

# **National Disability Insurance Agency**

## **Entity resources and planned performance**



# National Disability Insurance Agency

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# National Disability Insurance Agency

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

The National Disability Insurance Agency (NDIA) delivers the NDIS, which supports individuals with a significant and permanent disability (participants) to be more independent and engage socially and economically by providing reasonable and necessary disability related supports.

The NDIA will monitor its performance against its key activities, as it delivers a financially sustainable NDIS which delivers better outcomes for Australians with permanent and significant disability within a broader ecosystem of supports.

NDIA will continue to cooperate with Commonwealth, State and Territory, and local governments to achieve its purposes and deliver shared government priorities.

Further detail on the NDIA's purposes, operating context, and governance updates will be outlined in its upcoming Corporate Plan.

## 1.2 Entity resource statement

Table 1.1 shows the total resourcing 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 the *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 1' 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: NDIA resource statement – Budget estimates for 2026–27 as at Budget May 2026**

	2025–26 Estimated actual \$'000	2026–27 Estimate \$'000
<b>DEPARTMENTAL</b>		
Prior year appropriation available	2,528,959	3,101,490
<b>Annual appropriations</b>		
Annual appropriations - ordinary annual services <sup>(a)</sup>		
Outcome 1	2,390,498	2,251,057
Annual appropriations - other services <sup>(b)</sup>		
Equity injection	4,709	-
<b>Total departmental annual appropriations</b>	<b>2,395,207</b>	<b>2,251,057</b>
<b>Amounts received from related entities <sup>(c)</sup></b>		
Amounts from portfolio department	38,216,437	40,095,310
<b>Total amounts received from related entities</b>	<b>38,216,437</b>	<b>40,095,310</b>
<b>Total funds from Government</b>	<b>40,611,644</b>	<b>42,346,367</b>
<b>Funds from other services</b>		
Contributions from state and territory governments <sup>(d)</sup>	12,096,411	13,080,003
Resources received free of charge <sup>(e)</sup>	989,986	528,500
Interest	469,695	467,252
Other <sup>(f)</sup>	30,000	30,000
<b>Total funds from other services</b>	<b>13,586,092</b>	<b>14,105,755</b>
<b>Total resourcing for NDIA</b>	<b>56,726,695</b>	<b>59,553,612</b>
	<b>2025–26</b>	<b>2026–27</b>
<b>Average staffing level (number)</b>	10,509	9,840

**Table 1.1: NDIA resource statement – Budget estimates for 2026–27 as at Budget May 2026 (continued)**

<b>Third party payments from and on behalf of other entities</b>		
	<b>2025–26 Estimated actual \$'000</b>	<b>2026–27 Estimate \$'000</b>
Payments made to other entities for the provision of services		
Comcare	15,574	18,323
Department of Finance	21,379	23,364
Department of Health, Disability and Ageing	271,160	257,522
Services Australia	39,160	23,877

All figures are GST exclusive.

- (a) Appropriation Bill (No. 1) 2026–2027.
- (b) Appropriation Bill (No. 2) 2026–2027.
- (c) Commonwealth cash contribution for Program 1.1 - Reasonable and Necessary Supports for Participants.
- (d) Cash contributions from state and territory governments.
- (e) Services provided in-kind to participants on behalf of the Australian Government and/or state and territory governments.
- (f) Other non-taxation revenue.

### 1.3 Budget measures

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

**Table 1.2: NDIA 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
<b>Reducing Spending on Consultants, Contractors and Labour Hire, and Non-wages Expenses - one year extension <sup>(a)</sup></b>					
National Disability Insurance Agency					
Departmental payments 1.2	-	-	-	-	(153,425)
<b>Total payments</b>	-	-	-	-	<b>(153,425)</b>
<b>Securing the National Disability Insurance Scheme for Future Generations <sup>(a) (b)</sup></b>					
National Disability Insurance Agency					
Departmental payments 1.1	-	(1,748,342)	(7,172,283)	(11,741,645)	(16,473,295)
Departmental payments 1.2	-	615,291	(80,919)	(6,431)	(6,170)
<b>Total payments</b>	-	<b>(1,133,051)</b>	<b>(7,253,202)</b>	<b>(11,748,076)</b>	<b>(16,479,465)</b>

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.

