

PORTFOLIO BUDGET STATEMENTS 2025–26  
BUDGET RELATED PAPER NO. 1.1

**AGRICULTURE, FISHERIES AND  
FORESTRY PORTFOLIO**

Budget Initiatives and Explanations of Appropriations  
Specified by Outcomes and Programs by Entity

© Commonwealth of Australia 2025

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**Julie Collins MP**

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**Minister for Agriculture, Fisheries and Forestry  
Minister for Small Business**

President of the Senate  
Australian Senate  
Parliament House  
CANBERRA ACT 2600

Speaker  
House of Representatives  
Parliament House  
CANBERRA ACT 2600

Dear President  
Dear Mr Speaker

I hereby submit Portfolio Budget Statements in support of the 2025-26 Budget for the Agriculture, Fisheries and Forestry portfolio.

These statements have been developed, and are submitted to the Parliament, as a statement on the outcomes for the Portfolio.

I present these statements by virtue of my ministerial responsibility for accountability to the Parliament and, through it, the public.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Julie Collins', written over a horizontal line.

Julie Collins MP

## Abbreviations and conventions

The following notation may be used:

NEC/nec	not elsewhere classified
-	nil
..	not zero, but rounded to zero
na	not applicable (unless otherwise specified)
nfp	not for publication
\$m	\$ million
\$b	\$ billion

Figures in tables and in the text may be rounded. Figures in text are generally rounded to one decimal place, whereas figures in tables are generally rounded to the nearest thousand. Discrepancies in tables between totals and sums of components are due to rounding.

## Enquiries

Should you have any enquiries regarding this publication please contact Matthew Geysen, Chief Finance Officer, Department of Agriculture, Fisheries and Forestry on (02) 6272 3094, or alternatively [externalbudgets@aff.gov.au](mailto:externalbudgets@aff.gov.au).

Links to Portfolio Budget Statements (including Portfolio Additional Estimates Statements and Portfolio Supplementary Additional Statements) can be located on the Australian Government Budget website at: [www.budget.gov.au](http://www.budget.gov.au).

**User guide  
to the  
Portfolio Budget Statements**

# User guide

The purpose of the *2025–26 Portfolio Budget Statements* (PB Statements) is to inform Senators and Members of Parliament of the proposed allocation of resources to government outcomes by entities within the portfolio. Entities receive resources from the annual appropriations acts, special appropriations (including standing appropriations and special accounts), and revenue from other sources.

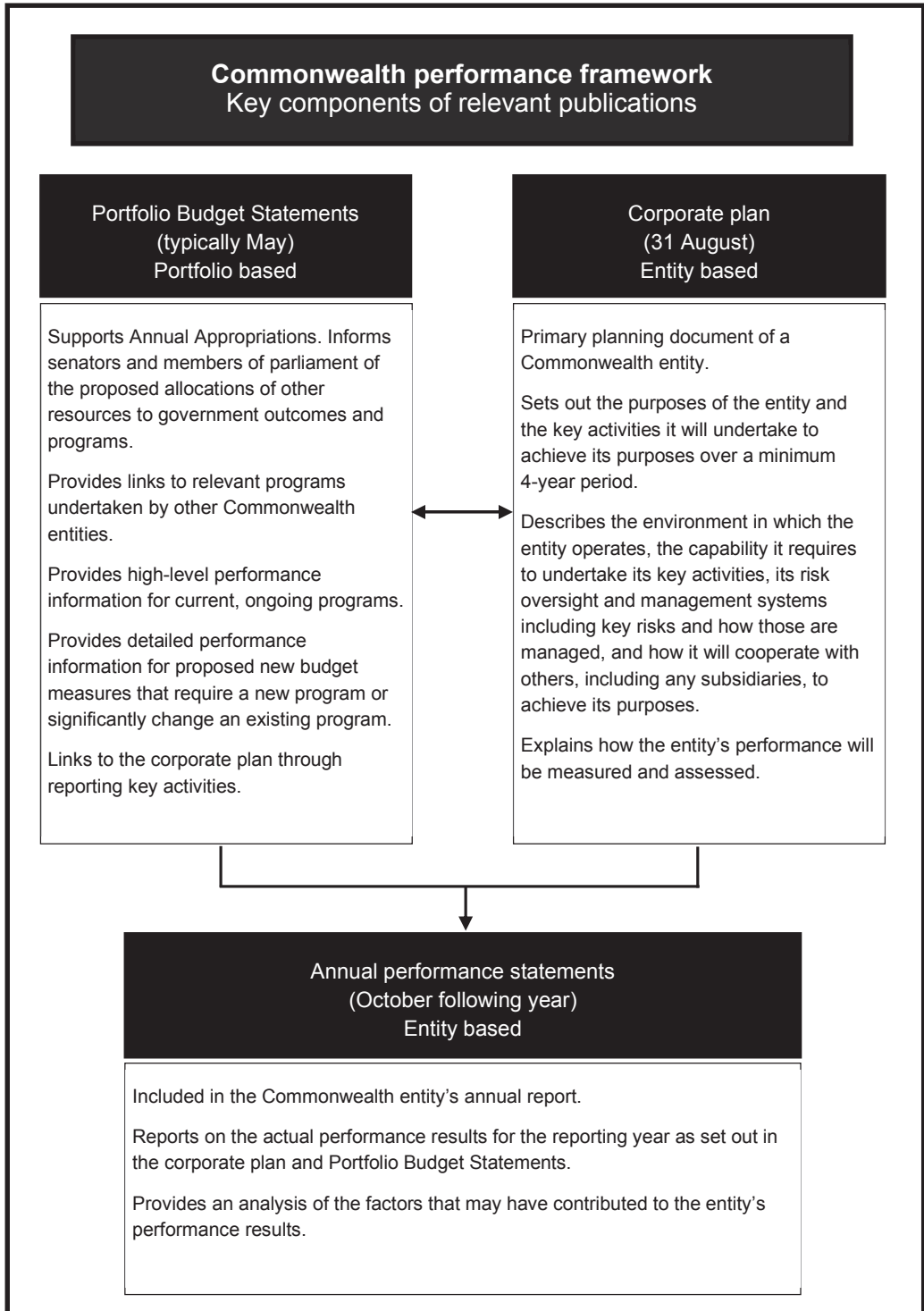
A key role of the PB Statements is to facilitate the understanding of proposed annual appropriations in Appropriation Bills (No. 1 and No. 2) 2025–26 (or Appropriation (Parliamentary Departments) Bill (No. 1) 2025–26 for the parliamentary departments) and related Supply Bills where they exist applicable to the 2025–26 Budget. In this sense, the PB Statements are Budget related papers and are declared by the Appropriation Acts to be ‘relevant documents’ to the interpretation of the Acts according to section 15AB of the *Acts Interpretation Act 1901*.

The PB Statements provide information, explanation and justification to enable Parliament to understand the purpose of each outcome proposed in the Bills.

As required under section 12 of the *Charter of Budget Honesty Act 1998*, only entities within the general government sector are included as part of the Commonwealth general government sector fiscal estimates and produce PB Statements where they receive funding (either directly or via portfolio departments) through the annual appropriation acts.

## The Commonwealth performance framework

The following diagram outlines the key components of the Commonwealth performance framework. The diagram identifies the content of each of the publications and the relationship between them. Links to the publications for each entity within the portfolio can be found in the introduction to Section 2: Outcomes and planned performance.







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# **Portfolio overview**



# Agriculture, Fisheries and Forestry Portfolio overview

## Minister(s) and portfolio responsibilities

The Agriculture, Fisheries and Forestry portfolio is overseen by:

- The Minister for Agriculture, Fisheries and Forestry, Minister Julie Collins.
- Assistant Minister for Agriculture, Fisheries and Forestry, Senator, the Hon. Anthony Chisholm.

The portfolio consists of:

- Department of Agriculture, Fisheries and Forestry
- AgriFutures Australia
- Australian Fisheries Management Authority
- Australian Pesticides and Veterinary Medicines Authority
- Cotton Research and Development Corporation
- Fisheries Research and Development Corporation
- Grains Research and Development Corporation
- Regional Investment Corporation
- Wine Australia.

Each entity within the portfolio has at least one outcome and program. Details are provided in each entity's section of this document.

For information on resourcing across the portfolio, please refer to Part 1: Agency Financial Resourcing in *Budget Paper No. 4: Agency Resourcing*.

**Figure 1: Agriculture, Fisheries and Forestry portfolio structure and outcomes**

<p><b>Minister for Agriculture, Fisheries and Forestry</b> Julie Collins MP</p>
<p><b>Assistant Minister for Agriculture, Fisheries and Forestry</b> Senator the Hon. Anthony Chisholm</p>
<p style="text-align: center;"><b>Department of Agriculture, Fisheries and Forestry (DAFF)<sup>(a)</sup></b> Secretary: Mr Adam Fennessy PSM</p> <p>Outcome 1: More sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries through policies and initiatives that promote better resource management practices, innovation, self-reliance and improved access to international markets.</p> <p>Outcome 2: Safeguard Australia’s animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases, through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australian agricultural, food and fibre industries.</p>
<p style="text-align: center;"><b>AgriFutures Australia (AgriFutures)<sup>(b)</sup></b> Managing Director: Mr John Harvey</p> <p>Outcome: Growth in the long-term prosperity of Australian rural industries by investing, through partnerships with industry, in research, development, extension, and commercialisation that fosters sustainable and profitable existing and emerging rural industries, and cross sector opportunities and challenges.</p>
<p style="text-align: center;"><b>Australian Fisheries Management Authority (AFMA)<sup>(a)</sup></b> Chief Executive Officer: Mr Wez Norris</p> <p>Outcome: Ecologically sustainable and economically efficient Commonwealth fisheries, through understanding and monitoring Australia’s marine living resources and regulating and monitoring commercial fishing, including domestic licensing and deterrence of illegal foreign fishing.</p>
<p style="text-align: center;"><b>Australian Pesticides and Veterinary Medicines Authority (APVMA)<sup>(b)</sup></b> Chief Executive Officer: Mr Scott Hansen</p> <p>Outcome: Protection of the health and safety of people, animals, the environment, and agricultural and livestock industries through regulation of pesticides and veterinary medicines.</p>

**Figure 1: Agriculture, Fisheries and Forestry portfolio structure and outcomes (continued)**

<p style="text-align: center;"><b>Cotton Research and Development Corporation (CRDC)<sup>(b)</sup></b> Executive Director: Mr Allan Williams</p> <p>Outcome: Adoption of innovation that leads to increased productivity, competitiveness and environmental sustainability through investment in research and development that benefits the Australian cotton industry and the wider community.</p>
<p style="text-align: center;"><b>Fisheries Research and Development Corporation (FRDC)<sup>(b)</sup></b> Managing Director: Dr Patrick Hone</p> <p>Outcome: Increased economic, social and environmental benefits for Australian fishing and aquaculture, and the wider community, by investing in knowledge, innovation, and marketing.</p>
<p style="text-align: center;"><b>Grains Research and Development Corporation (GRDC)<sup>(b)</sup></b> Managing Director: Mr Nigel Hart</p> <p>Outcome: New information and products that enhance the productivity, competitiveness and environmental sustainability of Australian grain growers and benefit the industry and wider community, through planning, managing and implementing investments in grains research and development.</p>
<p style="text-align: center;"><b>Regional Investment Corporation (RIC)<sup>(b)</sup></b> Chief Executive Officer: Mr John Howard</p> <p>Outcome: Encourage growth, investment and resilience in Australian farm businesses and rural and regional communities by delivering the Commonwealth's farm business concessional loans.</p>
<p style="text-align: center;"><b>Wine Australia (WA)<sup>(b)</sup></b> Chief Executive Officer: Dr Martin Cole</p> <p>Outcome: Foster and enable a competitive Australian wine industry by investing in research and development, building markets, disseminating knowledge and ensuring compliance.</p>

(a) 'Non-corporate Commonwealth Entity' (NCCE) as defined under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

(b) 'Corporate Commonwealth Entity' (CCE) as defined under the PGPA Act.

### **Other industry-owned and not-for-profit companies related to the portfolio**

Australian industry-owned companies are independent corporate entities, established under specific legislation with expertise-based boards. The company members appoint the directors of the board. Companies are accountable to the Minister for Agriculture, Fisheries and Forestry through legislation and statutory funding agreements and are entitled to receive industry levies and matching Australian Government funding for eligible research and development (R&D) expenditure. These entities report outside the general government sector.

The following industry-owned companies provide R&D and marketing services.

- Australian Egg Corporation Limited
- Australian Livestock Export Corporation Limited
- Australian Meat Processor Corporation Limited
- Australian Pork Limited
- Australian Wool Innovation Limited
- Dairy Australia Limited
- Forest and Wood Products Australia Limited
- Horticulture Innovation Australia Limited
- Meat and Livestock Australia Limited
- Sugar Research Australia Limited.

Separately, the Australian Government provides funding to the following not-for-profit, portfolio-related companies.

- Animal Health Australia
- Plant Health Australia Limited.



# Entities' resources and planned performance

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# **Department of Agriculture, Fisheries and Forestry**

## **Entity resources and planned performance**



# Department of Agriculture, Fisheries and Forestry

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# Department of Agriculture, Fisheries and Forestry

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

The Department of Agriculture, Fisheries and Forestry strengthens Australia's agriculture, fisheries and forestry sectors by supporting farmers, fishers and foresters, building our export markets, and safeguarding our plants, animals and the environment from pests and diseases. Working with stakeholders to bolster agricultural production, facilitate trade, maintain biosecurity and strengthen Australia's food security, the department plays a vital role in advancing a more resilient, prosperous, and secure Australia.

As economic pressures on Australian communities change, the department is working to boost Australia's food security through our robust, sustainable agriculture industry to yield higher farmgate value for farmers and minimise price volatility and prices at the checkout. The overall value of the agriculture, fisheries and forestry sectors are projected to reach \$98 billion in 2025-26, the third highest production value on record. The department is safeguarding Australia's food security, primary sector resilience and enhancing our domestic and international competitiveness, while supporting an increase in agricultural productivity and profitability.

The department is taking a proactive approach to address the challenges of increasing food prices and their direct impacts on Australian households. By developing a National Food Security Strategy, co-designed with agricultural industries and community stakeholders, we are taking steps to modernise and bolster the food supply chain. The National Food Security Strategy will boost the security and supply chain resilience of agriculture and food production systems in Australia and help to ease cost-of-living pressures on Australians. The strategy will also see the development of a plan for bioenergy feedstocks, ensuring a climate smart and coordinated approach that will be critical to Australia's low carbon liquid fuel industry into the future. A food secure Australia will ensure we are a nation that can not only feed itself but promote sustainability and ongoing productivity for our agriculture sector.

The Government is increasing its investment in regional trade events by doubling funding to Australia's premier beef industry showcase, as well as providing new funding to support events for other sectors. Government support for, and presence at, regional trade events secures a vibrant and diverse trade event calendar for Australia's agricultural producers. Trade events facilitate economic opportunities in the long term by supporting trade, business networking, investment, productivity and innovation enhancements.

The Government is continuing to invest in enabling and protecting international market access for agricultural goods, representing Australia’s agricultural interests and contributing to global standards for free and fair trade. These trade functions are critical in supporting Australia’s agricultural, fisheries and forestry exporting businesses in accessing overseas markets and ensuring the smooth flow of trade in Australian food and fibre products. These functions also support stability of Australia’s international agricultural trade position in a more uncertain geopolitical and international trading environment.

Australia’s biosecurity system is essential to the long-term profitability of our agriculture, fisheries and forestry industries, and supports the sustainability of farm production, tourism and unique environment. The Government is making further investments in this system, providing additional resourcing to support front-line biosecurity services at air and sea ports across the country. Front-line biosecurity officers play a critical role in protecting Australia from harmful pests and diseases that risk our primary production, economic activities, natural environment and human health. This additional resourcing complements investments made by the Government through the 2023-24 Budget of \$1 billion over four years and \$260 million ongoing, and a further \$249.6 million in the 2024-25 MYEFO for High Pathogenicity Avian Influenza preparedness and response activities. Additionally, in order to help reduce and prevent the impact of established pests and weeds on Australian agriculture, regional communities, the environment and First Nations culture, the department will continue national coordinated action, research and development to improve control tools, and strategic on-ground activities, such as through the National Feral Deer Management Coordinator.

We seek to achieve our mission through the department’s two outcomes:

**Outcome 1:** More sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries through policies and initiatives that promote better resource management practices, innovation, self-reliance and improved access to international markets.

**Outcome 2:** Safeguard Australia’s animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases, through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australian agricultural, food and fibre industries.



## 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' 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: Department of Agriculture, Fisheries and Forestry Resource Statement – Budget estimates for 2025–26 as at Budget March 2025**

	2024–25 <i>Estimated actual</i> \$'000	2025–26 Estimate \$'000
<b><u>Departmental</u></b>		
<b>Annual appropriations – ordinary annual services<sup>(a)</sup></b>		
Prior year appropriations available <sup>(b)</sup>	250,702	207,563
Departmental appropriation <sup>(c)</sup>	762,151	759,827
Section 74 external revenue <sup>(d)</sup>	11,163	23,639
Departmental capital budget <sup>(e)</sup>	79,154	68,144
<b>Annual appropriations – other services – non-operating<sup>(f)</sup></b>		
Prior year appropriations available <sup>(b)</sup>	37,843	38,915
Equity injection	46,366	24,544
<b><i>Total departmental annual appropriations</i></b>	<b>1,187,379</b>	<b>1,122,632</b>
<b>Special accounts<sup>(g)</sup></b>		
Opening balance	42,939	42,939
Appropriation receipts <sup>(h)</sup>	92,413	92,413
Non-appropriation receipts	581,713	613,851
<b><i>Total special account receipts</i></b>	<b>717,065</b>	<b>749,203</b>
<i>less departmental appropriations drawn from annual/special appropriations and credited to special accounts</i>	<i>(92,413)</i>	<i>(92,413)</i>
<b><i>Total departmental resourcing</i></b>	<b>1,812,031</b>	<b>1,779,422</b>

**Table 1.1 Department of Agriculture, Fisheries and Forestry Resource Statement – Budget estimates for 2025–26 as at Budget March 2025 (continued)**

	2024–25 <i>Estimated actual</i> \$'000	2025–26 Estimate \$'000
<b>Administered</b>		
<b>Annual appropriations – ordinary annual services<sup>(a)</sup></b>		
DAFF Outcome 1	172,244	190,520
DAFF Outcome 2	76,219	38,605
Prior year appropriations available <sup>(b)</sup>	8,139	62,485
<b>Annual appropriations – other services – non-operating<sup>(f)</sup></b>		
Prior year appropriations available <sup>(b)</sup>	241,863	21,904
Administered assets and liabilities	237,214	327,790
<b>Total administered annual appropriations</b>	<b>735,679</b>	<b>641,304</b>
<b>Total administered special appropriations</b>	<b>1,180,746</b>	<b>1,204,288</b>
<b>Special accounts<sup>(g)</sup></b>		
Opening balance	61,927	56,782
Non-appropriation receipts	100,000	100,000
<b>Total special account receipts</b>	<b>161,927</b>	<b>156,782</b>
<i>less payments to corporate entities from annual/special appropriations<sup>(i)</sup></i>	<i>(500,680)</i>	<i>(475,883)</i>
<b>Total administered resourcing</b>	<b>1,577,672</b>	<b>1,526,491</b>
<b>Total resourcing for the Department of Agriculture, Fisheries and Forestry</b>	<b>3,389,703</b>	<b>3,305,913</b>
	<b>2024–25</b>	<b>2025–26</b>
<b>Average staffing level (number)</b>	<b>6,171</b>	<b>6,373</b>

**Table 1.1 Department of Agriculture, Fisheries and Forestry Resource Statement – Budget estimates for 2025–26 as at Budget March 2025 (continued)**

Prepared on a resourcing (that is, 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) 2025–26 and Supply Bill (No. 1) 2025–26.
- b) Excludes \$281.8m subject to administrative quarantine by Finance or withheld under section 51 of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*.
- c) Excludes departmental capital budget (DCB).
- d) Estimated External Revenue receipts under section 74 of the PGPA Act.
- e) Departmental capital budgets are not separately identified in Appropriation Bill (No. 1) and Supply Bill (No. 1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details. For accounting purposes, this amount has been designated as a 'contribution by owner'.
- f) Appropriation Bill (No. 2) 2025–26 and Supply Bill (No. 2) 2025–26.
- g) Excludes trust moneys held in Services for Other Entities and Trust Moneys (SOETM) and other special accounts. For further information on special accounts, please refer to the Budget Paper No. 4 – Agency Resourcing. Please also see Table 2.1 for further information on outcome and program expenses broken down by various funding sources, e.g. annual appropriations, special appropriations and special accounts.
- h) Amounts credited to the special account(s) from the department's annual and special appropriations.
- i) 'Corporate entities' are corporate Commonwealth entities and Commonwealth companies as defined under the PGPA Act.

**Table 1.1: Department of Agriculture, Fisheries and Forestry Resource Statement – Budget estimates for 2025–26 as at Budget March 2025 (continued)****Third party payments from and on behalf of other entities**

	<i>2024–25 Estimated actual \$'000</i>	<i>2025–26 Estimate  \$'000</i>
Payments made by other entities on behalf of the Department of Agriculture, Fisheries and Forestry	70,421	105,108
Payments made to other entities for the provision of services (disclosed above)	72,883	79,458
<b>Draw-downs made on behalf of corporate entities within the portfolio</b>		
Australian Pesticides and Veterinary Medicines Authority		
Administered Appropriation Bill (No. 1)	2,260	7,584
Regional Investment Corporation		
Administered Appropriation Bill (No. 1)	22,586	23,353
Administered Appropriation Bill (No. 2)	-	338
<b>Total draw-downs on behalf of corporate entities within the portfolio</b>	<b>24,846</b>	<b>31,275</b>
	<i>2024–25 Estimated actual \$'000</i>	<i>2025–26 Estimate  \$'000</i>
<b>Payments made to corporate entities within the Portfolio</b>		
AgriFutures Australia		
Administered Appropriation Bill (No. 1)	10,435	10,645
Special Appropriation	33,869	33,592
Australian Pesticides and Veterinary Medicines Authority		
Administered Appropriation Bill (No. 1)	151	153
Special Appropriation	42,164	46,392
Cotton R&D Corporation		
Special Appropriation	20,703	25,601
Fisheries R&D Corporation		
Special Appropriation	28,128	29,373
Grains R&D Corporation		
Special Appropriation	330,907	299,514
Wine Australia		
Administered Appropriation Bill (No. 1)	10,000	-
Special Appropriation	24,323	30,613
<b>Total payments made to corporate entities within the portfolio</b>	<b>500,680</b>	<b>475,883</b>

### 1.3 Budget measures

Budget measures in Part 1 relating to Department of Agriculture, Fisheries and Forestry are detailed in the Budget Paper No. 2 and are summarised below.

