth to enable artworks to be displayed. The new facility will need to align with Artbank's core objectives, providing direct support to Australian contemporary artists and to promote the value of Australian contemporary art to Western Australian clientele into the future.





PART 3: GOVERNANCE



Department Structure

As at August 2026³

Figure 4: Organisational chart



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



Governance Framework

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.

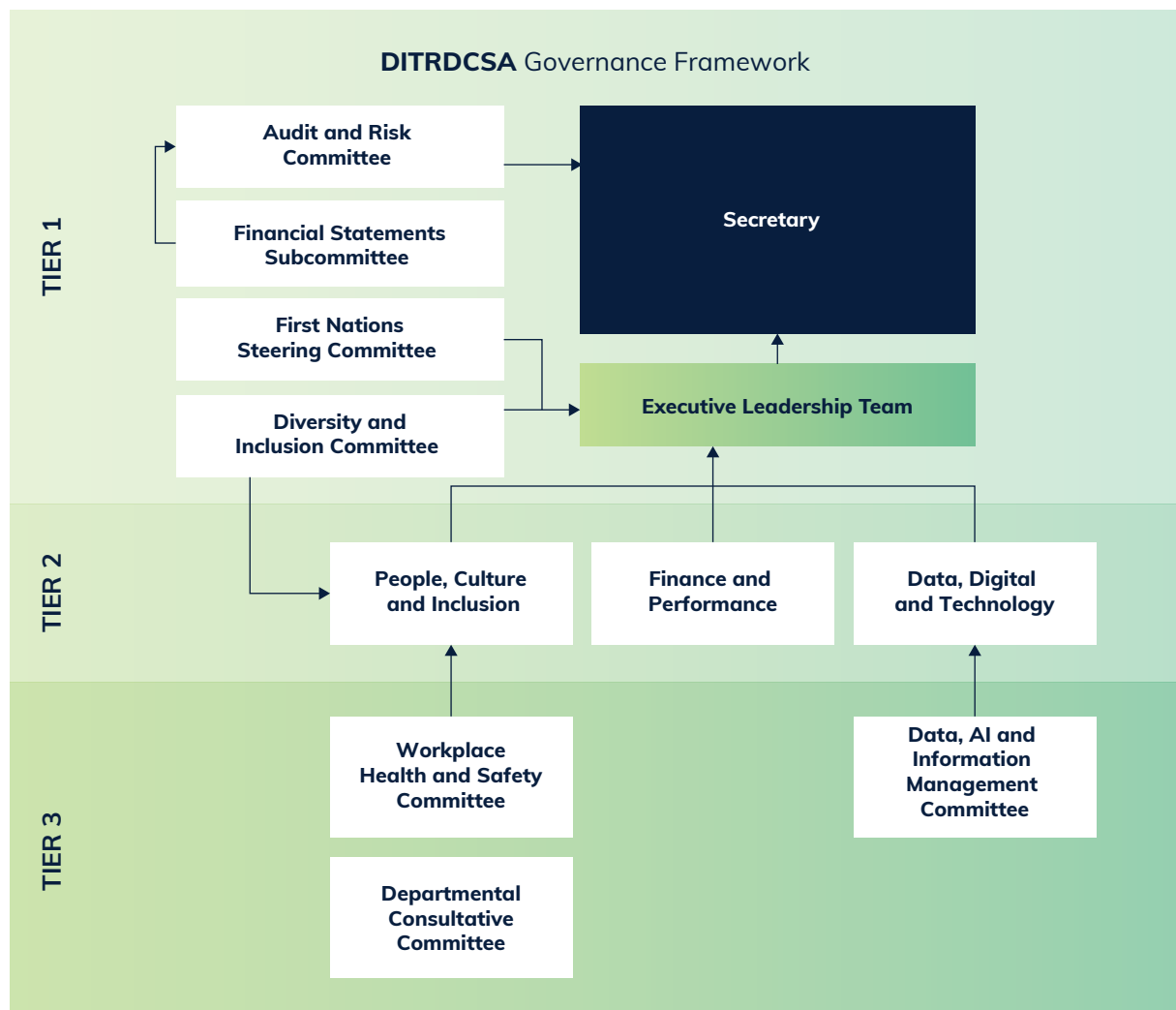
Supporting the Secretary as the department's accountable authority, our governance committees engage in matters of strategic importance, including:

- 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.

Executive Leadership Team (ELT) – is chaired by the Secretary and membership includes all Deputy Secretaries and the First Assistant Secretary of the First Nations Partnerships Division. It is a decision-making body responsible for providing collective leadership and stewardship of the department, ensuring its organisational strategy, performance and use of resources are aligned with relevant legislation, the department's purpose, and the priorities of the government of the day. The ELT plans, leads and oversees matters which are significant for the department – including key internal priorities, enterprise risks and the department's operating environment – in driving a culture of accountability, psychosocial safety and other matters as outlined in the Terms of Reference.

Figure 5: Governance Committee structure



Finance and Performance Committee – supports the ELT and the Secretary, as accountable authority and agency head, by managing financial sustainability, organisational performance, and major investments, including the delivery assurance of significant projects (excluding ICT), and the management of associated risks. This committee also monitors performance and provides assurance on effective delivery across the department, escalating significant, cross-cutting or enterprise-level risks and issues to the ELT.

People, Culture and Inclusion Committee – supports the ELT and the Secretary, as the accountable authority and agency head, by providing strategic advice on workforce and workplace priorities including people, culture and inclusion matters, and the management of associated risks. This committee also monitors performance and provides assurance on effective delivery across the department, escalating significant, cross-cutting or enterprise-level risks and issues to the ELT.

Data, Digital and Technology Committee – supports the ELT and the Secretary, as the accountable authority and agency head, by providing strategic advice on digital, ICT, data and artificial intelligence (AI) policies and initiatives, and the management of associated risks. This committee also monitors performance and provides assurance on effective delivery across the department, escalating significant, cross-cutting or enterprise-level risks and issues to the ELT.

Integrity

Integrity is fundamental to earning and maintaining public trust and is central to effectively delivering departmental objectives. The department is continuing to strengthen its approach to integrity by moving beyond integrity as a set of corporate controls and compliance activities, towards a more deliberate focus on culture, behaviour and shared responsibility.

We continue to invest in, and promote, a positive culture that exemplifies the highest of professional and ethical standards. This past year we championed the theme, 'Integrity First: Speak up and lead loudly' for our annual Integrity Week. We explored what strong integrity leadership means and launched the Reporting Front Door – a central point of contact to guide staff on reporting workplace incidents, suspected misconduct, non-compliance, fraud or corruption – to make it easier for all staff to raise concerns and seek guidance.

Over the coming year, we will continue to support staff at all levels to identify and manage integrity risks, navigate ethical dilemmas, speak up early, and seek guidance without fear of reprisal.

This includes continuing to promote clear reporting pathways, such as the Reporting Front Door, strengthening integrity leadership, and embedding integrity in everyday decision-making across the department. This will support pillar one of the APS Reform agenda – an 'APS that embodies integrity in everything it does' and the APS Integrity Taskforce, *Louder Than Words: An APS Integrity Action Plan*.

In December 2025, the Australian Public Service Commissioner and the Secretary of the Attorney-General's Department released the new [Commonwealth Integrity Strategy](#) (The Strategy). The Strategy sets out a collective objective that the Commonwealth public sector will act with the highest standards of integrity, foster a pro-integrity culture, is accountable, and strengthens integrity in everything it does. The department is currently developing a new Integrity Strategy that will align with the Strategy and provide a clear, coordinated framework to strengthen integrity capability, culture and governance across the department.

We have a strong commitment to the Public Interest Disclosure (PID) scheme and to meeting our obligations under the *Public Interest Disclosure Act 2013* (the Act). In 2026–27, we will continue to maintain a current, accessible PID procedure and ensure authorised officers are readily accessible to public officials. We will continue to take reasonable steps to protect persons who make a disclosure from reprisal or threats of reprisal and ensure that disclosures are properly managed in accordance with the Act.

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

Financial Management

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

Effective stewardship of the department's financial management supports informed decision making and the delivery of outcomes. We build trust across the department and with our stakeholders to enable informed strategic financial planning and the efficient allocation of resources. We do this through constructive stakeholder engagements, the provision of high-quality financial advice, analysis and budgeting and reporting processes.

We work closely with policy and program areas, central agencies and the broader APS to ensure comprehensive and holistic advice is provided to ministers, executive, portfolio agencies, and governance and assurance committees (such as the Audit and Risk Committee and the Financial Statements Subcommittee).

Through a strong understanding of the department's business and the broader economic environment, and our expertise in financial analysis and strategic budget management, we provide valuable advice to decision makers. This in turn empowers them to make informed choices aligned with department priorities.

We support decision making by:

- driving an enterprise-level budget strategy
- 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 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.

In 2026–27, the department is continuing to progress the implementation of 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 ongoing improvements to the department's budget management systems, support the department in addressing a finding of the APSC Capability Review that there are opportunities to improve our budget forecasting and business planning.

Our [2026–27 Portfolio Budget Statements](#) contains further information regarding the department's budget estimates (departmental and administered), average staffing levels, and financial statements for the reporting period.

Data, Artificial Intelligence and Information Management

Data

Data underpins much of the work we do. Successful delivery of many of our programs, policies and regulatory functions requires 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. Uplifting data capability underpins 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 capability 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 continues to modernise data capability and strengthen its data management, analysis and automation. The department's Chief Data Officer (CDO) remains committed to enterprise-wide data governance and realising the value of departmental data assets. The Senior Executive Service (SES) also have accountabilities for data aligning with the Department of Finance's [SES Accountabilities for Data](#). Good data governance is important for maintaining trust in the department's data and analysis, including to mitigate risks from AI and cyber-attacks. The CDO strives to capitalise on emerging technologies to help increase productivity of data and support evidence-based policy.

An important part of the CDO's role is to ensure the department has a proactive plan for data. This 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, including by:
 - assisting business areas to undertake data analysis activities
 - creating data visualisations

- improving (modernising) data workflow practices
- implementing appropriate data storage solutions.

The Data Strategy's vision is 'smart data use informs good decisions'. Our objectives are:

- that we have adequate data skills and technologies for our work
- we are efficient and smart data managers
- we can find, use and share the right information.

Smart data use informs good decisions and increases productivity. Our keys to success are:

- ensuring transparency in data collection, processing and use enhances public trust
- developing constructive partnerships with key stakeholders on data access and use
- ensuring data is accessible, intuitive and useful across the department
- ensuring judicious use of innovative technology to remain current and improve productivity.

Figure 6: The Data Strategy



Artificial Intelligence (AI)

The department has established a structured, enterprise-wide approach to the use of AI that prioritises strong governance, clear accountability and alignment with whole-of-government requirements. The AI governance framework defines oversight arrangements, accountable roles and decision-making pathways to ensure human accountability is retained for all AI-enabled activities. Adoption is guided by a staged, risk-based approach, enabling capability to be built progressively while managing risk.

AI use across the department is underpinned by policies and controls that address ethical, legal, privacy, security and information management considerations. These frameworks support the

safe and responsible development, procurement and use of AI, ensuring compliance with Australian Government AI Ethics Principles and broader APS obligations. Governance requirements are proportionate to risk, with higher-impact AI use cases subject to enhanced assessment, executive oversight and assurance.

