

Digital Transformation Agency

**Entity resources and planned
performance**

Digital Transformation Agency

- Section 1: Entity overview and resources125**
 - 1.1 Strategic direction statement125
 - 1.2 Entity resource statement.....126
 - 1.3 Budget measures128

- Section 2: Outcomes and planned performance.....131**
 - 2.1 Budgeted expenses and performance for Outcome 1.....132

- Section 3: Budgeted financial statements137**
 - 3.1 Budgeted financial statements137

Digital Transformation Agency

Section 1: Entity overview and resources

1.1 Strategic direction statement

The Digital Transformation Agency (DTA) is the Australian Government's trusted advisor on digital and ICT transformation. Our mission is to provide strategic and policy leadership, expert investment advice and oversight to drive digital transformation that delivers benefits to all Australians.

The DTA:

- provides strategic and policy leadership on whole-of-government and shared ICT investments and digital service delivery, including sourcing and capability development
- delivers architectural policies, standards, and platforms for whole-of-government and shared digital and ICT service delivery
- provides advice to agencies and the Australian Government on digital and ICT investment proposals
- assure significant digital and ICT investments through the digital oversight framework and monitor and advise of the effectiveness of the whole-of-government digital portfolio.

In 2026-27, the DTA will focus on the following strategic objectives:

- Lead the government's digital transformation strategy through our co-delivery of the Data and Digital Government Strategy and Implementation Plan, as well as leadership in policy design, strategy, advice and whole-of-government architecture.
- Oversee the short, medium and long-term whole-of-government digital and ICT investment portfolio.
- Manage whole-of-government digital and ICT strategic sourcing and contracts.
- Be a valued employer with the expertise to achieve our purpose.

Further details on how we will deliver these priorities can be found in our Corporate Plan located at: <https://www.dta.gov.au/annual-reporting/corporate-plans>.

1.2 Entity resource statement

Table 1.1 shows the total funding from all sources available to the entity for its operations and to deliver programs and services on behalf of the Government.

The table summarises how resources will be applied by outcome (Government strategic policy objectives) and by administered (on behalf of the Government or the public) and departmental (for the entity's operations) classification.

For more detailed information on special accounts and special appropriations, please refer to *Budget Paper No. 4: Agency Resourcing*.

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

Table 1.1: Digital Transformation Agency resource statement – Budget estimates for 2026-27 as at Budget May 2026

	<i>2025-26 Estimated actual \$'000</i>	2026-27 Estimate \$'000
Departmental		
Annual appropriations – ordinary annual services (a)		
Prior year appropriations available	46,012	47,449
Departmental appropriation (b)	53,951	54,918
s74 External Revenue (c)	6,440	3,249
Total departmental annual appropriations	106,403	105,616
Special accounts (d)		
Opening Balance	212,687	224,321
Non-appropriation receipts	405,262	437,147
Total special accounts	617,949	661,468
Total departmental resourcing	724,352	767,084
Total resourcing for Digital Transformation Agency	724,352	767,084
	<i>2025-26</i>	2026-27
Average staffing level (number)	328	273

Third Party Payments from and on behalf of other entities

	<i>2025-26 Estimated actual \$'000</i>	2026-27 Estimate \$'000
Receipts received from other entities for the provision of services (disclosed above in s74 external receipts and special accounts non-appropriation receipts section above)	411,702	440,396

Prepared on a resourcing (i.e. appropriations available) basis.

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

- a) Appropriation Bill (No. 1) 2026–2027.
- b) Excludes departmental capital budget (DCB). DTA does not receive any DCB capital funding.
- c) Estimated External Revenue receipts under section 74 of the PGPA Act.
- d) Includes cash received as passthrough costs.

1.3 Budget measures

Budget measures in Part 1 relating to Digital Transformation Agency are detailed in the Budget Paper No. 2 and are summarised below.