**Table 1.2: Department of Agriculture, Fisheries and Forestry 2025–26 Budget measures**

**Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook (MYEFO)**

Program	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	
<b>Payment Measures</b>						
Agriculture Priorities						
Administered payment <sup>(a)</sup>	Multiple	-	10,521	7,103	2,154	-
Departmental payment	OC1, OC2	-	9,206	1,344	115	-
<b>Total</b>		-	<b>19,727</b>	<b>8,447</b>	<b>2,269</b>	-
Savings from External Labour -further extension						
Administered payment		-	-	-	-	-
Departmental payment	OC2	-	-	-	-	(12,781)
<b>Total</b>		-	-	-	-	<b>(12,781)</b>
<b>Australian Pesticides and Veterinary Medicines Authority (APVMA) [Pass-through]</b>						
Savings from External Labour -further extension						
Administered payment		-	-	-	-	(26)
Departmental payment	1.10	-	-	-	-	-
<b>Total</b>		-	-	-	-	<b>(26)</b>
<b>Regional Investment Corporation [Pass-through]</b>						
Savings from External Labour -further extension						
Administered payment		-	-	-	-	(714)
Departmental payment	1.11	-	-	-	-	-
<b>Total</b>		-	-	-	-	<b>(714)</b>
<b>Total Payments</b>						
Administered payment <sup>(a)</sup>		-	10,521	7,103	2,154	(740)
Departmental payment		-	9,206	1,344	115	(12,781)
<b>Total</b>		-	<b>19,727</b>	<b>8,447</b>	<b>2,269</b>	<b>(13,521)</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.

(a) This measure relates to administered programs 1.1, 1.2, 1.3 and 1.10.

## 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.

Following the publication of the 2024-25 PB Statements in May 2024, the department made some changes to its performance measures and targets. This PB Statements includes the performance measures and targets published in the Corporate Plan 2024-25.

**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 measures 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 can be found at:

<https://www.agriculture.gov.au/about/reporting/corporate-plan>

The most recent annual performance statement can be found at:

<https://www.agriculture.gov.au/about/reporting/annual-report>

## 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1: Outcome 1: More sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries through policies and initiatives that promote better resource management practices, innovation, self-reliance and improved access to international markets.**

### 2.1.1 Linked programs

#### **Portfolio Agencies:**

Agrifutures Australia

Australian Fisheries Management Authority

Australian Pesticides and Veterinary Medicines Authority

Cotton Research and Development Corporation

Fisheries Research and Development Corporation

Grains Research and Development Corporation

Regional Investment Corporation

Wine Australia

#### **Programs**

Program 1.1 – Australian Fisheries Management Authority

Program 1.1 – Australian Pesticides and Veterinary Medicines Authority

Program 1.1 – Cotton Research and Development Corporation

Program 1.1 – Fisheries Research and Development Corporation

Program 1.1 – Grains Research and Development Corporation

Program 1.1 – Rural Industries and Development Corporation (Agrifutures Australia)

Program 1.1 – Regional Investment Corporation

Program 1.1 – Wine Australia

#### **Contribution to Outcome 1 made by linked programs:**

DAFF works together with Agrifutures Australia, Australian Fisheries Management Authority, Australian Pesticides and Veterinary Medicines Authority, Cotton Research and Development Corporation, Fisheries Research and Development Corporation, Grains Research and Development Corporation, Regional Investment Corporation and Wine Australia to ensure sustainable, productive, and profitable agriculture industries.



<b>Australian Trade and Investment Commission</b>
<p>Program 1.1: Support Australian exporters to expand internationally, attract productive international investment, and grow the visitor economy</p> <p>Program 1.2: Programs to support Australian exporters to expand internationally, attract productive international investment, and grow the visitor economy</p>
<p><b>Contribution to Outcome 1 made by linked program</b></p> <p>DAFF, the Department of Foreign Affairs and Trade (DFAT) and the Australian Trade and Investment Commission (Austrade) work together to achieve the best outcomes for Australian agricultural, fisheries and forestry exporters, including through improved market access.</p>
<b>Bureau of Meteorology</b>
Program 1.1: Bureau of Meteorology
<p><b>Contribution to Outcome 1 made by linked program</b></p> <p>The Bureau of Meteorology provides weather, climate and water modelling and information to DAFF.</p>
<b>Department of Climate Change, Energy, the Environment and Water</b>
<p>Program 1.1 Reduce Australia's greenhouse gas emissions.</p> <p>Program 2.1: Conserve, protect and sustainably manage Australia's natural environment through a nature positive approach</p>
<p><b>Contribution to Outcome 1 made by linked program</b></p> <p>DAFF and Department of Climate Change, Energy, the Environment and Water (DCCEEW) work together to deliver programs under the current phase of the Natural Heritage Trust, and to support the agriculture, fisheries and forestry sectors to reduce greenhouse gas emissions.</p>
<b>Department of Industry, Science and Resources</b>
<p>Program 1.1: Growing Innovative and Competitive Businesses, Industries and Regions</p> <p>Program 1.2: Investing in Science and Technology</p> <p>Program 1.3: Supporting a Strong Resources Sector</p>
<p><b>Contribution to Outcome 1 made by linked programs:</b></p> <p>The Department of Industry, Science and Resources works collaboratively with DAFF to monitor and manage critical supply chain risks in the agricultural sector, while providing laboratory services and expertise to support the National Residue Survey, Imported Food Inspection Scheme, and other trade enabling activities through the National Measurement Institute.</p>

<b>Department of the Treasury</b>
Program 1.4: Commonwealth-State Financial Relations
<p><b>Contribution to Outcome 1 made by linked programs:</b></p> <p>The Department of the Treasury contributes to Outcome 1 by making payments through the Federation Funding Agreement Framework on behalf of DAFF, for the following funding agreements:</p> <ul style="list-style-type: none"> <li>• Implementation of the Live Sheep Exports by Sea Phase Out (SPP1013)</li> <li>• Partnering to Implement the National Soil Action Plan (SPP970)</li> <li>• Management of Established Pests and Weeds (SPP693)</li> <li>• Support Forestry Strategy Development (SPP1029)</li> </ul> <p>Future Drought Fund</p> <ul style="list-style-type: none"> <li>• Farm Business Resilience (SPP840)</li> <li>• Regional Drought Resilience Planning (SPP838)</li> </ul>
<b>National Indigenous Australians Agency</b>
Program 1.1: Jobs, Land and the Economy
<p><b>Contribution to Outcome 1 made by linked program:</b></p> <p>DAFF and National Indigenous Australians Agency work together to provide opportunities for First Nations communities and land managers to engage with programs funded under the Natural Heritage Trust.</p>
<b>Services Australia</b>
<p>Program 1.1: Strategy and Corporate Enabling</p> <p>Program 1.2: Customer Service Delivery</p> <p>Program 1.3: Technology and Transformation</p>
<p><b>Contribution to Outcome 1 made by linked program</b></p> <p>Services Australia manages payments under the Farm Household Support Act 2014 on behalf of DAFF.</p>

## 2.1.2: 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: Budgeted expenses for Outcome 1**

**Outcome 1: More sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries through policies and initiatives that promote better resource management practices, innovation, self-reliance and improved access to international markets.**

	2024–25 Estimated Actual	2025–26 Budget	2026–27 Forward estimate	2027–28 Forward estimate	2028–29 Forward estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Program 1.1: Agricultural Adaptation</b>					
<b>Administered expenses</b>					
<b>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</b>					
Agriculture and Land Sectors – low emissions future <sup>(a)</sup>	9,000	9,000	3,500	3,500	-
<b>Administered total</b>	<b>9,000</b>	<b>9,000</b>	<b>3,500</b>	<b>3,500</b>	<b>-</b>
<b>Total Program expenses</b>	<b>9,000</b>	<b>9,000</b>	<b>3,500</b>	<b>3,500</b>	<b>-</b>
<b>Program 1.2: Sustainable Management – Natural Resources</b>					
<b>Administered expenses</b>					
<b>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</b>					
Agriculture 2030 – Biosecurity – for reduction and prevention activities to reduce the economic and environmental burden of established feral animals, pests and weeds	9,195	5,350	-	-	-
<b>Agriculture 2030 – Soil and Stewardship:</b>					
Implement a National Soils Science Challenge	5,000	-	-	-	-
National Carp Control Plan	1,838	1,839	-	-	-
<b>Administered total</b>	<b>16,033</b>	<b>7,189</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program expenses</b>	<b>16,033</b>	<b>7,189</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

	2024–25 Estimated Actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.3: Forestry Industry</b>					
<b>Administered expenses</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
<i>A Better Plan for Forestry and Forest Products:</i>					
Australia-wide National Institute of Forest Products Innovation	25,000	25,000	25,000	-	-
Forestry Workforce Training Program	3,500	6,000	-	-	-
Support Plantation Establishment	10,426	36,426	25,924	-	-
Accelerate Adoption of Wood Processing Innovation	32,390	20,893	3,140	-	-
Agriculture 2030 – Forestry and Fisheries – establish new Regional Forestry Hubs	3,600	4,000	4,000	-	-
<b>Administered total</b>	<b>74,916</b>	<b>92,319</b>	<b>58,064</b>	<b>-</b>	<b>-</b>
<b><u>Special appropriation</u></b>					
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Forestry Industry</i>					
	15,858	16,821	16,560	16,792	17,199
<b>Special Appropriation total</b>	<b>15,858</b>	<b>16,821</b>	<b>16,560</b>	<b>16,792</b>	<b>17,199</b>
<b>Total Program expenses</b>	<b>90,774</b>	<b>109,140</b>	<b>74,624</b>	<b>16,792</b>	<b>17,199</b>
<b>Program 1.4: Fishing Industry</b>					
<b>Administered expenses</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
Powering Australia – Development of Australia's Seaweed Farming	1,200	800	-	-	-
Fisheries Resources Research Fund	776	836	900	918	939
<b>Administered total</b>	<b>1,976</b>	<b>1,636</b>	<b>900</b>	<b>918</b>	<b>939</b>
<b><u>Special appropriation</u></b>					
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Fishing Industry</i>					
	28,128	29,373	31,240	32,497	33,376
<b>Special Appropriation total</b>	<b>28,128</b>	<b>29,373</b>	<b>31,240</b>	<b>32,497</b>	<b>33,376</b>
<b>Total Program expenses</b>	<b>30,104</b>	<b>31,009</b>	<b>32,140</b>	<b>33,415</b>	<b>34,315</b>

**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

	2024–25 Estimated Actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.5: Horticulture Industry</b>					
<b>Administered expenses</b>					
<b><u>Special appropriation</u></b>					
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Horticulture Industry</i>					
	142,670	149,864	157,406	162,475	162,770
<b><i>Special Appropriation total</i></b>	<b>142,670</b>	<b>149,864</b>	<b>157,406</b>	<b>162,475</b>	<b>162,770</b>
<b>Total Program expenses</b>	<b>142,670</b>	<b>149,864</b>	<b>157,406</b>	<b>162,475</b>	<b>162,770</b>
<b>Program 1.6: Wool Industry</b>					
<b>Administered expenses</b>					
<b><u>Special appropriation</u></b>					
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Wool Industry</i>					
	62,000	62,000	73,000	78,500	84,000
<b><i>Special Appropriation total</i></b>	<b>62,000</b>	<b>62,000</b>	<b>73,000</b>	<b>78,500</b>	<b>84,000</b>
<b>Total Program expenses</b>	<b>62,000</b>	<b>62,000</b>	<b>73,000</b>	<b>78,500</b>	<b>84,000</b>
<b>Program 1.7: Grains Industry</b>					
<b>Administered expenses</b>					
<b><u>Special appropriation</u></b>					
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Grains Industry</i>					
	330,907	299,514	305,388	306,792	314,500
<b><i>Special Appropriation total</i></b>	<b>330,907</b>	<b>299,514</b>	<b>305,388</b>	<b>306,792</b>	<b>314,500</b>
<b>Total Program expenses</b>	<b>330,907</b>	<b>299,514</b>	<b>305,388</b>	<b>306,792</b>	<b>314,500</b>

**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

	2024–25 Estimated Actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.8: Dairy Industry</b>					
<b>Administered expenses</b>					
<b><u>Special appropriation</u></b>					
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Dairy Industry</i>					
	58,400	58,400	58,444	57,339	57,583
<b><i>Special Appropriation total</i></b>	<b>58,400</b>	<b>58,400</b>	<b>58,444</b>	<b>57,339</b>	<b>57,583</b>
<b>Total Program expenses</b>	<b>58,400</b>	<b>58,400</b>	<b>58,444</b>	<b>57,339</b>	<b>57,583</b>
<b>Program 1.9: Meat and Livestock Industry</b>					
<b>Administered expenses</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
<i>Phase Out of Live Sheep Exports by Sea – transition support</i>					
	1,500	2,500	2,500	900	-
<b><i>Administered total</i></b>	<b>1,500</b>	<b>2,500</b>	<b>2,500</b>	<b>900</b>	<b>-</b>
<b><u>Special appropriation</u></b>					
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Meat and Livestock Industry</i>					
	270,450	276,761	274,575	277,839	273,875
<b><i>Special Appropriation total</i></b>	<b>270,450</b>	<b>276,761</b>	<b>274,575</b>	<b>277,839</b>	<b>273,875</b>
<b>Total Program expenses</b>	<b>271,950</b>	<b>279,261</b>	<b>277,075</b>	<b>278,739</b>	<b>273,875</b>

**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

	2024–25 Estimated Actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.10: Agricultural Resources</b>					
<b>Administered expenses</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
Agricultural and Veterinary Chemicals Minor Use Program	151	153	157	160	164
<b><u>Agriculture 2030 – Improving employment opportunities:</u></b>					
Pilot AgUP program	69	-	-	-	-
Extend the Fair Farms program	722	195	195	195	195
<b><u>Agriculture 2030 – Supporting Trade:</u></b>					
Extend the Improved Access to Agricultural and Veterinary Chemicals program	2,000	3,550	50	3,550	50
Extend the Improved Access to Agricultural and Veterinary Chemicals program – Grants to Global Minor Use Foundation	50	-	-	-	-
Fund projects in collaboration with the perishable agriculture goods industry that improve market transparency in the sector	701	-	-	-	-
AgriFutures Australia	10,435	10,645	10,921	11,151	11,407
<b><u>Foundations for the Agricultural Workforce Package:</u></b>					
Pilot AgCAREERSTART program	100	411	-	-	-
AgConnections	500	500	-	-	-
National Farm Safety Education Fund	125	125	125	-	-

**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

	2024–25 Estimated Actual	2025–26 Budget	2026–27 Forward estimate	2027–28 Forward estimate	2028–29 Forward estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Program 1.10: Agricultural Resources</b>					
<b>Administered expenses (continued)</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
Support for Regional Trade Events	1,700	9,843	8,603	3,654	-
Wine Tourism and Cellar Door Grant	10,000	10,000	10,000	10,000	10,000
<b>Administered total</b>	<b>26,553</b>	<b>35,422</b>	<b>30,051</b>	<b>28,710</b>	<b>21,816</b>
<b><u>Payments to corporate entities (Draw-down)<sup>(b)</sup></u></b>					
Australian Pesticides and Veterinary Medicines Authority	2,260	7,584	1,782	1,803	1,800
<b>Payments to corporate entities total</b>	<b>2,260</b>	<b>7,584</b>	<b>1,782</b>	<b>1,803</b>	<b>1,800</b>
<b><u>Special appropriations</u></b>					
<i>Agricultural and Veterinary Chemicals (Administration) Act 1992, s. 58(6) – amounts payable to the APVMA</i>	42,164	46,392	47,795	49,190	50,627
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 37 – Agricultural Resources</i>	121,119	131,719	127,995	126,504	128,066
<b>Special Appropriations total</b>	<b>163,283</b>	<b>178,111</b>	<b>175,790</b>	<b>175,694</b>	<b>178,693</b>
<b>Total Program expenses</b>	<b>192,096</b>	<b>221,117</b>	<b>207,623</b>	<b>206,207</b>	<b>202,309</b>



**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

	2024–25 Estimated Actual	2025–26 Budget	2026–27 Forward estimate	2027–28 Forward estimate	2028–29 Forward estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Program 1.11: Drought Programs</b>					
<b>Administered expenses</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
Future Drought Fund – Administration Costs	203	203	203	203	203
<b>Administered total</b>	<b>203</b>	<b>203</b>	<b>203</b>	<b>203</b>	<b>203</b>
<b><u>Payments to corporate entities (Draw-down)<sup>(b)</sup></u></b>					
Regional Investment Corporation	15,383	16,103	12,502	12,475	12,635
Regional Investment Corporation – Drought Loans	6,893	6,939	7,036	7,112	6,488
Regional Investment Corporation – Agristarter Loans	310	311	315	318	322
<b>Payments to corporate entities total</b>	<b>22,586</b>	<b>23,353</b>	<b>19,853</b>	<b>19,905</b>	<b>19,445</b>
<b><u>Special account</u></b>					
Agriculture Future Drought Resilience Special Account	105,297	110,098	126,177	118,927	100,000
<b>Special account total</b>	<b>105,297</b>	<b>110,098</b>	<b>126,177</b>	<b>118,927</b>	<b>100,000</b>
<b><u>Expenses not requiring appropriation in the budget year<sup>(c)</sup></u></b>					
Drought Recovery Concessional Loans Scheme – state administration	234	-	-	-	-
Farm Business Concessional Loans Scheme – discount expenses (formerly Drought Concessional Loans Scheme – ongoing arrangements)	47,839	47,771	-	-	-
Farm Business Concessional Loans Scheme – state administration (formerly Drought Concessional Loans Scheme – ongoing arrangements)	980	980	-	-	-
<b>Total</b>	<b>49,053</b>	<b>48,751</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program expenses</b>	<b>177,139</b>	<b>182,405</b>	<b>146,233</b>	<b>139,035</b>	<b>119,648</b>

**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

	2024–25 Estimated Actual	2025–26 Budget	2026–27 Forward estimate	2027–28 Forward estimate	2028–29 Forward estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Program 1.12: Rural Programs</b>					
<b>Administered expenses</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
Rural Financial Counselling Service	19,965	20,113	20,436	20,866	21,333
<b>Administered total</b>	<b>19,965</b>	<b>20,113</b>	<b>20,436</b>	<b>20,866</b>	<b>21,333</b>
<b><u>Special appropriation</u></b>					
<i>Farm Household Support Act 2014, s. 105 – payments for Farm Household Allowance</i>					
	70,421	105,108	119,138	130,031	100,731
<b>Special Appropriation total</b>	<b>70,421</b>	<b>105,108</b>	<b>119,138</b>	<b>130,031</b>	<b>100,731</b>
<b><u>Expenses not requiring appropriation in the budget year<sup>(c)</sup></u></b>					
<i>Farm Household Support Act 2014, s. 105 – payments for Farm Household Allowance</i>					
	5,706	5,706	5,706	5,706	5,706
<b>Total</b>	<b>5,706</b>	<b>5,706</b>	<b>5,706</b>	<b>5,706</b>	<b>5,706</b>
<b>Total Program expenses</b>	<b>96,092</b>	<b>130,927</b>	<b>145,280</b>	<b>156,603</b>	<b>127,770</b>
<b>Program 1.13: International Market Access</b>					
<b>Administered expenses</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
Food and Agriculture Organization of the United Nations	19,921	19,922	19,922	19,922	19,922
International Agricultural Cooperation	-	-	251	255	261
International Organisations Contributions	2,177	2,216	2,270	2,320	2,374
<b>Administered total</b>	<b>22,098</b>	<b>22,138</b>	<b>22,443</b>	<b>22,497</b>	<b>22,557</b>
<b>Total Program expenses</b>	<b>22,098</b>	<b>22,138</b>	<b>22,443</b>	<b>22,497</b>	<b>22,557</b>
<b><u>Outcome 1 Departmental expenses</u></b>					
Departmental appropriation <sup>(d)</sup>	194,217	193,004	177,544	170,537	177,148
Expenses not requiring appropriation in the budget year <sup>(c)</sup>	41,377	36,316	33,305	26,868	26,876
<b>Departmental total</b>	<b>235,594</b>	<b>229,320</b>	<b>210,849</b>	<b>197,405</b>	<b>204,024</b>
<b>Total departmental expenses for Outcome 1</b>	<b>235,594</b>	<b>229,320</b>	<b>210,849</b>	<b>197,405</b>	<b>204,024</b>

**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

	2024–25 Estimated Actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Outcome 1 Totals by appropriation type</b>					
<b>Administered expenses</b>					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	172,244	190,520	138,097	77,594	66,848
Special appropriations	1,142,117	1,175,952	1,211,541	1,237,959	1,222,727
Special accounts	105,297	110,098	126,177	118,927	100,000
Payments to corporate entities (Draw-down)	24,846	30,937	21,635	21,708	21,245
Expenses not requiring appropriation in the budget year <sup>(c)</sup>	54,759	54,457	5,706	5,706	5,706
<b>Administered total</b>	<b>1,499,263</b>	<b>1,561,964</b>	<b>1,503,156</b>	<b>1,461,894</b>	<b>1,416,526</b>
<b>Departmental expenses</b>					
Departmental appropriation <sup>(d)</sup>	194,217	193,004	177,544	170,537	177,148
Expenses not requiring appropriation in the budget year <sup>(c)</sup>	41,377	36,316	33,305	26,868	26,876
<b>Departmental total</b>	<b>235,594</b>	<b>229,320</b>	<b>210,849</b>	<b>197,405</b>	<b>204,024</b>
<b>Total expenses for Outcome 1</b>	<b>1,734,857</b>	<b>1,791,284</b>	<b>1,714,005</b>	<b>1,659,299</b>	<b>1,620,550</b>
	<b>2024-25</b>	<b>2025-26</b>			
<b>Average staffing level (number)</b>	931	932			

- (a) Responsibility for administering the Carbon Farming Outreach Program will transfer from the DCCEEW from 1 July 2025. The transfer will be reflected in the respective Portfolio Budget Statements once the details are agreed between the departments.
- (b) The APVMA and the RIC are CCEs under the PGPA Act and do not receive direct appropriations. Instead, this funding passes through the department to these entities.
- (c) 'Expenses not requiring appropriation in the budget year' are made up of depreciation and amortisation expenses, resources received free of charge, concessional loan discount and balance sheet adjustments.
- (d) Departmental appropriation allocations are notional and reflect the current structure of the department. Expenses are funded from both 'ordinary annual services' Appropriation Bill (No. 1) 2025-26, Supply Bill (No. 1) 2025–26 and 'revenue from independent sources' (receipts retained under section 74 of the PGPA Act).