Transparency and trust are central to the department's approach. AI use cases are formally documented, assessed and monitored to ensure decisions influenced by AI are explainable, auditable and contestable. Central oversight supports consistent application of governance controls, ongoing monitoring and continuous improvement, enabling the department to responsibly leverage AI while maintaining public confidence and organisational integrity.

Consistent with the actions on all government agencies outlined in the [Policy for the Responsible Use of AI in Government](#) and the [APS AI Plan 2025](#), the department publishes an [AI Transparency Statement](#) outlining its approach to AI adoption. The department has appointed a Chief AI Officer, responsible for overseeing AI adoption, experimentation and innovation, and driving cultural change related to the adoption of AI in the department, and an AI Accountable Official, responsible for the governance required to comply with the AI in government policy has also been appointed. The department has also appointed a Deputy Secretary as the department's AI Champion, to provide top-level oversight of AI risks, ethical and responsible use, and related enterprise risks (including privacy and security), and strengthen management of policy-related and high-risk use cases requiring central government visibility.

Information Management

Effective information management is pivotal in supporting evidence-based decision-making, ensuring accountability and transparency, and business efficiency.

The department provides support to staff to maintain appropriate record-keeping, aligned with the National Archives of Australia's (NAA) guidance and directions through guidance, learning sessions, and mandatory annual records management training.

The department's record-keeping system libraries are also regularly reviewed to enable ongoing compliance with naming conventions, security classifications, access controls, and document management.

The department continues to investigate ways to further improve its information management capability and maturity, including through new systems, reviewing guidance, and prioritising the appropriate lifecycle management of information.

Fraud and Corruption Control

The department's commitment to effective fraud and corruption control is fundamental to our ability to deliver trusted and impactful services to the Australian public. Fraud and corruption have the potential to undermine our ability to deliver on our objectives and adversely affect both our organisational culture and the community. 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 foster a

culture of transparency and accountability across all levels of the organisation. Our approach is guided by the [Commonwealth Fraud and Corruption Control Framework](#) and implemented through our 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 delivery of targeted staff training, implementation of streamlined reporting mechanisms across departmental functions, enhanced use of data analytics and collaboration with cross agency partners, and completion of targeted, department-wide fraud and corruption risk assessments. These improvements will empower staff, contractors and the public to report suspected conduct, and improve internal controls to mitigate risk across the department's business areas.

Our fraud and corruption control framework is centred on 3 key pillars: prevention, detection and response. We focus on prevention through strong governance, procurement and grant oversight, ethical leadership and proactive staff engagement; detection through internal audits, data analytics and monitoring of key risk indicators; and response through structured internal investigation procedures, clear escalation protocols and referral to appropriate authorities when necessary.

In 2026–27, we will continue to enhance our fraud and corruption control capability by updating the Fraud and Corruption Control Plan and continuing to embed fraud and corruption risk considerations into strategic and operational planning processes across the department. We will strengthen our focus on prevention and education, including targeted awareness activities and the development of practical prevention guidance for high-risk areas. We will continue to strengthen inter-agency collaboration and intelligence sharing to respond to evolving and emerging threats.

The department held its annual interactive 'Wheel of Fraudtune' event during International Fraud Awareness Week. This year's theme, 'Preventing Fraud is a Team Effort – Don't Sit on the Sidelines', highlighted the importance of collective responsibility in minimising fraud and corruption risks and saw a record number of staff participate. We launched the Reporting Front Door – a central point of contact to guide staff on reporting workplace incidents, suspected misconduct, non-compliance, fraud or corruption. We also held a critical cases panel to reinforce the importance of open and honest conversations, particularly when mistakes occur or things don't go to plan. Initiatives like these will strengthen our fraud and corruption capabilities in 2026–27 and beyond.

Staff and members of the public can report suspected fraudulent or corrupt conduct by following the guidance on the department's website, [reporting fraud](#).

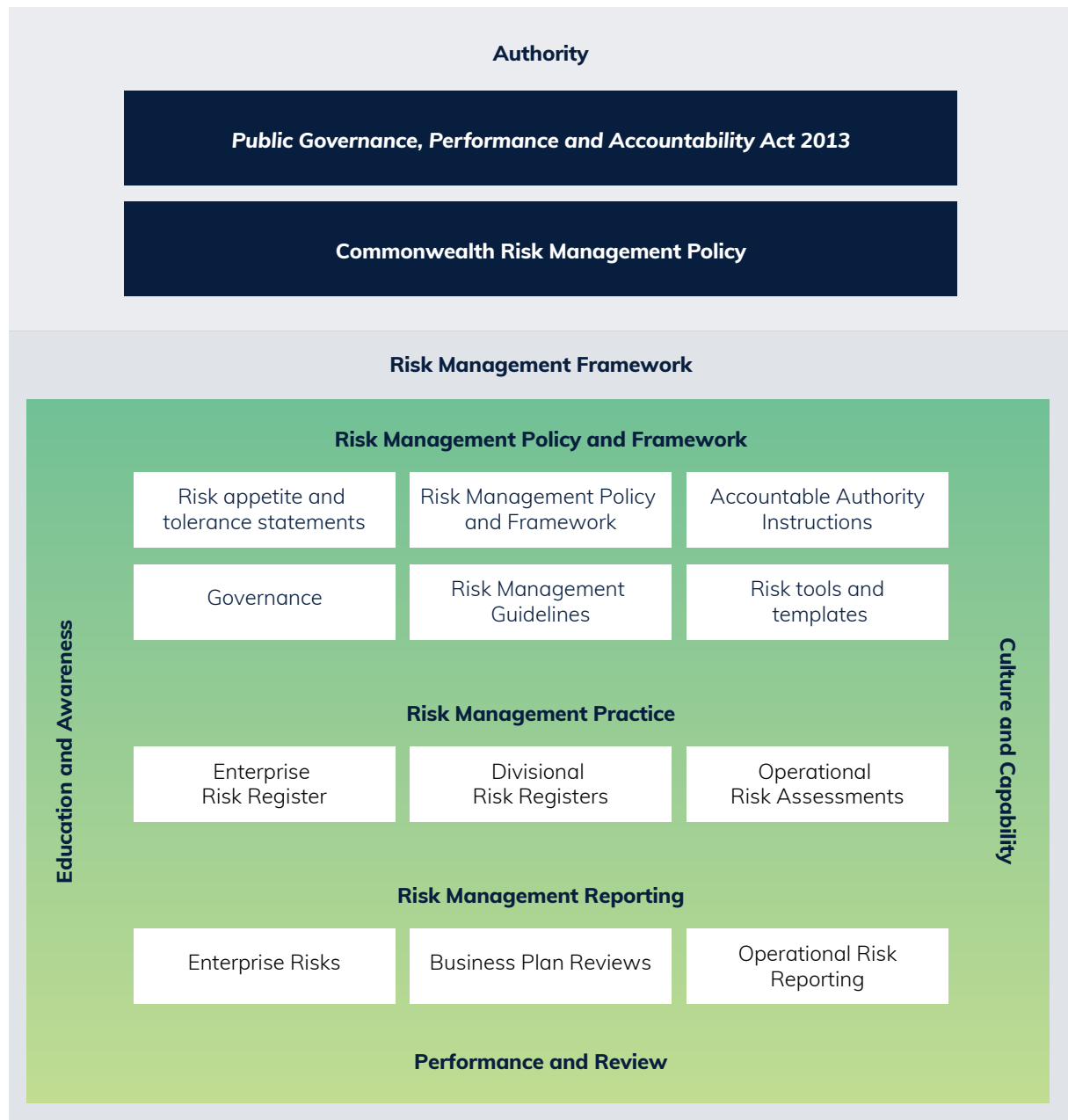
Risk Oversight and Management

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

Risk Management Framework

Our Risk Management Policy and Framework provides guidance on managing and engaging with risk and applies to all activities, officials and contractors. It informs decision making, governance arrangements, prioritisation of activities, resource allocation and business planning. A key part of our system of risk oversight is the implementation of controls across the department, to manage risks in a consistent manner. Controls are managed at the enterprise, division and operational level.

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 risks which may impact our ability to achieve the department's purpose.
- Tier 2 Governance Committees oversee risks within their areas of focus.
- 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.

A positive risk culture promotes an open and proactive approach to risk management. Our people, at every level and on every day, are responsible for identifying, assessing, reporting and managing risk. We are committed to improving our risk culture and capability.

We reviewed our Risk Management Policy and Framework in 2025 and will finalise a new Risk Management Framework in 2026. This framework will seek to further strengthen our risk culture and capability by providing clear guidance to all staff, including on responsibilities for control effectiveness.

During 2026–27, 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. We will also further develop our risk management arrangements to meet Commonwealth Climate Risk Disclosure requirements.

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.

Enterprise Risks

The department's enterprise risks and the way we manage them are set out in Table 1.

Table 1: Enterprise risks

Enterprise Risks	Target State	Management Strategies
E1: Climate	Climate risks and opportunities are effectively managed and embedded within departmental governance, operations, planning and decision-making processes	The department manages climate risk by embedding climate considerations into governance, risk management and decision-making processes. This is supported by ongoing monitoring of climate-related obligations, policy settings and operating impacts, including arrangements to meet Commonwealth Climate Risk Disclosure requirements.
E2: Delivery	We deliver high quality policies, programs and services for our community, in accordance with government priorities and commitments, that are evidence based, lawful, 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.
E3: Finance	Our financial governance 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.
E4: Information Technology (IT)	Our IT environment is secure, resilient, well-governed and user-centred, enabling reliable departmental operations, protecting sensitive information, and supporting digital and AI-enabled transformation within agreed risk appetite.	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: Integrity, Fraud and Corruption	Our people and partners act with integrity at all times, supported by our culture and systems. Our zero tolerance to fraud and corruption is supported by robust governance frameworks, effective internal controls and clear lines of accountability.	Staff are empowered through a positive risk and integrity culture that encourages reporting and protects those who speak up. Our Integrity Strategy, Fraud and Corruption Control Plan and National Anti-Corruption Commission reporting procedures ensure integrity is paramount and speaking up about fraud and corruption is acted on. Policies, procedures and accountable authority instructions are regularly reviewed.
E6: Legal	We will conduct our activities lawfully and proactively manage legal risk in a considered and defensible way.	We have a centralised legal services function to ensure legal advice is provided by qualified and independent lawyers.

Enterprise Risks	Target State	Management Strategies
E7: Partnerships and Trust	We engage with our partners openly and with integrity to build trust and leverage collective expertise to deliver on our objectives.	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.
E8: Regulation	We regulate in accordance with our legislation and ensure compliance by regulated parties, in an effective, transparent and fair manner.	The department has transparent processes and risk-based compliance monitoring to ensure regulation is proactive, consistent and evidence based.
E9: Security	We have a safe, secure and resilient operating environment for our people, information and resources	The department manages security risk through protective security governance, policies and assurance arrangements that support a safe, secure and resilient operating environment for our people, information and resources. This is supported by ongoing monitoring of security obligations, emerging threats and operational vulnerabilities, with controls in place to protect departmental assets, maintain business continuity and respond to incidents in a timely and proportionate way.
E10: Work Health and Safety (WHS) & People	A work environment where the physical and psychological health and safety of workers and others at department workplaces is protected by eliminating or minimising risks arising from work so far as is reasonably practicable.	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. 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.



