

Audit report of the 2024–25 annual performance statements

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



INDEPENDENT AUDITOR'S REPORT on the 2024–25 Annual Performance Statements of the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

To the Minister for Finance

Conclusion

In my opinion, the 2024–25 Annual Performance Statements of the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCA):

- present fairly DITRDCA's performance in achieving its purpose for the year ended 30 June 2025; and
- are prepared, in all material respects, in accordance with the requirements of Division 3 of Part 2-3 of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

Audit criteria

To assess whether DITRDCA's annual performance statements complied with Division 3 of Part 2-3 of the PGPA Act, I applied the following criteria:

- whether the entity's key activities, performance measures and specified targets are appropriate to measure and assess the entity's performance in achieving its purposes.
- whether the performance statements are prepared based upon appropriate records that properly record and explain the entity's performance.
- whether the annual performance statements present fairly the entity's performance in achieving the entity's purposes in the reporting period.

Emphasis of Matter – Performance Rating Threshold

I draw attention to DITRDCA's method for rating performance targets as 'met' in the circumstances detailed in Table 2.1 'Results key 2024–25' of the annual performance statements. DITRDCA has determined that a target will be assessed as met where the result is 95 per cent or higher than the published target in the corporate plan. This disclosure is fundamental to a user's understanding of the 2024–25 annual performance statements.

I further draw attention to the following measures where DITRDCA has disclosed an assessed result below the target as 'Target met':

- Performance measure 1 'Policy advice on Infrastructure Investment Program (IIP) Project Proposal Report(s)'
- Performance measure 4 'Policy advice relating to: a. heavy vehicle, maritime and rail safety; b. surface transport productivity and effectiveness; c. surface transport

decarbonisation and maritime environment protection; d. national freight and supply chains'

- Performance measure 6 'Provide effective administration of surface transport and emissions program functions: a. Tasmanian Shipping Programs (TFES and BSPVES); b. Heavy Vehicle Safety Initiative; c. Real World Testing of Vehicle Efficiency; d. Strategic Local Government Asset Assessment Project; e. Regional Australia Level Crossing Safety Program'
- Performance measure 7 'Administration of the Road Vehicle Standards (RVS) legislation', target a

My conclusion is not modified in respect of this matter.

Accountable Authority's responsibilities

As the Accountable Authority of DITRDCA, the Secretary is responsible under the PGPA Act for:

- the preparation of annual performance statements that accurately present DITRDCA's performance in the reporting period and comply with the requirements of the PGPA Act and any requirements prescribed by the *Public Governance, Performance and Accountability Rule 2014* (the Rule).
- keeping records about DITRDCA's performance as required by the PGPA Act, and
- establishing internal controls that the Accountable Authority determines are appropriate to enable the preparation of annual performance statements.

Auditor's responsibilities for the audit of the performance statements

My responsibility is to conduct a reasonable assurance engagement to express an independent opinion on DITRDCA's annual performance statements.

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which include the relevant Standard on Assurance Engagements (ASAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Auditing and Assurance Standards Board.

Procedures were planned and performed to obtain reasonable assurance about whether the annual performance statements of the entity present fairly the entity's performance in achieving its purposes and comply, in all material respects, with the PGPA Act and Rule.

The nature, timing and extent of audit procedures depend on my judgment, including the assessment of the risks of material misstatement, whether due to fraud or error, in the annual performance statements. In making these risk assessments, I obtain an understanding of internal controls relevant to the preparation of the annual performance statements in order to design procedures that are appropriate in the circumstances.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.


Independence and quality control

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements* in undertaking this assurance engagement.

Inherent limitations

Because of the inherent limitations of an assurance engagement, it is possible that fraud, error or non-compliance may occur and not be detected. An assurance engagement is not designed to detect all instances of non-compliance of the annual performance statements with the PGPA Act and the Rule as it is not performed continuously throughout the period and the assurance procedures performed are undertaken on a test basis. The reasonable assurance conclusion expressed in this report has been formed on the above basis.

Australian National Audit Office



George Sotiropoulos

Group Executive Director, Performance Statements Audit Services Group

Delegate of the Auditor-General

Canberra

15 September 2025



Part 2

Annual Performance Statements

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Statement of preparation

Accountability authority statement

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

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

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

A handwritten signature in black ink, consisting of a large, stylized 'J' followed by a long horizontal stroke.