Table 1.2: Digital Transformation Agency 2026-27 Budget measures

Part 1: Measures announced since the 2025-26 Mid-Year Economic and Fiscal Outlook (MYEFO)

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measures					
Addressing Systems Abuse in the Child Support Scheme (a)	1.1				
Departmental payment	-	35	30	-	-
Boosting Consumer Energy Resources and Delivering Bill Savings (b)	1.1				
Departmental payment	-	65	-	-	-
Boosting Productivity – Promoting Research, Development and Innovation (c)	1.1				
Departmental payment	-	30	35	-	-
Boosting Productivity – Accelerating Approvals (d)	1.1				
Departmental payment	-	20	20	20	5
Boosting Productivity – Better Regulation (d)	1.1				
Departmental payment	-	100	130	-	-
Finance Portfolio – Additional Resourcing (e)	1.1				
Departmental payment	-	(363)	(502)	(538)	(545)
Global Anti-Base Erosion Rules (Pillar Two) Side-by-Side Package Implementation (f)	1.1				
Departmental payment	-	20	20	20	5
Home Affairs – additional resourcing (g)	1.1				
Departmental payment	-	nfp	nfp	nfp	nfp
Improving Access to Home Care (h)	1.1				
Departmental payment	-	175	175	-	-
Parliamentary Departments – additional resourcing (i)	1.1				
Departmental payment	-	100	100	-	-
Protecting the tax system against fraud (f)	1.1				
Departmental payment	-	175	175	-	-
Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year extension (j)	1.1				
Departmental payment	-	-	-	-	(2,142)
Royal Commission into Defence and Veteran Suicide – continued implementation (k)	1.1				
Departmental payment	-	20	20	25	-

Table continues on next page.

Table 1.2: Digital Transformation Agency 2026-27 Budget measures**Part 1: Measures announced since the 2025-26 Mid-Year Economic and Fiscal Outlook (MYEFO) (continued)**

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measures (continued)					
Securing the National Disability Insurance Scheme for Future Generations (h)	1.1				
Departmental payment	-	200	100	100	50
Strengthening Australia's Carbon Crediting and Emissions Reporting (l)	1.1				
Departmental payment	-	20	-	-	-
Strengthening Medicare (h)	1.1				
Departmental payment	-	175	175	-	-
Supporting Transport Priorities (m)	1.1				
Departmental payment	-	20	20	25	-
Tax Reform – introducing a minimum tax on discretionary trusts (n)	1.1				
Departmental payment	-	20	-	-	-
Tax Reform – Boosting Home Ownership – reforming negative gearing and capital gains tax (n)	1.1				
Departmental payment	-	40	-	-	-
Total payment measures					
Departmental	-	852	498	(348)	(2,627)
Total	-	852	498	(348)	(2,627)

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

- a) The lead entity for the measure titled Addressing Systems Abuse in the Child Support Scheme is the Department of Social Services. The full measure description and package details appear in the Budget Paper No. 2 under the Social Services portfolio.
- b) The lead entity for the measure titled Boosting Consumer Energy Resources and Delivering Bill Savings is the Clean Energy Regulator. The full measure description and package details appear in the Budget Paper No. 2 under the Climate Change, Energy, the Environment and Water portfolio.
- c) The lead entity for the measure titled Boosting Productivity – Promoting Research, Development, and Innovation is the Department of Industry, Science and Resources. The full measure description and package details appear in the Budget Paper No. 2 under the Industry, Science and Resources portfolio.
- d) The lead entity for the measures titled Boosting Productivity – Accelerating Approvals and Boosting Productivity – Better Regulation is the Department of the Treasury. The full measure description and package details appear in the Budget Paper No. 2 under the Treasury portfolio.
- e) The lead entity for the measure titled Finance Portfolio – additional resourcing is the Department of Finance. The full measure description and package details appear in the Budget Paper No. 2 under the Finance portfolio.
- f) The lead entity for the measures titled Global Anti-Base Erosion Rules (Pillar Two) Side-by-Side Package Implementation and Protecting the tax system against fraud is the Australian Taxation Office. The full measure description and package details appear in the Budget Paper No. 2 under the Treasury portfolio.
- g) This 2026-27 Budget measure is not for publication (nfp). The full measure description and the reason the financial impact is nfp for the Home Affairs – additional resourcing appear in the 2026-27 Budget under the Home Affairs portfolio.
- h) The lead entity for the measures titled Improving Access to Home Care; Securing the National Disability Insurance Scheme for Future Generations; and Strengthening Medicare is the Department of Health, Disability and Ageing. The full measure description and package details appear in the Budget Paper No. 2 under the Health, Disability and Ageing portfolio.
- i) The lead entity for the measure titled Parliamentary Departments – additional resourcing is the Department of Parliamentary Services. The full measure description and package details appear in the Budget Paper No. 2 under the Parliamentary Departments.