PART 4: PERFORMANCE



Performance

Overview

The department provides policy advice and delivers programs, projects and services across infrastructure, transport, communications, sport and the arts to support Australia's economy, society and regions. We work in partnership with governments, industry and communities to enable connected, productive, safe, sustainable and culturally vibrant cities, regions and territories.

Our Performance and Corporate Reporting Framework (Framework) measures how well we deliver our purpose and meet the requirements of the Public Governance, Performance and Accountability Act 2013.

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.

Our performance information is presented across 7 outcomes, 12 programs, 24 key activities and 29 performance measures, using a mix of qualitative and quantitative methodologies. These include 17 output measures, 3 effectiveness measures, 3 proxy effectiveness measures and 6 proxy efficiency measures. Proxy measures use indirect indicators to show whether our work is effective, and resources are used efficiently when these cannot be measured directly.

Performance results will be assessed using the departmental results key (Table 2) and published in the annual performance statements in the 2026–27 Annual Report.

Table 2: Results key 2026–27

Reporting result	Result calculation range
Met	100%
Substantially met	75% – 99%
Partially met	50% – 74%
Not met	≤49%
Unable to be assessed	Not applicable. No assessable result.

Performance measures are aligned to key activities to demonstrate how the department delivers against its purpose. This is summarised in Table 3.

Regulator performance

As a Commonwealth entity with regulatory responsibilities, the department reports on how it performs its most material regulatory functions, as outlined in the [Ministerial Statement of Expectations](#), with reference to the best practice principles outlined in the [Regulatory Capability](#) section of this Corporate Plan. Results are reported in the annual performance statements.

In accordance with our Statement of Expectations, the regulatory functions we report on are:

- Domestic Aviation and Reform
- International Aviation, Technology and Services
- Maritime and Shipping
- Vehicle Safety Operations
- New Vehicle Efficiency Standard Regulation.

These regulatory functions are reported under the following programs:

- 2.1: Surface Transport
- 2.2: Road Safety
- 2.3: Air Transport.

Continuous improvement

We maintain active engagement with the Australian National Audit Office (ANAO), including through the annual performance statements audit program, and with the Department of Finance in its administration of the Commonwealth Performance Framework. We also draw on better practice across the Commonwealth to continually lift how we measure, analyse and report performance. During the year, we review and refresh our Framework to reflect our maturity, strengthen our measurement methodologies and data collection arrangements, and improve the clarity and reliability of our performance information, so our performance measures provide a meaningful view of progress in delivering our purpose.

Table 3: Mapping of key activities to performance measures

Outcome	Program	Key activity	Performance measure	Page number
1: Transport Connectivity (Infrastructure)	1.1: Infrastructure Investment	Advise on, deliver and manage the Infrastructure Investment Program (IIP)	1 and 2	43–44
2: Transport Connectivity (Transport)	2.1: Surface Transport	Support transport decarbonisation, productivity and safety	3 and 4	48–50
		Administer regulatory functions to drive compliance across the surface transport emissions, productivity and maritime safety environments	3	48
		Administer and monitor the delivery of surface transport programs	4	49
	2.2: Road Safety	Support road safety in Australia	5 and 6	51–52
		Administration of the Road Vehicle Standards (RVS) legislation	5	51
		Advise on and deliver better road safety	6	52
	2.3: Air Transport	Support the implementation of key Aviation White Paper Initiatives	11	57
		Manage aviation programs and regulations	7, 8 and 9	53–55
		Support a safe and accessible transport system	9 and 11	55, 57
		Administer effective aviation safety, accessibility for people with disability, and new and emerging aviation technologies policy	10 and 11	56–57

Outcome	Program	Key activity	Performance measure	Page number
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	12, 13, 14 and 15	60–63
	3.2: Local Government	Advise on and deliver programs to support regional development and local governments	15 and 16	63–64
	3.3: Urban Development	Work with Queensland to deliver venue infrastructure for the Brisbane 2032 Olympic and Paralympic Games	17 and 18	65–66
		Deliver commitments to enhance community level infrastructure in Australia's cities and towns	12 and 13	60–61
	3.4: Growing a Stronger Northern Australia Economy	Progress key initiatives and support whole-of-government implementation of the Northern Australian agenda	19	67
4: Territories	4.1: Services to Territories	Ensuring governance and legislative arrangements are fit for purpose to support delivery of services and programs to Australia's non-self-governing territories	20	70
		Provide essential infrastructure and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory	21	71
5: Communications Connectivity	5.1: Digital Technologies and Communications Services	Deliver communications programs, including in regional and remote Australia	22 and 23	74–75
		Provide effective and inclusive communications services and technologies	24	76

Outcome	Program	Key activity	Performance measure	Page number
6: Creativity and Culture	6.1: Arts and Cultural Development	Protect and promote Australian content	25	79
		Deliver policies and programs that support the cultural and creative sectors and enable all people in Australia to access and participate in cultural and creative activities	25 and 26	79–80
		Deliver policies and programs to support Australian cultural heritage, including Indigenous cultural heritage, arts, languages and repatriation	25	79
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	27, 28 and 29	83–86

Outcome 1: Transport Connectivity (Infrastructure)

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

Outcome 1 is delivered through the following program:

Program 1.1: Infrastructure Investment

Environment and Risk

Land transport infrastructure remains central to supporting economic growth, strengthening resilience and improving liveability across Australia. 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. Over 2026–27, guided by the Infrastructure Policy Statement and through the Federation Funding Agreement Schedule for Land Transport Infrastructure Projects, the Infrastructure Investment Program will prioritise projects that will contribute to productivity and resilience, liveability and safety, and sustainability. This will be through improving connectivity and enabling the efficient movement of people and freight.

The government also delivers infrastructure projects through its GBEs. This includes Australian Rail Track Corporation, which is delivering the \$2.79 billion Network Investment Program that will improve the reliability, resilience and productivity of the existing interstate network, as well as Inland Rail from Beveridge in Victoria to Parkes in New South Wales (NSW) through its wholly owned subsidiary,

Inland Rail Pty Ltd. National Intermodal Corporation (National Intermodal) is continuing to support significant investment across Australia's east coast and includes the development and operation of the Moorebank Intermodal Precinct in Sydney and a new intermodal precinct at Beveridge in Victoria, and progressing land preservation activities for future potential terminals at Parkes, in NSW and Ebenezer in Queensland. Our support for investment in significant and complex projects is demonstrated by the opening in 2026 of Western Sydney International (Nancy-Bird Walton) Airport (WSI). Being delivered by WSA Co Limited, the airport will operate 24/7 for both cargo and passenger operations, providing increased capacity to meet growing demand in Sydney for aviation services. The High Speed Rail Authority, a Corporate Commonwealth entity, will also undertake a development phase to provide advice to government on design and delivery of a new high speed rail line between Newcastle and Sydney. 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.

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 activity	Performance measure(s)
Advise on, deliver and manage the Infrastructure Investment Program (IIP)	1 and 2

Our performance

Performance measure 1: Provide policy advice on Infrastructure Investment Program (IIP) Project Proposal Report(s).

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
95% of policy advice is assessed as high quality, timely and evidence based.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target rationale	The department oversees the delivery of over \$100 billion in Commonwealth funding over 10 years from 2026–27 through the IIP, delivering a pipeline of projects that support productivity and resilience, sustainability and liveability. The department plays a critical role in evaluating IIP proposals to ensure alignment with legislative and policy objectives. This function is central to fulfilling the department's responsibilities under the Federation Funding Agreement Schedule (FFAS) with states and territories. The 95% target recognises that policy advice is developed in a complex and time-critical environment, where a small margin is appropriate to account for factors such as human error. The target is applied consistently across all departmental policy advice performance measures.
What we use to measure this	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).
How we measure this	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 principle(s) of regulatory best practice	Principle 1: Continuous improvement and building trust. Principle 2: Risk-based and data driven. Principle 3: Collaboration and engagement.
Owners	Land Transport Infrastructure Division.
Additional information	Not applicable.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Performance measure 2: Assessment of milestone claims for payments on IIP projects listed in the relevant tables in the Federation Funding Agreement Schedule (FFAS).

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
100% of milestone claims received by the department have been assessed, with accurate and complete claims authorised for payment.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details

Why we measure this and target 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 in accordance with the department's legislative and policy requirements under the FFAS (including its funding tables), the associated Notes on Administration, and the *National Land Transport Act 2014*. The measure also demonstrates the department's support to state, territory and local governments in advancing IIP projects.

What we use to measure this

Internal departmental management systems are used to extract milestone information and report on the receipt of signed FFAS Funding Tables.

How we measure this

The FFAS established the requirements for scheduling and assessing 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.

Alignment with principle(s) of regulatory best practice

Principle 1: Continuous improvement and building trust.
Principle 2: Risk-based and data driven.
Principle 3: Collaboration and engagement.

Owners

Land Transport Infrastructure Division.
Commonwealth Infrastructure Projects Division.

Additional information

Not applicable.

Changes

No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

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.

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 support the establishment and maintenance of 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.

Following the commencement of reforms to the Sydney Airport Demand Management Act 1997 in late 2025, the department is focused on embedding within its regulatory functions the scrutiny of slot usage (permission granted to an airline for a specific take-off or landing at a particular time and date) at Sydney Airport including identifying systemic slot misuse that goes unrectified by operators.

The department is committed to supporting regional aviation services, including implementation of the support package for Rex Airlines to support regional and remote routes. We will continue to administer the regional and remote aviation programs with a further round of both the Regional Airports Program and Remote Airstrip Upgrade Program commencing over the course of the year.

The White Paper and subsequent research and consultation has established that passenger satisfaction with complaints handling across the aviation sector remains low. The government is committed to improving outcomes for the travelling public through a more robust framework that improves the passenger experience. On 1 April 2026, the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government, introduced legislation to create the Aviation Consumer Protection Framework (framework). The department will support the implementation of the framework in 2026–27.

The framework delivers on 4 separate commitments in the White Paper, including providing the legal basis to establish the Aviation Consumer Ombudsperson (ACO) (Initiative 1) and the Aviation Consumer Protections Charter (the Charter) (Initiative 2). The ACO will be independent from government. The government will work with industry to establish the ACO scheme as a not-for-profit company.

The interim ACO will play a key role in leading engagement between government, industry and other stakeholder groups to transition to the independent ACO model and develop the ACO scheme for the minister to authorise. This will include developing a design framework, engaging with industry on the governance expectations for the ACO, developing education and guidance for air travellers, and continuing to provide information and referrals for customer complaints received by the interim ACO.

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 at 20 leased federal airports. Additionally, 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-seven airports are currently participating in this program, which includes a mix of federally leased and non-federally leased airports across Australia.

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 implement the refreshed National Freight and Supply Chain Strategy (Strategy) which was released on 21 August 2025. The refreshed Strategy and associated National Action Plan outlines 14 nationally significant actions that will help increase the resilience of the freight and supply chain, boost productivity and support decarbonisation efforts. Actions underway include modelling the current freight and supply chain network, developing a National Freight Resilience Plan and quantifying the economic significance of the supply chain and freight logistics industry to Australia. 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 a strategic fleet, 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 23% of Australia's total carbon dioxide (CO₂) emissions, with road transport alone contributing to 83% of that total, according to [Australia's 2025 emission projections](#). 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. In September 2025, the government released the Transport and Infrastructure Net Zero Roadmap and Action Plan, outlining how the uptake of cleaner cars, active and public transport, and solutions for aviation, maritime, freight, rail and roads will transform the sector. This will deliver emissions reductions, consumer savings and increased fuel security.