James Chisholm
Acting Secretary

12 September 2025

Introduction

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

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

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

The achievement of our purpose is guided by our priorities:

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

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

Performance reporting

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

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

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

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

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

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

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

Policy Advice Assessment Methodology

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

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

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

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

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

Table 2.1 Results key 2024–25

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



Variations to performance information

Table 2.2 lists changes that were made against performance information from the 2024–25 Corporate Plan. The majority of these changes were reflected in the 2025–26 PBS before the conclusion of the 2024–25 financial year in compliance with the 'clear read' principle⁸ — these are denoted by an '*'.

Table 2.2 Table of changes

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

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

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

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

				2024–25 Corporate Plan page
Program	Measure	Change type	Rationale for change	
7.1	35	Measure	Measure transferred from the Department of Health, Disability and Ageing in May 2025 in accordance with machinery of government changes.	N/A
7.1	36	Measure and target*	<p>Measure transferred from the Department of Health, Disability and Ageing in May 2025 in accordance with machinery of government changes.</p> <p>The target of this performance measure was updated in the current year table of the Health and Aged Care Portfolio 2025–26 Portfolio Budget Statements⁹ to reflect the major sporting events in 2024–25.</p>	N/A

Structure of the Annual Performance Statements

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

- > a performance snapshot of achievement against the outcome
- > performance results and analysis of the department's performance.

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

Performance snapshot

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

Of the 35 performance measures reported on:

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

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

Figure 2.1 2024–25 overall performance results

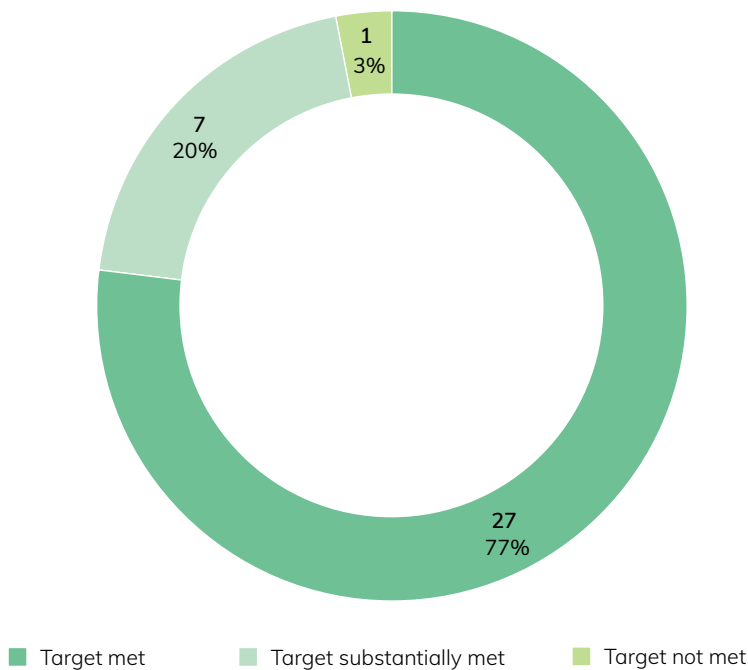


Table 2.3 2024–25 performance results by measure

Performance measure		2024–25 result
Outcome 1		
1	Policy advice on Infrastructure Investment Program (IIP) Project Proposal Report(s)	Target met
2	Assessment of milestone claims for payments on Infrastructure Investment Program projects (listed in the relevant tables in the Federation Funding Agreements Schedule (FFAS))	Target met
3	Shared oversight for the delivery of Commonwealth Infrastructure projects in relation to: <ul style="list-style-type: none"> a. Australian Rail Track Corporation Limited b. WSA Co Limited c. National Intermodal Corporation Limited 	Target substantially met
Outcome 2		
4	Policy advice relating to: <ul style="list-style-type: none"> a. heavy vehicle, maritime and rail safety b. surface transport productivity and effectiveness c. surface transport decarbonisation and maritime environment protection d. national freight and supply chains 	Target met
5	Administration of regulatory functions for: <ul style="list-style-type: none"> a. Maritime regulation b. New Vehicle Efficiency Standard (NVES) regulator 	Target met
6	Provide effective administration of surface transport and emissions program functions: <ul style="list-style-type: none"> a. Tasmanian Shipping Programs (TFES and BSPVES) b. Heavy Vehicle Safety Initiative c. Real World Testing of Vehicle Efficiency d. Strategic Local Government Asset Assessment Project e. Regional Australia Level Crossing Safety Program 	Target met
7	Administration of the Road Vehicle Standards (RVS) legislation	Target met
8	Delivery of non-infrastructure road safety grants programs to support the implementation of the National Road Safety Action Plan 2023–25	Target met
9	Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport	Target met
10	Percentage of Master Plans and Major Development Plans (MDP) processed for leased federal airports within statutory timeframes	Target met