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

**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

<b>Movements of administered funds between years<sup>(e)</sup></b>	2024–25 \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<u>Movements of Funds</u>					
Powering Australia – Development of Australia's Seaweed Farming	(800)	800	-	-	-
<u>Reclassification:</u>					
Agriculture Future Drought Resilience Special Account	152				
<b>The Treasury</b>					
<u>Reclassification:</u>					
Future Drought Fund - Regional Drought Resilience Planning (SPP838)	(152)				
<b>Total of SPP funds moved</b>	<b>(800)</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>-</b>

(e) Figures displayed as a negative (-) represent a decrease in funds and a positive (+) represent an increase in funds.

**Table 2.2: Performance measures for Outcome 1**

Performance measures for budget year 2024-25 and forward estimates have been published in the DAFF Corporate Plan 2024-25.

<b>Outcome 1 - More sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries through policies and initiatives that promote better resource management practices, innovation, self-reliance and improved access to international markets.</b>		
<b>Program 1.1: Agricultural Adaptation</b> <b>Program 1.4: Fishing Industry</b>	<b>Program 1.5: Horticulture Industry</b> <b>Program 1.6: Wool Industry</b> <b>Program 1.7: Grains Industry</b>	<b>Program 1.8: Dairy Industry</b> <b>Program 1.9: Meat and Livestock Industry</b> <b>Program 1.10: Agricultural Resources</b>
Key Activities	1.1 Develop and deliver policies and manage programs to ensure primary producers are well positioned to maintain and increase their productivity. 1.2 Work with levy stakeholders to effectively administer the agricultural levies system.	
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Current year 2024-25	SG-01 Greater growth in average agricultural productivity (adjusted for climate and weather effects) for the past 10 years, compared with average annual market sector productivity growth over the same period.	Greater than 0% difference over past 10 years.
	SG-02 Equal or reduced cost of levies administration compared with levies disbursed.	Levies administration cost is less than or equal to 1.2% of levies disbursed.
Budget Year 2025-26	SG-01 Greater growth in average agricultural productivity (adjusted for climate and weather effects) for the past 10 years, compared with average annual market sector productivity growth over the same period.	Greater than 0% difference over past 10 years.
	SG-02 Equal or reduced cost of levies administration compared with levies disbursed.	To be reviewed. <sup>(a)</sup>
Forward Estimates 2026-28	SG-01 Greater growth in average agricultural productivity (adjusted for climate and weather effects) for the past 10 years, compared with average annual market sector productivity growth over the same period.	As per 2024-25.
	SG-02 Equal or reduced cost of levies administration compared with levies disbursed.	To be reviewed. <sup>(a)</sup>
<b>Program 1.2 Sustainable Management – Natural Resources</b>		
Key Activities	2.1 Create pathways that support the agricultural sector to build an understanding of emissions reduction opportunities and adopt emissions reduction activities that strengthen productivity and competitiveness. 2.2 Deliver annual funding to support the agricultural sector to adopt sustainable agriculture practices in accordance with the Natural Heritage Trust. 2.4 Ensure Australian Government fisheries are sustainably managed through the development and review of legislative and policy settings and other initiatives.	

Continued on the following pages

Program 1.2 Sustainable Management – Natural Resources (continued)		
Year	Performance measures	Planned Performance Results
Current year 2024-25	RS-01 Increased pathways to support the understanding and adoption of emissions reduction opportunities, technologies and practices.	<ul style="list-style-type: none"> <li>- Targeted consultation to inform the Agriculture and Land Sectoral Plan.</li> <li>- Deliver the Agriculture and Land Sectoral Plan to government.</li> <li>- Deliver 100% of 2024–25 funding profile according to agreed milestones for Budget measures related to emissions reduction activities.</li> <li>- 2 engagement activities planned with another country.</li> </ul>
	RS-02 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	Deliver 100% of 2024–25 funding profile according to agreed milestones for Climate-Smart Agriculture Program.
	RS-04 The proportion of Australian Government managed fish stocks that are sustainable.	The proportion of fish stocks assessed as 'not subject to overfishing' is maintained or increases year-on-year.
Budget Year 2025-26	RS-01 Increased pathways to support the understanding and adoption of emissions reduction opportunities, technologies and practices.	<ul style="list-style-type: none"> <li>- Deliver 100% of 2025–26 funding profile according to agreed milestones for Budget measures related to emissions reduction activities.</li> <li>- 2 engagement activities planned with another country.</li> </ul>
	RS-02 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	Deliver 100% of 2025–26 funding profile according to agreed milestones for Climate-Smart Agriculture Program.
	RS-04 The proportion of Australian Government managed fish stocks that are sustainable.	The proportion of fish stocks assessed as 'not subject to overfishing' is maintained or increases year-on-year.
Forward Estimates 2026-28	RS-01 Increased pathways to support the understanding and adoption of emissions reduction opportunities, technologies and practices.	<ul style="list-style-type: none"> <li>- Deliver 100% of 2026–28 funding profile according to agreed milestones for Budget measures related to emissions reduction activities.</li> <li>- 2 engagement activities planned with another country.</li> </ul>
	RS-02 Sustainable farming practices are funded through the Climate-Smart Agriculture Program.	Deliver 100% of 2026–28 funding profile according to agreed milestones for Climate-Smart Agriculture Program.
	RS-04 The proportion of Australian Government managed fish stocks that are sustainable.	The proportion of fish stocks assessed as 'not subject to overfishing' is maintained or increases year-on-year.

Continued on the following pages

<b>Program 1.3: Forestry Industry</b>		
Key Activities	1.7 Support a productive and sustainable Australian forestry industry.	
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Current year 2024-25	SG-08 Encourage forestry industry investment in innovation.	Deliver 30% of total grant program funding.
Budget Year 2025-26	SG-08 Encourage forestry industry investment in innovation.	Deliver 20% of total grant program funding.
Forward Estimates 2026-28	Not applicable – program terminates in 2025–26. <sup>(b)</sup>	Not applicable – program terminates in 2025–26.
<b>Program 1.11: Drought Programs</b>		
Key Activities	2.3 Administer annual funding from the Future Drought Fund to build drought resilience in Australia's agricultural sector in accordance with the Drought Resilience Funding Plan (2024–2028).	
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Current year 2024-25	RS-03 Increased investment in activities to build economic, social and environmental resilience to drought.	\$58 million.
Budget Year 2025-26	RS-03 Increased investment in activities to build economic, social and environmental resilience to drought.	\$110 million.
Forward Estimates 2026-28	As per 2025-26.	\$126 million (2026-27). \$119 million (2027-28).
<b>Program 1.12 Rural Programs</b>		
Key Activities	1.3 Deliver programs and work with portfolio agencies to support farmers' financial growth.	
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Current year 2024-25	SG-03 Proportion of farm businesses making capital investments.	Increase in percentage of farm businesses making new capital investments compared to previous year (based on a 5-year moving average).
Budget Year 2025-26	SG-03 Proportion of farm businesses making capital investments.	Increase in percentage of farm businesses making new capital investments compared to previous year (based on a 5-year moving average).
Forward Estimates 2026-28	As per 2025-26.	As per 2025-26.

*Continued on the following page*

Program 1.13: International Market Access		
Key Activities	1.4 Enable and protect international market access to provide growth opportunities for agricultural producers and exporters and support global food security. 1.5 Represent Australia’s interests and contribute to global standards for open and free trade by participating in multilateral standard-setting bodies. 1.6 Provide effective, efficient, and modernised regulation as the administrator of the Export Control Act 2020.	
Year	Performance measures	Planned Performance Results
Current year 2024-25	SG-04 Grow access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	Each year, at least one new and one improved trade protocol is implemented by the department and made available to agriculture, fisheries and forestry exporters.
	SG-05 Significant representation of Australian interests on multilateral standard-setting bodies.	At least one meeting, with in-person attendance, to each of the multilateral trade standard-setting bodies (WTO, OECD, WOH, IPPC, and Codex).
	SG-06 Effective delivery of regulatory responsibilities for relevant export applications under the Export Control Act 2020.	Establish baseline.
	SG-07 Increase in the number of electronic certificates issued for export.	Plus 2% of what the final 2023– 24 eCert number is.
Budget Year 2025-26	SG-04 Grow access to a diverse range of international markets for Australian exporters of agricultural, fisheries and forestry products.	Each year, at least one new and one improved trade protocol is implemented by the department and made available to agriculture, fisheries and forestry exporters.
	SG-05 Significant representation of Australian interests on multilateral standard-setting bodies.	At least one meeting, with in-person attendance, to each of the multilateral trade standard-setting bodies (WTO, OECD, WOH, IPPC, and Codex).
	SG-06 Effective delivery of regulatory responsibilities for relevant export applications under the Export Control Act 2020.	Increase from 2024–25 baseline, to be determined. <sup>(a)</sup>
	SG-07 Increase in the number of electronic certificates issued for export.	Plus 2% of what the final 2024– 25 eCert number is.
Forward Estimates 2026-28	As per 2025-26.	As per 2025-26.
Material changes to Programs 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11 and 1.12 resulting from 2025–26 Budget Measures: Nil.		

- a) Targets for the performance measure will be reviewed as part of the Corporate Plan 2025-2026.
- b) Performance measure will be reviewed as part of the Corporate Plan 2025-2026.



## 2.2 Budgeted expenses and performance for Outcome 2

**Outcome 2: Safeguard Australia’s animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases, through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australian agricultural, food and fibre industries.**

### 2.2.1: Linked programs

<b>Australian Trade and Investment Commission</b>
Program 1.1: Support Australian exporters to expand internationally, attract productive international investment, and grow the visitor economy
<b>Contribution to Outcome 2 made by linked program:</b> DAFF, DFAT and Austrade work together to achieve the best outcomes for Australian agricultural, fisheries and forestry exporters.
<b>Commonwealth Scientific and Industrial Research Organisation (CSIRO)</b>
Program 1.1: Scientific and Industrial Research and Infrastructure
<b>Contribution to Outcome 2 made by linked program:</b> DAFF contributes to the operating costs of the CSIRO’s Australian Centre for Disease Preparedness (formerly the Australian Animal Health Laboratory) for animal disease diagnosis, prevention, and research.
<b>Department of Health and Aged Care</b>
Program 1.8: Health Protection, Emergency Response and Regulation
<b>Contribution to Outcome 2 made by linked program:</b> DAFF delivers services at Australia’s international borders to manage human biosecurity risks on behalf of the Department of Health and Aged Care in accordance with the requirements of the <i>Biosecurity Act 2015</i> and pursuant to a Memorandum of Understanding between the agencies.
<b>Department of Home Affairs</b>
Program 3.4: Border Enforcement Program 3.2: Border Management
<b>Contribution to Outcome 2 made by linked programs:</b> DAFF and the Department of Home Affairs work collaboratively to undertake screening and surveillance for all people and goods entering Australia.

**2.2.1: Linked programs (continued)**

<p><b>Department of Industry, Science and Resources</b></p> <hr/> <p>Program 1.1: Growing Innovative and Competitive Businesses, Industries and Regions                  Program 1.2: Investing in Science and Technology                  Program 1.3: Supporting a Strong Resources Sector</p>
<p><b>Contribution to Outcome 1 and 2 made by linked programs:</b></p> <p>The Department of Industry, Science and Resources works collaboratively with DAFF to monitor and manage critical supply chain risks in the agricultural sector, while providing laboratory services and expertise to support the National Residue Survey, Imported Food Inspection Scheme, and other trade enabling activities through the National Measurement Institute.</p>
<p><b>Department of the Treasury</b></p> <hr/> <p>Program 1.4: Commonwealth-State Financial Relations</p>
<p><b>Contribution to Outcome 2 made by linked program:</b></p> <p>The Department of the Treasury contributes to Outcome 2 by making payments through the Federation Funding Agreement Framework on behalf of DAFF, for the following funding agreements:</p> <p>Bolstering Australia’s Biosecurity System – Protecting Australia from Escalating Exotic Animal Disease Risks (SPP900)                  Building Resilience to Manage Fruit Fly (SPP993)                  National Plant Health Surveillance Program (SPP857)                  Pest and Disease Preparedness and Response Programs (SPP188)                  Boosting HPAI H5N1 Biosecurity Response Capability (SPP1059)</p>
<p><b>Food Standards Australia New Zealand</b></p> <hr/> <p>Program 1.1: Food Regulatory Activity and Services to the Minister and Parliament</p>
<p><b>Contribution to Outcome 2 made by linked program:</b></p> <p>Food Standards Australia New Zealand provides advice on whether foods pose a medium to high risk to public health to help DAFF to manage the food safety risks associated with imported food for human consumption.</p>

**2.2.1: Linked programs (continued)****National Indigenous Australians Agency**

Program 1.1: Jobs, Land and the Economy

**Contribution to Outcome 2 made by linked programs:**

DAFF and National Indigenous Australians Agency partner with First Nations Ranger groups to deliver biosecurity work that protects Australian agriculture and the northern Australian environment.

## 2.2.2: Budgeted expenses for Outcome 2

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 2.3: Budgeted expenses for Outcome 2**

**Outcome 2: Safeguard Australia's animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases, through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australian agricultural, food and fibre industries.**

	2024–25 Estimated Actual	2025–26 Budget	2026–27 Forward estimate	2027–28 Forward estimate	2028–29 Forward estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Program 2.1: Biosecurity and Export Services</b>					
<b>Administered expenses</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
<b><u>Agriculture 2030 – Biosecurity – To ensure Australia continues to have a robust biosecurity preparedness and response capability in the event of a pest and disease outbreak:</u></b>					
Foot-and-mouth Vaccine	1,680	-	-	-	-
Surveillance Animal	870	-	-	-	-
Surveillance Plant	798	-	-	-	-
Australian Trade System Support – Cultivating Australia's Traceability – Promoting and Protecting Australian Premium Agriculture	7,698	3,500	-	-	-
<b><u>Bolstering Australia's Biosecurity System – protecting Australia from escalating exotic animal disease risks:</u></b>					
Protecting Australia from Escalating Exotic Animal Disease Risks	1,719	1,050	-	-	-
National Livestock Traceability Reform to Enhance Agricultural Biosecurity and Export	6,654	-	-	-	-
Centre of Excellence for Biosecurity Risk Analysis and Research	1,935	2,090	2,144	2,194	2,244
Enhancing Australia's Biosecurity System – Priority Pest and Disease Planning and Response	2,774	2,834	2,834	3,234	3,234
Indigenous Rangers Biosecurity Program	2,052	1,146	3,307	3,439	3,518
Live Cattle Trade Disruptions	1,735	-	-	-	-
Modernising Agricultural Trade – Protecting Australia's Clean, Green Brand	2,000	2,000	2,000	2,000	2,000

**Table 2.3: Budgeted expenses for Outcome 2 (continued)**

	2024–25 Estimated Actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 2.1: Biosecurity and Export Services</b>					
<b>Administered expenses (continued)</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
Priorities for Australia's Biosecurity System – Environmental Protection Officer	1,171	825	825	825	825
Reducing Regulatory Burden and Streamlining Audit Arrangements in the Dairy Sector	900	1,500	-	-	-
<b><i>Administered total</i></b>	<b>31,986</b>	<b>14,945</b>	<b>11,110</b>	<b>11,692</b>	<b>11,821</b>
<b>Total Program expenses</b>	<b>31,986</b>	<b>14,945</b>	<b>11,110</b>	<b>11,692</b>	<b>11,821</b>
<b>Program 2.2: Plant and Animal Health</b>					
<b>Administered expenses</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
Agriculture 2030 – Biosecurity – continue to protect Australia from the biosecurity risk posed by African swine fever	191	235	-	-	-
Animal Biosecurity and Response Reform	1,108	1,131	1,159	1,183	1,210
Commonwealth Membership of Animal Health Australia and Plant Health Australia	3,018	3,079	3,160	3,226	3,301
International Organisations Contribution – World Organisation for Animal Health	536	280	287	293	300
Other Exotic Disease Preparedness Program	740	751	768	785	803
Payment to CSIRO – contribution to the operating costs of the Australian Centre for Disease Preparedness	9,507	9,699	9,950	10,159	10,392
Plant Biosecurity and Response Reform	2,371	1,596	1,638	1,674	1,713

**Table 2.3: Budgeted expenses for Outcome 2 (continued)**

	2024–25 Estimated Actual	2025–26 Budget	2026–27 Forward estimate	2027–28 Forward estimate	2028–29 Forward estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Program 2.2: Plant and Animal Health</b>					
<b>Administered expenses (continued)</b>					
<b><u>Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))</u></b>					
Stronger Farmers, Stronger Economy – strengthening research, skills and management of natural resources – immediate assistance fund	5,312	3,989	4,094	4,180	4,276
Supporting Australia's Avian Influenza Preparedness and Response	21,450	2,900	-	-	-
<b>Administered total</b>	<b>44,233</b>	<b>23,660</b>	<b>21,056</b>	<b>21,500</b>	<b>21,995</b>
<b><u>Special appropriations</u></b>					
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 52 – Animal Health Australia</i>	8,746	9,025	8,587	8,320	8,218
<i>Primary Industries Levies and Charges Disbursement Act 2024, s. 62 – Plant Health Australia</i>	10,320	10,663	10,908	10,984	10,419
<b>Special Appropriation total</b>	<b>19,066</b>	<b>19,688</b>	<b>19,495</b>	<b>19,304</b>	<b>18,637</b>
<b>Total Program expenses</b>	<b>63,299</b>	<b>43,348</b>	<b>40,551</b>	<b>40,804</b>	<b>40,632</b>
<b><u>Outcome 2 Departmental expenses</u></b>					
Departmental appropriation <sup>(a)</sup>	582,493	587,431	480,213	484,334	486,492
Expenses not requiring appropriation in the budget year <sup>(b)</sup>	45,668	43,702	39,519	34,260	19,351
<b>Departmental total</b>	<b>628,161</b>	<b>631,133</b>	<b>519,732</b>	<b>518,594</b>	<b>505,843</b>
<b><u>Special accounts</u></b>					
Biosecurity, Imported Food and Export Certification Special Account 2020	553,642	584,586	600,433	609,832	619,616
National Cattle Disease Eradication Account	-	-	-	-	-
National Residue Survey Special Account – s. 80, PGPA Act [s. 64, <i>Primary Industries Levies and Charges Disbursement Act 2024</i> ]	12,071	13,265	13,416	13,256	13,248
<b>Special Account total</b>	<b>565,713</b>	<b>597,851</b>	<b>613,849</b>	<b>623,088</b>	<b>632,864</b>
<b>Total departmental expenses for Outcome 2</b>	<b>1,193,874</b>	<b>1,193,874</b>	<b>1,193,874</b>	<b>1,193,874</b>	<b>1,193,874</b>

**Table 2.3: Budgeted expenses for Outcome 2 (continued)**

	2024–25 Estimated Actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Outcome 2 Totals by appropriation type</b>					
<b><u>Administered expenses</u></b>					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	76,219	38,605	32,166	33,192	33,816
Special accounts	-	-	-	-	-
Special appropriations	19,066	19,688	19,495	19,304	18,637
<b><i>Administered total</i></b>	<b>95,285</b>	<b>58,293</b>	<b>51,661</b>	<b>52,496</b>	<b>52,453</b>
<b><u>Departmental expenses</u></b>					
Departmental appropriation <sup>(a)</sup>	582,493	587,431	480,213	484,334	486,492
Special accounts	565,713	597,851	613,849	623,088	632,864
Expenses not requiring appropriation in the budget year <sup>(a)</sup>	45,668	43,702	39,519	34,260	19,351
<b><i>Departmental total</i></b>	<b>1,193,874</b>	<b>1,228,984</b>	<b>1,133,581</b>	<b>1,141,682</b>	<b>1,138,707</b>
<b>Total expenses for Outcome 2</b>	<b>1,289,159</b>	<b>1,287,277</b>	<b>1,185,242</b>	<b>1,194,178</b>	<b>1,191,160</b>
	<b>2024-25</b>	<b>2025-26</b>			
<b>Average staffing level (number)</b>	5,241	5,441			

- (a) Departmental appropriation allocations are notional and reflect the current structure of the department. Expenses are funded from both 'ordinary annual services' Appropriation Bill (No. 1) 2025-26, Supply Bill (No. 1) 2025–26 and 'revenue from independent sources' (receipts retained under section 74 of the PGPA Act).
- (b) 'Expenses not requiring appropriation in the budget year' are made up of depreciation and amortisation expenses, resources received free of charge, concessional loan discount and balance sheet adjustments.

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

**Table 2.3: Budgeted expenses for Outcome 2 (continued)**

<b>Movements of administered funds between years</b> <sup>(c)</sup>	2024–25 \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<u>Movements of Funds:</u>					
Reducing Regulatory Burden and Streamlining Audit Arrangements in the Dairy Sector - 2.1	(1,500)	1,500	-	-	-
<u>Reclassification:</u>					
Enhancing Australia's Biosecurity System – Priority Pest and Disease Planning and Response - 2.1	-	(1,200)	(1,200)	(1,300)	(1,300)
<u>Reallocation:</u>					
Enhancing Australia's Biosecurity System – Priority Pest and Disease Planning and Response - 2.1	(260)	-	-	-	-
International Organisations Contribution – World Organisation for Animal Health - 2.2	260	-	-	-	-
<b>Total of funds moved</b>	<b>(1,500)</b>	<b>300</b>	<b>(1,200)</b>	<b>(1,300)</b>	<b>(1,300)</b>
<b>The Treasury</b>					
<u>Movements of Funds</u>					
Building Resilience to Manage Fruit Fly (SPP993)	(6,710)	6,710	-	-	-
Pest and Disease Preparedness and Response Programs (SPP188)	(83,312)	50,000	20,000	13,312	-
<u>Reclassification:</u>					
National Plant Health Surveillance Program (SPP857)	-	1,200	1,200	1,300	1,300
<b>Total of SPP funds moved</b>	<b>(90,022)</b>	<b>57,910</b>	<b>21,200</b>	<b>14,612</b>	<b>1,300</b>

(c) Figures displayed as a negative (-) represent a decrease in funds and a positive (+) represent an increase in funds.