A key example of specific actions the government is taking to reduce transport emissions is the New Vehicle Efficiency Standard (NVES) that regulates CO₂ emission levels from all new cars supplied to Australia. The department is also progressing measures to support a domestic low carbon liquid fuel industry including the \$1.1 billion Cleaner Fuels Program. 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, alongside establishing green and digital shipping corridors.

Together with emission reductions, the government is supporting the National Fuel Security Plan through measures such as the Cleaner Fuels Program, developing a demand mechanism for low carbon liquid fuels, and a green fuel bunkering strategy, reducing our reliance on imported fuels and improving the resilience of our domestic fuel supply.

Technological innovation

Emerging transport technologies such as Connected and Automated Vehicles, 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](#). 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 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.

Program 2.1: Surface Transport

Program objective

The Surface Transport Program supports economic growth, makes travel safer, increases transport access and supports surface transport decarbonisation through delivering programs, policies and regulation for efficient, sustainable, safer and better-connected road, rail and maritime sectors.⁴

Key activities	Performance measure(s)
Support transport decarbonisation, productivity and safety ⁵	3 and 4
Administer regulatory functions to drive compliance across the surface transport emissions, productivity and maritime safety environments	3
Administer and monitor the delivery of surface transport programs	4

Our performance

Performance measure 3: Administration of regulatory functions for:

a. Maritime regulation

b. New Vehicle Efficiency Standard (NVES) Regulator.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
a. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year.	a. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year.	As per 2027–28.	As per 2027–28.
b. Implementation of regulatory functions for the NVES.	b. Future targets are to be determined.		

Measure details	
Why we measure this and target rationale	We measure this to demonstrate that the department is effectively administering its regulatory functions and supporting compliance with Australia's maritime regulatory framework, and the NVES. Strong compliance supports safe, fair and efficient markets, provides confidence to industry and the community, and underpins delivery of government objectives. a. Focuses on year-on-year maintenance and/or reduction in rates of non-compliance to reflect a risk-based approach and continuous improvement in maritime compliance outcomes. b. Reflects the staged establishment of the NVES Regulator and is framed around implementing core regulatory functions in line with the NVES Act.

⁴ This program objective has been updated from the department's 2026–27 Portfolio Budget Statements to add surface transport decarbonisation as an explicit program objective.

⁵ This key activity has been updated from the department's 2026–27 Portfolio Budget Statements to remove reference to policy advice and reflect a broader framing of the activity.

Measure details

What we use to measure this	a. The Coastal Trading and Licensing System, third party vessel tracking, the Part X Register of Liner Shipping (database), the Shipping Tax Incentives Register, the Australian Business Register ABN lookup, the Australian Maritime Safety Authority list of registered ships and information issued by registered training organisations. b. Operational, administrative and systems-based records demonstrating that the regulatory functions were available to regulated entities and capable of being exercised.
How we measure this	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 supporting regulatory functions to be fulfilled under the NVES legislation.
Measure type	Effectiveness.
Alignment with principle(s) 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. Road Vehicle Regulation Division.
Additional information	Future targets will be developed for the administration of regulatory functions for NVES once the scheme is operational and baseline data is available.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Performance measure 4: Provide effective administration of surface transport and emissions program functions:

a. Tasmanian Shipping Programs (TFES and BSPVES)

b. Heavy Vehicle Safety Initiative

c. Strategic Local Government Asset Assessment Project.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 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 agreements and grant guidelines. c. Strategic Local Government Asset Assessment Project is administered in accordance with grant agreements and grant guidelines.	As per 2026–27.	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. Future targets are to be determined.	As per 2027–28.

Measure details

Why we measure this and target rationale	a. We measure this to provide assurance that Tasmanian Shipping Programs are administered effectively and in accordance with relevant ministerial directions. b. We measure this to provide assurance that the Heavy Vehicle Safety Initiative is administered consistently and in accordance with grant funding agreements and grant guidelines. c. We measure this to provide assurance that the Strategic Local Government Asset Assessment Project is administered consistently and in accordance with the grant guidelines and grant agreements. These targets provide assurance that the department is administering and overseeing each program in line with established governance and accountability requirements. This supports accountable management of public funding and confidence that the programs are being delivered as intended.
What we use to measure this	a. Quarterly reports provided by Services Australia who administer 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 National Heavy Vehicle Regulator 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.
How we measure this	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.
Additional information	Targets for the Strategic Local Government Asset Assessment Project from 2028–29 onwards are to be determined.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

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	5 and 6
Administration of the Road Vehicle Standards (RVS) legislation	5
Advise on and deliver better road safety	6

Our performance

Performance measure 5: Administration of the Road Vehicle Standards (RVS) legislation.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
a. 100% of applications are decided within legislative timeframes.	As per 2026–27.	As per 2026–27.	As per 2026–27.
b. 75% of voluntary recalls are published within the service level agreement of 7 business days.			

Measure details	
Why we measure this and target rationale	We measure this to provide assurance that the department is effectively administering the RVS legislative framework, supporting compliance, and protecting the community by ensuring new road vehicles supplied to the Australian market meet required safety, security and environmental standards. We also monitor voluntary recalls to support timely risk management and transparency for consumers and industry. The targets are appropriate because they are measurable and align with legislative requirements and risk-based regulatory practice. They focus on timely, fit-for-purpose decision-making and the effective publication of voluntary recalls to support prompt action where safety risks are identified.
What we use to measure this	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. 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.
How we measure this	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 principle(s) of regulatory best practice	Principle 2: Risk-based and data driven.

Measure details

Owners	Road Vehicle Regulation Division.
Additional information	While not a legislative timeframe, the 7-business day service level agreement represents a commitment to provide continuous feedback to suppliers on the requirement of timely responses for publication of recalls.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Performance measure 6: Delivery of non-infrastructure road safety grants programs to support the implementation of the National Road Safety Action Plan 2023–25.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 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).	Not applicable. This program is expected to be completed in 2026–27.	As per 2027–28.	As per 2027–28.
b. All completed non-infrastructure road safety projects are administered in accordance with the grant agreements.			

Measure details

Why we measure this and target rationale	We measure these targets to assure transparent, effective delivery and oversight of non-infrastructure road safety grants that support the National Road Safety Strategy 2021–30 and the Action Plan. The department works with the Community Grants Hub (Hub) to administer the National Road Safety Action Grants Program, and monitors program delivery. The targets are measurable through grant reporting assessment and compliance activities.
What we use to measure this	a. Evaluation reports prepared by the proponent submitted to the department. b. Project assessment reports completed by the Hub. Other source documents assist with measuring these targets including grant agreements, progress reports, and final reports.
How we measure this	a. Review and verify the evaluation reports against the program evaluation matrix and framework, grant agreements and priorities of the Action Plan. b. Review the project assessment reports by the Hub.
Measure type	Output.
Owners	Commonwealth Infrastructure Projects Division.
Additional information	The grant programs align with the initiatives of the National Road Safety Action Plan 2023–25. The parameters of the grant programs mean that some projects will continue to be delivered beyond the end date of the Action Plan 2023–25. This program is scheduled to be completed in 2026–27.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Program 2.3: Air Transport

Program objective

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

Key activities	Performance measure(s)
Support the implementation of key Aviation White Paper Initiatives ⁶	11
Manage aviation programs and regulations	7, 8 and 9
Support a safe and accessible transport system	9 and 11
Administer effective aviation safety, accessibility for people with disability, and new and emerging aviation technologies policy	10 and 11

Our performance

Performance measure 7: Administer the regulation of noise from remotely piloted aircraft (RPA) under the Air Navigation (Aircraft Noise) Regulations 2018.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
100% of accurate and complete applications for a commercial remotely piloted aircraft (RPA) noise approval are decided within 21 days.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target rationale	We measure this to assure timely, risk-based administration of RPA noise approvals under the <i>Air Navigation (Aircraft Noise) Regulations 2018</i>. The department has implemented a flexible, risk-based approach to managing noise impacts caused by commercial RPA operations. Higher-risk proposals receive more detailed assessment to manage potential noise impacts from commercial RPA operations. The target is measurable and provides confidence applications are decided within a reasonable timeframe.
What we use to measure this	Applications submitted to the department.
How we measure this	Assessment of applications lodged and finalised within the set timeframe.
Measure type	Proxy efficiency.
Alignment with principle(s) of regulatory best practice	Principle 2: Risk-based and data driven. Principle 3: Collaboration and engagement.
Owners	International Aviation Technology and Services Division.

⁶ This key activity has been updated from the department's 2026–27 Portfolio Budget Statements to replace 'outcomes' with 'initiatives' in accordance with the initiatives of the White Paper.

Measure details

Additional information	The 21-day timeframe does not include periods where the department is waiting on further information requested from the applicant. RPA are commonly referred to as drones.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Performance measure 8: Percentage of Master Plans and Major Development Plans processed for leased federal airports within statutory timeframes.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
100% of Master Plans and Major Development Plans are assessed and submitted to the minister with sufficient time for consideration and decision within statutory timeframes in each financial year.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details

Why we measure this and target rationale	We measure this to assure timely processing of draft Master Plans and Major Development Plans (MDP) for leased federal airports under the Airports Act 1996. The Act requires the minister to approve or refuse 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 to consider the draft Master Plan or MDP. Sufficient time is determined in agreement with each minister. The target is achievable and measurable and provides assurance to the minister and stakeholders that statutory timeframes are met.
What we use to measure this	All Master Plans and MDP submissions and the decisions made by the minister are recorded through the Parliamentary Document Management System.
How we measure this	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 principle(s) 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.
Additional information	Not applicable.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Performance measure 9: The number of per- and poly-fluoroalkyl substances (PFAS) investigations completed at civilian airports.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
Delivery of PFAS management plans for 100% of airports that participated in the PFAS Airports Investigation Program.	Not applicable. This program is expected to be completed in 2026–27.	As per 2027–28.	As per 2027–28.
Measure details			
Why we measure this and target rationale	We measure this to track delivery of the PFAS Airports Investigation Program (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 achievable, measurable and provides confidence, as the development of a PFAS management plan is the final deliverable of the PFAS investigation process.		
What we use to measure this	Confirmation that the department has accepted a final version of a PFAS management plan for each individual airport.		
How we measure this	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 principle(s) of regulatory best practice	Principle 1: Continuous improvement and building trust. Principle 2: Risk-based and data driven.		
Owners	Domestic Aviation and Reform Division.		
Additional information	This program is expected to be completed in 2026–27.		
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.		

Performance measure 10: Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for the current year's 10-year average.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
The 10-year average of annual aviation fatalities per 100,000 people is maintained or reduced.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target rationale	We measure this to track long-term aviation trends to determine if 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 measurable and appropriate because annual fatalities can vary, so a long-term average provides a more reliable measure of performance.
What we use to measure this	National Aviation Occurrence Database provided by the Australian Transport Safety Bureau (ATSB).
How we measure this	The ATSB consistently categorise and code aviation safety data from which the department determines the 10-year average in line with the International Civil Aviation Organization's Accident/Incident Data Reporting 2000 model.
Measure type	Effectiveness.
Alignment with principle(s) 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.
Additional information	Not applicable.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Performance measure 11: Provide policy advice supporting aviation safety, accessibility for people with disability, and new and emerging aviation technologies.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
95% of policy advice is assessed as high quality, timely and evidence based.	As per 2026–27.	As per 2026–27.	As per 2026–27.
Measure details			
Why we measure this and target rationale	We measure this to demonstrate the department's delivery of policy advice to support government decisions on aviation safety, accessibility for people with disability, and new and emerging aviation technologies. The 95% target recognises that policy advice is developed in a complex and time critical environment, where a small margin is appropriate to account for factors such as human error. The target is applied consistently across all departmental policy advice performance measures.		
What we use to measure this	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
How we measure this	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	International Aviation, Technology and Services Division.		
Additional information	Not applicable.		
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.		