Performance measure		2024–25 result
11	Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) Program	Target met
12	The number of per- and poly-fluoroalkyl substances (PFAS) investigations undertaken at civilian airports	Target not met
13	Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for current year's 10-year average	Target met
14	Policy advice supporting aviation safety	Target met
Outcome 3		
15	Delivery of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes	Target met
16	Percentage of Regional Development Australia (RDA) Committees achieving agreed outcomes as demonstrated by: <ul style="list-style-type: none"> a. stakeholders satisfied with the performance of their RDA b. departmental review of RDA reporting 	Target met
17	Policy advice on regional development and local government	Target substantially met
18	Financial assistance is provided to local government in accordance with the Local Government (Financial Assistance) Act 1995 consisting of: <ul style="list-style-type: none"> a. a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) b. a identified local road component which is distributed between the states and territories according to fixed historical shares 	Target met
19	Policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects	Target substantially met
20	Approval of Brisbane 2032 Olympic and Paralympic venue infrastructure project milestones in line with the Federation Funding Agreement Schedule (FFAS)	Target met
21	Delivery of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes	Target met
22	Delivery of the Thriving Suburbs Program to support investment in community infrastructure	Target met
23	Advice on Australian cities policy <i>This measure transferred to the Treasury portfolio in May 2025 in accordance with machinery of government changes. Results for this performance measure will be reported in Treasury's 2024–25 Annual Report</i>	N/A

Performance measure		2024–25 result
24	Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for Ministerial consideration within statutory timeframes	Target met
Outcome 4		
25	Advice on governance and legislative arrangements in Australia's territories	Target substantially met
26	Availability of key services in the non-self-governing territories	Target met
Outcome 5		
27	Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program	Target met
28	Total amount of new or improved contracted outcomes delivered through the Regional Connectivity Program	Target met
29	Accessible communication services for Australians, through: <ul style="list-style-type: none"> a. National Relay Service (NRS) b. Audio description services c. Broadcaster captioning compliance 	Target substantially met
30	Policy advice on the regulatory and legislative framework for spectrum management, broadband and other telecommunications matters	Target substantially met
31	Policy advice about the news, broadcasting and media industry	Target met
32	Policy advice about harmful online and digital content and activities	Target substantially met
Outcome 6		
33	Contribute to the delivery of actions within Revive, the National Cultural Policy 2023–2027	Target met
34	Administered grants are paid within a timely manner	Target met
Outcome 7		
35	Participation in weekly sport and physical activity as measured through: <ul style="list-style-type: none"> a. Percentage of Australian children aged zero to 14 years participating in organised sport and/or physical activity outside of school hours at least once per week b. Percentage of Australians aged 15 years and over participation in sport and/or physical activity at least once per week 	Target met
36	Strategic coordination of Commonwealth responsibilities in relation to the planning and delivery of the following future international major sporting events in Australia	Target met



Outcome 1:

Transport Connectivity (Infrastructure)



Outcome Statement

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

Performance snapshot

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



Program 1.1: Infrastructure Investment

Program objective

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

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

Performance results

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

Analysis of performance

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

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

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

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

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

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

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

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

Analysis of performance

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

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

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

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

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

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

Spotlight

Infrastructure Investment Program

Bunbury Outer Ring Road (BORR) Project

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

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

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

The project has:

- > improved safety with less congestion and the separation of local and regional traffic
- > reduced travel times by around 20 minutes and allowed 13 sets of traffic lights to be bypassed
- > increased productivity gains by providing a dedicated freight route to the Bunbury Port
- > created around 4,500 job opportunities during construction
- > achieved ambitious Indigenous employment targets, approximately 5 times higher than the local Indigenous working age population.



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

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

Analysis of performance

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

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

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

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

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

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

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

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

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



Outcome 2: Transport Connectivity (Transport)



Outcome Statement

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

Performance snapshot

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



Program 2.1: Surface Transport

Program objective

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

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

Performance results

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

Analysis of performance

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

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

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

Heavy vehicle, maritime and rail safety

Heavy vehicle

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

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

Maritime

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

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

Rail safety

The department provides policy advice to support the continued progress of rail reform. The NTC leads on a range of policy reforms to improve the safety of rail. The department supports the progression of these rail reform and policies, including advancing interoperability in rail, the review of the Rail Safety National Law. We also manage the Commonwealth's Regional Australia Level Crossing Safety Program, which is intended to deliver a coordinated approach toward level crossing safety. Other national safety initiatives the Commonwealth supports include implementing actions under the National Level Crossing Safety Strategy 2022–2031¹⁵ and promoting industry uptake of the Office of the National Rail Safety Regulator's (ONRSR) Train Visibility Code of Practice.