Table 1.2: Digital Transformation Agency 2026-27 Budget measures

Part 1: Measures announced since the 2025-26 Mid-Year Economic and Fiscal Outlook (MYEFO) (continued)

- j) The measure titled Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wage Expenses – one year extension is Cross Portfolio. The full measure description and package details appear in the Budget Paper No. 2 under Cross Portfolio.
- k) The lead entity for the measure titled Royal Commission into Defence and Veteran Suicide – continued implementation is the Department of Veterans' Affairs. The full measure description and package details appear in the Budget Paper No. 2 under the Defence portfolio.
- l) The lead entity for the measure titled Strengthening Australia's Carbon Crediting and Emissions Reporting is the Climate Change, Energy, the Environment and Water. The full measure description and package details appear in the Budget Paper No. 2 under the Climate Change, Energy, the Environment and Water portfolio.
- m) The lead entity for the measure titled Supporting Transport Priorities is the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. The full measure description and package details appear in the Budget Paper No. 2 under the Infrastructure, Transport, Regional Development, Communications, Sport and the Arts portfolio.
- n) The lead entity for the measures titled Tax Reform – introducing a minimum tax on discretionary trusts and Tax Reform – Boosting Home Ownership – reforming negative gearing and capital gains tax is the Department of Treasury. The full measure description and package details appear in Budget Paper No. 2 under the Treasury portfolio.
- o) The measure titled Services Australia – additional resourcing in Budget Paper No. 2 under the Finance portfolio does not appear in the table above as it was reported in the 2025-26 Finance Portfolio Additional Estimates Statements.

Section 2: Outcomes and planned performance

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

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

Note:

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

The most recent corporate plan for Digital Transformation Agency can be found at:

<https://www.dta.gov.au/corporate-plan-2025-26>

The most recent annual performance statement can be found at:

<https://www.dta.gov.au/annual-reporting/annual-reports>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Support the Government’s digital transformation, and simplify processes, reduce costs and generate reuse opportunities, through strategic and policy leadership, advice, strategic coordination and oversight of digital and ICT investment, and management of whole-of-government digital and ICT procurement.

Budgeted expenses for Outcome 1

This table shows how much the entity intends to spend (on an accrual basis) on achieving the outcome, broken down by program, as well as by administered and departmental funding sources.

Table 2.1.1: Budgeted expenses for Outcome 1

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Program 1.1: Digital Transformation Agency					
Departmental expenses					
Departmental appropriation	53,951	54,918	54,286	52,690	50,431
s74 External Revenue (a)	6,440	3,249	3,500	3,500	3,500
Special accounts					
ICT Coordinated Procurement Special Account 2017	5,340	11,515	11,222	14,354	21,181
Expenses not requiring appropriation in the Budget year (b)					
	4,101	4,200	4,150	3,901	2,293
Departmental total	69,832	73,882	73,158	74,445	77,405
Total expenses for program 1.1	69,832	73,882	73,158	74,445	77,405
	2025-26	2026-27			
Average staffing level (number)	328	273			

a) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.

b) Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses, audit fees.

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan (i.e. 2025–26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026–27 Budget measures that have created new programs or materially changed existing programs are to be provided.

Table 2.1.2: Performance measure for Outcome 1

Outcome 1 – Support the Government’s digital transformation, and simplify processes, reduce costs and generate reuse opportunities, through strategic and policy leadership, advice, strategic coordination and oversight of digital and ICT investment, and management of whole-of-government digital and ICT procurement.		
Program 1.1 – Digital Transformation Agency The objective of this program is to provide strategic and policy leadership, investment advice and oversight to support the delivery of the Australian Governments’ digital transformation agenda. This includes leading whole-of-government digital strategy, architecture and standards, and providing trusted advice to government on digital and ICT investment decisions to deliver benefits to all Australians.		
Key activities	<ul style="list-style-type: none"> • Provide strategic and policy leadership on data and digital government through whole-of-government and shared data and digital planning, investments, and digital service delivery. • Develop, deliver, monitor, and support alignment with whole-of-government architecture, strategies, policies and standards for digital and ICT investments and sourcing. • Manage strategic coordination and oversight functions for digital and ICT investments across the project lifecycle, including providing advice on whole-of-government reuse opportunities. • Provide advice to the minister on digital and ICT investment proposals and undertake other relevant tasks as required by the minister. • Manage whole-of-government digital sourcing and purchasing to simplify processes for government agencies and industry, reduce costs, and generate opportunities. 	
Year	Performance measures	Expected performance results
Current Year 2025–26	Annual review to measure the influence and impact of the DTA’s leadership of the digital transformation agenda through the Data and Digital Government Strategy (DDGS).	On track The target of 100% is on track through the annual Data and Digital Government Strategy Implementation Plan cycle.
	Percentage of digital investments identified by the DTA as in-scope for the Digital and ICT Investment Oversight Framework (IOF) which have an agreed assurance plan in place.	On track The target of achieving 75% of digital investments identified by the DTA as in-scope for the digital and ICT IOF which have an agreed plan in place is expected to be met.
	Percentage of significant investment proposals that have implemented DTA’s recommendations to use appropriate DCM (Domain and Capability Model) categorisation as per the Australian Government Architecture (AGA).	On track The target of achieving 50% of significant investment proposals that have implemented DTA’s recommendations to use appropriate DCM categorisation as per the AGA is expected to be met.