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.

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 communities

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, as reported by the [Australian Bureau of Statistics](#). Australia's regions and their economies are diverse, with each having unique strengths and challenges.

Each region is impacted differently by trends affecting Australia, including the transition to a net zero economy. The Australian Government's Regional Investment Framework (the Framework) continues to guide the department's work in regional communities.

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 as the peak body, directly with Local Government Associations in each state and territory, and through the Local Government Ministers' Forum which informs our understanding of priorities and pressures impacting the sector. We actively engage with a broad range of stakeholders, including state, territory and local governments, and our 50 Regional Development Australia Committees to facilitate two-way communication to address contemporary policy issues and leverage insights, data and local intelligence. This engagement supports evidence-based decision making and delivers better outcomes for Australia's diverse regions.

The department delivers dedicated regional programs aligned with the priorities and goals of regions, such as the Growing Regions and regional Precincts and Partnerships Programs. Together, this \$1 billion investment in our regions is being further increased through the 2026–27 Budget commitment

of \$750 million for community infrastructure, which will benefit regional and urban places, supporting strong and sustainable regional and urban communities and economies. The department also delivers the government's community infrastructure election commitments. These commitments assist communities to build on their strengths and improve liveability in a way that is tailored to local need.

The department continues to deliver on the government's commitment to invest in strong urban communities. The \$750 million community infrastructure investment will build on the benefits realised through the \$150 million urban Precincts and Partnerships Program and the \$350 million Thriving Suburbs Program, as well as \$22.5 million through Round 10 of the Stronger Communities Program – which benefits both regional and urban communities. 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 in January 2025 but continues to administer final payments under this Deal.

Brisbane 2032 Olympic and Paralympic Games

The government is investing up to \$3.4 billion toward key venue infrastructure for the Brisbane 2032 Olympic and Paralympic Games (the Games). Our co-investment in key venue infrastructure will support the delivery of a successful Games and provide a lasting legacy throughout Queensland by meeting ongoing local community needs for sports infrastructure. Robust fiscal management of the government's investment in venue projects for the Games is delivered by the department through milestone payments dictated by the Federation Funding Agreement Schedule and provision of policy advice to support the Intergovernmental Agreement with the Queensland Government. 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

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.

A strong and prosperous Northern Australia 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 north. 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 important mechanism that supports growth in Northern Australia. The \$7 billion NAIF provides catalytic concessional loans across the north that, based on the current loan portfolio, are forecast to deliver a public benefit of \$38.2 billion.

Program 3.1: Regional Development

Program objective

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

Key activity	Performance measure(s)
Advise on and deliver programs to support regional development and local governments	12, 13, 14 and 15

Our performance

Performance measure 12: Precincts and Partnerships Programs are delivered within agreed timeframes.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
Payments to states and territories are authorised in alignment with the schedule to the Federation Funding Agreement – Infrastructure.	Not applicable. This program is expected to be completed in 2026–27.	As per 2027–28.	As per 2027–28.

Measure details	
Why we measure this and target rationale	We measure delivery against agreed timeframes to provide assurance that Precincts and Partnerships Programs funding is authorised in alignment with the schedule to the Federation Funding Agreement – Infrastructure, supporting timely delivery of precinct-related community infrastructure benefits to communities. This target is based on authorising payments to states and territories in accordance with the schedule to the Federation Funding Agreement – Infrastructure, which sets the agreed timeframes for administering funding.
What we use to measure this	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.
How we measure this	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, Northern Australia and Local Government Division.
Additional information	This measure also forms part of Program 3.3: Urban Development. This program is expected to be completed in 2026–27.
Changes	This measure comprises the regional Precincts and Partnerships Program (rPPP) and the urban Precincts and Partnerships Program (uPPP). From 2023–24 to 2025–26, the rPPP and uPPP were reported as separate performance measures. From 2026–27, they are reported together, reflecting their shared focus on supporting precinct-based infrastructure and partnerships.

Performance measure 13: Provide effective administration of the Growing Regions and Thriving Suburbs Programs.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
Programs are administered in accordance with the Federation Funding Agreements – Infrastructure.	To be determined.	As per 2027–28.	As per 2027–28.
Measure details			
Why we measure this and target rationale	We measure this to provide assurance that the Growing Regions and Thriving Suburbs Programs are administered effectively, so that communities have access to funding opportunities to deliver community infrastructure projects for wider community benefit. The Thriving Suburbs Program supports projects in Australian capital cities, while the Growing Regions Program supports projects in regional, rural and remote areas across Australia. This target reflects the department's role in administering the programs in accordance with the Federation Funding Agreements – Infrastructure.		
What we use to measure this	Executed Federation Funding Agreements – Infrastructure schedules. Monthly reports received from states and territories or project proponents, detailing project status and key milestones. Post completion reports received providing final assessment of completed projects.		
How we measure this	Monthly meetings are scheduled for the 2023–24 Growing Regions and 2024–25 Thriving Suburbs projects 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. Measurement arrangements for new 2026–27 programs will be refined as delivery and administration processes are finalised.		
Measure type	Output.		
Owners	Regional Development, Northern Australia and Local Government Division.		
Additional information	New rounds of the Growing Regions and Thriving Suburbs Programs will be launched in 2026–27 and will be delivered as grants managed by the department. Performance measures for 2027–28 onwards will be reviewed once delivery and administration processes are finalised to reflect the new delivery mechanism. This measure also forms part of Program 3.3: Urban Development.		
Changes	This measure comprises the Growing Regions and Thriving Suburbs Programs. The Growing Regions Program was reported as a separate measure in 2025–26; the Thriving Suburbs Program was reported as a separate measure from 2023–24 to 2025–26. From 2026–27, the programs are reported together, reflecting their shared focus on administering community infrastructure funding.		

Performance measure 14: 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.**

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
≥90% of RDAs rated satisfactory or above.	As per 2026–27.	As per 2026–27.	As per 2026–27.
Measure details			
Why we measure this and target rationale	We measure this to provide assurance that RDA Committees are delivering agreed outcomes and are meeting the expectations of regional stakeholders, supported by the department's review of RDA reporting. RDAs support regional growth by facilitating investment and working across sectors to address development gaps and deliver the government's strategic priorities. The target provides a clear, measurable benchmark for satisfactory performance across the national network, drawing on stakeholder satisfaction results and the department's review of RDA reporting to confirm delivery against agreed outcomes.		
What we use to measure this	Independent survey of RDAs and their stakeholders conducted by a qualified service provider. RDA reports submitted under funding agreement requirements.		
How we measure this	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, Northern Australia and Local Government Division.		
Additional information	Not applicable.		
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.		

Performance measure 15: Provide policy advice on regional development and local government.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
95% of policy advice is assessed as high quality, timely and evidence based.	As per 2026–27.	As per 2026–27.	As per 2026–27.
Measure details			
Why we measure this and target rationale	We measure this to provide confidence that policy advice on regional development and local government is high quality, timely and evidence based, supporting decisions that contribute to the prosperity of the economy and the wellbeing of all Australians, including through essential services and planning initiatives that help regions realise their potential. The 95% target recognises that policy advice is developed in a complex and time critical environment, where a small margin is appropriate to account for factors such as human error. The target is applied consistently across all departmental policy advice performance measures.		
What we use to measure this	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).		
How we measure this	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, Northern Australia and Local Government Division.		
Additional information	This measure also forms part of Program 3.2: Local Government.		
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.		

Program 3.2: Local Government

Program objective

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

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

Our performance

Performance measure 16: Financial assistance is provided to local government in accordance with the *Local Government (Financial Assistance) Act 1995* consisting of:

- general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis)
- an identified local road component which is distributed between the states and territories according to fixed historical shares.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
Funding is provided on time and aligned with the budget appropriation.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target rationale	We measure this to provide confidence that financial assistance to local government is administered in accordance with the <i>Local Government (Financial Assistance) Act 1995</i> (Financial Assistance Act), supporting regional and local government sustainability, capacity and diversity while promoting investment to stimulate regional economic growth. The target is based on providing payments on time and in line with the budget appropriation, reflecting the department's obligation to deliver funding in accordance with legislative requirements.
What we use to measure this	- 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. - 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.
How we measure this	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. 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, Northern Australia and Local Government Division.
Additional information	Not applicable.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Program 3.3: Urban Development

Program objective

The Urban Development Program supports 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	Performance measure(s)
Work with Queensland to deliver venue infrastructure for the Brisbane 2032 Olympic and Paralympic Games ⁷	17 and 18
Deliver commitments to enhance community level infrastructure in Australia's cities and towns	12 and 13

Our performance

Performance measure 17: Provide policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
95% of policy advice is assessed as high quality, timely and evidence based.	Future performance measures/targets are to be determined.	As per 2027–28.	As per 2027–28.

Measure details	
Why we measure this and target rationale	We measure this to support oversight of the Australian Government's investment of up to \$3.4 billion for the Brisbane 2032 Olympic and Paralympic Games venue infrastructure by providing confidence that policy advice is high quality, timely and evidence based. The 95% target recognises that policy advice is developed in a complex and time critical environment, where a small margin is appropriate to account for factors such as human error. The target is applied consistently across all departmental policy advice performance measures.
What we use to measure this	Policy advice directly related to the scope of the performance measure sent to the relevant minister(s)/assistant minister(s).
How we measure this	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.
Additional information	Future measures/targets are to be confirmed due to anticipated changes in program function from 2027–28.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

⁷ This key activity has been updated from the department's 2026–27 Portfolio Budget Statements to include the word 'venue' to clarify that the department's role is to support delivery of venue infrastructure for the Brisbane 2032 Olympic and Paralympic Games.

Performance measure 18: Approval of Brisbane 2032 Olympic and Paralympic venue infrastructure project milestones in line with the Federation Funding Agreement Schedule (FFAS).

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
≥90% of compliant project milestones submitted by Queensland are approved within the FFAS timeframe.	As per 2026–27.	As per 2026–27.	As per 2026–27.
Measure details			
Why we measure this and target rationale	We measure this to support effective oversight of the Australian Government's investment in Brisbane 2032 Olympic and Paralympic Games venue infrastructure by monitoring and approving FFAS milestones to enable payment to Queensland to deliver venue infrastructure. The target reflects the department's role in monitoring and approving milestones as set out in the FFAS.		
What we use to measure this	Publicly available FFAS document, written advice to Department of the Treasury, and evidence of work completed.		
How we measure this	Analysis of evidence provided by Queensland to assess delivery against milestones in accordance with the FFAS.		
Measure type	Output.		
Owners	Land Transport Infrastructure Division.		
Additional information	Not applicable.		
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.		