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

Surface transport productivity and effectiveness

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

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

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

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

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

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

Surface transport decarbonisation and maritime environment protection

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

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

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

National freight and supply chains

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

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

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

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

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

Performance measure 5	Administration of regulatory functions for: a. Maritime regulation b. New Vehicle Efficiency Standard (NVES) regulator
Target	<ul style="list-style-type: none"> a. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year. b. NVES regulator is established.
Methodology	<ul style="list-style-type: none"> a. A quantitative assessment of performance is undertaken against legislative requirements and government objectives. Internal data is verified against third party sources. All appropriate compliance actions are taken and recorded in line with supporting legislation. b. Formal launch of the NVES regulator through publication on the department's website and signature of the delegations instrument by the Secretary or their delegate.
Source	<p>ITRDCA Portfolio Budget Statements 2025–26, p.45.</p> <p>DITRDCA Corporate Plan 2024–25, p.55.</p>
2024–25 result	<p>Target met.</p> <ul style="list-style-type: none"> a. Target met. Rates of non-compliance of maritime regulation are reduced and/or maintained compared to the previous year. b. Target met. NVES regulator established.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Surface Transport Emissions and Policy Division.
Changes	The methodology for part b. of the performance measure has been updated from the 2024–25 Corporate Plan to better reflect the activities of the department.

Analysis of performance

Maritime regulation

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

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

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

Coastal trading

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

Part X of the Competition and Consumer Act 2010

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

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

Tax incentives for Australian shipping

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

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

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

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

New Vehicle Efficiency Standard (NVES) regulator

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

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

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

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

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

Performance measure 6	Provide effective administration of surface transport and emissions program functions: <ol style="list-style-type: none"> Tasmanian Shipping Programs (TFES and BSPVES) Heavy Vehicle Safety Initiative Real World Testing of Vehicle Efficiency Strategic Local Government Asset Assessment Project Regional Australia Level Crossing Safety Program
Target	Programs are administered in accordance with program guidelines, ministerial directions and funding agreements.
Methodology	Each function was assessed against a checklist aligned with relevant administration activities. Checklist results were scored as a percentage of total possible marks, producing sub-category scores. The final performance result was calculated as the average of these sub-category scores.
Source	ITRDCA Portfolio Budget Statements 2025–26, p.45. DITRDCA Corporate Plan 2024–25, p.56.
2024–25 result	Target met. <ol style="list-style-type: none"> Target met. Target substantially met. Target met. Target met. Target met.
Previous results	Not applicable; new performance measure for 2024–25.
Owner	Surface Transport Emissions and Policy Division.
Changes	The methodology for this performance measure has been updated from the 2024–25 Corporate Plan to more accurately reflect the assessment process.

Analysis of performance

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

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

Tasmanian Shipping Programs (TFES and BSPVES)

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

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

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

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

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

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

The government has committed to undertaking an external review of the TFES and BSPVES programs in 2025–26.²¹ The review will provide advice to government on whether schemes are fit for purpose and propose amendments if required. Subject to the review outcomes, amendments may be required to the services schedule, reporting requirements, ministerial directions, and publication of information and guidelines.

Heavy Vehicle Safety Initiative

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

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

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

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

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

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

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

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

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

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

Real World Testing of Vehicle Efficiency

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

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

In accordance with the funding agreement, the department obtains program updates and annual business plans from the AAA, through the Business Grants Hub, on a quarterly and annual basis. In 2024–25, the AAA submitted 4 quarterly reports for the periods ending 30 June 2024, 30 September 2024, 31 December 2024 and 31 March 2025.²⁴ The department reviewed these reports to ensure alignment with the grant program guidelines and funding agreement, including the requirement to test up to 60 vehicles in each financial year. Departmental officials formed the view that the reports were consistent with the grant program guidelines and with the intent of the program. The AAA submitted its 2023–24 annual report for the program on 30 November 2024. The department reviewed the annual report in accordance with the requirements for the report set out in the funding agreement before approving it.