**Table 2.4: Performance measures for Outcome 2**

Performance measures for budget year 2024-25 and forward estimates have been published in the DAFF Corporate Plan 2024-25.

<b>Outcome 2 - Safeguard Australia's animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases, through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australian agricultural, food and fibre industries.</b>		
<b>Program 2.1: Biosecurity and Export Services</b>		
Key Activities	<p>3.1 Use international standards and science-based risk assessments to develop and inform policy, legislative frameworks and tools to support the management of exotic pest and disease risk. Detect, monitor and mitigate biosecurity risk at the border through intelligence-informed targeting, technology-supported inspections and efficient detection methods.</p> <p>3.2 Assess and finalise applications for biosecurity risk goods that require an import permit, ensuring fit-for-purpose regulation and biosecurity risk management.</p> <p>3.4 Undertake targeted public engagement and communication to enhance awareness of biosecurity requirements.</p> <p>3.5 Maintain and mature emergency management arrangements.</p> <p>3.6 Establish and maintain biosecurity measures (both onshore and offshore) to prevent the entry or establishment of pests and diseases into Australia.<sup>(c)</sup></p> <p>3.7 Screen and inspect goods which present a high level of biosecurity risk at the border.</p> <p>3.8 Verify and assure our controls through monitoring, auditing and applying actions against non-compliance.</p> <p>3.9 Manage biosecurity risks to an acceptable level while delivering quality services to our stakeholders.</p> <p>3.10 Manage non-compliance with biosecurity and other relevant portfolio legislation.</p>	
<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results</b>
Current year 2024-25	BI-01 Proportion of biosecurity risk assessments completed in the development of import policy and regulation of biosecurity risks on imported goods, within regulatory and target time frames.	Risk assessments are completed within regulatory and target time frames.
	BI-02 The import permit service standard is met.	Standard goods: 50–89% of Category 1 permit applications are processed and finalised within 20 business days. Non-standard goods: when 50–89% of Category 2 to 5 applications are processed and finalised within 40 business days.
	BI-04 Targeted public communication and engagement activities.	Conduct at least 2 targeted biosecurity awareness campaigns per financial year.
	BI-05 Strengthened emergency management capabilities.	An overall increase in emergency management capability from the previous period.

*Continued on the following pages*

Program 2.1: Biosecurity and Export Services (continued)		
Year	Performance measures	Expected Performance Results
Current year 2024-25	BI-07 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department.	Reduction in the number of consignments of imported goods where khapra beetle is detected compared to the 2020–21 baseline.
	BI-08 Reduced levels of non-compliance with regulations administered by the department that apply to high value cargo.	Reduction in high-value cargo non-compliance rate.
	BI-09 Reduced levels of non-compliance with regulations administered by the department that apply to international travellers and their goods.	Reduction in post-intervention non-compliance rate for international travellers.
	BI-10 Reduced levels of non-compliance with regulations administered by the department that apply to approved arrangements.	Reduction in non-compliance rate for approved arrangements.
	BI-11 Biosecurity service standards conducted at the border are met.	When 5 or more out of 11 service standard measures are met.
	BI-12 Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	100% of instances of high-risk non-compliance identified against the Biosecurity Act 2015, Export Control Act 2020 and other relevant portfolio legislation are subject to enforcement action.
Budget Year 2025-26	BI-01 Proportion of biosecurity risk assessments completed in the development of import policy and regulation of biosecurity risks on imported goods, within regulatory and target time frames.	Risk assessments are completed within regulatory and target time frames.
	BI-02 The import permit service standard is met.	Standard goods: when 90% or more of Category 1 permit applications are processed and finalised within 20 business days. Non-standard goods: when 50–89% of Category 2 to 5 applications are processed and finalised within 40 business days.
	BI-04 Targeted public communication and engagement activities.	Conduct at least 2 targeted biosecurity awareness campaigns per financial year.
	BI-05 Strengthened emergency management capabilities.	An overall increase in emergency management capability from the previous period.
	BI-07 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department. <sup>(b)</sup>	Not applicable.
	BI-08 Reduced levels of non-compliance with regulations administered by the department that apply to high value cargo.	Equal to or lower than the previous year.

Continued on the following pages

Program 2.1: Biosecurity and Export Services (continued)		
Year	Performance measures	Expected Performance Results
Budget Year 2025-26	BI-09 Reduced levels of non-compliance with regulations administered by the department that apply to international travellers and their goods.	Equal to or lower than the previous year.
	BI-10 Reduced levels of non-compliance with regulations administered by the department that apply to approved arrangements.	Equal to or lower than the previous year.
	BI-11 Biosecurity service standards conducted at the border are met.	When 5 or more out of 11 service standard measures are met.
	BI-12 Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	100% of instances of high-risk non-compliance identified against the Biosecurity Act 2015, Export Control Act 2020 and other relevant portfolio legislation are subject to enforcement action.
Forward Estimates 2026-28	BI-01 Proportion of biosecurity risk assessments completed in the development of import policy and regulation of biosecurity risks on imported goods, within regulatory and target time frames.	As for 2024–25.
	BI-02 The import permit service standard is met.	Standard goods: when 90% or more of Category 1 permit applications are processed and finalised within 20 business days. Non-standard goods: when 90% or more of Category 2 to 5 applications are processed and finalised within 40 business days.
	BI-04 Targeted public communication and engagement activities.	As per previous year.
	BI-05 Strengthened emergency management capabilities.	An overall increase in emergency management capability from the previous period.
	BI-07 Number of consignments of imported goods with khapra beetle detections is reduced as a result of biosecurity measures implemented by the department. <sup>(b)</sup>	Not applicable.
	BI-08 Reduced levels of non-compliance with regulations administered by the department that apply to high value cargo.	As per 2025–26.
	BI-09 Reduced levels of non-compliance with regulations administered by the department that apply to international travellers and their goods.	As per 2025–26.
	BI-10 Reduced levels of non-compliance with regulations administered by the department that apply to approved arrangements.	As per 2025-26.
	BI-11 Biosecurity service standards conducted at the border are met.	As for 2024–25.
	BI-12 Investigate and respond to incidents of high-risk non-compliance through compliance and enforcement measures.	Same as the previous year.

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Program 2.2: Plant and Animal Health		
Key Activities	3.3 Establish new and maintain existing pre-border biosecurity arrangements with overseas governments and entities to manage biosecurity risks associated with imported goods to reduce the number and frequency of exotic pests entering Australia. 3.6 Establish and maintain biosecurity measures (both onshore and offshore) to prevent the entry or establishment of pests and diseases into Australia. <sup>(c)</sup>	
Year	Performance measures	Expected Performance Results
Current year 2024-25	BI-03 Increased pre-border biosecurity assurance arrangements to manage biosecurity risks in countries exporting to Australia.	Government-to-government and/or government-to-industry arrangements are in at least 22.5% of countries in the world.
	BI-06 Reduction in risk of significant disease threats because of biosecurity measures implemented by the department.	Greater than 50%.
Budget Year 2025-26	BI-03 Increased pre-border biosecurity assurance arrangements to manage biosecurity risks in countries exporting to Australia.	An increase of 1% over the 2024–25 result.
	BI-06 Reduction in risk of significant disease threats because of biosecurity measures implemented by the department.	To be determined. <sup>(a)</sup>
Forward Estimates 2026-28	BI-03 Increased pre-border biosecurity assurance arrangements to manage biosecurity risks in countries exporting to Australia.	An increase of 1% over the previous year result.
	BI-06 Reduction in risk of significant disease threats because of biosecurity measures implemented by the department.	To be determined. <sup>(a)</sup>
Material changes to Program 2.1 and 2.2 resulting from 2025–26 Budget Measures: Nil		

a) Targets for the performance measure will be reviewed as part of the Corporate Plan 2025-2026.

b) Performance measure will be reviewed as part of the Corporate Plan 2025-2026.

c) This key activity relates to Program 2.1: Biosecurity and Export Services and Program 2.2: Plant and Animal Health.

## Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025–26 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

There are no material differences between the entity resourcing and the financial statements.

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

##### Departmental

##### Income Statement

The department is budgeting for a break-even position in 2025-26 and across the forward estimates after adjusting for depreciation expenses.

Revenue from government remains stable at \$759.8 million in 2025-26 while own source revenue is expected to increase annually from 2025–26 reflecting the department’s regulatory effort recovered through cost recovered arrangements.

##### Balance Sheet

The budgeted departmental balance sheet (Table 3.2) shows the estimated end of year position for departmental assets and liabilities.

Total departmental assets budgeted for in 2025-26 of \$1,197.3 million, comprises of \$832.2 million in non-financial assets and \$365.1 million financial assets. The department’s major non-financial assets include right of use assets (leases) relating to buildings and computer software.

Total departmental liabilities budgeted for in 2025-26 of \$803.5 million, comprises of \$478.5 million in interest-bearing liabilities, \$226.1 million in provisions and \$98.9 million in payables. The Department’s provisions remain steady, and the payables are expected to decrease over the forward estimates, slightly offset by an increase in interest bearing liabilities relating to the leased buildings.

The department’s net asset position is expected to increase steadily across the forward estimate period due mainly to increase in the department’s non-financial assets.

## Administered

### **Schedule of budgeted income and expenses administered on behalf of government**

Budgeted expenses administered on behalf of government will increase from \$1,594.5 million in 2024-25 to \$1,620.3 million in 2025-26. The increase reflects the impact of measures as detailed in Table 1.2 and revised expenditure profile in the Farm Household Allowance payments and Council of Australian Governments Reform Fund.

### **Schedule of budgeted assets and liabilities administered on behalf of the government**

The Administered net assets position is expected to increase by \$293.1 million in 2025-26 due mainly to the increased receivables relating to the Regional Investment Corporations loans.

### 3.2. Budgeted financial statements tables

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	715,635	781,043	743,939	744,317	742,033
Suppliers	588,032	557,560	490,022	497,507	520,067
Grants	4,938	4,945	4,945	4,945	4,945
Depreciation and amortisation	104,702	99,068	90,245	77,424	60,699
Finance costs	15,242	14,769	14,360	13,975	14,068
Impairment loss on financial instruments	919	919	919	919	919
<b>Total expenses</b>	<b>1,429,468</b>	<b>1,458,304</b>	<b>1,344,430</b>	<b>1,339,087</b>	<b>1,342,731</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Sale of goods and rendering of services	560,274	592,380	606,091	615,300	624,135
Interest	831	794	794	794	794
Other revenue	19,697	25,815	24,383	20,432	20,462
<b>Total own-source revenue</b>	<b>580,802</b>	<b>618,989</b>	<b>631,268</b>	<b>636,526</b>	<b>645,391</b>
<b>Gains</b>					
Other	1,618	-	-	-	-
<b>Total gains</b>	<b>1,618</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total own-source income</b>	<b>582,420</b>	<b>618,989</b>	<b>631,268</b>	<b>636,526</b>	<b>645,391</b>
<b>Net cost of (contribution by) services</b>	<b>847,048</b>	<b>839,315</b>	<b>713,162</b>	<b>702,561</b>	<b>697,340</b>
Revenue from Government	762,151	759,827	640,868	641,963	651,643
<b>Surplus (Deficit) attributable to the Australian Government</b>	<b>(84,897)</b>	<b>(79,488)</b>	<b>(72,294)</b>	<b>(60,598)</b>	<b>(45,697)</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
Changes in asset revaluation reserves	-	-	-	-	-
<b>Total other comprehensive income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income (loss)</b>	<b>(84,897)</b>	<b>(79,488)</b>	<b>(72,294)</b>	<b>(60,598)</b>	<b>(45,697)</b>
<b>Total comprehensive income (loss) attributable to the Australian Government</b>	<b>(84,897)</b>	<b>(79,488)</b>	<b>(72,294)</b>	<b>(60,598)</b>	<b>(45,697)</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**

	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
<b>Total comprehensive income (loss) – as per the statement of comprehensive income</b>	<b>(84,897)</b>	<b>(79,488)</b>	<b>(72,294)</b>	<b>(60,598)</b>	<b>(45,697)</b>
Plus depreciation/amortisation expenses previously funded through revenue appropriations <sup>(a)</sup>	68,105	62,417	54,310	42,793	26,068
Plus depreciation/amortisation expenses for ROU <sup>(b)</sup>	36,597	36,651	35,935	34,631	34,631
Less principal repayments on leased assets <sup>(b)</sup>	19,805	19,580	17,951	16,826	15,002
<b>Total comprehensive income/(loss) excluding depreciation/amortisation expenses previously funded through revenue appropriations, depreciation on ROU, principal repayments on leased assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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) and Supply 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 to leases under AASB 16 Leases. Right of Use (ROU).



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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	48,067	48,067	48,067	48,067	48,067
Trade and other receivables	310,646	300,988	256,500	249,983	239,983
Other investments	16,000	16,000	16,000	16,000	16,000
<b>Total financial assets</b>	<b>374,713</b>	<b>365,055</b>	<b>320,567</b>	<b>314,050</b>	<b>304,050</b>
<b>Non-financial assets</b>					
Land and buildings	441,700	463,415	482,871	510,150	537,429
Property, plant and equipment	51,625	44,735	40,663	40,054	39,445
Intangibles & computer software	280,521	313,368	329,465	346,857	382,018
Inventories	1,639	1,639	1,639	1,639	1,639
Prepayments	11,062	9,083	8,595	8,833	8,833
<b>Total non-financial assets</b>	<b>786,547</b>	<b>832,240</b>	<b>863,233</b>	<b>907,533</b>	<b>969,364</b>
<b>Total assets</b>	<b>1,161,260</b>	<b>1,197,295</b>	<b>1,183,800</b>	<b>1,221,583</b>	<b>1,273,414</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	48,939	37,829	38,580	38,396	38,396
Grants	638	638	638	638	638
Other payables	55,167	60,509	27,983	32,212	32,212
<b>Total payables</b>	<b>104,744</b>	<b>98,976</b>	<b>67,201</b>	<b>71,246</b>	<b>71,246</b>
<b>Interest bearing liabilities</b>					
Leases	456,237	478,480	502,352	527,349	554,170
<b>Total interest bearing liabilities</b>	<b>456,237</b>	<b>478,480</b>	<b>502,352</b>	<b>527,349</b>	<b>554,170</b>
<b>Provisions</b>					
Employee provisions	216,583	222,943	219,742	219,418	219,418
Other provisions	3,129	3,129	3,129	3,129	3,129
<b>Total provisions</b>	<b>219,712</b>	<b>226,072</b>	<b>222,871</b>	<b>222,547</b>	<b>222,547</b>
<b>Total liabilities</b>	<b>780,693</b>	<b>803,528</b>	<b>792,424</b>	<b>821,142</b>	<b>847,963</b>
<b>Net assets</b>	<b>380,567</b>	<b>393,767</b>	<b>391,376</b>	<b>400,441</b>	<b>425,451</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Contributed equity	1,059,542	1,152,230	1,222,133	1,291,796	1,362,503
Reserves	664,038	664,038	664,038	664,038	664,038
Retained surplus (accumulated deficit)	(1,343,013)	(1,422,501)	(1,494,795)	(1,555,393)	(1,601,090)
<b>Total parent entity interest</b>	<b>380,567</b>	<b>393,767</b>	<b>391,376</b>	<b>400,441</b>	<b>425,451</b>
<b>Total equity</b>	<b>380,567</b>	<b>393,767</b>	<b>391,376</b>	<b>400,441</b>	<b>425,451</b>

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 2025–26)**

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance as at 1 July 2024</b>					
Balance carried forward from previous period	(1,343,013)	619,154	44,884	1,059,542	380,567
<b>Adjusted opening balance</b>	<b>(1,343,013)</b>	<b>619,154</b>	<b>44,884</b>	<b>1,059,542</b>	<b>380,567</b>
<b>Comprehensive income</b>					
Surplus (deficit) for the period	(79,488)	-	-	-	(79,488)
<b>Total comprehensive income</b>	<b>(79,488)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(79,488)</b>
of which:					
Attributable to the Australian Government	(79,488)	-	-	-	(79,488)
<b>Transactions with owners</b>					
<b>Contributions by owners</b>					
Equity Injection – Appropriation	-	-	-	24,544	24,544
Departmental Capital Budget	-	-	-	68,144	68,144
<b>Sub-total transactions with owners</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>92,688</b>	<b>92,688</b>
<b>Estimated closing balance as at 30 June 2025</b>	<b>(1,422,501)</b>	<b>619,154</b>	<b>44,884</b>	<b>1,152,230</b>	<b>393,767</b>
<b>Closing balance attributable to the Australian Government</b>	<b>(1,422,501)</b>	<b>619,154</b>	<b>44,884</b>	<b>1,152,230</b>	<b>393,767</b>

Prepared on Australian Accounting Standards basis.

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Appropriations	787,355	775,099	684,972	648,502	661,643
Sale of goods and rendering of services	556,878	592,376	605,556	614,359	623,216
Interest	831	794	794	794	794
Net GST received	25,550	25,550	25,550	25,550	25,550
Other	19,167	28,320	23,853	19,902	19,932
<b>Total cash received</b>	<b>1,389,781</b>	<b>1,422,139</b>	<b>1,340,725</b>	<b>1,309,107</b>	<b>1,331,135</b>
<b>Cash used</b>					
Employees	701,506	769,341	779,666	740,412	742,033
Suppliers	615,722	594,746	513,803	522,949	545,087
Grants	4,938	4,945	4,945	4,945	4,945
Borrowing costs	15,242	14,769	14,360	13,975	14,068
<b>Total cash used</b>	<b>1,337,408</b>	<b>1,383,801</b>	<b>1,312,774</b>	<b>1,282,281</b>	<b>1,306,133</b>
<b>Net cash from (used by) operating activities</b>	<b>52,373</b>	<b>38,338</b>	<b>27,951</b>	<b>26,826</b>	<b>25,002</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash received</b>					
Proceeds from sales of financial instruments	16,000	16,000	16,000	16,000	16,000
<b>Total cash received</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>
<b>Cash used</b>					
Purchase of property, plant and equipment and intangibles	165,242	104,917	79,903	79,663	80,707
Purchase of financial instruments	16,000	16,000	16,000	16,000	16,000
<b>Total cash used</b>	<b>181,242</b>	<b>120,917</b>	<b>95,903</b>	<b>95,663</b>	<b>96,707</b>
<b>Net cash from (used by) investing activities</b>	<b>(165,242)</b>	<b>(104,917)</b>	<b>(79,903)</b>	<b>(79,663)</b>	<b>(80,707)</b>

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>FINANCING ACTIVITIES</b>					
<b>Cash received</b>					
Contributed equity <sup>(a)</sup>	44,172	18,015	2,462	563	725
Departmental Capital Budget	88,502	68,144	67,441	69,100	69,982
<b>Total cash received</b>	<b>132,674</b>	<b>86,159</b>	<b>69,903</b>	<b>69,663</b>	<b>70,707</b>
<b>Cash used</b>					
Lease liability – principal payments	19,805	19,580	17,951	16,826	15,002
<b>Total cash used</b>	<b>19,805</b>	<b>19,580</b>	<b>17,951</b>	<b>16,826</b>	<b>15,002</b>
<b>Net cash from (used by) financing activities</b>	<b>112,869</b>	<b>66,579</b>	<b>51,952</b>	<b>52,837</b>	<b>55,705</b>
<b>Net increase (decrease) in cash held</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period	48,067	48,067	48,067	48,067	48,067
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>48,067</b>	<b>48,067</b>	<b>48,067</b>	<b>48,067</b>	<b>48,067</b>

Prepared on Australian Accounting Standards basis.

(a) In 2025-26, there is a \$6.5 million variance between the cashflow and the Departmental Capital Budget Statement due to the appropriation of Bill 2 funds to replenish the cash reserves utilised by the department in the absence of a Bill 6 in 2024-25.

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>NEW CAPITAL APPROPRIATIONS</b>					
Capital budget – Bill (No. 1) (DCB)	79,154	68,144	67,441	69,100	69,982
Equity injections – Bill (No. 2)	46,366	24,544	2,462	563	725
<b>Total new capital appropriations</b>	<b>125,520</b>	<b>92,688</b>	<b>69,903</b>	<b>69,663</b>	<b>70,707</b>
<b>Provided for:</b>					
<i>Purchase of non-financial assets<sup>(a)</sup></i>	<i>125,520</i>	<i>92,688</i>	<i>69,903</i>	<i>69,663</i>	<i>70,707</i>
<b>Total items</b>	<b>125,520</b>	<b>92,688</b>	<b>69,903</b>	<b>69,663</b>	<b>70,707</b>
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded by capital appropriations <sup>(b)</sup>	66,740	26,773	2,462	563	725
Funded by capital appropriation – DCB <sup>(c)</sup>	88,502	68,144	67,441	69,100	69,982
Funded internally from departmental resources <sup>(c)</sup>	10,000	10,000	10,000	10,000	10,000
<b>TOTAL</b>	<b>165,242</b>	<b>104,917</b>	<b>79,903</b>	<b>79,663</b>	<b>80,707</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	165,242	104,917	79,903	79,663	80,707
<b>Total cash used to acquire assets</b>	<b>165,242</b>	<b>104,917</b>	<b>79,903</b>	<b>79,663</b>	<b>80,707</b>

Prepared on Australian Accounting Standards basis.

- 2025-26 Equity Injection – Bill 2 includes \$6.5 million in funding expended in 2024-25 but appropriated in 2025-26.
- Includes current Appropriation Bill (No. 2), and prior year Appropriation Act No. 2/4/6 (inclusive of Supply Act arrangements).
- Includes purchases from current and previous years' Departmental Capital Budgets (DCBs).
- Includes the following sources of funding:
  - s74 external receipts;
  - internally developed assets; and
  - proceeds from the sale of assets.