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 Office of Northern Australia's oversight of the Northern Australia Action Plan 2024–2029: the Australian Government's 5-year strategic roadmap for unlocking the north'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 support whole-of-government implementation of the Northern Australia agenda ⁸	19

Our performance

Performance measure 19: Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for ministerial consideration within statutory timeframes.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
100% of proposal notices received within the financial year are processed within statutory timeframes.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target rationale	We measure this to provide confidence that NAIF proposal notices received during the year are processed for ministerial consideration within the statutory timeframes, supporting timely oversight of NAIF investment decisions. 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.
What we use to measure this	NAIF proposal notices are sourced from the Parliamentary Document Management System. Notices include statutory timeframes with data available from the date of collection.
How we measure this	Data is validated and reviewed to determine what percentage of assessments were processed by the department within statutory timeframes.
Measure type	Proxy efficiency.
Owners	Regional Development, Northern Australia and Local Government Division.
Additional information	While NAIF's administered appropriation is retained by the department, investment decisions are made by the independent NAIF Board in accordance with the Northern Australia Infrastructure Facility Act 2016.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

⁸ This key activity has been updated from the department's 2026–27 Portfolio Budget Statements. The term 'monitor' has been replaced with 'support' to better reflect the role of the NAIF in supporting the implementation of the Northern Australia 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.

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 and 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, suspended or repealed by Commonwealth ordinances (made by the Governor-General). Australian Capital Territory 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 New South Wales and Queensland applied 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.

Providing essential services

We ensure residents can access critical state-level services through direct service delivery, partnerships with Western Australia, Queensland, New South Wales and the Australian Capital Territory Governments, and contracts with private service providers.

The following are examples of the essential 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 2026–27, the department will:

- Continue the design and construction of a water catchment and drainage project on Christmas Island to reduce potential erosion and land slips.
- Continue the design work and required approvals enabling construction to commence for a new residential aged care facility on Norfolk Island.
- Continue to progress planning, design and delivery for staged remedial repairs to the Cocos (Keeling) Islands Seawalls to protect the coastline and critical infrastructure against erosion and rising sea levels.
- Progress staged delivery of work on the Kingston Pier Channel Construction Project, a vital long-term infrastructure project for Norfolk Island that will improve safety and reliability for vessels accessing the pier.
- Develop an implementation pathway for the Cocos (Keeling) Islands Coastal Hazard Risk Management and Adaptation Plan.

The Administrators for the Indian Ocean Territories and Norfolk Island represent the Australian Government, delivering government priorities and supporting governance, service delivery and local outcomes in the territories.

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. To support the movement of sea freight, there is significant investment in port infrastructure.

The economy of Christmas Island is reliant on phosphate mining and a small tourism sector. The economy of the Cocos (Keeling) Islands will be increasingly impacted by risks from coastal hazards. The final Coastal Hazard Risk Management and Adaptation Plan which is now publicly available 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 support delivery of services and programs to Australia's non-self-governing territories. ⁹	20
Provide essential infrastructure and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory.	21

Our performance

Performance measure 20: Long-term plans to support sustainable governance and service delivery in Australia's territories are developed and progressed.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
Departmental actions relating to long-term planning priorities for Australia's non-self-governing territories are progressed during the reporting period.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target rationale	The department administers governance and legislative arrangements for Australia's non-self-governing territories, where long-term planning is essential to maintaining sustainable governance and service delivery in diverse and often remote contexts. These plans include jurisdiction-specific governance and service delivery plans, infrastructure and asset planning, and strategic policy work on financial sustainability and economic development. They are developed through a combination of legislative processes, government decisions, intergovernmental engagement, and place-based policy development, often in partnership with state governments, service delivery providers and communities. The target reflects the department's responsibility for progressing agreed long-term planning actions within its control, rather than outcomes that depend on government decisions, funding or external delivery.
What we use to measure this	Departmental outputs evidencing progression of actions, including briefs and submissions to ministers, advice and analysis, governance papers, records of decisions, and associated project documentation. Actions are identified through divisional business planning and governance records.

⁹ This key activity has been amended since the publication of the 2026–27 Portfolio Budget Statements to clarify the department's primary role.

Measure details

How we measure this	Performance will be assessed by reviewing final/authoritative departmental records to determine whether departmental actions supporting long term planning priorities for Australia's non-self-governing territories were progressed during the reporting period. Progression is defined as actions that have been completed, closed, deferred or merged through appropriate governance arrangements.
Measure type	Output.
Owners	Territories Division.
Additional information	Not applicable.
Changes	This is a new measure for 2026–27.

Performance measure 21: Availability of key services in the non-self-governing territories.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
Health, education, and corrections service agreements are being delivered in the non-self-governing territories.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details

Why we measure this and target rationale	The department delivers essential services to Australia's non-self-governing territories through direct provision and service delivery arrangements with external providers. The services are demand-driven and critical to community wellbeing, with disruption having significant impacts on residents. While the department supports a broader range of services, this measure focuses on health, education and corrections services because disruption to these services would have the greatest impact on communities. The target appropriately reflects the department's accountability for maintaining service delivery arrangements, recognising that service demand and outcomes are influenced by factors beyond the department's direct control.
What we use to measure this	Active agreements between the department and external providers for the delivery of health, education and corrections services.
How we measure this	Assessment of service delivery in accordance with relevant agreements, and assessment of the provision of essential infrastructure that enables the delivery of key services.
Measure type	Proxy effectiveness.
Owners	Territories Division.
Additional information	This measure is a proxy for effectiveness because the department cannot control service demand or the outcomes services achieve. Ensuring that essential services remain available is the most reliable way to demonstrate that the department is effectively supporting territory communities and preventing service disruption.
Changes	The measure type has changed from output to proxy effectiveness.

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.

Outcome 5 is delivered through the following program:

Program 5.1: Digital Technologies and Communications Services

Environment and Risk

Access to reliable, resilient and high-quality connectivity across Australia is essential for safety, digital inclusion, social cohesion, economic growth and sustainability. Our work enables Australians to connect to and access essential health and government services, e-commerce, and education, and supports social cohesion.

Market changes

Australia's communications market is rapidly evolving to improve coverage and choices for consumers. However, the market remains thin in many parts of regional and remote Australia. In metropolitan centres, congestion on the networks is increasing, with the growing use of Artificial Intelligence (AI) driving new demand. Consumers expect reliability of services, particularly to access critical information and services during emergencies and natural disasters. Against this backdrop, the government continues to support connectivity for all Australians.

A key role for government is to deliver equitable access to services and encourage competition. The National Broadband Network (NBN) Co's transition to the use of Low Earth Orbit satellites, and extension of the universal services framework to include mobile services for the first time, are supporting these measures. Support is also being provided for the most digitally excluded from our modern economy, such as First Nations Australians, low-income households, older Australians and people with disability.

NBN Co constructs and maintains our national wholesale broadband network, while Telstra provides a number of universal services on behalf of the Australian Government. Australia Post provides letter and parcel delivery including for communities not serviced by newer parcel competitors.

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 and investment in resilience upgrades to mobile telecommunications infrastructure.

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 2021 review](#) looked at a range of these issues and provided 67 recommendations. In response to these recommendations, the government has committed to legislate a digital duty of care and to restrict access to 'nudify' and undetectable online stalking tools, as well as a range of other reforms to strengthen the powers of the eSafety Commissioner.

In line with these commitments, we are developing a legislative package to deliver the government's online safety reform agenda. Similarly, the government is working with the states and territories to update classification guidelines for publications, films and computer games to address areas of community concern, including around gender-based violence, mental health themes and sexually explicit content. This will ensure that Australians will continue to be able to make informed choices on media content that they and those in their care consume.

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 policy framework provides principles to guide government intervention to support public interest journalism. The government is investing in measures to preserve local news, and support innovation and resilience for news organisations by providing \$99.1 million in grants for the news sector through the Journalism Assistance Fund and the News Innovation Fund. The government is also looking to introduce a Statutory Payment Scheme to distribute any revenue collected by the News Bargaining Incentive to news publishers to support the provision of public interest news. Working in partnership with stakeholders, we are developing 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. In line with the Prime Minister's announced gambling reform package to reduce online gambling harms in Australia, we are developing a legislative package to implement the measures.

A consumer-focused regulatory regime

Changes in technology, and use of technology, across telecommunications, radiocommunications, broadcast media, and online sectors mean risks and opportunities are changing. Australians are increasingly reliant on phone and internet services, and consumer expectations for access to quality and reliable telecommunications and online safety, have increased significantly as connectivity has become an essential part of everyday life. We will support the government to ensure the right safeguards are in place and that the regulator is equipped with the right tools to be effective and build trust in our communications and media sectors. 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. Through leading the Triple Zero Regulatory and Legislative Review, we will also support the development of a future Triple Zero system that is consumer-centric and adaptable to changing technology and preferences.

Remote and regional terrestrial infrastructure delivery challenges

Investment in Australia's terrestrial connectivity infrastructure is supporting increasing consumer demand, addressing thin markets, and accommodating emerging technologies. The community expects the government to work with telecommunication service providers, state and local governments, and communities to ensure investment is targeted to address need, and funded infrastructure is delivered in a timely manner.

The government continues to invest in projects to improve coverage, connectivity and reliability, including through the Mobile Black Spot Program, Peri-Urban Mobile Program, Mobile Network Hardening Program, and Regional Connectivity Program. We work closely with grantees to deliver projects in a timely manner and address emerging barriers.

This investment in terrestrial coverage complements the government's Universal Outdoor Mobile Obligation.

Program 5.1: Digital Technologies and Communications Services

Program objective

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

Key activities	Performance measure(s)
Deliver communications programs, including in regional and remote Australia	22 and 23
Provide effective and inclusive communications services and technologies	24

Our performance

Performance measure 22: Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 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 per 2026–27.	As per 2026–27.	As per 2026–27.
Measure details			
Why we measure this and target rationale	The Mobile Black Spot Program provides grant funding to improve mobile coverage to regional and remote areas with poor or no existing coverage. The Peri-Urban Mobile Program improves mobile connectivity in areas on the fringes of capital and major metropolitan cities prone to bushfire and other natural disasters. These programs ensure people living, working and travelling in regional, remote and peri-urban Australia can realise the social and economic benefits from digital technologies. The target supports the objectives of the programs to expand mobile coverage and reflects contracted commitments. Requiring at least 90% of contracted coverage recognises practical delivery constraints while promoting strong performance and maximising benefits for communities.		
What we use to measure this	Program contracts and asset completion reports (ACRs).		
How we measure this	An ACR is submitted by the funding recipients following completion of each contracted base station. The department compares contracted coverage against as-built coverage detailed in each ACR, which provides the percentage of total contracted coverage delivered.		
Measure type	Proxy effectiveness.		

Measure details	
Owners	Consumer Safeguards, Media and Connectivity Division.
Additional information	This measure is a proxy for effectiveness given the programs cannot directly measure changes in mobile use or community outcomes that result from new coverage. Delivering at least 90% of contracted new and improved coverage provides a reliable indication that funded infrastructure has been completed and is expected to improve mobile connectivity for communities.
Changes	The measure type has been updated from output to proxy effectiveness.