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

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

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

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

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

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

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

Strategic Local Government Asset Assessment Project

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

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

Phase 2 of the project concluded in October 2024. The NHVR was the sole delivery partner of Phase 2. Final reporting from the NHVR included a benefits realisation report highlighting the range of positive outcomes achieved. For example, through assessing over 1,000 assets (for over 100 local councils), 72 bridges were identified as being able to safely carry much larger heavy vehicles, which reduced the need for thousands of heavy vehicle operators to apply for slow and expensive permits. This rich data²⁶ (and associated training) has enhanced local road manager capability in understanding their assets, and helped target bridge strengthening investments on assets of greatest freight value.

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

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

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

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

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

Regional Australia Level Crossing Safety Program

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

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

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

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

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

Program 2.2: Road Safety

Program objective

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

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

Performance results

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

Analysis of performance

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

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

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

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

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

Analysis of performance

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

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

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

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

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

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

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

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

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

Program 2.3: Air Transport

Program objective

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

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

Performance results

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

Analysis of performance

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

On 27 October 2024, the Minister for Infrastructure, Transport, Regional Development and Local Government agreed to provide the final EIS to the Minister for the Environment and Water. On 30 October 2024, the final EIS for WSI's airspace and flight path design was provided to the Minister for the Environment and Water, triggering the statutory requirement to publish the EIS within 10 business days. The final EIS was subsequently published on 7 November 2024.²⁸

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

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

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

28 Available at: www.wsiflightpaths.gov.au

Analysis of performance

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

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

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

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

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

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

Analysis of performance

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

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

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

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

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

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

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

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



Spotlight

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

Blinman Airstrip resurfacing

The works to resurface the main runway at the Blinman Airstrip³⁰ aimed to improve safety and to allow all weather access for all users including aeromedical providers such as the Royal Flying Doctors Service (RFDS) who conduct regular monthly clinics, as well as fortnightly visits by allied health professionals such as physiotherapists. The airstrip also supports emergency evacuations and community use.

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

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

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

Echuca Aerodrome Lifesaving Upgrade

The Campaspe Shire Council was awarded funding of \$2,335,522 which they matched, to undertake a range of activities at the Echuca Aerodrome³¹ including:

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

30 Under the Remote Airstrip Upgrade Program Round 10.

31 Under the Regional Airports Program Round 3.

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



Echuca Aerodrome. Image credit: Campaspe Shire Council.

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

Analysis of performance

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

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

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

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

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

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

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

Analysis of performance

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

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

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

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

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

The government also sets out long-term policies and actions to 2050 in the Aviation White Paper³⁴ to help guide the safe and sustainable growth of Australian domestic and international aviation.

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

Analysis of performance

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

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

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

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

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

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

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

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



Outcome 3:

Regional Development, Local Government, Cities and Northern Australia



Outcome Statement

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

Performance snapshot

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



Program 3.1: Regional Development

Program objective

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

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

Performance results

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

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

Analysis of performance

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

In 2024–25, 100% of rPPP payments (9 of 9) were authorised in accordance with the rPPP schedules to the FFA. Funding was authorised by the department and transferred by Treasury to states and territories.³⁷ In all 9 cases, the milestone for the payment was the execution of the FFA schedule³⁸ and payments proceeded from the receipt of the signed FFA schedule. Under the FFA arrangements, jurisdictions are responsible for negotiating funding agreements with proponents.

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

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

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

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

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

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

Analysis of performance

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

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

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

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

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

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

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

Analysis of performance

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

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

The department collaborates extensively across government and key regional stakeholders to ensure policy advice is evidence-based and cognisant of activities, programs and other developments. The department's policy advice on regional development is guided by the Regional Investment Framework⁴⁰ (Framework) and aims to guide a coordinated approach to supporting regional people, places, services and industries. The Framework is embedded in Commonwealth policy development and decision-making processes helping to ensure policies reflect local intelligence, are evidence based, demonstrate integrity and are linked across governments.

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

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

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

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

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

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

Program 3.2: Local Government

Program objective

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

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

Performance results

Performance measure 18	Financial assistance is provided to local government in accordance with the Local Government (Financial Assistance) Act 1995 consisting of: <ul style="list-style-type: none">a. a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis)b. an identified local road component which is distributed between the states and territories according to fixed historical shares	
Target	Funding is provided on time and aligned with the budget appropriation.	
Methodology	Local Government Grants Commissions in each state and the Northern Territory recommend the distribution of funding to local governing bodies under the Financial Assistance Grant Program in accordance with the Financial Assistance Act and the National Principles for allocating grants. ⁴¹ Analysis of payment records maintained in government record systems.	
Source	ITRDCA Portfolio Budget Statements 2025–26, p.57. DITRDCA Corporate Plan 2024–25, p.74.	
2024–25 result	Target met. Funding was provided on time and aligned with the budget appropriation.	
Previous results	2023–24 result: Target met.	2022–23 result: Target met.
Owner	Regional Development and Local Government Division.	