<sup>(a)</sup> NDIA is not the lead entity for this measure. NDIA impacts only are shown in this table.

<sup>(b)</sup> Part of the funding for this measure has already been provided for by the Government.

## 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 NDIA can be found at:  
[www.ndis.gov.au/publications/corporate-plan](http://www.ndis.gov.au/publications/corporate-plan)

The most recent Annual Performance Statements can be found at:  
[www.ndis.gov.au/publications/annual-report](http://www.ndis.gov.au/publications/annual-report)

### 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1**

Improve the independence, and the social and economic participation of eligible people with disability through the management of a financially sustainable National Disability Insurance Scheme with proper, efficient and effective use of resources.

#### Programs contributing to Outcome 1

**Program 1.1: Reasonable and Necessary Supports for Participants**

**Program 1.2: National Disability Insurance Agency and General Supports**

## Linked Programs

Other Commonwealth entities that contribute to Outcome 1
<p><b>Department of Social Services</b></p> <p><b>Programs</b></p> <ul style="list-style-type: none"> <li>• Program 1.4 – Financial Support for People with Disability</li> <li>• Program 1.5 – Financial Support for Carers</li> <li>• Program 1.8 – Disability Employment Services</li> </ul>
<p><b>Contribution to Outcome 1 made by linked programs</b></p> <p>DSS contributes to improving the wellbeing and social and economic participation of people with disability, their families and carers by administering <i>employment</i> programs such as <i>Inclusive Employment Australia</i>, and through social security payments such as the Disability Support Pension and Carer Payment.</p> <p>DSS is also working to improve coordination and delivery of early childhood policies, programs and supports across government through the implementation of the Early Years Strategy 2024–2034 (the Strategy) in collaboration with the NDIA and other relevant agencies. Launched on 7 May 2024, the Strategy aims to deliver better education, development and wellbeing outcomes for children aged 0-5 years and their families. The Strategy will be delivered through 3 action plans over the next 10 years. The First Action Plan 2024–2027 was released on 20 December 2024, alongside an Outcomes Framework which sets out how the Government will measure progress against the Strategy’s outcomes and vision over its 10-year life (1.3).</p> <p>The Australian Government, state and territory governments, Aboriginal and Torres Strait Islander representatives and the non-government sector are working together through Safe and Supported: the National Framework for Protecting Australia’s Children 2021–2031 (Safe and Supported) towards the shared goal of making significant and sustained progress in reducing the rate of child abuse and neglect and its intergenerational impacts. Safe and Supported sets out a 10-year strategy to improve the lives of children, young people and families experiencing disadvantage or who are vulnerable to abuse and neglect. It will drive change through collective effort across governments and sectors that impact the safety and wellbeing of children and young people.</p> <p>Safe and Supported is for all Australian children, young people and families, with a targeted focus on groups that are experiencing disadvantage or who are vulnerable to abuse and neglect. Achieving safety and wellbeing outcomes for children and families will help Safe and Supported achieve its goal.</p> <p>The first two Action Plans under Safe and Supported – Safe and Supported: First Action Plan 2023–2026 and Safe and Supported: Aboriginal and Torres Strait Islander First Action Plan 2023–2026, were launched on 31 January 2023.</p> <p>Under Action 7 of the Safe and Supported First Action Plan, DSS is working with the NDIA, states and territories, First Nations leaders and the non-government sector to ensure effective and timely responses for parents and carers living with disability and children and young people with disability and/or developmental concerns at risk of entering the child protection system, in out-of-home care, or transitioning to adulthood from out-of-home care.</p>