**Table 3.6: Statement of departmental asset movements (Budget year 2025–26)**

	Land	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2025</b>					
Gross book value	2,885	117,562	61,352	482,193	663,992
Gross book value – ROU <sup>(a)</sup>	-	445,753	16,184	-	461,937
Accumulated depreciation/amortisation	-	(9,370)	(14,190)	(201,672)	(225,232)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	-	(115,130)	(11,721)	-	(126,851)
<b>Opening net book balance</b>	<b>2,885</b>	<b>438,815</b>	<b>51,625</b>	<b>280,521</b>	<b>773,846</b>
<b>CAPITAL ASSET ADDITIONS</b>					
<b>Estimated expenditure on new or replacement assets</b>					
By purchase – appropriation equity <sup>(b)</sup>	-	-	3,285	23,488	26,773
By purchase – appropriation ordinary annual services <sup>(b)</sup>	-	21,538	2,472	44,134	68,144
By purchase – Other	-	1,650	1,650	6,700	10,000
By purchase – appropriation ordinary annual services – ROU <sup>(a)</sup>	-	40,132	1,691	-	41,823
<b>Total additions</b>	<b>-</b>	<b>63,320</b>	<b>9,098</b>	<b>74,322</b>	<b>146,740</b>
<b>Other movements</b>					
Depreciation/amortisation expense	-	(8,665)	(12,277)	(41,475)	(62,417)
Accumulated depreciation/amortisation – ROU – (excluding other intangibles) <sup>(a)</sup>	-	(32,940)	(3,711)	-	(36,651)
<b>Total other movements</b>	<b>-</b>	<b>(41,605)</b>	<b>(15,988)</b>	<b>(41,475)</b>	<b>(99,068)</b>
<b>As at 30 June 2026</b>					
Gross book value	2,885	140,750	68,759	556,515	768,909
Gross book value – ROU <sup>(a)</sup>	-	485,885	17,875	-	503,760
Accumulated depreciation/amortisation and impairment	-	(18,035)	(26,467)	(243,147)	(287,649)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	-	(148,070)	(15,432)	-	(163,502)
<b>Closing net book balance</b>	<b>2,885</b>	<b>460,530</b>	<b>44,735</b>	<b>313,368</b>	<b>821,518</b>

Prepared on Australian Accounting Standards basis.

(a) Applies to leases under AASB 16 Leases. Right of Use (ROU).

(b) "Appropriation equity" refers to funding provided through the Appropriation Bill (No. 2) 2025–26, Supply Bill (No. 2) 2025–26 and "Appropriation ordinary annual services" refers to funding provided through Appropriation Bill (No. 2) 2025–26, Supply Bill (No. 2) 2025–26 for depreciation/amortisation expenses, DCB or other operational expenses.

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>EXPENSES ADMINISTERED ON BEHALF OF GOVERNMENT</b>					
Suppliers	70,795	53,544	50,850	50,467	39,927
Personal benefits	70,421	105,108	119,138	130,031	100,731
Grants	265,076	250,034	208,152	144,058	125,987
Levy disbursements and Commonwealth contributions	1,090,762	1,090,532	1,111,898	1,127,232	1,140,633
Council of Australian Governments Reform Fund	19,103	36,625	37,438	35,188	34,750
Concessional loan discount	47,839	47,771	-	-	-
Write down and impairment of assets	5,706	5,706	5,706	5,706	5,706
Payments to corporate entities	24,846	30,937	21,635	21,708	21,245
<b>Total expenses administered on behalf of Government</b>	<b>1,594,548</b>	<b>1,620,257</b>	<b>1,554,817</b>	<b>1,514,390</b>	<b>1,468,979</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
<b>Taxation revenue</b>					
Other taxes	738,910	669,377	684,404	691,542	711,942
<b>Total taxation revenue</b>	<b>738,910</b>	<b>669,377</b>	<b>684,404</b>	<b>691,542</b>	<b>711,942</b>
<b>Non-taxation revenue</b>					
Interest	218,406	231,536	230,050	216,356	216,351
Agriculture Future Drought Resilience Special Account	100,000	100,000	100,000	100,000	100,000
Other revenue	8,836	8,836	8,836	8,836	8,836
<b>Total non-taxation revenue</b>	<b>327,242</b>	<b>340,372</b>	<b>338,886</b>	<b>325,192</b>	<b>325,187</b>
<b>Total own-source revenue administered on behalf of Government</b>	<b>1,066,152</b>	<b>1,009,749</b>	<b>1,023,290</b>	<b>1,016,734</b>	<b>1,037,129</b>
<b>Total own-source revenues administered on behalf of Government</b>	<b>1,066,152</b>	<b>1,009,749</b>	<b>1,023,290</b>	<b>1,016,734</b>	<b>1,037,129</b>
<b>Net cost of (contribution by) services</b>	<b>528,396</b>	<b>610,508</b>	<b>531,527</b>	<b>497,656</b>	<b>431,850</b>
<b>Surplus (Deficit) after income tax</b>	<b>(528,396)</b>	<b>(610,508)</b>	<b>(531,527)</b>	<b>(497,656)</b>	<b>(431,850)</b>
<b>Total comprehensive income (loss) attributable to the Australian Government</b>	<b>(528,396)</b>	<b>(610,508)</b>	<b>(531,527)</b>	<b>(497,656)</b>	<b>(431,850)</b>

Prepared on Australian Accounting Standards basis.

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	72,583	62,485	36,308	17,381	17,381
Loan receivables	3,139,987	3,433,227	3,348,256	3,248,503	3,252,075
Trade and other receivables	169,041	171,017	172,993	174,969	176,845
Investments accounted for using the equity method	942,562	942,900	942,900	942,900	942,900
<b>Total financial assets</b>	<b>4,324,173</b>	<b>4,609,629</b>	<b>4,500,457</b>	<b>4,383,753</b>	<b>4,389,201</b>
<b>Non-financial assets</b>					
Other non-financial assets	2,965	1,985	1,985	1,985	1,985
<b>Total non-financial assets</b>	<b>2,965</b>	<b>1,985</b>	<b>1,985</b>	<b>1,985</b>	<b>1,985</b>
<b>Total assets administered on behalf of Government</b>	<b>4,327,138</b>	<b>4,611,614</b>	<b>4,502,442</b>	<b>4,385,738</b>	<b>4,391,186</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	2,315	2,315	2,315	2,315	2,315
Grants	168,510	159,862	175,689	175,244	176,814
Personal benefits	1,289	1,289	1,289	1,289	1,289
<b>Total payables</b>	<b>172,114</b>	<b>163,466</b>	<b>179,293</b>	<b>178,848</b>	<b>180,418</b>
<b>Provisions</b>					
Loans commitments to Farm Business	3,435	3,435	1,547	1,547	1,547
<b>Total provisions</b>	<b>3,435</b>	<b>3,435</b>	<b>1,547</b>	<b>1,547</b>	<b>1,547</b>
<b>Total liabilities administered on behalf of Government</b>	<b>175,549</b>	<b>166,901</b>	<b>180,840</b>	<b>180,395</b>	<b>181,965</b>
<b>Net assets/(liabilities)</b>	<b>4,151,589</b>	<b>4,444,713</b>	<b>4,321,602</b>	<b>4,205,343</b>	<b>4,209,221</b>

Prepared on Australian Accounting Standards basis.



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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Taxes	734,610	669,277	684,304	691,442	711,942
Special account transfers	100,000	100,000	100,000	100,000	100,000
Net GST received	68,859	68,859	68,859	68,859	68,859
Other	8,836	8,836	8,836	8,836	8,836
<b>Total cash received</b>	<b>912,305</b>	<b>846,972</b>	<b>861,999</b>	<b>869,137</b>	<b>889,637</b>
<b>Cash used</b>					
Grants	1,460,363	1,454,698	1,410,520	1,375,782	1,368,659
Personal benefits	78,003	112,690	126,720	137,613	108,313
Suppliers	69,581	52,564	50,850	50,467	39,927
Payments to corporate entities	24,846	30,937	21,635	21,708	21,245
<b>Total cash used</b>	<b>1,632,793</b>	<b>1,650,889</b>	<b>1,609,725</b>	<b>1,585,570</b>	<b>1,538,144</b>
<b>Net cash from (used by) operating activities</b>	<b>(720,488)</b>	<b>(803,917)</b>	<b>(747,726)</b>	<b>(716,433)</b>	<b>(648,507)</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash received</b>					
Interest received from advances and loans	164,465	171,404	166,363	152,641	152,641
Repayments of advances and loans	16,608	68,815	146,770	163,468	60,138
<b>Total cash received</b>	<b>181,073</b>	<b>240,219</b>	<b>313,133</b>	<b>316,109</b>	<b>212,779</b>
<b>Cash used</b>					
Advances and loans made	350,194	349,694	-	-	-
Corporate entity investments	-	338	-	-	-
<b>Total cash used</b>	<b>350,194</b>	<b>350,032</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net cash from (used by) investing activities</b>	<b>(169,121)</b>	<b>(109,813)</b>	<b>313,133</b>	<b>316,109</b>	<b>212,779</b>
<b>Net increase (decrease) in cash held</b>	<b>(889,609)</b>	<b>(913,730)</b>	<b>(434,593)</b>	<b>(400,324)</b>	<b>(435,728)</b>
Cash and cash equivalents at beginning of reporting period	77,880	72,583	62,485	36,308	17,381
<b>Cash from Official Public Account for:</b>					
– Appropriations	1,804,249	1,814,382	1,407,107	1,390,202	1,361,703
<b>Total cash from Official Public Account</b>	<b>1,804,249</b>	<b>1,814,382</b>	<b>1,407,107</b>	<b>1,390,202</b>	<b>1,361,703</b>
<b>Cash to Official Public Account for:</b>					
– Appropriations	(919,937)	(910,750)	(998,691)	(1,008,805)	(925,975)
<b>Total cash to Official Public Account</b>	<b>(919,937)</b>	<b>(910,750)</b>	<b>(998,691)</b>	<b>(1,008,805)</b>	<b>(925,975)</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>72,583</b>	<b>62,485</b>	<b>36,308</b>	<b>17,381</b>	<b>17,381</b>

Prepared on Australian Accounting Standards basis.

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>NEW CAPITAL APPROPRIATIONS</b>					
Administered Assets and Liabilities – Bill (No. 2)	237,214	327,790	-	-	-
<b>Total new capital appropriations</b>	<b>237,214</b>	<b>327,790</b>	-	-	-
<i>Provided for:</i>					
<i>Other Items</i>	237,214	327,790	-	-	-
<b>Total Items</b>	<b>237,214</b>	<b>327,790</b>	-	-	-

Prepared on Australian Accounting Standards basis

# AgriFutures Australia

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# AGRIFUTURES AUSTRALIA

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

AgriFutures Australia (AgriFutures) is the trading name for the Rural Industries Research and Development Corporation (RIRDC). AgriFutures is one of 15 Research Development Corporations (RDCs) that service the Research, Development and Extension (RD&E) needs of Australian rural industries. We represent the research needs for 13 thriving rural industries (chicken meat, rice, honeybee and pollination, ginger, tea tree oil, pasture seeds, export fodder, thoroughbred horses, kangaroo, buffalo, deer, goat fibre and ratite).

With a head office in Wagga Wagga, NSW, AgriFutures has a unique role among the RDCs as we are also responsible for investing into building the leadership skills of those who work in the industry, researching issues that affect the whole of agriculture, identifying and supporting emerging rural industries and engaging in the global agrifood system.

AgriFutures' vision is to grow the long-term prosperity of Australian rural industries and communities through:

- Investing in RD&E programs to meet the current challenges and future needs for our 13 rural industries.
- Investing in RD&E which aim to drive the growth and development of emerging, high potential agricultural rural industries such as sesame, industrial hemp, seaweed insects, truffles, coffee and hazelnuts.
- Developing and delivering programs that respond to the specific workforce and leadership needs of those working in the Australian agricultural sector.
- Delivering programs that futureproof Australian rural industries by identifying and responding to national challenges and opportunities which impact the Australian agricultural sector.
- Engaging with the global agrifood innovation system to ensure Australia is a leader in accessing, adopting, developing and exporting agrifood technologies and innovation.

We work alongside our levied industries and other stakeholders. These partnerships allow us to bring together different capabilities, knowledge, skills and experience to facilitate the wider adoption of research outputs and outcomes.

We embrace a commercial approach to research and innovation that results in practice change on-farm, across rural industries and within regional communities.

As outlined in AgriFutures Australia Research and Innovation Strategic Plan 2022-2027 published on 1 July 2022, AgriFutures has designed the AgriFutures' 16:5:5

Roadmap - a simple, decisive set of priorities, centred around two important audiences – our levied industries and Australian rural industries.

The 16:5:5 Roadmap consists of sixteen priorities across five focus areas to be delivered over five years (2022–2027).

**Focus Area: Our Industries**

In partnership with each of our industries, create value by:

1. Maximising the return on investment for R&D levies.
2. Listening to, engaging, collaborating, and consulting with our industries.
3. Delivering research and innovation that addresses the specific needs of each of our industries.
4. Supporting our industries to prepare for and thrive into the future.
5. Identifying, linking, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.
6. Assisting our industries to enhance their industry stewardship to build community and consumer confidence.

**Focus Area: Emerging Industries**

Grow the value and diversity of Australia’s rural economy by:

7. Driving the growth or development of emerging, high-potential rural industries.
8. Identifying new revenue streams.

**Focus Area: Workforce and Leadership**

Assist in the development of the agricultural workforce by:

9. Understanding and responding to the future workforce needs of Australia’s rural industries.
10. Attracting and retaining a workforce that will ensure Australia’s rural industries are future ready.
11. Supporting people in Australia’s rural industries to build their motivation and skills to lead change.
12. Responding to the specific workforce and leadership needs of our levied and emerging industries.

**Focus Area: National Challenges and Opportunities**

Future proof Australian rural industries by:

13. Identifying, understanding, and responding to national challenges and opportunities impacting Australian rural industries.
14. Facilitating collaboration across sectors and organisations including other RDCs and Agricultural Innovation Australia (AIA).
15. Fostering responsible industry stewardship and building community trust.

**Focus Area: Global Innovation Networks**

Engage with the global agrifood innovation system by:

16. Ensuring Australia is a leader in accessing and adopting, as well as developing and exporting agrifood technologies and innovation.

## **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: AgriFutures Australia – Resource Statement – Budget Estimates for 2025–26 as at March Budget 2025**

	2024–25 <i>Estimated actual</i> \$'000	2025–26 Estimate \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>56,737</b>	<b>50,831</b>
<b>Funds from Government</b>		
<b>Annual appropriations – ordinary annual services<sup>(a)</sup></b>		
<b>Special appropriations<sup>(a)</sup></b>		
<i>Primary Industries Levies and Charges Disbursement Act 2024 – s37</i>		
Agricultural Resources	36,126	34,092
<b>Total special appropriations</b>	<b>36,126</b>	<b>34,092</b>
<b>Amounts received from related entities</b>		
Amounts from portfolio department <sup>(b)</sup>	10,435	10,645
<b>Total amounts received from related entities</b>	<b>10,435</b>	<b>10,645</b>
<b>Total funds from Government</b>	<b>46,561</b>	<b>44,737</b>
<b>Funds from industry sources</b>		
Levies <sup>(c)</sup>	7269	5,992
<i>less amounts paid to the CRF</i>	(7,269)	(5,992)
<b>Total funds from industry sources</b>	<b>-</b>	<b>-</b>
<b>Funds from other sources</b>		
Interest	2,943	2,663
Royalties	293	293
Grants	5,214	5,542
Other	262	199
<b>Total funds from other sources</b>	<b>8,712</b>	<b>8,697</b>
<b>Total net resourcing for AgriFutures</b>	<b>112,010</b>	<b>104,265</b>
	<b>2024–25</b>	<b>2025–26</b>
<b>Average staffing level (number)</b>	<b>81</b>	<b>86</b>

(a) AgriFutures' special appropriation is not directly appropriated as it is a corporate Commonwealth entity (CCE) under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Appropriation is made to the Department of Agriculture, Fisheries and Forestry (DAFF) and are then paid to AgriFutures and are considered departmental for all purposes.

(b) Funding provided by the portfolio department that is not specified within the Annual Appropriation Bills as a payment to that CCE (for example, a grant awarded to a CCE from one of its portfolio department's administered programs).

(c) The levies are imposed by the *Primary Industries (Excise) Levies Act 2024*, or the *Primary Industries (Services) Levies Act 2024*, and charges imposed under the *Primary Industries (Customs) Charges Act 2024*. The levies are collected by DAFF under the *Primary Industries Levies and Charges Collection Act 2024* and the *Primary Industries Levies and Charges Collection Rules 2024* and transferred to the Consolidated Revenue Fund (CRF). These amounts are then drawn down by the department as a special appropriation and paid to AgriFutures under the *Primary Industries Levies and Charges Disbursement Act 2024 – s37* Agricultural Resources.

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

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

### **1.3 Budget measures**

Budget measures in Part 1 relating to AgriFutures Australia are detailed in *Budget Paper No. 2* and are summarised below.

#### **Table 1.2: AgriFutures Australia – 2025–26 Budget Measures**

##### **Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook**

AgriFutures Australia does not have any 2025–26 Budget measures.

## 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 criteria 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 and annual performance statement for AgriFutures can be found at:

<http://www.agrifutures.com.au/about/corporate-documents/>

## 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1: Growth in the long-term prosperity of Australian rural industries by investing, through partnerships with industry, in research, development, extension, and commercialisation that fosters sustainable and profitable existing and emerging rural industries, and cross sector opportunities and challenges.**

### 2.1.1: Linked programs

**Department of Agriculture, Fisheries and Forestry**

Program 1.10: Agricultural Resources

**Contribution to Outcome 1 made by linked program:**

AgriFutures works together with DAFF to ensure sustainable, productive and profitable rural industries.

## 2.1.2: 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: Budgeted expenses for Outcome 1**

**Outcome 1: Growth in the long-term prosperity of Australian rural industries by investing, through partnerships with industry, in research, development, extension, and commercialisation that fosters sustainable and profitable existing and emerging rural industries, and cross sector opportunities and challenges.**

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.1: Rural Industries Research and Development Corporation</b>					
<b>Revenue from Government</b>					
Payment from related entities	10,435	10,645	10,921	11,151	11,407
Special appropriations					
<i>Primary Industries Levies and Charges Disbursement Act 2024 – s37 Agricultural Resources</i>	26,600	27,600	28,200	29,500	30,600
Revenues from industry sources	7,269	5,992	5,439	5,489	5,530
Revenues from other independent sources	10,917	9,157	8,806	8,506	8,246
Expenses not requiring appropriation in the Budget year <sup>(a)</sup>	6,000	6,000	6,000	5,200	5,200
<b>Total expenses for program 1.1</b>	<b>61,221</b>	<b>59,394</b>	<b>59,366</b>	<b>59,846</b>	<b>60,983</b>
<b>Outcome 1 totals by resource type</b>					
<b>Revenue from Government</b>					
Payment from related entities	10,435	10,645	10,921	11,151	11,407
Special appropriations	26,600	27,600	28,200	29,500	30,600
Revenues from industry sources	7,269	5,992	5,439	5,489	5,530
Revenues from other independent sources	10,917	9,157	8,806	8,506	8,246
Expenses not requiring appropriation in the Budget year <sup>(a)</sup>	6,000	6,000	6,000	5,200	5,200
<b>Total expenses for Outcome 1</b>	<b>61,221</b>	<b>59,394</b>	<b>59,366</b>	<b>59,846</b>	<b>60,983</b>
	<b>2024–25</b>	<b>2025–26</b>			
<b>Average staffing level (number)</b>	81	86			

(a) 'Expenses not requiring appropriation in the budget year' are made up of make good expenses, audit fees, and can include depreciation / amortisation expenses not requiring an appropriation.

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

Prepared on Australian Accounting Standards basis.

**Table 2.2: Performance measures for Outcome 1**

Table 2.2 details the performance measures for each program associated with Outcome 1. It also provides the related key activities as expressed in the current corporate plan where further detail is provided about the delivery of the activities related to the program, the context in which these activities are delivered and how the performance of these activities will be measured. Where relevant, the 2025–26 Budget measures that have created new programs or materially changed existing programs are provided.

As an entity established under the *Primary Industries Research and Development Act 1989*, and now *Primary Industries Levies and Charges Disbursement Act 2024 – s37 Agricultural Resources (PILCD Act)*, AgriFutures does not produce a corporate plan under the PGPA Act and is therefore exempt from the requirement to map purposes to outcomes.

<b>Outcome 1: Growth in the long-term prosperity of Australian rural industries by investing, through partnerships with industry, in research, development, extension, and commercialisation that fosters sustainable and profitable existing and emerging rural industries, and cross sector opportunities and challenges.</b>	
<b>Program 1.1: Rural Industries Research and Development Corporation</b>	
<b>Objective</b>	Through research and development create thriving rural industries and vibrant regional communities.
<b>Key Activities</b>	<p><b>Focus Area: Our Industries</b></p> <p>In partnership with each of our industries, create value by:</p> <ol style="list-style-type: none"> <li>1. Maximising the return on investment for R&amp;D levies.</li> <li>2. Listening to, engaging, collaborating, and consulting with our industries.</li> <li>3. Delivering research and innovation that addresses the specific needs of each of our industries.</li> <li>4. Supporting our industries to prepare for and thrive into the future.</li> <li>5. Identifying, linking, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.</li> <li>6. Assisting our industries to enhance their industry stewardship to build community and consumer confidence.</li> </ol>
	<p><b>Focus Area: Emerging Industries</b></p> <p>Grow the value and diversity of Australia's rural economy by:</p> <ol style="list-style-type: none"> <li>7. Driving the growth or development of emerging, high-potential rural industries.</li> <li>8. Identifying new revenue streams.</li> </ol>

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

<b>Key Activities (continued)</b>	<b>Focus Area: Workforce and Leadership</b>	
	Assist in the development of the agricultural workforce by:	
	<ul style="list-style-type: none"> <li>9. Understanding and responding to the future workforce needs of Australia's rural industries.</li> <li>10. Attracting and retaining a workforce that will ensure Australia's rural industries are future ready.</li> <li>11. Supporting people in Australia's rural industries to build their motivation and skills to lead change.</li> <li>12. Responding to the specific workforce and leadership needs of our levied and emerging industries.</li> </ul>	
	<b>Focus Area: National Challenges and Opportunities</b>	
	Future proof Australian rural industries by:	
	<ul style="list-style-type: none"> <li>13. Identifying, understanding, and responding to national challenges and opportunities impacting on Australian rural industries.</li> <li>14. Facilitating collaboration across sectors and organisations including other RDCs and AIA.</li> <li>15. Fostering responsible industry stewardship and building community trust.</li> </ul>	
	<b>Focus Area: Global Innovation Networks</b>	
	Engage with the global agrifood innovation system by:	
	<ul style="list-style-type: none"> <li>16. Ensuring Australia is a leader in accessing and adopting, as well as developing and exporting agrifood technologies and innovation.</li> </ul>	
<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results (All 2024-25 targets are on track)</b>
Current year 2024–25	As per AgriFutures Research and Innovation Strategic Plan 2022–2027 published 1 July 2022.	As per AgriFutures Research and Innovation Strategic Plan 2022–2027 published 1 July 2022.
	Deliver economic assessments of the investment in each of our 13 industry R&D programs.	A Benefit: cost ratio of 4:1.  (One assessment per industry during the five years of AgriFutures Research and Innovation Strategic Plan 2022–2027).
	Percentage of industry representative bodies and panel members that believe AgriFutures' engagement with our industries has been effective.	70 per cent.