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

Analysis of performance

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

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

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

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



Program 3.3: Cities

Program objective

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

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

Performance results

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

Analysis of performance

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

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

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

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

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

The department's policy advice and strong relationships with stakeholders ensured that the minister and Australian Government remained informed through a change of government in Queensland and a subsequent review of Brisbane 2032 Olympic and Paralympic Games Infrastructure. Following the 2024 Queensland state election, the GIICA undertook a 100-day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure.⁴² In response to this, and the 2032 Delivery Plan⁴³ (the Queensland Government response), the department took a proactive approach to briefing as updates became available, to ensure an up-to-date understanding of the new Queensland Government's position on the Games Venues. These outcomes provided community confidence in the government's commitment to the Games, and in the delivery of sporting and community venues that reflect the needs of staging a global event, while providing the best outcomes for communities now and in the future.

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

42 Available at: www.giica.au/gamesreview

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

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

Analysis of performance

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

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

- > Department of the Prime Minister and Cabinet, Department of the Treasury and Department of Finance on processes and approvals, including on the FFAS.
- > Department of State Development, Infrastructure and Planning (Queensland Government), responsible for overseeing the joint investment and approval of Games venues.
- > Games Independent Infrastructure and Coordination Authority (GIICA; Queensland Government), responsible for the development of the project validation reports and delivery of Games venues once approvals have been made by both the Australian and Queensland governments.

Following the 2024 Queensland state election, the GIICA undertook a 100-day Review of Brisbane 2032 Olympic and Paralympic Games.⁴⁴ Changes to the Brisbane 2032 Olympic and Paralympic Games (the Games) operating environment in Queensland following the release of its 2032 Delivery Plan⁴⁵ (the Queensland Government response to

44 Available at: www.giica.au/gamesreview

45 Available at: www.delivering2032.com.au

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

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

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

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

Analysis of performance

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

In 2024–25, 100% (3 of 3) payments were authorised in accordance with the uPPP schedules⁴⁷ to the FFA. Funding was authorised by the department and transferred by Treasury to states and territories.⁴⁸ In all 3 cases, the milestone for the payment was the execution of the FFA schedule and the payment proceeded from the receipt of the signed FFA schedule. Under the FFA arrangements, jurisdictions are responsible for negotiating funding agreements with proponents.

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

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

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

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

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

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

Analysis of performance

The Thriving Suburbs Program had one round and closed in September 2024. Program funds were committed in 2024–25 and 100% (6 of 6) of payments were authorised and paid in the same financial year. In all 6 cases, the milestone for the payment was the execution of the FFA schedule⁵¹ and the payment proceeded from the receipt of the signed FFA schedule.

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

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

In accordance with the Thriving Suburbs Program schedule to FFA, funding was authorised by the department and transferred by Treasury to the Victorian, South Australian, Tasmania, Western Australian, New South Wales and Queensland governments between February and April 2025.⁵² Under the FFA arrangements, jurisdictions are responsible for negotiating funding agreements with proponents.

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

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

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

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

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

Performance measure 23

Advice on Australian cities policy

This measure transferred to the Treasury portfolio in May 2025 in accordance with machinery of government changes. Results for this performance measure will be reported in Treasury's 2024–25 Annual Report.⁵⁵

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

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

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

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

Program 3.4: Growing a Stronger Northern Australian Economy

Program objective

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

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

Performance results

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

Analysis of performance

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

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

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

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



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

Progress on the Northern Australia Agenda

The department supported the development of the Northern Australia Action Plan 2024–2029⁵⁶ (Action Plan) — a strategic framework to guide how the Australian Government collectively will deliver on the developing northern Australia agenda.