<b>Other Commonwealth entities that contribute to Outcome 1 (continued)</b>
<b>Department of Health, Disability and Ageing</b>
<p><b>Programs</b></p> <ul style="list-style-type: none"> <li>• Program 1.2 – Mental Health and Suicide Prevention</li> <li>• Program 2.2 – Hearing Services</li> <li>• Program 3.2 – Aged Care Services</li> <li>• Program 4.2 – National Disability Insurance Scheme</li> </ul>
<p><b>Contribution to Outcome 1 made by linked programs</b></p> <p>The Department of Health, Disability and Ageing contributes to improving the wellbeing and social and economic participation of people with disability, their families and carers including through the provision of relevant supports to people with disability and NDIS participants.</p>
<b>Services Australia</b>
<p><b>Programs</b></p> <ul style="list-style-type: none"> <li>• Program 1.1 – Strategy and Corporate Enabling</li> <li>• Program 1.2 – Customer Service Delivery</li> <li>• Program 1.3 – Technology and Transformation</li> </ul>
<p><b>Contribution to Outcome 1 made by linked programs</b></p> <p>Services Australia contributes to improving the wellbeing and social and economic participation of people with disability, their families and carers by supporting the NDIA with the delivery of shared services arrangements, provision of specialised resources, and the provision of payments on NDIA’s behalf.</p>
<b>NDIS Quality and Safeguards Commission</b>
<p><b>Programs</b></p> <ul style="list-style-type: none"> <li>• Program 1.1 – Support for National Disability Insurance Scheme providers in relation to registration</li> <li>• Program 1.2 – Program support for the NDIS Quality and Safeguards Commission</li> </ul>
<p><b>Contribution to Outcome 1 made by linked programs</b></p> <p>The NDIS Quality and Safeguards Commission contributes to improving the wellbeing and social and economic participation of people with disability, their families and their carers by: regulating NDIS providers; developing a nationally consistent approach to delivering quality and safeguards for people with disability receiving supports; registering providers who provide supports under the NDIS; managing complaints; receiving and acting on reportable incidents; providing leadership in behaviour support; and providing education and training for providers, workers and auditors.</p>
<b>Australian Transaction Reports and Analysis Centre</b>
<p><b>Programs</b></p> <ul style="list-style-type: none"> <li>• Program 1.1 – AUSTRACs</li> </ul>
<p><b>Contribution to Outcome 1 made by linked programs</b></p> <p>AUSTRAC collaborates with law enforcement, national security, revenue and other government entities to protect the Australian financial system from criminal abuse through actionable financial intelligence. AUSTRAC's role in the NDIA program is primarily through involvement in the Fraud Fusion Taskforce. AUSTRAC contributes by providing financial intelligence concerning NDIS providers who may be engaging in fraudulent behaviour.</p>

*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**

**Outcome 1:** Improve the independence, and the social and economic participation of eligible people with disability through the management of a financially sustainable National Disability Insurance Scheme with proper, efficient and effective use of resources.

	2025–26 Estimated actual \$'000	2026–27 Budget \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000	2029–30 Forward estimate \$'000
<b>Program 1.1: Reasonable and necessary support for participants</b>					
<b>Revenue from Government</b>					
Payment from related entities	38,216,437	40,095,310	39,636,237	39,986,798	40,353,135
Contributions from state and territory governments	12,096,411	13,080,003	14,151,446	14,286,797	14,428,104
Expenses not requiring appropriation in the Budget year <sup>(a)</sup>	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Revenues from other independent sources <sup>(b)</sup>	989,986	528,500	-	-	-
Revenue - other <sup>(c)</sup>	30,000	30,000	30,000	30,000	30,000
<b>Total for Program 1.1</b>	<b>51,302,834</b>	<b>53,703,813</b>	<b>53,787,683</b>	<b>54,273,595</b>	<b>54,781,239</b>
<b>Program 1.2: National Disability Insurance Agency and General Supports</b>					
<b>Revenue from Government</b>					
Ordinary annual services	2,390,498	2,251,057	1,470,999	1,503,700	1,603,360
Expenses not requiring appropriation in the Budget year <sup>(a)</sup>	436	48,786	13,593	(7,307)	5,351
Revenue - other <sup>(c)</sup>	469,695	467,252	125,470	131,593	138,881
<b>Total for Program 1.2</b>	<b>2,860,629</b>	<b>2,767,095</b>	<b>1,610,062</b>	<b>1,627,986</b>	<b>1,747,592</b>