Table continues on next page.

Table 2.1.2: Performance measure for Outcome 1 (continued)

<p>Outcome 1 – Support the Government’s digital transformation, and simplify processes, reduce costs and generate reuse opportunities, through strategic and policy leadership, advice, strategic coordination and oversight of digital and ICT investment, and management of whole-of-government digital and ICT procurement.</p>		
<p>Program 1.1 – Digital Transformation Agency The objective of this program is to provide strategic and policy leadership, investment advice and oversight to support the delivery of the Australian Governments’ digital transformation agenda. This includes leading whole-of-government digital strategy, architecture and standards, and providing trusted advice to government on digital and ICT investment decisions to deliver benefits to all Australians.</p>		
Year	Performance measures	Expected performance results
Current Year 2025–26 (continued)	Percentage of stakeholders surveyed who are satisfied or highly satisfied with the Integrated Digital Investment Plan.	<p>On track This will be assessed following results of SDDC membership acceptance.</p>
	Digital Investment Overview prepared and submitted to government for Budget and Mid-Year Economic and Fiscal Outlook (MYEFO) cycles.	<p>On track The Digital Investment Overview for Budget and MYEFO cycles are on target of 100%.</p>
	Average score from stakeholders on the quality and timeliness of advice provided by the DTA in the assessment of their digital investment proposal.	<p>On track The target of achieving an average score of 80% from stakeholders on the quality and timeliness of advice provided by the DTA in the assessment of their digital investment proposal is expected to be met.</p>
	Percentage of buyers and sellers participating in the DTA’s marketplace who report it was easy or very easy to complete their task on BuyICT.	<p>On track The target of achieving 70% of buyers and sellers participating in the DTA’s marketplaces who report it was easy or very easy to complete their task on BuyICT is on track to be met.</p>
	Percentage of at-risk projects receiving support from the DTA in applying the escalation protocols under the Assurance Framework for Digital and ICT Investments (including support at the ‘triage’ stage).	<p>On track The target of achieving 60% of at-risk projects receiving support from the DTA in applying the escalation protocols under the Assurance Framework for Digital and ICT investments is on target.</p>
	Percentage of participants in training for Senior Responsible Officials who report increased confidence in contributing effectively on a governance board for a digital investment following completion of the Senior Responsible Officer (SRO) Training program.	<p>On track</p>
	Positive rating from staff to the agency’s APS census to: ‘My workgroup has the appropriate skills, capabilities and knowledge to perform well’.	<p>On track</p>
	Percentage of initiatives on the DTA’s internal data and digital strategy and roadmap which are either delivered or on-track.	<p>On track The target of achieving 80% of initiatives on the DTA’s internal data and digital strategy and roadmap which are either delivered or on-track to be met.</p>

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Table 2.1.2: Performance measure for Outcome 1 (continued)