Performance measure 23: The total amount of new or improved contracted outcomes delivered through the Regional Connectivity Program.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
≥90% of total contracted outcomes (i.e. new and improved coverage, or relevant key service improvement metric) are delivered by assets for which completion reports are received and approved in the financial year.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target 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 supports the program's objective to improve regional connectivity and reflects the outcomes providers are contracted to deliver. Requiring at least 90% of contracted outcomes recognises practical delivery constraints while ensuring strong oversight and continued achievement of program objectives for regional communities.
What we use to measure this	Grant agreements, acquisition, approvals and access reports, asset completion reports (ACR), project completion reports (PCR), progress reports and capital works completion reports.
How we measure this	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 outcomes against delivered outcomes which provides the percentage of total contracted outcomes delivered.
Measure type	Proxy effectiveness.
Owners	Consumer Safeguards, Media and Connectivity Division.
Additional information	This measure is a proxy for effectiveness because the program cannot directly measure broader connectivity or economic outcomes attributable to individual projects. Delivering at least 90% of contracted outcomes provides assurance that funded infrastructure has been completed and is expected to improve connectivity for regional communities.
Changes	The measure type has been updated from output to proxy effectiveness.

Performance measure 24: Accessible communication services for Australians, through:

a. National Relay Service (NRS)

b. Audio description services.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
a. Provider meets or exceeds contractual service levels.	As per 2026–27.	As per 2026–27.	As per 2026–27.
b. National broadcasters provide more than 30 hours per week, on average, of audio described content.			

Measure details	
Why we measure this and target rationale	The department supports access to essential communication services for Australians who are deaf, hard of hearing, or have vision impairment. The NRS enables accessible phone communication, while audio description is a narrated soundtrack provided by national broadcasters for selected television programs to support people who are blind or vision impaired. The targets reflect established delivery arrangements. For the NRS, meeting contractual service levels ensures services are delivered to the required standard. For audio description, requiring national broadcasters to provide more than 30 hours per week on average ensures a consistent and meaningful level of accessible content for audiences.
What we use to measure this	a. The NRS provider provides monthly and quarterly performance reports. b. Annual national broadcaster reports.
How we measure this	a. Monthly service level requirements. The service provider provides monthly performance statements against service levels. The data is automatically recorded via the service provider's 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.
Measure type	Output.
Owners	Consumer Safeguards, Media and Connectivity Division.
Additional information	Not applicable.
Changes	Broadcaster captioning compliance has been removed from this performance measure since publication of the 2026–27 Portfolio Budget Statements because it is regulated and reported by the Australian Communications and Media Authority (ACMA). The department does not regulate or enforce these obligations, and the available compliance data is retrospective. Captioning compliance information is reported separately by ACMA and published on its website.

Outcome 6: Creativity and Culture

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

Outcome 6 is delivered through the following program:

Program 6.1: Arts and Cultural Development

Environment and Risk

Delivering Revive and developing the next National Cultural Policy

The department will continue to deliver the Australian Government's National Cultural Policy, *Revive: a place for every story, a story for every place*, as it enters its final phase of implementation. *Revive* has supported the recovery and renewal of Australia's cultural and creative sector following the COVID-19 pandemic. The delivery of *Revive*'s commitments has established new, and strengthened existing, cultural bodies, programs, research and reforms that support artists, organisations and audiences. As a whole-of-government policy, *Revive* has also provided a framework for recognising the contribution of arts and culture across national priorities.

Over 2026–27, the department will also support the development of the next National Cultural Policy to succeed *Revive* when it concludes in 2027. The new policy will build on the foundations established through *Revive* and provide a longer-term framework for arts and culture over the coming years. This work is being informed by consultation with the sector, communities, portfolio entities, jurisdictions and Commonwealth agencies. It will support a forward-looking approach to arts and culture, informed by both current and future opportunities and pressures shaping cultural participation, creative work and access to Australian stories.

Supporting a vibrant cultural and creative sector

Australia's arts and cultural sector makes a significant contribution to the national economy and to Australia's cultural, social and community life. Cultural participation supports connection, belonging and wellbeing, and provides opportunities for Australians to encounter, create and share diverse stories. First Nations arts, languages and cultural expression remain central to Australia's cultural life and to the department's contribution to Closing the Gap.

The department will continue to administer programs and initiatives that support access, participation and cultural expression, including through the Indigenous Visual Arts Industry Support program, Indigenous Languages and Arts program, Indigenous Repatriation program, *Revive Live*, national arts training organisations and *Equity: the Arts and Disability Associated Plan*. The department will continue working with portfolio entities, jurisdictions and Commonwealth agencies, philanthropy, industry and communities to support a vibrant, accessible and sustainable cultural sector.

The department will also continue to provide advice on areas where arts and culture intersect with wider government priorities. These include social cohesion, wellbeing, education, jobs and skills, regional development, tourism, trade and international engagement, digital technologies and artificial intelligence.

Responding to sector pressures

The cultural and creative sector continues to operate in a complex environment. Cost-of-living pressures, changing audience behaviour, rising production and touring costs, workforce and skills pressures, infrastructure needs, climate-related disruption, and constrained philanthropic and commercial revenue all affect sector sustainability and public access to cultural experiences.

Technological change is also reshaping how creative works are produced, distributed and discovered. Artificial intelligence presents opportunities for experimentation, accessibility and productivity, while also raising challenges for copyright, authenticity, fair remuneration and the protection of Indigenous Cultural and Intellectual Property.

These pressures create risks for the department's ability to deliver its objectives, including where they affect sector capacity, program delivery, audience access, workforce development and the sustainability of cultural organisations. The department will manage these risks by maintaining a focus on delivering Revive's remaining commitments, providing evidence-based policy advice, actively engaging across government and with the sector, and carefully stewarding programs that support access, participation and cultural expression. This work will also inform advice on future priorities, including the development of the next National Cultural Policy.

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)
Protect and promote Australian content	25
Deliver policies and programs that support the cultural and creative sectors and enable all people in Australia to access and participate in cultural and creative activities	25 and 26
Deliver policies and programs to support Australian cultural heritage, including Indigenous cultural heritage, arts, languages and repatriation	25

Our performance

Performance measure 25: Develop a new National Cultural Policy.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
Develop a new National Cultural Policy, informed by public consultation and advice from ministerially appointed sector experts, and provide it to the minister for consideration by 30 June 2027.	Future targets are to be determined.	As per 2027–28.	As per 2027–28.
Measure details			
Why we measure this and target rationale	The new National Cultural Policy will set the government's approach to arts and culture. The policy brings together key priorities and actions that guide how the department supports the cultural and creative sector and public access to arts and culture. The target reflects the requirement to develop and provide the policy to the minister for consideration by the end of the reporting period.		
What we use to measure this	Evidence of the National Cultural Policy provided to the Minister for the Arts.		
How we measure this	The National Cultural Policy is provided to the responsible minister by 30 June 2027.		
Measure type	Output.		
Owners	Creative Economy and the Arts Group.		
Additional information	This is a new, one-year measure for 2026–27 only. Ongoing performance measures will be developed following finalisation of the National Cultural Policy.		
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.		

Performance measure 26: Administered grants are paid within a timely manner.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
90% of payments are paid within 20 days.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target rationale	The department's investment in Australian arts and cultural activities supports the cultural and creative sector and enables communities across Australia to access and participate in arts and culture. Administered grants are a key mechanism for delivering this support. A 90% target recognises that there may be events beyond the department's control that affect payment timeframes. The target is informed by the 2021–22 Department of Finance Pay On Time Survey, which showed that 89% of the department's invoices were paid within 20 days. The 20-day timeframe is calculated from the date of receipt of a correctly rendered invoice entered into the department's accounts payable system.
What we use to measure this	The department's payment processing system.
How we measure this	Analysis of reports generated from the department's payment processing system.
Measure type	Proxy efficiency.
Owners	Creative Economy and the Arts Group.
Additional information	Not applicable.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Outcome 7: Sport and Physical Activity

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

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 coming years, 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

Sport Horizon, Australia's National Sport Strategy 2024–2034, sets the long-term strategic vision and priorities for sport in Australia. It highlights existing work and future opportunities to align efforts and resources around a strategic approach to investment in sport.

While all levels of government and the sport sector have a role in activating Sport Horizon, we will continue our lead role to provide oversight and governance. This role includes the coordination of collective reporting across government.

Australian Government agencies activate Sport Horizon's priorities through strategies and activities specific to their areas of responsibility and influence in the sport sector. Agencies have responsibility for the design, implementation, monitoring and evaluation of their respective sport-related strategies and programs, and for the timing of these strategies.

Successful implementation of Sport Horizon requires collaboration, aligning efforts across the sector and using resources effectively, to advance the priority areas and maximise outcomes.

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.

The government is committed to safer sport and physical activity, and to supporting community participation. The Water and Snow Safety Program funds leading water and snow safety organisations to prevent injuries and deaths. Outcomes of the Water and Snow Safety Program are closely tied to the Australian Water Safety Strategy 2030.

Supporting major sporting events

The 'green and gold' decade continues in 2026–27, with Australia hosting the Rugby League World Cup 2026, Women's Softball World Cup Finals 2027 as well as the Netball World Cup 2027 and Men's Rugby World Cup 2027 in the second half of 2027.

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 provide 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	27, 28 and 29

Our performance

Performance measure 27: Contribute to the implementation, monitoring and reporting of Sport Horizon, Australia's National Sport Strategy 2024–2034.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
a. Coordinate inputs from relevant Australian Government agencies into Sport Horizon reporting in accordance with the Monitoring and Reporting Framework and support endorsement through governance processes. b. Sport Horizon's second Implementation Plan is developed and endorsed.	Provide oversight and governance to monitor implementation of Sport Horizon's second Implementation Plan.	As per 2027–28.	a. Coordinate inputs from relevant Australian Government agencies into Sport Horizon reporting in accordance with the Monitoring and Reporting Framework and support endorsement through governance processes. b. Sport Horizon's third Implementation Plan is developed and endorsed.

Measure details	
Why we measure this and target rationale	Sport Horizon sets the framework and priorities for sport in Australia to support healthy, active, connected communities and a thriving sport system. Delivery of outcomes is shared across Australian Government agencies. The department has a lead role in oversight and governance, including coordinating collective reporting across government. Target A reflects the department's role in coordinating input from relevant government agencies and providing governance that enables the development and endorsement of Sport Horizon reporting. Target B reflects the department's role in coordinating with agencies to develop Implementation Plans outlining activities that will be delivered across government to drive outcomes against Sport Horizon's priority areas. The targets vary by year. This recognises that implementation planning and reporting against Sport Horizon occur periodically, in line with planning and reporting cycles.

Measure details	
What we use to measure this	a. Sport Horizon reporting inputs from Australian Government agencies and governance meeting papers/minutes. b. Departmental records including emails, meeting agendas, meeting minutes, monitoring and reporting findings, and endorsement records.
How we measure this	a. Review of relevant reporting inputs, drafting of the report and evidence of endorsement through governance processes. b. Review of relevant implementation plan inputs, drafting of the Implementation Plan and evidence of endorsement through governance processes.
Measure type	Output.
Owners	Office for Sport.
Additional information	Implementation of Sport Horizon largely relies on activities occurring through other national sport-related strategies (e.g. Play Well and Win Well). Similarly, development of Implementation Plans and reporting against Sport Horizon is reliant on input from Australian Government agencies.
Changes	The wording of this measure has been amended to add the words 'Sport Horizon', and the targets have been finalised since the publication of the 2026–27 Portfolio Budget Statements.