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25 (continued)	Degree to which the objectives of the industry-based R&D plans are being achieved.	80 per cent.
	Percentage of industry representative bodies and panel members that feel AgriFutures' engagement with industry has supported them to prepare for the future.	70 per cent.
	The number of new technologies or innovation tested relevant to our levied industries	Five per annum.
	Percentage of our industry representative bodies and panel members that feel AgriFutures' has assisted their industry to build community and consumer confidence.	70 per cent.
	Deliver investments across emerging industries that enables them to address the highest priorities identified in their RD&E Plans.	Five investments across five emerging industries.
	Identify new potential revenue streams post farm-gate or ecosystem market opportunities that have the potential to return additional revenue streams.	Five.
	Deliver and extend to stakeholders the key findings of a study that addresses national workforce needs.	One study per annum.
	Percentage of participants in AgriFutures leadership and capacity building programs that feel equipped and confident to contribute to the future of Australia's rural industries.	80 per cent.

Continued on following page



**Table 2.2: Performance measures for Outcome 1 (continued)**

<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results</b>
Current year 2024–25 (continued)	Percentage of participants in AgriFutures leadership and capacity building programs that feel their motivation and skills to lead change have increased due to their participation.	80 per cent.
	Percentage of participants in levied and emerging industries capacity building programs that feel they are better equipped to address workforce needs within their industry.	80 per cent.
	Deliver and extend to stakeholders the key findings of studies addressing national challenges and opportunities impacting Australian rural industries.	Four studies per annum.
	Deliver the Emerging National Rural Issues Forum (ENRI).	One per annum resulting in five or more national collaborative projects/programs.
	Deliver and extend to stakeholders the key findings of studies addressing responsible industry stewardship and building community trust.	One per annum.
	Deliver events, networks and/or platforms that support the positioning of Australia as a global leader in agrifood tech.	Four events.
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Budget Year 2025-26	As per 2024–25.	As per 2024-25.
Forward Estimates 2026-29	As per 2025-26.	As per 2025-26.

## **Section 3: Budgeted financial statements**

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025–26 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 financial statements are prepared on an accrual basis where revenues and expenses are recognised as and when the resources are received and used. The entity resourcing table recognises the cash resources available to be used during the period and includes amounts recognised as revenue in previous periods.

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

AgriFutures is budgeting for a deficit of \$6.0 million in 2025–26.

AgriFutures' balance sheet remains strong with estimated total assets of \$50.0 million in 2025–26. Of the total assets, approximately \$44.9 million is represented by cash and investments.

Total liabilities of \$8.9 million are mostly represented by payables to R&D providers and suppliers of \$4.0 million, income received in advance under AASB 15 Revenue from Contracts with Customers of \$3.6 million and employee entitlements of \$1.2 million.

**3.2 Budgeted financial statements tables****Table 3.1: Comprehensive income statement (showing net cost of services) (for the period ended 30 June)**

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	11,124	11,643	10,716	11,119	11,509
Suppliers	16,454	16,472	14,384	14,164	14,261
Grants	33,364	31,023	34,000	34,300	34,950
Depreciation and amortisation	273	253	253	253	253
Finance costs	6	3	13	10	10
<b>Total expenses</b>	<b>61,221</b>	<b>59,394</b>	<b>59,366</b>	<b>59,846</b>	<b>60,983</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Interest	2,923	2,623	2,323	2,023	1,763
Other Grants	7,439	6,042	6,050	6,050	6,050
Royalties	293	293	283	283	283
Other	262	199	150	150	150
<b>Total own-source revenue</b>	<b>10,917</b>	<b>9,157</b>	<b>8,806</b>	<b>8,506</b>	<b>8,246</b>
<b>Total own-source income</b>	<b>10,917</b>	<b>9,157</b>	<b>8,806</b>	<b>8,506</b>	<b>8,246</b>
<b>Net cost of (contribution by) services</b>	<b>50,304</b>	<b>50,237</b>	<b>50,560</b>	<b>51,340</b>	<b>52,737</b>
Revenue from Government <sup>(a)</sup>					
Commonwealth contribution	37,035	38,245	39,121	40,651	42,007
Industry contributions	7,269	5,992	5,439	5,489	5,530
<b>Total revenue from Government</b>	<b>44,304</b>	<b>44,237</b>	<b>44,560</b>	<b>46,140</b>	<b>47,537</b>
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(5,200)</b>	<b>(5,200)</b>
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(5,200)</b>	<b>(5,200)</b>

Continued on following 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**

	2024–25 \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<b>Total comprehensive income/(loss) excluding depreciation/ amortisation expenses previously funded through revenue appropriations, depreciation on ROU, principal repayments on leased assets</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(5,200)</b>	<b>(5,200)</b>
less depreciation/amortisation expenses for ROU <sup>(b)</sup>	173	173	173	173	173
add principal repayments on leased assets <sup>(b)</sup>	173	173	173	173	173
<b>Total comprehensive income/(loss) – as per the Statement of comprehensive income</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(5,200)</b>	<b>(5,200)</b>

(a) Revenue from Government includes a Commonwealth contribution under the PILCD Act and levies collected from industry by DAFF for R&D activities.

(b) Applies to leases under AASB 16 Leases. Right of Use (ROU).

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	8,000	8,000	8,000	8,000	8,000
Trade and other receivables	3,546	3,506	3,456	3,456	3,456
Investments – Deposits	42,831	36,869	30,914	25,709	20,504
<b>Total financial assets</b>	<b>54,377</b>	<b>48,375</b>	<b>42,370</b>	<b>37,165</b>	<b>31,960</b>
<b>Non-financial assets</b>					
Land and buildings	257	84	831	658	485
Property, plant and equipment	186	188	193	198	203
Other non-financial assets	1,330	1,330	1,330	1,330	1,330
<b>Total non-financial assets</b>	<b>1,773</b>	<b>1,602</b>	<b>2,354</b>	<b>2,186</b>	<b>2,018</b>
<b>Total assets</b>	<b>56,150</b>	<b>49,977</b>	<b>44,724</b>	<b>39,351</b>	<b>33,978</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	780	780	780	780	780
Grants	2,750	2,750	2,750	2,750	2,750
Other payables	4,020	4,020	4,020	4,020	4,020
<b>Total payables</b>	<b>7,550</b>	<b>7,550</b>	<b>7,550</b>	<b>7,550</b>	<b>7,550</b>
<b>Interest bearing liabilities</b>					
Leases	270	97	844	671	498
<b>Total interest bearing-liabilities</b>	<b>270</b>	<b>97</b>	<b>844</b>	<b>671</b>	<b>498</b>
<b>Provisions</b>					
Employee provisions	1,250	1,250	1,250	1,250	1,250
<b>Total provisions</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
<b>Total liabilities</b>	<b>9,070</b>	<b>8,897</b>	<b>9,644</b>	<b>9,471</b>	<b>9,298</b>
<b>Net assets</b>	<b>47,080</b>	<b>41,080</b>	<b>35,080</b>	<b>29,880</b>	<b>24,680</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Retained surplus/(accumulated deficit)	47,080	41,080	35,080	29,880	24,680
<b>Total parent entity interest</b>	<b>47,080</b>	<b>41,080</b>	<b>35,080</b>	<b>29,880</b>	<b>24,680</b>
<b>Total Equity</b>	<b>47,080</b>	<b>41,080</b>	<b>35,080</b>	<b>29,880</b>	<b>24,680</b>

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

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)**

	Retained earnings	Total equity
	\$'000	\$'000
<b>Opening balance as at 1 July 2025</b>		
Balance carried forward from previous period	47,080	47,080
<b>Adjusted opening balance</b>	<b>47,080</b>	<b>47,080</b>
<b>Comprehensive income</b>		
Surplus/(deficit) for the period	(6,000)	(6,000)
<b>Total comprehensive income</b>	<b>(6,000)</b>	<b>(6,000)</b>
of which:		
Attributable to the Australian Government	(6,000)	(6,000)
<b>Estimated closing balance as at 30 June 2026</b>	<b>41,080</b>	<b>41,080</b>
<b>Closing balance attributable to the Australian Government</b>	<b>41,080</b>	<b>41,080</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Revenue from Government	46,561	44,737	45,310	46,890	48,287
Interest	2,943	2,663	2,373	2,023	1,763
Other	5,768	6,034	5,733	5,733	5,733
<b>Total cash received</b>	<b>55,272</b>	<b>53,434</b>	<b>53,416</b>	<b>54,646</b>	<b>55,783</b>
<b>Cash used</b>					
Employees	11,115	11,643	10,716	11,119	11,509
Suppliers	16,448	16,472	14,384	14,164	14,261
Grants	33,306	31,023	34,000	34,300	34,950
Interest payments on lease liability	6	3	13	10	10
<b>Total cash used</b>	<b>60,875</b>	<b>59,141</b>	<b>59,113</b>	<b>59,593</b>	<b>60,730</b>
<b>Net cash from (used by) operating activities</b>	<b>(5,603)</b>	<b>(5,707)</b>	<b>(5,697)</b>	<b>(4,947)</b>	<b>(4,947)</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash received</b>					
Investments	5,669	5,962	5,955	5,205	5,205
<b>Total cash received</b>	<b>5,669</b>	<b>5,962</b>	<b>5,955</b>	<b>5,205</b>	<b>5,205</b>
<b>Cash used</b>					
Purchase of property, plant and equipment and intangibles	130	82	85	85	85
<b>Total cash used</b>	<b>130</b>	<b>82</b>	<b>85</b>	<b>85</b>	<b>85</b>
<b>Net cash from (used by) investing activities</b>	<b>5,539</b>	<b>5,880</b>	<b>5,870</b>	<b>5,120</b>	<b>5,120</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash used</b>					
Principal payments on lease liability	173	173	173	173	173
<b>Total cash used</b>	<b>173</b>	<b>173</b>	<b>173</b>	<b>173</b>	<b>173</b>
<b>Net cash from (used by) financing activities</b>	<b>(173)</b>	<b>(173)</b>	<b>(173)</b>	<b>(173)</b>	<b>(173)</b>
<b>Net increase (decrease) in cash held</b>	<b>(237)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period	8,237	8,000	8,000	8,000	8,000
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded internally from departmental resources <sup>(a)</sup>	130	82	85	85	85
<b>TOTAL</b>	<b>130</b>	<b>82</b>	<b>85</b>	<b>85</b>	<b>85</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	130	82	85	85	85
<b>Total cash used to acquire assets</b>	<b>130</b>	<b>82</b>	<b>85</b>	<b>85</b>	<b>85</b>

(a) Includes the following section 74 external revenue:  
 – internally developed assets; and  
 – proceeds from the sale of assets.

Consistent with information contained in the Statement of Asset Movements and the Budgeted Statement of Cash Flows.

Prepared on Australian Accounting Standards basis.



**Table 3.6: Statement of departmental asset movements (Budget year 2025–26)**

	Buildings \$'000	Other property, plant and equipment \$'000	Total \$'000
<b>As at 1 July 2025</b>			
Gross book value	32	824	856
Gross book value – ROU <sup>(a)</sup>	918	-	918
Accumulated depreciation/amortisation and impairment	-	(638)	(638)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(693)	-	(693)
<b>Opening net book balance</b>	<b>257</b>	<b>186</b>	<b>443</b>
<b>CAPITAL ASSET ADDITIONS</b>			
<b>Estimated expenditure on new or replacement assets</b>			
By purchase – other <sup>(b)</sup>	-	82	82
<b>Total additions</b>	<b>-</b>	<b>82</b>	<b>82</b>
<b>Other movements</b>			
Depreciation/amortisation expense	-	(80)	(80)
Depreciation/amortisation expense – ROU <sup>(a)</sup>	(173)	-	(173)
<b>Total other movements</b>	<b>(173)</b>	<b>(80)</b>	<b>(253)</b>
<b>As at 30 June 2026</b>			
Gross book value	32	906	938
Gross book value – ROU <sup>(a)</sup>	918	-	918
Accumulated depreciation/amortisation and impairment	-	(718)	(718)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(866)	-	(866)
<b>Closing net book balance</b>	<b>84</b>	<b>188</b>	<b>272</b>

(a) Applies to leases under AASB 16 Leases. Right of Use (ROU).

(b) 'By purchase – other' refers to funding provided through other internal funding sources.

Prepared on Australian Accounting Standards basis.



# Australian Fisheries Management Authority

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# Australian Fisheries Management Authority

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

The purpose of the Australian Fisheries Management Authority (AFMA) is the ecologically sustainable development of Commonwealth fisheries for the benefit of the Australian community.

To achieve its purpose, AFMA pursues the objectives of:

- Implementing efficient and cost-effective fisheries management.
- Ensuring the exploitation of fisheries and related activities is consistent with the principles of ecologically sustainable development.
- Where Australia has obligations under international agreements, ensuring the exploitation of fish stocks and related activities in the Australian fishing zone and the high seas are carried on consistently with those obligations.
- To the extent that Australia has obligations under international law or agreements, ensuring that fishing activities by Australian flagged vessels on the high seas are conducted consistently with those obligations.
- Maximising net economic returns to the Australian community from the management of Australian fisheries.
- Ensuring accountability to the fishing industry and the Australian community in the management of fisheries resources.
- Achieving Government targets in relation to the recovery of AFMA's costs.

AFMA is also required to have regard to the objectives of:

- Ensuring that the interests of commercial, recreational, and Indigenous fishers are taken into account.
- Ensuring, through proper conservation and management measures, that the living resources of the Australian fishing zone are not endangered by over-exploitation.
- Achieving optimum utilisation of the living resources of the Australian fishing zone.

AFMA must ensure that, as far as practicable, measures adopted in pursuit of legislated objectives are not inconsistent with the preservation, conservation and protection of whales.

Success in pursuing these objectives is increasingly impacted by greater competition in the marine space as well as environmental change. The Department of Agriculture, Fisheries and Forestry (DAFF) is continuing its review of the Commonwealth Harvest Strategy Policy and the Commonwealth Bycatch Policy, which are key guiding documents for the way that AFMA manages fisheries. AFMA has work underway to recalibrate its management regime in some fisheries, in addition to planning for technology, business environment and workforce upgrades to ensure AFMA is prepared to continue to meet future challenges.

In 2025–26, AFMA will continue focus on:

- whole of Government national security priorities in close collaboration with Australian Border Force, in deterring illegal foreign fishing;
- technological uplift and rolling out the expanded Electronic-Monitoring program; and
- investing in risk-based frameworks to ensure management decisions incorporate climate change impacts.

AFMA’s Corporate Plan outlines the key priorities that will support AFMA to achieve its purpose in the dynamic marine and economic environment in which it operates.

## 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: Australian Fisheries Management Authority – Resource Statement – Budget Estimates for 2025–26 as at March Budget 2025**

	2024–25 <i>Estimated actual \$'000</i>	2025–26 Estimate \$'000
<b><u>Departmental</u></b>		
<b>Annual appropriations – ordinary annual services<sup>(a)</sup></b>		
Departmental appropriation <sup>(b)</sup>	29,608	28,497
Departmental capital budget <sup>(c)</sup>	2,092	495
<b><i>Total departmental annual appropriations</i></b>	<b>31,700</b>	<b>28,992</b>
<b>Special accounts<sup>(d)</sup></b>		
Opening Balance	13,309	13,009
Appropriation receipts <sup>(e)</sup>	29,608	28,497
Non-appropriation receipts	19,667	21,457
<b><i>Total special account receipts</i></b>	<b>62,584</b>	<b>62,963</b>
<i>less departmental appropriations drawn from annual/special appropriations and credited to special accounts</i>	<i>(29,608)</i>	<i>(28,497)</i>
<b><i>Total departmental resourcing</i></b>	<b>64,676</b>	<b>63,458</b>
<b><u>Administered</u></b>		
<b>Annual appropriations – ordinary annual services<sup>(a)</sup></b>		
Outcome 1	6,265	6,389
<b><i>Total administered annual appropriations</i></b>	<b>6,265</b>	<b>6,389</b>
<b><i>Total administered resourcing</i></b>	<b>6,265</b>	<b>6,389</b>
<b>Total resourcing for AFMA</b>	<b>70,941</b>	<b>69,847</b>
	<b>2024–25</b>	<b>2025–26</b>
<b>Average staffing level (number)</b>	177	179

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**Table 1.1: Australian Fisheries Management Authority – Resource Statement – Budget Estimates for 2025–26 as at March Budget 2025 (continued)**

- (a) Appropriation Bill (No. 1) 2025–26 and Supply Bill (No. 1) 2025–26.
- (b) Excludes departmental capital budget (DCB).
- (c) Departmental capital budgets are not separately identified in Appropriation Bill (No.1) and Supply Bill (No. 1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details. For accounting purposes, this amount has been designated as a 'contribution by owner'.
- (d) For further information on special appropriations and special accounts, please refer to *Budget Paper No. 4: Agency Resourcing 2025–26*. Please also see Table 2.1 for further information on outcome and program expenses broken down by various funding sources, e.g., annual appropriations, special appropriations and special accounts.
- (e) Amounts credited to the special account from the Authority's annual appropriations.

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

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

### 1.3 Budget measures

Budget measures in Part 1 relating to the Australian Fisheries Management Authority are detailed in *Budget Paper No. 2* and are summarised below.

**Table 1.2: Australian Fisheries Management Authority – 2025–26 Budget Measures**

**Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook**

	Program	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
<b>Payment measures</b>						
Supporting Border Security <sup>(a)</sup>	OC1					
Administered payment		-	-	-	-	-
Departmental payment		-	1,996	-	-	-
<b>Total</b>		-	<b>1,996</b>	-	-	-
Savings from External Labour – extension <sup>(b)</sup>	OC1					
Administered payment		-	-	-	-	-
Departmental payment		-	-	-	-	(423)
<b>Total</b>		-	-	-	-	<b>(423)</b>
<b>Total payment measures</b>						
Administered		-	-	-	-	-
Departmental		-	1,996	-	-	(423)
<b>Total</b>		-	<b>1,996</b>	-	-	<b>(423)</b>

(a) The lead entity for this measure is the Department of Home Affairs and Australian Border Force. The measure description appears in *Budget Paper No. 2: Budget Measures 2025–26* under the Home Affairs Portfolio.

(b) The measure description appears in *Budget Paper No. 2: Budget Measures 2025–26* under the Cross Portfolio section.

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.

## 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 PGPA Act. It is anticipated that the performance criteria 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.

AFMA's most recent corporate plan can be found at:

<https://www.afma.gov.au/corporate-and-reports/afma-corporate-plan-2024-27>

AFMA's most recent annual performance statement can be found at:

<https://www.afma.gov.au/corporate-and-reports/2023-24-annual-report>

## 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1: Ecologically sustainable and economically efficient Commonwealth fisheries, through understanding and monitoring Australia’s marine living resources and regulating and monitoring commercial fishing, including domestic licensing and deterrence of illegal foreign fishing.**

### 2.1.1: Linked programs

<b>Department of Agriculture, Fisheries and Forestry</b>
Program 1.4: Fishing Industry Program 2.1: Biosecurity and Export Services
<b>Contribution to Outcome 1 made by linked program:</b> AFMA and DAFF engage on fisheries management to ensure a sustainable, productive, and profitable fishing industry.
<b>Department of Climate Change, Energy, the Environment and Water</b>
Program 2.4: Conservation of Australia’s Heritage and Environment
<b>Contribution to Outcome 1 made by linked program:</b> AFMA and Department of Climate Change, Energy, the Environment and Water engage on fisheries management to ensure fisheries management meets standards under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> .

Continued on following page

**2.1.1: Linked programs (continued)**

<b>Department of Home Affairs</b>
Program 3.4: Border Enforcement
<p><b>Contribution to Outcome 1 made by linked program:</b></p> <p>AFMA provides the fisheries focus within the Australian Government Civil Maritime Surveillance and Response Program and is responsible for the administration of legislation on illegal fishing in the Australian Fishing Zone. AFMA deters and prevents illegal foreign fishing by carrying out education programs, cooperative enforcement operations, prosecution of offenders, destruction of confiscated boats, and capacity building projects.</p>

**2.1.2: 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: Budgeted expenses for Outcome 1**

<b>Outcome 1: Ecologically sustainable and economically efficient Commonwealth fisheries, through understanding and monitoring Australia’s marine living resources and regulating and monitoring commercial fishing, including domestic licensing and deterrence of illegal foreign fishing.</b>					
	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.1: Australian Fisheries Management Authority</b>					
<b><u>Administered expenses</u></b>					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) Illegal Foreign Fishing Vessel Caretaking and Disposal	6,265	6,389	6,561	6,564	6,648
<b><u>Departmental expenses</u></b>					
Departmental appropriation <sup>(a)</sup>	29,608	28,497	23,156	22,809	22,678
<b><u>Special account</u></b>					
AFMA Special Account	19,667	21,457	21,786	21,786	22,219
Expenses not requiring appropriation in the Budget year <sup>(b)</sup>	1,287	1,657	1,626	1,595	1,563
<b>Total expenses for program 1.1</b>	<b>56,827</b>	<b>58,000</b>	<b>53,129</b>	<b>52,754</b>	<b>53,108</b>
<b>Outcome 1 Totals by appropriation type</b>					
<b><u>Administered expenses</u></b>					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	6,265	6,389	6,561	6,564	6,648
<b><u>Departmental expenses</u></b>					
Departmental appropriation <sup>(a)</sup>	29,608	28,497	23,156	22,809	22,678
<b><u>Special account</u></b>					
AFMA Special Account	19,667	21,457	21,786	21,786	22,219
Expenses not requiring appropriation in the Budget year <sup>(b)</sup>	1,287	1,657	1,626	1,595	1,563
<b>Total expenses for Outcome 1</b>	<b>56,827</b>	<b>58,000</b>	<b>53,129</b>	<b>52,754</b>	<b>53,108</b>
	<b>2024–25</b>	<b>2025–26</b>			
<b>Average staffing level (number)</b>	177	179			

Continued on following page

**Table 2.1: Budgeted expenses for Outcome 1 (continued)**

- (a) Expenses are funded from both 'ordinary annual services' Appropriation Bill (No. 1) 2025–26 and Supply Bill (No. 1) 2025–26, and 'revenue from independent sources' (receipts retained under section 74 of the PGPA Act).
- (b) 'Expenses not requiring appropriation in the Budget year are made up of make good expenses, audit fees, and can include depreciation / amortisation expenses not requiring an appropriation.