Outcome 1 – Support the Government’s digital transformation, and simplify processes, reduce costs and generate reuse opportunities, through strategic and policy leadership, advice, strategic coordination and oversight of digital and ICT investment, and management of whole-of-government digital and ICT procurement.		
Program 1.1 – Digital Transformation Agency		
The objective of this program is to provide strategic and policy leadership, investment advice and oversight to support the delivery of the Australian Governments’ digital transformation agenda. This includes leading whole-of-government digital strategy, architecture and standards, and providing trusted advice to government on digital and ICT investment decisions to deliver benefits to all Australians.		
Year	Performance measures	Planned performance results
Budget Year 2026–27 and Forward Estimates 2027–30	Annual review to measure the influence and impact of the DTA’s leadership of the digital transformation agenda through the Data and Digital Government Strategy (DDGS).	Budget Year 2026–27 Target: 100% Forward estimates as per 2026–27
	Percentage of digital investments identified by the DTA as in-scope for the Digital and ICT IOF which have an agreed assurance plan in place.	Budget Year 2026–27 Target: 80% Forward estimates as per 2026–27
	Percentage of significant investment proposals that have implemented DTA’s recommendations to use appropriate DCM (Domain and Capability Model) categorisation as per the AGA.	Budget Year 2026–27 Target: 75% Forward estimates as per 2026–27
	Percentage of stakeholders surveyed who are satisfied or highly satisfied with the Integrated Digital Investment Plan.	Budget Year 2026–27 Target: 80% Forward estimates as per 2026–27
	Digital Investment Overview prepared and submitted to government for Budget and Mid-Year Economic and Fiscal Outlook (MYEFO) cycles.	Budget Year 2026–27 Target: 100% Forward estimates as per 2026–27
	Average score from stakeholders on the quality and timeliness of advice provided by the DTA in the assessment of their digital investment proposal.	Budget Year 2026–27 Target: 85% Forward estimates as per 2026–27
	Percentage of buyers and sellers participating in the DTA’s marketplace who report it was easy or very easy to complete their task on BuyICT.	Budget Year 2026–27 Target: 70% Forward estimates as per 2026–27
	Percentage of at-risk projects receiving support from the DTA in applying the escalation protocols under the Assurance Framework for Digital and ICT Investments (including support at the ‘triage’ stage).	Budget Year 2026–27 Target: 70% Forward estimates Target: 80%
	Percentage of participants in training for Senior Responsible Officials who report increased confidence in contributing effectively on a governance board for a digital investment following completion of the Senior Responsible Official (SRO) training program.	Budget Year 2026–27 Target: 80% Forward estimates as per 2026–27

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Table 2.1.2: Performance measure for Outcome 1 (continued)

<p>Outcome 1 – Support the Government’s digital transformation, and simplify processes, reduce costs and generate reuse opportunities, through strategic and policy leadership, advice, strategic coordination and oversight of digital and ICT investment, and management of whole-of-government digital and ICT procurement.</p>		
<p>Program 1.1 – Digital Transformation Agency The objective of this program is to provide strategic and policy leadership, investment advice and oversight to support the delivery of the Australian Governments’ digital transformation agenda. This includes leading whole-of-government digital strategy, architecture and standards, and providing trusted advice to government on digital and ICT investment decisions to deliver benefits to all Australians.</p>		
Year	Performance measures	Planned performance results
Budget Year 2026–27 and Forward Estimates 2027–30	Positive rating from staff to the agency’s APS Census to: ‘My workgroup has the appropriate skills, capabilities and knowledge to perform well’.	Budget Year 2026–27 Target: 80% or above Forward estimates as per 2026–27
	Percentage of initiatives on the DTA’s internal data and digital strategy and roadmap which are either delivered or on-track.	Budget Year 2026–27 Target: 85% Forward estimates Target: 90%
Material changes to Program 1.1 resulting from 2025–26 Budget Measures: Nil		

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2026-27 Budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Differences between entity resourcing and financial statements

The entity resource statement (Table 1.1) provides a consolidated view of all the resources available to the Digital Transformation Agency in 2026-27. This includes appropriation receivable that is yet to be drawn to cover payables and provisions on the balance sheet. The comprehensive income statement (Table 3.1) shows the operating appropriation provided in 2026-27.

3.1.2 Explanatory notes and analysis of budgeted financial statements

Budgeted revenue from government in 2026-27 is estimated at \$54.9 million, an increase of approximately \$2.9 million compared to the estimate for 2026-27 reported in the 2025-26 Portfolio Additional Estimates Statements attributable to the new measures listed in the Table 1.2. combined with the impact of indexation.

Budgeted sales of goods and rendering of services in 2026-27 is estimated at \$23.6 million.