**Table 2.1.1: Budgeted expenses for Outcome 1 (continued)**

	2025–26 Estimated actual \$'000	2026–27 Budget \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000	2029–30 Forward estimate \$'000
<b>Outcome 1 totals by resource type</b>					
<b>Revenue from Government</b>					
Ordinary annual services	2,390,498	2,251,057	1,470,999	1,503,700	1,603,360
Payment from related entities	38,216,437	40,095,310	39,636,237	39,986,798	40,353,135
Contributions from state and territory governments	12,096,411	13,080,003	14,151,446	14,286,797	14,428,104
Expenses not requiring appropriation in the Budget year <sup>(a)</sup>	(29,564)	18,786	(16,407)	(37,307)	(24,649)
Revenues from other independent sources <sup>(b)</sup>	989,986	528,500	-	-	-
Revenue - other <sup>(c)</sup>	499,695	497,252	155,470	161,593	168,881
<b>Total for Outcome 1</b>	<b>54,163,463</b>	<b>56,470,908</b>	<b>55,397,745</b>	<b>55,901,581</b>	<b>56,528,831</b>

	2025–26	2026–27
<b>Average staffing level (number)</b>	10,509	9,840

<sup>(a)</sup> 'Expenses not requiring appropriation in the budget year' includes AASB 16 Lease accounting treatment, 2026-27 operating surplus/deficit.

<sup>(b)</sup> 'Revenue from other independent sources' relates to services provided in-kind to participants on behalf of state and territory governments.

<sup>(c)</sup> 'Revenue - other' includes interest received and other non-taxation revenue.

## 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, 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 provided.

**Table 2.1.2: Performance measures for Outcome 1**

<b>Outcome 1:</b> Improve the independence, and the social and economic participation of eligible people with disability through the management of a financially sustainable National Disability Insurance Scheme with proper, efficient and effective use of resources.		
<b>Program 1.1: Reasonable and Necessary Supports for Participants</b> The objective of this program is to provide funding for reasonable and necessary supports, including early intervention supports, to eligible people with disability ensuring participants have flexibility, choice and control to pursue their goals for improved independence and social and economic participation.		
<b>Key Activity</b>	Improve participant experience and outcomes with a financially sustainable Scheme.	
<b>Year</b>	<b>Performance Measure</b>	<b>Expected Performance Results</b>
Current Year 2025–26	Participant social and community engagement rate.	<b>Target:</b> 43%. <b>Expected performance result: At risk</b> Barriers exist to realising this target, including: participants may have difficulty fully accessing transport and care workers, as well as confusion among some participants on how supports can be used. The NDIA continues to promote engagement by working with participants, partners and providers through education and collaboration.
<b>Year</b>	<b>Performance Measure</b>	<b>Planned Performance Results</b>
Budget Year 2026–27	Annualised growth rate of the NDIS.	Annual growth rate in projected scheme expenses as reported in the latest Annual Financial Sustainability Report (AFSR).
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Material changes to Program 1.1 resulting from 2026–27 Budget Measures: Nil		

<b>Program 1.2: National Disability Insurance Agency and General Supports</b>		
The objective of this program is to fulfill the functions of the NDIA delivering a financially sustainable NDIS to Australians in line with the NDIS Act.		
<b>Key Activity</b>	Develop a high-performing NDIA for participants.	
<b>Year</b>	<b>Performance Measure</b>	<b>Expected Performance Results</b>
Current Year 2025–26	Resolution on first call to National Contact Centre.	80% <b>Target: On track</b>
<b>Year</b>	<b>Performance Measure</b>	<b>Planned Performance Results</b>
Budget Year 2026–27	Resolution on first call to National Contact Centre.	80%
Forward Estimates 2027–30	As per 2026–27	As per 2026–27