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

Prepared on Australian Accounting Standards basis.

**Table 2.2: Performance measures for Outcome 1**

Table 2.2 details the performance measures for each program associated with Outcome 1. It also provides the related key activities as expressed in the current corporate plan where further detail is provided about the delivery of the activities related to the program, the context in which these activities are delivered and how the performance of these activities will be measured. Where relevant, the 2025–26 Budget measures that have created new programs or materially changed existing programs are provided.

<b>Outcome 1: Ecologically sustainable and economically efficient Commonwealth fisheries, through understanding and monitoring Australia’s marine living resources and regulating and monitoring commercial fishing, including domestic licensing and deterrence of illegal foreign fishing.</b>	
<b>Program 1.1: Australian Fisheries Management Authority</b>	
<b>Objective 1</b>	Management of Commonwealth fisheries consistent with principles of ecological sustainable development.
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>• Developing management arrangements that:                             <ul style="list-style-type: none"> <li>○ Support the implementation of Commonwealth fisheries policies including the Harvest Strategy and Bycatch Policies.</li> <li>○ Implement AFMA’s Ecological Risk Management Framework.</li> <li>○ Recover overfished stocks and prevent overfishing.</li> <li>○ Ensure commercial, recreational and Indigenous fishing information is used to the extent possible in decision making.</li> </ul> </li> <li>• Investing in and applying monitoring, scientific and economic research to decision making on fish stocks, sub-stocks, species (target and non-target species) and the impact of fishing on the marine environment.</li> </ul>
<b>Objective 2</b>	Maximise net economic returns to the Australian community from the management of Commonwealth fisheries.
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>• Reviewing management arrangements to have regard for commercial, recreational and Indigenous fishing interests when maximising net economic returns from the commercial sector.</li> <li>• Reviewing management arrangements in conjunction with external factors that may limit fishing to ensure overall regulation is fit for purpose.</li> <li>• Managing exploratory fisheries (potentially underutilised fisheries).</li> <li>• Understanding impacts of resource allocation between commercial, recreational, and Indigenous fishers.</li> </ul>

Continued on following pages



**Table 2.2: Performance measures for Outcome 1 (continued)**

<b>Objective 3</b>	Compliance with Commonwealth fisheries laws and policies and relevant international fishing obligations and standards.
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>• Operating an effective compliance and enforcement regime encompassing:             <ul style="list-style-type: none"> <li>○ Measures to maximise voluntary compliance.</li> <li>○ Risk-based, intelligence driven, and targeted domestic operations.</li> <li>○ Building and maintaining strategic links and relationships with relevant law enforcement agencies.</li> </ul> </li> <li>• Operating effective foreign fisheries compliance enforcement and capacity building by:             <ul style="list-style-type: none"> <li>○ Implementing strategies to deter and eliminate illegal, unreported and unregulated (IUU) foreign fishing in Australian waters and on the high seas where Australia has an interest.</li> <li>○ Delivering capacity building programs internationally and providing technical input to support key regional and international fishing bodies.</li> </ul> </li> </ul>
<b>Objective 4</b>	Deliver effective, cost efficient and accountable management of Commonwealth fisheries resources.
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>• Pursuing initiatives to improve regulation and administration generally in the Australian Government sector including:             <ul style="list-style-type: none"> <li>○ Exploring opportunities to streamline fisheries assessment and management processes.</li> <li>○ Implementing revised fisheries policies for harvest strategies and by catch.</li> </ul> </li> <li>• Reviewing business processes and systems, information flows and financial management arrangements through:             <ul style="list-style-type: none"> <li>○ Assessing and mitigating high financial and operating risks.</li> <li>○ Seeking opportunities to cooperate with other Departments and agencies to optimise spending.</li> <li>○ Trialling new and cost-effective methods of collecting essential data.</li> </ul> </li> <li>• Increasing AFMA accountability and stakeholder engagement through:             <ul style="list-style-type: none"> <li>○ Continual review of management advisory committees (MACs) and resource assessment groups (RAGs).</li> <li>○ Contribution to development of a Commonwealth fisheries Indigenous engagement strategy.</li> </ul> </li> </ul>

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25	1. Percentage of Total Allowable Catch (TAC) determinations, or comparable measures, that are based on scientific assessments by resource assessment groups/management advisory committees.	Target: Greater than or equal to 95 per cent. Result: on track.
	2. The number of regulated fisheries assessed in accordance with AFMA's published Ecological Risk Assessment (ERA) schedule.	Target: As per published assessment schedule. Result: on track.
	3. The number of stocks identified as overfished that have specific rebuilding actions in place.	Target: 100 per cent of stocks identified as overfished have a specific rebuilding action in place. Result: achieved.
	4. Fisheries that maintain accreditation through compliance with legislative requirements.	Target: 100 per cent of fisheries maintain accreditation. Result: achieved.
	5. The number of stocks with target reference points based on Maximum Economic Yield (MEY), an agreed proxy thereof, or a multi-stock harvest strategy.	Target: No change or increase. Result: on track.
	6. Net Economic Return as assessed in the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) Fishery Status Reports.	Target: Positive trend over rolling three-year average. Result: on track.

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25 (continued)	7. Identification of priority national compliance risks and development of treatment programs for those priority risks.	Target: 100 per cent of published national compliance risks have treatment programs in place. Result: achieved.
	8. Investigation of illegal foreign fishing in Australian waters to support prosecutions.	Target: 90 percent of briefs referred to the Commonwealth Director of Public Prosecutions for illegal foreign fishing offences proceed to prosecution. Result: achieved.
	9. Compliance rate with Australia's international fisheries obligations that AFMA implements as assessed by International Fisheries Management Organisations (IFMO).	Target: Greater than 90 per cent. Result: achieved.

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25 (continued)	1. Cost recovery budget.	Target: At or below 2005–06 once adjusted for Consumer Price Index (CPI). Result: achieved.
	2. Engagement with legislated peak body.	Target: Commonwealth Fisheries Association is satisfied that meaningful opportunity is given to contribute to planning, delivery and reporting. Result: on track.
Year	Performance measures	Planned Performance Results
Budget Year 2025–26	1. Percentage of TAC determinations, or comparable measures, that are based on scientific assessments by resource assessment groups/ management advisory committees.	Greater than or equal to 95 per cent.
	2. The number of regulated fisheries assessed in accordance with AFMA’s published ERA schedule.	As per published assessment schedule.
	3. The number of stocks identified as overfished that have specific rebuilding actions in place.	100 per cent of stocks identified as overfished have a specific rebuilding action in place.
	4. Fisheries that maintain accreditation through compliance with legislative requirements.	100 per cent of fisheries maintain accreditation.
	5. The number of stocks with target reference points based on MEY, agreed proxy thereof, or a multi-stock harvest strategy.	No change or increase.

Continued on following page

**Table 2.2: Performance measures for Outcome 1 (continued)**

<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Budget Year 2025–26 (continued)	6. Net Economic Return as assessed in the ABARES Fishery Status Reports.	Positive trend over rolling three-year average.
	7. Identification of priority national compliance risks and development of treatment programs for those priority risks.	100 per cent of published national compliance risks have treatment programs in place.
	8. Investigation of illegal foreign fishing in Australian waters to support prosecutions.	90 per cent of briefs referred to the Commonwealth Director of Public Prosecutions for illegal foreign fishing offences proceed to prosecution.
	9. Compliance rate with Australia's international fisheries obligations that AFMA implements as assessed by IFMOs.	Greater than 90 per cent.
	10. Cost recovery budget.	At or below 2005–06 once adjusted for CPI.
	11. Engagement with legislated peak body.	Commonwealth Fisheries Association is satisfied that meaningful opportunity is given to contribute to planning, delivery, and reporting.
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Forward Estimates 2026–29	As per 2025–26.	As per 2025–26.

## **Section 3: Budgeted financial statements**

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025–26 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 financial statements are prepared on an accrual basis where revenues and expenses are recognised as and when the resources are received and used. The entity resourcing table recognises cash resources available to be used during the period and includes amounts recognised as revenue in previous periods.

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

AFMA expects to maintain a balanced budget position over the forward years before depreciation and amortisation.

AFMA collects levies via regulations under the *Fishing Levy Act 1991*, in accordance with the *Fisheries Management Act 1991*, *Fisheries Administration Act 1991*, Australian Government cost recovery policy and AFMA's Cost Recovery Implementation Statement.

Administered income reflects the fines imposed by AFMA for domestic and international illegal fishing activities and the receipt of administered revenue for expenditure incurred.

Administered expenditure reflects payments to the providers of illegal foreign fishing vessel caretaking and disposal services.

**3.2 Budgeted financial statements tables****Table 3.1: Comprehensive income statement (showing net cost of services) (for the period ended 30 June)**

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	24,400	25,680	26,229	26,990	27,775
Suppliers	23,356	22,726	17,134	15,995	15,480
Finance costs	80	80	80	80	80
Depreciation and amortisation	2,726	3,125	3,125	3,125	3,125
<b>Total expenses</b>	<b>50,562</b>	<b>51,611</b>	<b>46,568</b>	<b>46,190</b>	<b>46,460</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Sale of goods and rendering of services	4,480	4,948	4,947	4,610	4,699
Rental income	136	137	140	143	146
Levies and licence fees provided via crediting right to special account	15,051	16,372	16,699	17,033	17,374
<b>Total own-source revenue</b>	<b>19,667</b>	<b>21,457</b>	<b>21,786</b>	<b>21,786</b>	<b>22,219</b>
<b>Gains</b>					
Other	45	45	45	45	45
<b>Total gains</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>
<b>Total own-source income</b>	<b>19,712</b>	<b>21,502</b>	<b>21,831</b>	<b>21,831</b>	<b>22,264</b>
<b>Net cost of (contribution by) services</b>	<b>30,850</b>	<b>30,109</b>	<b>24,737</b>	<b>24,359</b>	<b>24,196</b>
Revenue from Government	29,608	28,497	23,156	22,809	22,678
<b>Surplus (deficit) attributable to the Australian Government</b>	<b>(1,242)</b>	<b>(1,612)</b>	<b>(1,581)</b>	<b>(1,550)</b>	<b>(1,518)</b>
<b>Total comprehensive income (loss) attributable to the Australian Government</b>	<b>(1,242)</b>	<b>(1,612)</b>	<b>(1,581)</b>	<b>(1,550)</b>	<b>(1,518)</b>

Continued on following 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**

	2024–25 \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<b>Total comprehensive income/(loss) excluding depreciation/ amortisation expenses previously funded through revenue appropriations, depreciation on ROU, principal repayments on leased assets</b>	-	-	-	-	-
less depreciation/amortisation expenses previously funded through revenue appropriations <sup>(a)</sup>	1,259	1,658	1,658	1,658	1,658
less depreciation/amortisation expenses for ROU assets <sup>(b)</sup>	1,467	1,467	1,467	1,467	1,467
add Principal repayments on leased assets <sup>(b)</sup>	1,484	1,513	1,544	1,575	1,607
<b>Total comprehensive income (loss) – as per the statement of comprehensive income</b>	<b>(1,242)</b>	<b>(1,612)</b>	<b>(1,581)</b>	<b>(1,550)</b>	<b>(1,518)</b>

(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) and Supply 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 to leases under AASB 16 Leases.

Prepared on Australian Accounting Standards basis.



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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	13,009	12,709	12,600	12,600	12,600
Trade and other receivables	1,199	1,199	1,199	1,199	1,199
Other non-financial assets	304	304	304	304	304
<b>Total financial assets</b>	<b>14,512</b>	<b>14,212</b>	<b>14,103</b>	<b>14,103</b>	<b>14,103</b>
<b>Non-financial assets</b>					
Land and buildings	10,961	9,024	8,451	6,452	11,303
Property, plant and equipment	1,091	850	675	348	371
Intangibles	4,007	3,855	3,707	3,410	3,119
Other	497	497	497	497	497
<b>Total non-financial assets</b>	<b>16,556</b>	<b>14,226</b>	<b>13,330</b>	<b>10,707</b>	<b>15,290</b>
<b>Total assets</b>	<b>31,068</b>	<b>28,438</b>	<b>27,433</b>	<b>24,810</b>	<b>29,393</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Supplier payables	2,838	2,838	3,029	3,029	3,029
Other payables	2,175	2,175	2,175	2,175	2,175
<b>Total payables</b>	<b>5,013</b>	<b>5,013</b>	<b>5,204</b>	<b>5,204</b>	<b>5,204</b>
<b>Provisions</b>					
Employee provisions	5,579	5,579	5,579	5,579	5,579
Other provisions	189	189	189	189	189
<b>Total provisions</b>	<b>5,768</b>	<b>5,768</b>	<b>5,768</b>	<b>5,768</b>	<b>5,768</b>
<b>Interest bearing liabilities</b>					
Leases	3,827	2,314	2,196	621	6,214
<b>Total interest bearing liabilities</b>	<b>3,827</b>	<b>2,314</b>	<b>2,196</b>	<b>621</b>	<b>6,214</b>
<b>Total liabilities</b>	<b>14,608</b>	<b>13,095</b>	<b>13,168</b>	<b>11,593</b>	<b>17,186</b>
<b>Net assets</b>	<b>16,460</b>	<b>15,343</b>	<b>14,265</b>	<b>13,217</b>	<b>12,207</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Contributed equity	19,192	19,687	20,190	20,692	21,200
Reserves	6,395	6,395	6,395	6,395	6,395
Retained surplus/(accumulated deficit)	(9,127)	(10,739)	(12,320)	(13,870)	(15,388)
<b>Total parent entity interest</b>	<b>16,460</b>	<b>15,343</b>	<b>14,265</b>	<b>13,217</b>	<b>12,207</b>
<b>Total Equity</b>	<b>16,460</b>	<b>15,343</b>	<b>14,265</b>	<b>13,217</b>	<b>12,207</b>

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

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)**

	Retained earnings	Revaluation Asset Reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
<b>Opening balance as at 1 July 2025</b>				
Balance carried forward from previous period	(9,127)	6,395	19,192	16,460
<b>Adjusted opening balance</b>	<b>(9,127)</b>	<b>6,395</b>	<b>19,192</b>	<b>16,460</b>
<b>Comprehensive income</b>				
Surplus (deficit) for the period	(1,612)	-	-	(1,612)
<b>Total comprehensive income</b>	<b>(1,612)</b>	<b>-</b>	<b>-</b>	<b>(1,612)</b>
of which:				
Attributable to the Australian Government	(1,612)	-	-	(1,612)
<b>Transactions with owners</b>				
<b>Contributions by owners</b>				
Departmental Capital Budget (DCB)	-	-	495	495
<b>Sub-total transactions with owners</b>	<b>-</b>	<b>-</b>	<b>495</b>	<b>495</b>
<b>Estimated closing balance as at 30 June 2026</b>	<b>(10,739)</b>	<b>6,395</b>	<b>19,687</b>	<b>15,343</b>
<b>Closing balance attributable to the Australian Government</b>	<b>(10,739)</b>	<b>6,395</b>	<b>19,687</b>	<b>15,343</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Sale of goods and rendering of services	5,078	5,594	5,596	5,228	5,330
Appropriations	29,608	28,497	23,156	22,809	22,678
Net GST received	2,018	1,737	1,336	1,277	1,262
Other	15,051	16,372	16,699	17,033	17,374
<b>Total cash received</b>	<b>51,755</b>	<b>52,200</b>	<b>46,787</b>	<b>46,347</b>	<b>46,644</b>
<b>Cash used</b>					
Employees	24,400	25,680	26,229	26,990	27,775
Suppliers	25,791	24,927	18,743	17,702	17,182
Borrowing costs	80	80	80	80	80
<b>Total cash used</b>	<b>50,271</b>	<b>50,687</b>	<b>45,052</b>	<b>44,772</b>	<b>45,037</b>
<b>Net cash from (used by) operating activities</b>	<b>1,484</b>	<b>1,513</b>	<b>1,735</b>	<b>1,575</b>	<b>1,607</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash used</b>					
Purchase of property, plant, equipment and intangibles	2,392	795	803	502	508
<b>Total cash used</b>	<b>2,392</b>	<b>795</b>	<b>803</b>	<b>502</b>	<b>508</b>
<b>Net cash from (used by) investing activities</b>	<b>(2,392)</b>	<b>(795)</b>	<b>(803)</b>	<b>(502)</b>	<b>(508)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash received</b>					
Contributed equity	2,092	495	503	502	508
<b>Total cash received</b>	<b>2,092</b>	<b>495</b>	<b>503</b>	<b>502</b>	<b>508</b>
<b>Cash used</b>					
Lease liability – principal payments	1,484	1,513	1,544	1,575	1,607
<b>Total cash used</b>	<b>1,484</b>	<b>1,513</b>	<b>1,544</b>	<b>1,575</b>	<b>1,607</b>
<b>Net cash from (used by) financing activities</b>	<b>608</b>	<b>(1,018)</b>	<b>(1,041)</b>	<b>(1,073)</b>	<b>(1,099)</b>
<b>Net increase (decrease) in cash held</b>	<b>(300)</b>	<b>(300)</b>	<b>(109)</b>	<b>-</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period	13,309	13,009	12,709	12,600	12,600
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>13,009</b>	<b>12,709</b>	<b>12,600</b>	<b>12,600</b>	<b>12,600</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>NEW CAPITAL APPROPRIATIONS</b>					
Capital budget – Bill (No. 1) (DCB)	2,092	495	503	502	508
<b>Total capital appropriations represented by:</b>	<b>2,092</b>	<b>495</b>	<b>503</b>	<b>502</b>	<b>508</b>
<b>Total new capital appropriations represented by:</b>					
<i>Purchase of non-financial assets</i>	2,092	495	503	502	508
<b>Total items</b>	<b>2,092</b>	<b>495</b>	<b>503</b>	<b>502</b>	<b>508</b>
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded by capital appropriation – DCB <sup>(a)</sup>	2,092	495	503	502	508
Funded internally from departmental resources <sup>(b)</sup>	300	300	300	-	-
<b>TOTAL</b>	<b>2,392</b>	<b>795</b>	<b>803</b>	<b>502</b>	<b>508</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	2,392	795	803	502	508
<b>Total cash used to acquire assets</b>	<b>2,392</b>	<b>795</b>	<b>803</b>	<b>502</b>	<b>508</b>

(a) Does not include annual finance lease costs. Include purchases from current and previous years Departmental Capital Budget (DCB).

- (b) Includes the following sources of funding:
- current *Appropriation Act (No. 1/3/5)* appropriations;
  - internally developed assets;
  - section 74 external revenue;
  - proceeds from the sale of assets; and
  - the AFMA Special Account under section 94B of the *Fisheries Administration Act 1991*.

Consistent with information contained in the Statement of Asset Movements and the Budgeted Statement of Cash Flows.

Prepared on Australian Accounting Standards basis.

**Table 3.6: Statement of departmental asset movements (Budget year 2025–26)**

	Land	Buildings	Other property, plant and equipment	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2025</b>					
Gross book value	2,475	7,769	2,933	10,646	23,823
Gross book value – ROU <sup>(a)</sup>	-	10,923	134	-	11,057
Accumulated depreciation/ amortisation and impairment	-	(2,604)	(1,865)	(6,639)	(11,108)
Accumulated depreciation/ amortisation and impairment – ROU <sup>(a)</sup>	-	(7,602)	(111)	-	(7,713)
<b>Opening net book balance</b>	<b>2,475</b>	<b>8,486</b>	<b>1,091</b>	<b>4,007</b>	<b>16,059</b>
<b>CAPITAL ASSET ADDITIONS</b>					
<b>Estimated expenditure on new or replacement assets</b>					
By purchase – appropriation ordinary annual services <sup>(b)</sup>	-	-	387	408	795
<b>Total additions</b>	<b>-</b>	<b>-</b>	<b>387</b>	<b>408</b>	<b>795</b>
<b>Other movements</b>					
Depreciation/ amortisation expense	-	(532)	(566)	(560)	(1,658)
Depreciation/ amortisation expense – ROU <sup>(a)</sup>	-	(1,405)	(62)	-	(1,467)
<b>Total other movements</b>	<b>-</b>	<b>(1,937)</b>	<b>(628)</b>	<b>(560)</b>	<b>(3,125)</b>

Continued on following page

**Table 3.6: Statement of departmental asset movements (Budget year 2025–26) (continued)**

<b>As at 30 June 2026</b>					
Gross book value	2,475	7,769	3,320	11,054	24,618
Gross book value – ROU <sup>(a)</sup>	-	10,923	134	-	11,057
Accumulated depreciation/ amortisation and impairment	-	(3,136)	(2,431)	(7,199)	(12,766)
Accumulated depreciation/ amortisation and impairment – ROU <sup>(a)</sup>	-	(9,007)	(173)	-	(9,180)
<b>Closing net book balance</b>	<b>2,475</b>	<b>6,549</b>	<b>850</b>	<b>3,855</b>	<b>13,729</b>

(a) Applies to leases under AASB 16 Leases. Right of Use (ROU).

(b) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2025–26 and Supply Bill (No. 1) 2025–26 for Departmental Capital Budget or other operational expenses.