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

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

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

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

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

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

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



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

Outcome 4: Territories



Outcome Statement

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

Performance snapshot

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



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

Program 4.1: Services to Territories

Program objective

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

Key activities	Performance measure
Ensuring governance and legislative arrangements are fit for purpose to: <ul style="list-style-type: none">a. support delivery of services and programs to Australia's non-self-governing territoriesb. facilitate our national interests in the Australian Capital Territory and the Northern Territory	25
Provide essential infrastructure, fund and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory	26

Performance results

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

Analysis of performance

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

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

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

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

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

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

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

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

Analysis of performance

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

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

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

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



Outcome 5: Communications Connectivity



Outcome Statement

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

Performance snapshot

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



Program 5.1: Digital Technologies and Communications Services

Program objective

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

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

Performance results

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

Analysis of performance

During 2024–25, a total of 5,271 km² of new and improved handheld coverage was delivered from 45 Mobile Black Spot Program (MBSP) funded base stations for which ACRs were received and approved. For Peri-Urban Mobile Program (PUMP) funded base stations, no submissions were received in 2024–25.

As at 30 June 2025, a total of 1,171 new mobile base stations have been delivered under the MBSP. These base stations have delivered over 187,117 km² of new handheld coverage including to more than 136,628 premises.

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

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

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

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

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

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

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

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

Analysis of performance

During 2024–25, over 92,000 km² of coverage was delivered from 185 assets for which asset or project completion reports were received and approved.

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

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

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

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

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

Performance measure 29	Accessible communication services for Australians, through: <ul style="list-style-type: none">a. National Relay Service (NRS)b. Audio description servicesc. Broadcaster captioning compliance	
Target	<ul style="list-style-type: none">a. Provider meets or exceeds contractual service levels.b. National broadcasters provide more than 30 hours per week, on average, of audio described content.c. Broadcasters meet or exceed statutory captioning obligations.	
Methodology	<p>The department applies custom methodologies suited to each service.</p> <ul style="list-style-type: none">a. Monthly service level requirements. The service provider provides monthly performance statements against service levels. These performance statements have been independently audited and found to be accurate. The data is automatically recorded via the service providers platforms and collated into the performance statements against the contracted service levels.b. Hours of programming broadcast with audio description as reported by the national broadcasters at the end of each financial year.c. Percentage of programming broadcast with captions. Licensed broadcasters are required under legislation to keep records and report to the Australian Communications and Media Authority (ACMA) on the percentage of content captioned in the previous year. ACMA is an independent regulatory agency and identifies its own compliance priorities, including whether to audit the results reported.	
Source	<i>ITRDCA Portfolio Budget Statements 2025–26, p.69.</i> <i>DITRDCA Corporate Plan 2024–25, p.93.</i>	
2024–25 result	<p>Target substantially met.</p> <ul style="list-style-type: none">a. Target substantially met. The NRS provider met 80% of its monthly performance targets.b. Target met. Hours of programming broadcast with audio description exceeded 30 hours per week, on average.c. Target met. Broadcasters met statutory captioning compliance obligations.	
Previous results	2023–24 result: Target met.	2022–23 result: Target substantially met.
Owner	Communications Services and Consumer Division.	

Analysis of performance

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

National Relay Service

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

Audio description

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

Captioning

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

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

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

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

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

Table 5.1.2 Captioning targets for 2023–24

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

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

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

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

Analysis of performance

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

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

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

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

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

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

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

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

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

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

Analysis of performance

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

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

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

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

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

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

Analysis of performance

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

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

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

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

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

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

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



Outcome 6:

Creativity and Culture



Outcome Statement

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

Performance snapshot

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



Program 6.1: Arts and Cultural Development

Program objective

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

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

Performance results

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

Analysis of performance

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

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

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

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

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

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

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

The actions within Revive assisted in reinforcing:

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

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

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

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

Analysis of performance

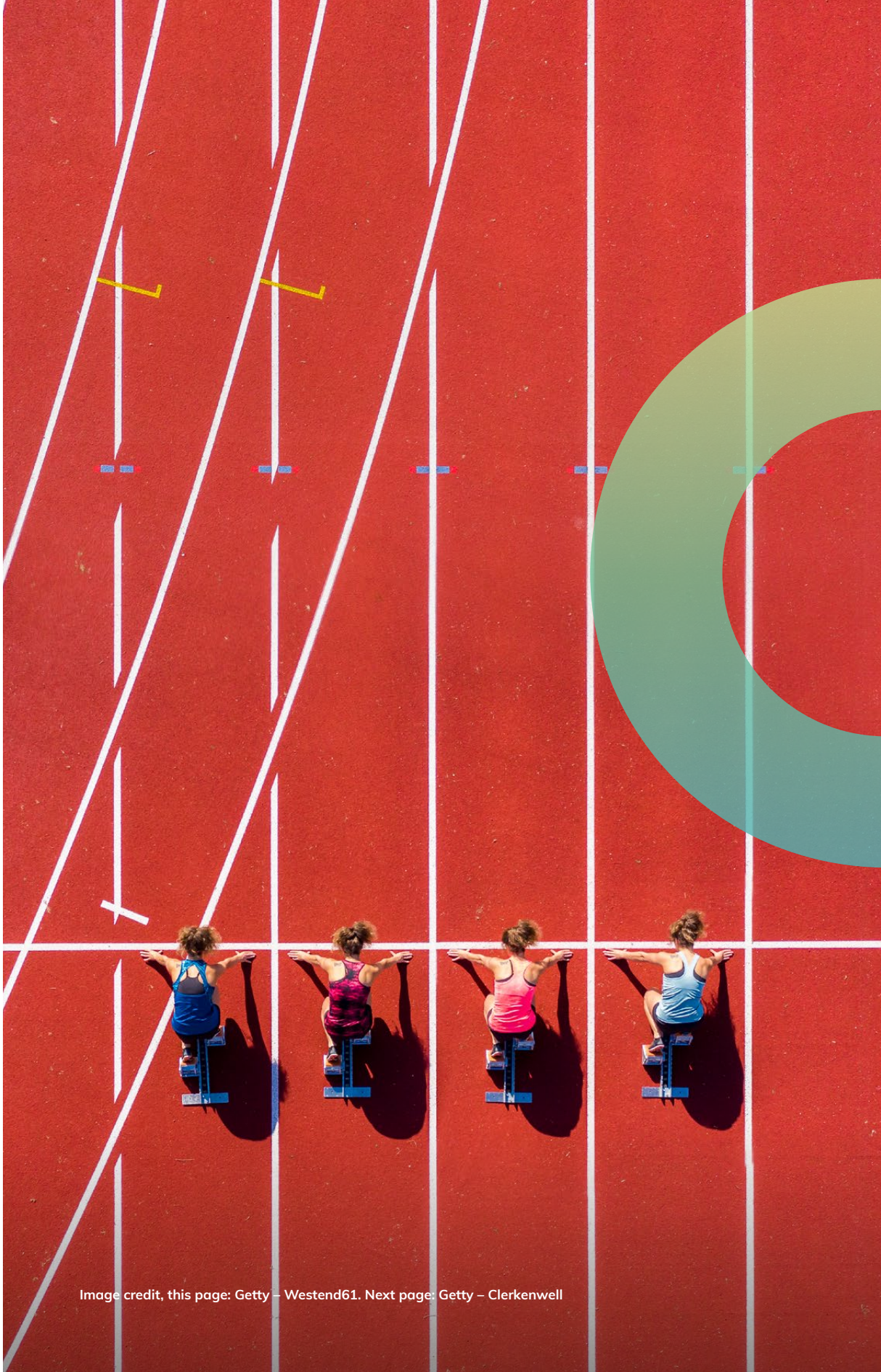
The department's investment in Australian arts and cultural activities provides significant cultural and creative development opportunities that enable communities across Australia to tell their stories, evolve their cultural identities and build resilience.

Administered grants⁵⁹ are a key mechanism for delivering support to the sector to enable Australians to access and participate in cultural and creative activities. Grant administration represents a large body of work undertaken by the department. The department pays grant recipients within reasonable timeframes so they can provide cultural and creative activities in accordance with relevant program guidelines. An example of a grant paid under this performance measure is part of the Indigenous Languages and Arts (ILA) program that supports Aboriginal and Torres Strait Islander peoples to express, conserve and sustain their cultures through languages and arts activities around Australia. The ILA was established under Pillar 1: First Nations First, of the Australian Government's National Cultural Policy — Revive.⁶⁰

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

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

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



Outcome 7: Sport and Physical Activity



Outcome Statement

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

Performance snapshot

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



Image credit: Getty – Constantinis

Program 7.1: Sport and Physical Activity

Program objective

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

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

Performance results

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

Analysis of performance

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

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

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

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

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

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

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

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

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

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

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

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

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

Analysis of performance

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

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

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

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

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

The department employs a strategic approach to ensure Commonwealth support is coordinated effectively, and events deliver lasting social, economic, and health benefits for Australians consistent with the National Sport Strategy, Sport Horizon⁶⁷ and the Major Sporting Event Legacy Framework.⁶⁸

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

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

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