<b>Program 1.2: National Disability Insurance Agency and General Supports</b>		
<b>Key Activity</b>	Facilitate NDIS markets to deliver accessible and innovative supports to people with disability.	
<b>Year</b>	<b>Performance Measure</b>	<b>Expected Performance Results</b>
Current Year 2025–26	NDIS pricing arrangements and price limits.	<b>Target:</b> Release of the NDIS pricing arrangements and price limits. <b>Expected performance result:</b> The NDIA has achieved this performance measure for 2025–26 through the release of updates to the Pricing Arrangements and Pricing Limits (PAPL) on 14 October 2025. <b>Target: Achieved</b>
<b>Year</b>	<b>Performance Measure</b>	<b>Planned Performance Results</b>
Budget Year 2026–27	NDIS pricing arrangements and price limits.	Release of the NDIS pricing arrangements and price limits.
Forward Estimates 2027–30	As per 2026–27	As per 2026–27
Material changes to Program 1.2 resulting from 2026–27 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

This section is not applicable to NDIA.

#### 3.1.2 Explanatory notes and analysis of budgeted financial statements

##### Income and expenses

The NDIA receives revenues from both the Commonwealth and state and territory governments for the provision of reasonable and necessary supports for participants. The revenue is represented in the income statement as sale of goods and rendering of services revenue, and other gains. This amount increases from \$53.7 billion in 2026–27 to \$54.8 billion by 2029–30.

Some NDIS services are provided to participants by state and territory governments on an in-kind basis. These are reflected in the income statement as other gains. This revenue reduces from \$990.0 million in 2025–26 to \$528.5 million in 2026–27. From 2027–28, these in-kind arrangements are expected to cease, and participants will instead obtain these services using their approved NDIS plan funding.

The NDIA's operating costs in 2026–27, of \$2.8 billion, will be funded through a combination of revenue from Government of \$2.3 billion and interest revenue of \$0.5 billion.

##### Balance Sheet

The NDIA is budgeting for a net asset position of \$2.4 billion at 30 June 2027.

Total assets as at 30 June 2027 are estimated to be \$6.3 billion, comprising \$6.0 billion in financial assets and \$0.3 billion in non-financial assets.

Total liabilities as at 30 June 2027 are estimated to be \$3.9 billion, comprising \$2.8 billion in participant plan and other provisions, \$0.7 billion in payable, \$0.2 billion in leases and \$0.2 billion in employee provisions.

### 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
<b>EXPENSES</b>					
Employee benefits	1,105,495	1,232,393	615,839	632,616	657,215
Supplier expenses	1,684,563	1,461,885	918,362	917,280	1,009,997
Depreciation and amortisation	67,960	70,126	73,092	75,238	77,443
Participant Plan Expenses	51,302,834	53,703,813	53,787,683	54,273,595	54,781,239
Interest on RoU	2,611	2,691	2,769	2,852	2,937
<b>Total expenses</b>	<b>54,163,463</b>	<b>56,470,908</b>	<b>55,397,745</b>	<b>55,901,581</b>	<b>56,528,831</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Revenue</b>					
Sale of goods and rendering of services	50,312,848	53,175,313	53,787,683	54,273,595	54,781,239
Interest	469,695	467,252	125,470	131,593	138,881
Other revenue	30,000	30,000	30,000	30,000	30,000
<b>Total revenue</b>	<b>50,812,543</b>	<b>53,672,565</b>	<b>53,943,153</b>	<b>54,435,188</b>	<b>54,950,120</b>
<b>Gains</b>					
Other	989,986	528,500	-	-	-
<b>Total gains</b>	<b>989,986</b>	<b>528,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total own-source income</b>	<b>51,802,529</b>	<b>54,201,065</b>	<b>53,943,153</b>	<b>54,435,188</b>	<b>54,950,120</b>
<b>Net cost of (contribution by) services</b>	<b>2,360,934</b>	<b>2,269,843</b>	<b>1,454,592</b>	<b>1,466,393</b>	<b>1,578,711</b>
Revenue from Government	2,390,498	2,251,057	1,470,999	1,503,700	1,603,360
<b>Surplus (Deficit)</b>	<b>29,564</b>	<b>(18,786)</b>	<b>16,407</b>	<b>37,307</b>	<b>24,649</b>
<b>Surplus (Deficit) attributable to the Australian Government</b>	<b>29,564</b>	<b>(18,786)</b>	<b>16,407</b>	<b>37,307</b>	<b>24,649</b>
<b>Total comprehensive income (loss) attributable to the Australian Government</b>	<b>29,564</b>	<b>(18,786)</b>	<b>16,407</b>	<b>37,307</b>	<b>24,649</b>