3.2 Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
EXPENSES					
Employee benefits	48,007	56,445	49,492	50,645	47,800
Suppliers	17,575	13,110	19,410	19,793	27,206
Depreciation and amortisation (a)	4,101	4,200	4,150	3,901	2,293
Finance costs	149	127	106	106	106
Total expenses	69,832	73,882	73,158	74,445	77,405
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	26,575	23,564	26,990	30,490	37,317
Total own-source revenue	26,575	23,564	26,990	30,490	37,317
Gains					
Other	-	-	-	-	-
Total gains	-	-	-	-	-
Total own-source income	26,575	23,564	26,990	30,490	37,317
Net (cost of)/contribution by services	(43,257)	(50,318)	(46,168)	(43,955)	(40,088)
Revenue from Government	53,951	54,918	54,286	52,690	50,431
Surplus/(deficit) attributable to the Australian Government	10,694	4,600	8,118	8,735	10,343
OTHER COMPREHENSIVE INCOME					
Total other comprehensive income	-	-	-	-	-
Total comprehensive income/(loss)	10,694	4,600	8,118	8,735	10,343
Total comprehensive income/(loss) attributable to the Australian Government	10,694	4,600	8,118	8,735	10,343

Table continues on next page.

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June (continued)**Note: Impact of net cash appropriation arrangements**

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	10,694	4,600	8,118	8,735	10,343
plus: depreciation/amortisation expenses for ROU assets (b)	2,539	2,539	2,539	2,539	1,180
less: lease principal repayments (b)	528	581	363	363	363
Net Cash Operating Surplus/(Deficit)	12,705	6,558	10,294	10,911	11,160

Prepared on Australian Accounting Standards basis.

- a) From 2010-11, the Government introduced net cash appropriation arrangements that provided non-corporate Commonwealth entities with a separate Departmental Capital Budget (DCB) under Appropriation Bill (No. 1). This replaced revenue appropriations provided under Appropriation Bill (No. 1) used for the depreciation/amortisation expenses. For information regarding DCBs, please refer to Table 3.5 Departmental Capital Budget Statement.
- b) Applies leases under AASB 16 Leases.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	224,892	233,617	245,639	257,912	257,912
Trade and other receivables	58,517	57,911	57,544	57,544	57,544
Total financial assets	283,409	291,528	303,183	315,456	315,456
Non-financial assets					
Land and buildings	20,067	16,428	12,839	9,300	7,170
Property, plant and equipment	1,165	704	393	281	368
Other non-financial assets	649	649	649	649	649
Total non-financial assets	21,881	17,781	13,881	10,230	8,187
Total assets	305,290	309,309	317,064	325,686	323,643
LIABILITIES					
Payables					
Suppliers	146,628	146,628	146,628	146,628	134,605
Other payables	1,933	1,933	1,933	2,183	2,183
Total payables	148,561	148,561	148,561	148,811	136,788
Interest bearing liabilities					
Leases	15,117	14,536	14,173	13,810	13,447
Total interest bearing liabilities	15,117	14,536	14,173	13,810	13,447
Provisions					
Employee provisions	11,147	11,147	11,147	11,147	11,147
Other provisions	420	420	420	420	420
Total provisions	11,567	11,567	11,567	11,567	11,567
Total liabilities	175,245	174,664	174,301	174,188	161,802
Net assets	130,045	134,645	142,763	151,498	161,841
EQUITY*					
Parent entity interest					
Contributed equity	(34,388)	(34,388)	(34,388)	(34,388)	(34,388)
Reserves	945	945	945	945	945
Retained surplus (accumulated deficit)	163,488	168,088	176,206	184,941	195,284
Total parent entity interest	130,045	134,645	142,763	151,498	161,841
Total equity	130,045	134,645	142,763	151,498	161,841

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2026-27)

	Retained earnings \$'000	Asset revaluation reserve \$'000	Contributed equity/ capital \$'000	Total equity \$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	163,488	945	(34,388)	130,045
Adjusted opening balance	163,488	945	(34,388)	130,045
Comprehensive income				
Other comprehensive income				
Surplus/(deficit) for the period	4,600	-	-	4,600
Total comprehensive income	4,600	-	-	4,600
Transactions with owners				
<i>Distributions to owners</i>	-	-	-	-
<i>Contributions by owners</i>	-	-	-	-
Sub-total transactions with owners	-	-	-	-
Estimated closing balance as at 30 June 2027	168,088	945	(34,388)	134,645
Closing balance attributable to the Australian Government	168,088	945	(34,388)	134,645

Prepared on Australian Accounting Standards basis.