Performance measure 28: Strategic coordination of the planning and delivery of major international sporting events hosted in Australia.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
Event-specific grant and funding agreements, inclusive of deliverables and project plans, are in place within 12 months of funding announcement.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target rationale	The department plays a central role in coordinating Australian Government support for major international sporting events, working with event organisers, state and territory governments and other Commonwealth agencies. Measuring whether event specific funding agreements and project arrangements are in place provides assurance that government decisions are translated into clear delivery, governance and oversight arrangements. The target reflects the time required to operationalise funding decisions, including negotiating event specific grant or funding agreements, agreeing deliverables and project plans, and establishing governance and project management arrangements. The 12-month timeframe aligns with the budget cycle and focuses on outcomes within the department's control.
What we use to measure this	Grant and funding agreements, program and project management plans, post-evaluation reports including data from reports developed by key stakeholders.

Measure details	
How we measure this	Review of event specific grant or funding agreements to confirm agreed deliverables and project plans are in place within 12 months of the funding announcement, supported by review of program and project management documentation.
Measure type	Proxy efficiency.
Owners	Office for Sport.
Additional information	For 2026–27, this comprises initial 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 Rugby League World Cup 2026 and Women's Softball World Cup Finals 2027.
Changes	No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Performance measure 29: Sport programs and projects are delivered in accordance with grant guidelines and funding agreements.

2026–27 Target	2027–28 Target	2028–29 Target	2029–30 Target
≥85% of program and project assurance activities are completed.	As per 2026–27.	As per 2026–27.	As per 2026–27.

Measure details	
Why we measure this and target 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 85% target provides an appropriate buffer for factors outside the department's control, such as late milestone submissions or delivery partner processing delays.
What we use to measure this	Grant guidelines and funding agreements, program management plans, activity work or project plans, performance or milestone reports, risk management records, and meetings minutes.
How we measure this	Review of data provided by funding recipients and delivery partners in accordance with grant guidelines and funding arrangements. This is supported by departmental assurance activities to confirm requirements are met, including ongoing engagement with delivery partners.
Measure type	Output.
Owners	Office for Sport.

Measure details

Additional information

This measure covers the Play Our Way program, the Water and Snow Safety Program, and the Australian Institute of Sport (AIS) Podium Project.

The Play Our Way program supports women and girls to participate in sport and physical activity by promoting equitable access, improving facilities and supporting grassroots initiatives.

The Water and Snow Safety Program provides funding to leading water and snow safety organisations to support prevention and intervention activities aimed at reducing injuries and fatalities.

The AIS Podium Project provides funding to the Australian Sports Commission for athlete accommodation, a testing and training centre and an indoor sports dome to support high performance athletes.

Changes

No changes have been made to this performance measure since the 2026–27 Portfolio Budget Statements.

Change register – performance information

Table 4: Changes to performance information, including performance measures (PM), key activities and program objectives from 2025–26 to 2026–27.

Program	Change to	2025–26 Corporate Plan	2026–27 Portfolio Budget Statements (2025–26 information)	2026–27 Portfolio Budget Statements (2026–27 information)	2026–27 Corporate Plan
1.1	Performance measure	PM3: Provide advice and oversight for the delivery of Commonwealth infrastructure projects	Provide advice and oversight for the delivery of Commonwealth infrastructure projects	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – measure removed for 2026–27
1.1	Key activities	Advise on, deliver and manage the Infrastructure Investment Program (IIP) Support of Government Business Enterprises and portfolio entities	As per 2025–26 Corporate Plan	As per 2025–26 Corporate Plan	Advise on, deliver and manage the Infrastructure Investment Program (IIP)
2.1	Performance measure	PM4: Provide policy advice relating to surface transport productivity, safety and emissions reduction	As per 2025–26 Corporate Plan	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – measure removed for 2026–27
2.1	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	As per 2025–26 Corporate Plan	As per 2025–26 Corporate Plan	The Surface Transport Program supports economic growth, makes travel safer, increases transport access and supports surface transport decarbonisation through delivering programs, policies and regulation for efficient, sustainable, safer and better-connected road, rail and maritime sectors

Program	Change to	2025–26 Corporate Plan	2026–27 Portfolio Budget Statements (2025–26 information)	2026–27 Portfolio Budget Statements (2026–27 information)	2026–27 Corporate Plan
2.1	Key activity	Support surface transport decarbonisation, productivity and safety through policy advice	As per 2025–26 Corporate Plan	As per 2025–26 Corporate Plan	Support transport decarbonisation, productivity and safety
2.3	Key activity	Support the implementation of key Aviation White Paper Outcomes	As per 2025–26 Corporate Plan	As per 2025–26 Corporate Plan	Support the implementation of key Aviation White Paper Initiatives
3.1	Performance measure	PM14: Delivery of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes	As per 2025–26 Corporate Plan	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – This measure has been combined with the Delivery of the urban Precincts and Partnerships Program (uPPP) measure to form new PM12
3.1	Performance measure	PM15: Provide effective administration of the Growing Regions Program	As per 2025–26 Corporate Plan	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – This measure has been combined with the Thriving Suburbs Program measure to form new PM13
3.1	Performance measure	Not applicable – New measure for 2026–27	Not applicable – New measure for 2026–27	Not applicable – New measure for 2026–27	PM12: Precincts and Partnerships Programs are delivered within agreed timeframes
3.1	Performance measure	Not applicable – New measure for 2026–27	Not applicable – New measure for 2026–27	Not applicable – New measure for 2026–27	PM13: Provide effective administration of the Growing Regions and Thriving Suburbs Programs
3.3	Key activity	Work with Queensland to deliver infrastructure for the Brisbane 2032 Olympic and Paralympic Games	As per 2025–26 Corporate Plan	As per 2025–26 Corporate Plan	Work with Queensland to deliver venue infrastructure for the Brisbane 2032 Olympic and Paralympic Games

Program	Change to	2025–26 Corporate Plan	2026–27 Portfolio Budget Statements (2025–26 information)	2026–27 Portfolio Budget Statements (2026–27 information)	2026–27 Corporate Plan
3.3	Performance measure	PM21: Delivery of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes	As per 2025–26 Corporate Plan	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – This measure has been combined with the regional Precincts and Partnerships Program (rPPP) measure to form new PM12
3.3	Performance measure	PM22: Provide effective administration of the Thriving Suburbs Program	Provide effective administration of the Thriving Suburbs Program	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – This measure has been combined with the Growing Regions Program measure to form new PM13
3.4	Performance measure	PM24: Provide policy advice on northern Australia	As per 2025–26 Corporate Plan	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – PM removed for 2026–27
3.4	Key activity	Progress key initiatives and monitor whole-of-government implementation of the northern Australia agenda	Progress key initiatives and monitor whole-of-government implementation of the northern Australia agenda	Progress key initiatives and monitor whole-of-government implementation of the northern Australia agenda	Progress key initiatives and support whole-of-government implementation of the Northern Australia agenda
4.1	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	As per 2025–26 Corporate Plan	As per 2025–26 Corporate Plan	Ensuring governance and legislative arrangements are fit for purpose to support delivery of services and programs to Australia's non-self-governing territories Provide essential infrastructure and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory

Program	Change to	2025–26 Corporate Plan	2026–27 Portfolio Budget Statements (2025–26 information)	2026–27 Portfolio Budget Statements (2026–27 information)	2026–27 Corporate Plan
4.1	Performance measure	PM25: Provide policy advice on governance and legislative arrangements in Australia's territories	Provide policy advice on governance and legislative arrangements in Australia's territories	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – PM removed for 2026–27
4.1	Performance measure	Not applicable – New measure for 2026–27	Not applicable – New measure for 2026–27	Not applicable – New measure for 2026–27	PM20: Long-term plans to support sustainable governance and service delivery in Australia's territories are developed and progressed
5.1	Performance measure	PM29: Accessible communication services for Australians, through: a. National Relay Service (NRS) b. Audio Description services c. Broadcaster Captioning compliance	As per 2025–26 Corporate Plan	As per 2025–26 Corporate Plan	PM24: Accessible communication services for Australians, through: a. National Relay Service (NRS) b. Audio Description services
5.1	Performance measure	PM30: Provide policy advice on the regulatory and legislative framework for spectrum management, broadband and other telecommunications matters	As per 2025–26 Corporate Plan	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – PM removed for 2026–27
5.1	Performance measure	PM31: Provide policy advice about the news, broadcasting and media industry	As per 2025–26 Corporate Plan	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – PM removed for 2026–27
5.1	Performance measure	PM32: Provide policy advice about harmful online and digital content and activities	As per 2025–26 Corporate Plan	Not applicable – This measure was under review and was therefore not included in the 2026–27 budget year	Not applicable – PM removed for 2026–27

Program	Change to	2025–26 Corporate Plan	2026–27 Portfolio Budget Statements (2025–26 information)	2026–27 Portfolio Budget Statements (2026–27 information)	2026–27 Corporate Plan
5.1	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	Deliver communications programs, including in regional and remote Australia Provide effective and inclusive communications services and technologies	As per 2026–27 Portfolio Budget Statements	As per 2026–27 Portfolio Budget Statements
6.1	Performance measure	PM33: Contribute to the delivery of actions within Revive, the National Cultural Policy 2023–2027	As per 2025–26 Corporate Plan	Develop a new National Cultural Policy	PM25: As per 2026–27 Portfolio Budget Statements
6.1	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	Protect and promote Australian content Deliver policy and programs that support the cultural and creative sectors and enable all people in Australia 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	As per 2026–27 Portfolio Budget Statements	Protect and promote Australian content Deliver policies and programs that support the cultural and creative sectors and enable all people in Australia 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

Program	Change to	2025–26 Corporate Plan	2026–27 Portfolio Budget Statements (2025–26 information)	2026–27 Portfolio Budget Statements (2026–27 information)	2026–27 Corporate Plan
7.1	Performance measure	PM35: Contribute to the implementation, monitoring and reporting of the National Sport Strategy 2024–2034 (the Strategy)	As per 2025–26 Corporate Plan	As per 2025–26 Corporate Plan	PM27: Contribute to the implementation, monitoring and reporting of Sport Horizon, Australia's National Sport Strategy 2024–2034
7.1	Performance measure	PM37: Programs and projects are delivered in accordance with grant guidelines and funding agreements	Sport programs and projects are delivered in accordance with grant guidelines and funding agreements	As per 2026–27 Portfolio Budget Statements	PM29: As per 2026–27 Portfolio Budget Statements

Note: The department made minor amendments to some performance measures published in the 2026–27 Portfolio Budget Statements. This table includes references to both 2025–26 and 2026–27 performance information published in the 2026–27 Portfolio Budget Statements, where the information differed between budget years.



PART 5: REQUIREMENTS

Public Governance, Performance and Accountability Act 2013 (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 (PGPA Rule).

The table below details the requirements met by the 2026–27 Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts' Corporate Plan and the page reference(s) for each requirement.

Table 5: PGPA Act and PGPA Rule requirements

Requirements	Page(s)
Introduction	
• Statement of preparation	6
• The reporting period for which the plan is prepared	6
• The reporting periods covered by the plan	6
Purpose	8
Operating Context	
• Environment	11–16
• Capability	17–23
• Risk oversight and management	33–36
• Cooperation	12
• Subsidiaries	N/A
Key Activities	9–10
Performance	
Specified performance measures for the entity that meet the requirements of section 16EA	43–86
Specified targets for each of those performance measures for which it is reasonably practicable to set a target	43–86

Note: 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.

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.