**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
<b>Total comprehensive income (loss) attributable to the Australian Government</b>	<b>29,564</b>	<b>(18,786)</b>	<b>16,407</b>	<b>37,307</b>	<b>24,649</b>
plus: depreciation/amortisation expenses for RoU assets	49,968	51,444	52,965	54,533	56,144
less: lease principal repayments <sup>(a)</sup>	(45,213)	(46,546)	(47,920)	(49,336)	(50,793)
<b>Total comprehensive income (loss) attributable to the agency</b>	<b>34,319</b>	<b>(13,888)</b>	<b>21,452</b>	<b>42,504</b>	<b>30,000</b>

Prepared on Australian Accounting Standards basis.

RoU = Right-of-Use asset

<sup>(a)</sup> Applies to 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
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents - cash on hand	3,101,490	3,069,951	6,218,101	6,581,586	6,954,709
Cash and cash equivalents - term deposit	2,800,000	2,800,000	-	-	-
Receivables	73,883	74,012	73,688	74,019	74,396
Other financial assets	27,093	45,649	46,544	47,402	48,306
<b>Total financial assets</b>	<b>6,002,466</b>	<b>5,989,612</b>	<b>6,338,333</b>	<b>6,703,007</b>	<b>7,077,411</b>
<b>Non-financial assets</b>					
Land and buildings	266,031	266,506	261,293	275,916	280,592
Property, plant and equipment	19,026	21,815	24,218	27,170	27,116
Other	36,233	36,233	36,233	36,233	36,233
<b>Total non-financial assets</b>	<b>321,290</b>	<b>324,554</b>	<b>321,744</b>	<b>339,319</b>	<b>343,941</b>
<b>Total assets</b>	<b>6,323,756</b>	<b>6,314,166</b>	<b>6,660,077</b>	<b>7,042,326</b>	<b>7,421,352</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	556,516	558,024	554,218	554,798	559,218
Other payables	305,311	163,070	94,080	90,681	88,204
<b>Total payables</b>	<b>861,827</b>	<b>721,094</b>	<b>648,298</b>	<b>645,479</b>	<b>647,422</b>
<b>Interest bearing liabilities</b>					
Leases	157,600	164,833	172,284	179,957	187,859
<b>Total interest bearing liabilities</b>	<b>157,600</b>	<b>164,833</b>	<b>172,284</b>	<b>179,957</b>	<b>187,859</b>
<b>Unearned revenue</b>					
Unearned revenue	329,995	-	-	-	-
<b>Total unearned revenue</b>	<b>329,995</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Provisions</b>					
Employees	195,091	196,553	192,874	195,693	199,973
Other provisions	13,479	13,479	13,479	13,479	13,479
Participants Plan Provision	2,331,391	2,802,620	3,201,148	3,538,417	3,878,669
<b>Total provisions</b>	<b>2,539,961</b>	<b>3,012,652</b>	<b>3,407,501</b>	<b>3,747,589</b>	<b>4,092,121</b>
<b>Total liabilities</b>	<b>3,889,383</b>	<b>3,898,579</b>	<b>4,228,083</b>	<b>4,573,025</b>	<b>4,927,402</b>
<b>Net assets</b>	<b>2,434,373</b>	<b>2,415,587</b>	<b>2,431,994</b>	<b>2,469,301</b>	<b>2,493,950</b>
<b>EQUITY*</b>					
Contributed equity	210,441	210,441	210,441	210,441	210,441
Reserves	57,399	57,399	57,399	57,399	57,399
Retained surpluses or (accumulated deficits)	2,166,533	2,147,747	2,164,154	2,201,461	2,226,110
<b>Total equity</b>	<b>2,434,373</b>	<b>2,415,587</b>	<b>2,431,994</b>	<b>2,469,301</b>	<b>2,493,950</b>