*The non-controlling interest disclosure is not required if an entity does not have non-controlling interests.

Table 3.4: Budgeted departmental statement of cash flows (for the period ended 30 June)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	52,840	55,524	54,653	52,690	50,431
Sale of goods and rendering of services	411,702	440,396	443,822	447,322	442,126
Net GST received	3,000	3,000	3,000	3,000	3,000
Total cash received	467,542	498,920	501,475	503,012	495,557
Cash used					
Employees	48,007	56,445	49,492	50,645	47,800
Suppliers	402,703	429,942	436,242	436,375	444,038
Net GST paid	3,000	3,000	3,000	3,000	3,000
Interest payments on lease liability	149	127	106	106	106
Total cash used	453,859	489,514	488,840	490,126	494,944
Net cash from/(used by) operating activities	13,683	9,406	12,635	12,886	613
INVESTING ACTIVITIES					
Cash received					
Total cash received	-	-	-	-	-
Cash used					
Purchase of property, plant, and equipment and intangibles	1,195	100	250	250	250
Total cash used	1,195	100	250	250	250
Net cash from/(used by) investing activities	(1,195)	(100)	(250)	(250)	(250)
FINANCING ACTIVITIES					
Cash received					
Total cash received	-	-	-	-	-
Cash used					
Principal payments on lease liability	528	581	363	363	363
Total cash used	528	581	363	363	363
Net cash from/(used by) financing activities	(528)	(581)	(363)	(363)	(363)
Net increase/(decrease) in cash held	11,960	8,725	12,022	12,273	-
Cash and cash equivalents at the beginning of the reporting period	212,932	224,892	233,617	245,639	257,912
Cash and cash equivalents at the end of the reporting period	224,892	233,617	245,639	257,912	257,912

Prepared on Australian Accounting Standards basis.

Table 3.5: Departmental capital budget statement (for the period ended 30 June)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
PURCHASE OF NON-FINANCIAL ASSETS					
Funded internally from departmental resources (a)	1,195	100	250	250	250
TOTAL	1,195	100	250	250	250
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	1,195	100	250	250	250
Total cash used to acquire assets	1,195	100	250	250	250

Prepared on Australian Accounting Standards basis.

a) Includes the s74 external receipts.

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

	Buildings	Other property, plant and equipment	Total
	\$'000	\$'000	\$'000
As at 1 July 2026			
Gross book value	13,077	3,502	16,579
Gross book value - ROU assets	22,357	-	22,357
Accumulated depreciation/amortisation and impairment	(4,825)	(2,337)	(7,162)
Accumulated depreciation/amortisation and impairment - ROU assets	(10,542)	-	(10,542)
Opening net book balance	20,067	1,165	21,232
Capital asset additions			
Estimated expenditure on new or replacement assets			
By purchase - appropriation equity - ROU assets	-	100	100
Total additions	-	100	100
Other movements			
Depreciation/amortisation expense	(1,100)	(561)	(1,661)
Depreciation/amortisation on ROU assets	(2,539)	-	(2,539)
Total other movements	(3,639)	(561)	(4,200)
As at 30 June 2027			
Gross book value	13,077	3,502	16,579
Gross book value - ROU assets	22,357	100	22,457
Accumulated depreciation/amortisation and impairment	(5,925)	(2,898)	(8,823)
Accumulated depreciation/amortisation and impairment - ROU assets	(13,081)	-	(13,081)
Closing net book balance	16,428	704	17,132

Prepared on Australian Accounting Standards basis.

Table 3.7: Schedule of budgeted income and expenses administered on behalf of Government (for the period ended 30 June)

DTA has no budgeted income and expenses administered on behalf of the government.

Table 3.8: Schedule of budgeted assets and liabilities administered on behalf of Government (as at 30 June)

DTA has no budgeted assets and liabilities administered on behalf of the government.

Table 3.9: Schedule of budgeted administered cash flows (for the period ended 30 June)

DTA has no budgeted cash flows administered on behalf of the government.

Table 3.10: Schedule of administered capital budget statement (for the period ended 30 June)

DTA has no budgeted capital administered on behalf of the government.

Table 3.11: Statement of administered asset movements (Budget year 2026-27)

DTA has no budgeted non-financial assets administered on behalf of the government.