Prepared on Australian Accounting Standards basis.

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

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

	Retained earnings	Asset revaluation reserve	Contributed equity/ capital	Total equity
	\$'000	\$'000	\$'000	\$'000
<b>Opening balance as at 1 July 2026</b>				
Balance carried forward from previous period	2,166,533	57,399	210,441	<b>2,434,373</b>
Surplus (deficit) for the period	(18,786)	-	-	<b>(18,786)</b>
<b>Estimated closing balance as at 30 June 2027</b>	<b>2,147,747</b>	<b>57,399</b>	<b>210,441</b>	<b>2,415,587</b>

Prepared on Australian Accounting Standards basis.

**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
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Appropriations	2,390,498	2,251,057	1,470,999	1,503,700	1,603,360
Sales of goods and rendering of services	50,188,059	52,845,318	53,787,683	54,273,595	54,781,239
Interest	477,323	448,696	124,575	130,735	137,977
Net GST received	102,313	104,632	106,278	107,646	105,526
Other	30,000	30,000	30,000	30,000	30,000
<b>Total cash received</b>	<b>53,188,193</b>	<b>55,679,703</b>	<b>55,519,535</b>	<b>56,045,676</b>	<b>56,658,102</b>
<b>Cash used</b>					
Employees	1,104,587	1,230,773	619,916	629,492	652,472
Suppliers	1,683,777	1,460,377	922,168	916,700	1,005,577
Net GST paid	102,387	104,761	105,954	107,977	105,903
Interest payments on lease liability	2,611	2,691	2,769	2,852	2,937
Participant Plan Expenses	50,509,414	52,846,483	53,457,747	53,940,030	54,443,927
<b>Total cash used</b>	<b>53,402,776</b>	<b>55,645,085</b>	<b>55,108,554</b>	<b>55,597,051</b>	<b>56,210,816</b>
<b>Net cash from (or used by) operating activities</b>	<b>(214,583)</b>	<b>34,618</b>	<b>410,981</b>	<b>448,625</b>	<b>447,286</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash received</b>					
Proceeds from sale of investments	900,000	-	2,800,000	-	-
<b>Total cash received</b>	<b>900,000</b>	<b>-</b>	<b>2,800,000</b>	<b>-</b>	<b>-</b>
<b>Cash used</b>					
Purchase of property, plant and equipment	72,382	19,611	14,911	35,804	23,370
<b>Total cash used</b>	<b>72,382</b>	<b>19,611</b>	<b>14,911</b>	<b>35,804</b>	<b>23,370</b>
<b>Net cash from (or used by) investing activities</b>	<b>827,618</b>	<b>(19,611)</b>	<b>2,785,089</b>	<b>(35,804)</b>	<b>(23,370)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash received</b>					
Contributed equity	4,709	-	-	-	-
Cash transferred due to restructure	5,881,786	-	-	-	-
<b>Total cash received</b>	<b>5,886,495</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash used</b>					
Cash transferred due to restructure	5,881,786	-	-	-	-
Lease principal repayments	45,213	46,546	47,920	49,336	50,793
<b>Total cash used</b>	<b>5,926,999</b>	<b>46,546</b>	<b>47,920</b>	<b>49,336</b>	<b>50,793</b>
<b>Net cash from (or used by) financing activities</b>	<b>(40,504)</b>	<b>(46,546)</b>	<b>(47,920)</b>	<b>(49,336)</b>	<b>(50,793)</b>
<b>Net increase (or decrease) in cash held</b>	<b>572,531</b>	<b>(31,539)</b>	<b>3,148,150</b>	<b>363,485</b>	<b>373,123</b>
Cash and cash equivalents at the beginning of the reporting period	2,528,959	3,101,490	3,069,951	6,218,101	6,581,586
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>3,101,490</b>	<b>3,069,951</b>	<b>6,218,101</b>	<b>6,581,586</b>	<b>6,954,709</b>

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
<b>CAPITAL APPROPRIATIONS</b>					
Equity injections - Bill 2	4,709	-	-	-	-
<b>Total capital appropriations</b>	<b>4,709</b>	-	-	-	-
<b>Total new capital appropriations represented by:</b>					
Purchase of non-financial assets	4,709	-	-	-	-
<b>Total items</b>	<b>4,709</b>	-	-	-	-
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded by capital appropriations - equity injection <sup>(a)</sup>	4,709	-	-	-	-
Funded internally from departmental resources	67,673	19,611	14,911	35,804	7,845
<b>Total acquisitions of non-financial assets</b>	<b>72,382</b>	<b>19,611</b>	<b>14,911</b>	<b>35,804</b>	<b>7,845</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	72,382	19,611	14,911	35,804	23,370
<b>Total cash used to acquire assets</b>	<b>72,382</b>	<b>19,611</b>	<b>14,911</b>	<b>35,804</b>	<b>23,370</b>

Prepared on Australian Accounting Standards basis.

<sup>(a)</sup> Includes both current Appropriation Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.

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

	Buildings \$'000	Property, plant and equipment \$'000	Total \$'000
<b>As at 1 July</b>			
Gross book value	158,563	40,957	<b>199,520</b>
Gross book value - RoU	392,193	3,751	<b>395,944</b>
Accumulated depreciation/amortisation and impairment	(18,290)	(23,913)	<b>(42,203)</b>
Accumulated depreciation/amortisation and impairment - RoU	(266,435)	(1,769)	<b>(268,204)</b>
<b>Opening net book balance</b>	<b>266,031</b>	<b>19,026</b>	<b>285,057</b>
<b>CAPITAL ASSET ADDITIONS</b>			
<b>Estimated expenditure on new or replacement assets</b>			
By purchase - internally funded	12,222	7,389	<b>19,611</b>
By purchase - RoU	53,025	754	<b>53,779</b>
<b>Total additions</b>	<b>65,247</b>	<b>8,143</b>	<b>73,390</b>
<b>Other movements</b>			
Depreciation/amortisation expense	(14,088)	(4,594)	<b>(18,682)</b>
Depreciation/amortisation expense - RoU	(50,684)	(760)	<b>(51,444)</b>
<b>Total other movements</b>	<b>(64,772)</b>	<b>(5,354)</b>	<b>(70,126)</b>
<b>As at 30 June</b>			
Gross book value	170,785	48,346	<b>219,131</b>
Gross book value - RoU	445,218	4,505	<b>449,723</b>
Accumulated depreciation/amortisation and impairment	(32,378)	(28,507)	<b>(60,885)</b>
Accumulated depreciation/amortisation and impairment - RoU	(317,119)	(2,529)	<b>(319,648)</b>
<b>Closing net book balance</b>	<b>266,506</b>	<b>21,815</b>	<b>288,321</b>

Prepared on Australian Accounting Standards basis.

RoU = Right-of-Use asset