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)**

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>EXPENSES</b>					
Suppliers	6,265	6,389	6,561	6,564	6,648
<b>Total expenses administered on behalf of Government</b>	<b>6,265</b>	<b>6,389</b>	<b>6,561</b>	<b>6,564</b>	<b>6,648</b>
<b>Net Cost of (contribution by) services</b>	<b>6,265</b>	<b>6,389</b>	<b>6,561</b>	<b>6,564</b>	<b>6,648</b>
<b>Surplus (Deficit)</b>	<b>(6,265)</b>	<b>(6,389)</b>	<b>(6,561)</b>	<b>(6,564)</b>	<b>(6,648)</b>
<b>Total comprehensive income (loss)</b>	<b>(6,265)</b>	<b>(6,389)</b>	<b>(6,561)</b>	<b>(6,564)</b>	<b>(6,648)</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Receivables	185	185	185	185	185
<b>Total financial assets</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>185</b>
<b>Total assets administered on behalf of Government</b>					
	<b>185</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>185</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	1,644	1,644	1,644	1,644	1,644
<b>Total payables</b>	<b>1,644</b>	<b>1,644</b>	<b>1,644</b>	<b>1,644</b>	<b>1,644</b>
<b>Total liabilities administered on behalf of Government</b>					
	<b>1,644</b>	<b>1,644</b>	<b>1,644</b>	<b>1,644</b>	<b>1,644</b>
<b>Net assets/(liabilities)</b>	<b>(1,459)</b>	<b>(1,459)</b>	<b>(1,459)</b>	<b>(1,459)</b>	<b>(1,459)</b>

Prepared on Australian Accounting Standards basis.



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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash used</b>					
Suppliers	6,265	6,389	6,561	6,564	6,648
<b>Total cash used</b>	<b>6,265</b>	<b>6,389</b>	<b>6,561</b>	<b>6,564</b>	<b>6,648</b>
<b>Net cash from (used by) operating activities</b>	<b>(6,265)</b>	<b>(6,389)</b>	<b>(6,561)</b>	<b>(6,564)</b>	<b>(6,648)</b>
<b>Net increase (decrease) in cash held</b>	<b>(6,265)</b>	<b>(6,389)</b>	<b>(6,561)</b>	<b>(6,564)</b>	<b>(6,648)</b>
Cash from Official Public Account for:					
– Appropriations	6,265	6,389	6,561	6,564	6,648
<b>Total cash from Official Public Account</b>	<b>6,265</b>	<b>6,389</b>	<b>6,561</b>	<b>6,564</b>	<b>6,648</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Prepared on Australian Accounting Standards basis.



# Australian Pesticides and Veterinary Medicines Authority

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# Australian Pesticides and Veterinary Medicines Authority

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

The Australian Pesticides and Veterinary Medicines Authority (APVMA) was established under the *Agricultural and Veterinary Chemicals (Administration) Act 1992* (Administration Act). The APVMA's principal responsibilities are described in the Administration Act and the *Agricultural and Veterinary Chemicals Code Act 1994*. It supports the delivery and management of the National Registration Scheme (NRS) through the responsible regulation and control of agricultural and veterinary (agvet) chemicals up to and including the point of retail sale.

The APVMA's purpose is to manage the risks of pests and diseases for the Australian community and to protect Australia's trade and the health and safety of people, animals and the environment. It underpins its objectives through the Strategic Plan setting key objectives for the APVMA:

- Being a trusted, transparent and fair regulator,
- Supporting a contemporary regulatory system,
- Building foresight capability,
- Striving for operational excellence,
- Attracting, developing and retaining talented people.

The APVMA is primarily funded through fees, charges, and levies imposed on the agricultural and veterinary chemical industry that it regulates and is cost-recovered by industry; applicants pay fees for application evaluations, and registrants pay levies based on the wholesale value of the chemicals they sell.

The APVMA will continue to implement the Ministerial Direction (issued 13 July 2023) concerning the finalisation of eight long running chemical reconsiderations. It will seek to make determinations on the identified chemical reconsiderations in accordance with the relevant legislation and in the earliest reasonable timeframe. It is a strategic priority for the APVMA to build community confidence in the safety and efficacy of older registered agvet chemicals through enhancing the effectiveness of the chemical review and adverse experience reporting programs.

The Minister issued a Statement of Expectations on 29 January 2025, which outlines the Government's expectations for the delivery of the APVMA's regulatory functions, engagement, governance and accountability. In response the APVMA provided a Statement of Intent, outlining how the APVMA will respond to these expectations.

The Ministerial Direction, Statement of Expectations, and Statement of Intent form part of the APVMA's governance framework and guide the APVMA in its reform agenda to strengthen the APVMA's capability to manage increasingly complex agvet regulatory risks, embrace opportunities, and respond to everchanging global events.

The APVMA operates within a highly complex environment with rapidly emerging new technologies; changes in consumer and societal expectations; increasing biosecurity risk, changing attitudes to regulatory compliance; and changing economic and climatic circumstances.

While most of these factors are outside of APVMA's control, they represent risks which the agency must be prepared to proactively respond to. Where possible, the APVMA will do what it can to influence the outcome for the betterment of Australia's agricultural and companion animal industries.

## 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.

**Table 1.1: Australian Pesticides and Veterinary Medicines Authority – Resource Statement – Budget Estimates for 2025–26 as at March Budget 2025**

	<i>2024–25 Estimated actual \$'000</i>	2025–26 Estimate \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>4,738</b>	<b>5,068</b>
<b>Funds from Government</b>		
<b>Annual appropriations – ordinary annual services<sup>(a)</sup></b>		
Outcome 1 <sup>(b)</sup>	2,260	7,584
<b>Total annual appropriations</b>	<b>2,260</b>	<b>7,584</b>
<b>Special appropriations<sup>(c)</sup></b>		
<i>Agricultural and Veterinary Chemicals (Administration) Act 1992,</i> s. 58 (6)	47,903	45,484
<b>Total special appropriations</b>	<b>47,903</b>	<b>45,484</b>
<b>Amounts received from related entities</b>		
Amounts from portfolio department <sup>(d)</sup>	151	153
<b>Total amounts received from related entities</b>	<b>151</b>	<b>153</b>
<b>Total funds from Government</b>	<b>50,314</b>	<b>53,221</b>
<b>Funds from industry sources</b>		
Levies, fees and charges <sup>(e)</sup>	47,903	45,484
<i>less amounts paid to the CRF</i>	(47,903)	(45,484)
<b>Total funds from industry sources</b>	<b>-</b>	<b>-</b>
<b>Funds from other sources</b>		
Other	90	90
<b>Total funds from other sources</b>	<b>90</b>	<b>90</b>
<b>Total net resourcing for APVMA</b>	<b>55,142</b>	<b>58,379</b>
	<b>2024–25</b>	<b>2025–26</b>
<b>Average staffing level (number)</b>	<b>195</b>	<b>195</b>

(a) Appropriation Bill (No. 1) 2025–26 and Supply Bill (No. 1) 2025–26. Appropriation is provided through the Department of Agriculture, Fisheries and Forestry (DAFF) and is specified within the Annual Appropriation Bills as a payment to APVMA and is considered departmental for all purposes.

(b) 2025–26 funding includes \$5.2 million announced at 2024–25 Mid-Year Economic and Fiscal Outlook to support the APVMA to continue to regulate and control agricultural and veterinary chemicals.

(c) APVMA's special appropriation is not directly appropriated as it is a corporate Commonwealth entity (CCE) under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Appropriation is made to DAFF and are then paid to APVMA and are considered departmental for all purposes.

(d) Funding provided by the portfolio department that is not specified within the Annual Appropriation Bills as a payment to that CCE (for example, a grant awarded to a CCE from one of its portfolio department's administered programs).

(e) These charges are imposed by the *Agricultural and Veterinary Chemicals Code Act 1994* and the *Agricultural and Veterinary Chemical Products (Collection of Levy) Act 1994*. They are collected by APVMA and transferred to the Consolidated Revenue Fund (CRF). These amounts are then drawn down by the department as a special appropriation under the Administration Act.

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

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



### 1.3 Budget measures

Budget measures in Part 1 relating to the Australian Pesticides and Veterinary Medicines Authority are detailed in *Budget Paper No. 2* and are summarised below.

**Table 1.2: Australian Pesticides and Veterinary Medicines Authority – 2025–26 Budget Measures**

**Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook**

Program	2024–25 \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<b>Payment measures</b>					
Savings from External Labour – extension <sup>(a)(b)</sup>					
1.1					
Administered payment	-	-	-	-	-
Departmental payment	-	-	-	-	(26)
<b>Total</b>	-	-	-	-	<b>(26)</b>
<b>Total payment measures</b>					
Administered	-	-	-	-	-
Departmental	-	-	-	-	(26)
<b>Total</b>	-	-	-	-	<b>(26)</b>

(a) The measure description appears in *Budget Paper No. 2: Budget Measures 2025–26* under the Cross Portfolio section.

(b) Funding for this measure passes through DAFF to APVMA.

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.

## 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 criteria 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.

APVMA's most recent corporate plan can be found at:

<https://www.apvma.gov.au/news-forms-and-publications/publications/corporate-plan>

APVMA's most recent annual performance statement can be found at:

<https://www.apvma.gov.au/news-forms-and-publications/publications/annual-reports>

## 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1: Protection of the health and safety of people, animals, the environment, and agricultural and livestock industries through regulation of pesticides and veterinary medicines.**

### 2.1.1: Linked programs

#### Department of Agriculture, Fisheries and Forestry

Program 1.10: Agricultural Resources

#### **Contribution to Outcome 1 made by linked programs:**

APVMA and DAFF work together to ensure the protection of the health and safety of humans, animals, and the environment.

**2.1.2: 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: Budgeted expenses for Outcome 1**

<b>Outcome 1: Protection of the health and safety of people, animals, the environment, and agricultural and livestock industries through regulation of pesticides and veterinary medicines.</b>					
	2024–25	2025–26	2026–27	2027–28	2028–29
	Estimated actual	Budget	Forward estimate	Forward estimate	Forward estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Program 1.1: Australian Pesticides and Veterinary Medicines Authority</b>					
<b>Revenue from Government</b>					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) <sup>(a)</sup>	2,260	7,584	1,782	1,803	1,800
Payment from related entities	151	153	157	160	164
Special appropriations					
<i>Agricultural and Veterinary Chemicals (Administration) Act 1992, s. 58 (6) – amount payable to the APVMA</i>	42,164	46,392	47,795	49,190	50,627
Revenues from other independent sources	2,575	144	144	144	144
Expenses not requiring appropriation in the Budget year <sup>(b)</sup>	5,296	218	132	41	(54)
<b>Total expenses for program 1.1</b>	<b>52,446</b>	<b>54,491</b>	<b>50,010</b>	<b>51,338</b>	<b>52,681</b>
<b>Outcome 1 totals by resource type</b>					
<b>Revenue from Government</b>					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) <sup>(a)</sup>	2,260	7,584	1,782	1,803	1,800
Payment from related entities	151	153	157	160	164
Special appropriations	42,164	46,392	47,795	49,190	50,627
Revenues from other independent sources	2,575	144	144	144	144
Expenses not requiring appropriation in the Budget year <sup>(b)</sup>	5,296	218	132	41	(54)
<b>Total expenses for Outcome 1</b>	<b>52,446</b>	<b>54,491</b>	<b>50,010</b>	<b>51,338</b>	<b>52,681</b>
	<b>2024–25</b>	<b>2025–26</b>			
<b>Average staffing level (number)</b>	195	195			

(a) Appropriation Bill (No. 1) 2025–26 and Supply Bill (No. 1) 2025–26. APVMA is a CCE under the PGPA Act and does not receive direct appropriations. Appropriation is provided through DAFF and is specified with the Annual Appropriation Bills as payment to APVMA and is considered departmental for all purposes.

(b) 'Expenses not requiring appropriation in the budget year' are made up of make good expenses, audit fees, and can include depreciation / amortisation expenses not requiring an appropriation.

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

Prepared on Australian Accounting Standards basis.

**Table 2.2: Performance measures for Outcome 1**

Table 2.2 details the performance measures for each program associated with Outcome 1. It also provides the related key activities as expressed in the current corporate plan where further detail is provided about the delivery of the activities related to the program, the context in which these activities are delivered and how the performance of these activities will be measured. Where relevant, the 2025–26 Budget measures that have created new programs or materially changed existing programs are provided.

<b>Outcome 1: Protection of the health and safety of people, animals, the environment, and agricultural and livestock industries through regulation of pesticides and veterinary medicines.</b>	
<b>Program 1.1: Australian Pesticides and Veterinary Medicines Authority</b>	
<b>Objective</b>	APVMA regulates agricultural and veterinary chemicals to manage the risks of pests and diseases for the Australian community and to protect Australia's trade and the health and safety of people, animals, and the environment.
<b>Key Activities</b>	<p>Achievement of the APVMA objective is achieved through the delivery of our five strategic objectives, each supported by a range of key activities.</p> <p><b>Being a trusted, transparent, and fair regulator</b></p> <p>Trust in the APVMA by the Australian public is critical to maintaining confidence in Australian agricultural and veterinary (agvet) chemicals. To ensure we are trusted, transparent and fair, we will:</p> <ul style="list-style-type: none"> <li>• regulate in an open, accountable and predictable way that encourages participation by all stakeholders</li> <li>• utilise best practice principles for risk management of agvet chemicals, underpinned by the best available science</li> <li>• build community confidence in the safety and efficacy of registered agvet chemicals</li> <li>• secure compliance with the Agvet Code through compliance and enforcement measures.</li> </ul> <p><b>Support a contemporary regulatory system</b></p> <p>The APVMA actively works with domestic and international regulatory partners to enhance the efficiency and effectiveness of the Australian regulatory system. To ensure we support a contemporary regulatory system, we will:</p> <ul style="list-style-type: none"> <li>• actively contribute to the domestic and global agvet chemical regulation policy development agenda</li> <li>• engage with trusted international chemical regulators for effective utilisation of their available data and scientific assessments</li> <li>• strengthen relationships with the state and territory agencies to ensure the coordinated, effective and harmonious regulation of agvet chemicals</li> </ul>

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

	<ul style="list-style-type: none"> <li>• enhance our capability to respond to emerging operational and policy risks in agvet chemical regulation.</li> </ul> <p><b>Building foresight capability</b></p> <p>The APVMA is committed to being proactive in meeting Australia’s future regulatory needs as they evolve. The APVMA will identify and implement ways of working and building our capability to support innovation within the agvet chemical sector and respond to Australia’s future regulatory needs. To ensure we build our foresight capability, we will:</p> <ul style="list-style-type: none"> <li>• actively contribute to the domestic and global agvet chemical regulation policy development agenda</li> <li>• engage with trusted international chemical regulators for effective utilisation of their available data and scientific assessments</li> <li>• strengthen relationships with the state and territory agencies to ensure the coordinated, effective and harmonious regulation of agvet chemicals</li> <li>• enhance our capability to respond to emerging operational and policy risks in agvet chemical regulation.</li> </ul> <p><b>Striving for operational excellence</b></p> <p>The APVMA plays a critical role in ensuring Australians have access to safe and effective agvet chemicals. The APVMA drives ongoing enhancement in the processes involved in effective regulation. This will ensure the regulatory process does not pose an undue burden on the Australian agvet chemical sector. To ensure we achieve operational excellence, we will:</p> <ul style="list-style-type: none"> <li>• be focused on the full suite of our regulatory functions and legislative obligations</li> <li>• ensure the quality and timeliness of our decisions are appropriate for the regulatory risk</li> <li>• operate on a financially sustainable basis across the long-term business cycle</li> <li>• adopt a continuous improvement approach to enhance the efficiency and effectiveness of our operations</li> <li>• streamline our enabling services to ensure they add value and enhance our regulatory capability, and capacity</li> <li>• invest in our Information and Communications Technology infrastructure and the management of our data holdings to ensure it is fit for purpose and adds value, efficiency, and effectiveness to the regulatory process.</li> </ul>
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Continued on following page

**Table 2.2: Performance measures for Outcome 1 (continued)**

	<p><b>Attracting, developing and retaining talented people</b></p> <p>Our people are critical to the delivery of an efficient and effective agvet chemical regulatory system. To ensure we attract, develop, retain and source talented people, and expertise, we will:</p> <ul style="list-style-type: none"> <li>empower a high-performing, diverse and agile workforce that is highly engaged with our purpose</li> <li>strengthen our values-based organisational culture</li> <li>drive a culture focused on the safety and well-being of staff</li> <li>invest in the professional and leadership development of our people</li> <li>provide opportunities for career progression, and growth</li> <li>invest in a network of talent and expertise that can be utilised to supplement the work of APVMA staff in delivering our regulatory responsibilities.</li> </ul>			
Year	Performance measures	Expected Performance Results		
Current year 2024-25	Proportion of applications finalised within legislative timeframes.	Target: 90 per cent. Target at risk of being achieved due to capacity constraints.		
	Proportion of activities that pass quality audits.	Target: 95 per cent. Target expected to be achieved.		
	Proportion of APVMA staff who report a high level of engagement with the APVMA.	Target: 74 per cent. Target expected to be achieved.		
Year	Performance measures	Planned Performance Results		
Budget Year 2025-26	1. As per 2024-25.	As per 2024-25.		
	2. As per 2024-25.	As per 2024-25.		
	3. As per 2024-25.	75 per cent.		
Forward Estimates 2026-29	Performance measures	2026-27	2027-28	2028-29
	As per 2024-25.	90 per cent.		
	As per 2024-25.	95 per cent.		
	As per 2024-25.	75 per cent.	78 per cent.	78 per cent.

## Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025–26 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 resourcing statement is prepared on a cash basis. The financial statements are prepared on an accrual basis. Differences between the resourcing and financial statements represent timing differences between revenue recognition and cash received.

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

The APVMA is budgeting for higher revenue on 2024-25 through an increase in fees as approved in the 2025 Cost Recovery Implementation Statement (CRIS), as well as additional appropriation funding from Government.



**3.2 Budgeted financial statements tables****Table 3.1: Comprehensive income statement (showing net cost of services) (for the period ended 30 June)**

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	34,856	36,802	38,494	38,977	40,595
Suppliers	15,358	14,894	8,713	9,662	9,382
Depreciation and amortisation	2,088	2,458	2,497	2,426	2,466
Finance costs	144	337	306	273	238
<b>Total expenses</b>	<b>52,446</b>	<b>54,491</b>	<b>50,010</b>	<b>51,338</b>	<b>52,681</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Other	2,575	144	144	144	144
<b>Total own-source revenue</b>	<b>2,575</b>	<b>144</b>	<b>144</b>	<b>144</b>	<b>144</b>
<b>Total own-source income</b>	<b>2,575</b>	<b>144</b>	<b>144</b>	<b>144</b>	<b>144</b>
<b>Net cost of (contribution by) services</b>	<b>49,871</b>	<b>54,347</b>	<b>49,866</b>	<b>51,194</b>	<b>52,537</b>
Revenue from Government					
Commonwealth contribution	2,260	7,584	1,782	1,803	1,800
Industry contributions	42,164	46,392	47,795	49,190	50,627
Payment from related entities	151	153	157	160	164
<b>Total revenue from Government</b>	<b>44,575</b>	<b>54,129</b>	<b>49,734</b>	<b>51,153</b>	<b>52,591</b>
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>(5,296)</b>	<b>(218)</b>	<b>(132)</b>	<b>(41)</b>	<b>54</b>
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	<b>(5,296)</b>	<b>(218)</b>	<b>(132)</b>	<b>(41)</b>	<b>54</b>

Continued on following 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

	2024–25 \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<b>Total comprehensive income/(loss) excluding depreciation/amortisation expenses previously funded through revenue appropriations, depreciation on ROU, principal repayments on leased assets</b>	<b>(5,200)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
less depreciation/amortisation expenses for ROU <sup>(a)</sup>	1,177	1,580	1,580	1,580	1,580
add principal repayments on leased assets <sup>(a)</sup>	1,081	1,362	1,448	1,539	1,634
<b>Total comprehensive income/(loss) – as per the Statement of comprehensive income</b>	<b>(5,296)</b>	<b>(218)</b>	<b>(132)</b>	<b>(41)</b>	<b>54</b>

(a) Applies to leases under AASB 16 Leases. Right of Use (ROU).

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	5,068	4,285	3,925	3,565	3,205
Trade and other receivables	34,958	35,866	36,663	37,389	38,125
<b>Total financial assets</b>	<b>40,026</b>	<b>40,151</b>	<b>40,588</b>	<b>40,954</b>	<b>41,330</b>
<b>Non-financial assets</b>					
Land and buildings	16,335	14,403	12,486	10,569	8,652
Property, plant and equipment	338	209	248	142	86
Intangibles	264	620	631	708	725
Other non-financial assets	983	983	983	983	983
<b>Total non-financial assets</b>	<b>17,920</b>	<b>16,215</b>	<b>14,348</b>	<b>12,402</b>	<b>10,446</b>
<b>Total assets</b>	<b>57,946</b>	<b>56,366</b>	<b>54,936</b>	<b>53,356</b>	<b>51,776</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	1,010	1,010	1,010	1,010	1,010
Other payables	1,069	1,069	1,069	1,069	1,069
<b>Total payables</b>	<b>2,079</b>	<b>2,079</b>	<b>2,079</b>	<b>2,079</b>	<b>2,079</b>
<b>Interest bearing liabilities</b>					
Leases	15,015	13,653	12,205	10,666	9,032
<b>Total interest bearing liabilities</b>	<b>15,015</b>	<b>13,653</b>	<b>12,205</b>	<b>10,666</b>	<b>9,032</b>
<b>Provisions</b>					
Employee provisions	6,664	6,664	6,664	6,664	6,664
<b>Total provisions</b>	<b>6,664</b>	<b>6,664</b>	<b>6,664</b>	<b>6,664</b>	<b>6,664</b>
<b>Total liabilities</b>	<b>23,758</b>	<b>22,396</b>	<b>20,948</b>	<b>19,409</b>	<b>17,775</b>
<b>Net assets</b>	<b>34,188</b>	<b>33,970</b>	<b>33,988</b>	<b>33,947</b>	<b>34,001</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Reserves	429	429	579	579	579
Retained surplus/(accumulated deficit)	33,759	33,541	33,409	33,368	33,422
<b>Total parent entity interest</b>	<b>34,188</b>	<b>33,970</b>	<b>33,988</b>	<b>33,947</b>	<b>34,001</b>
<b>Total Equity</b>	<b>34,188</b>	<b>33,970</b>	<b>33,988</b>	<b>33,947</b>	<b>34,001</b>

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

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)**

	Retained earnings	Asset revaluation reserve	Total equity
	\$'000	\$'000	\$'000
<b>Opening balance as at 1 July 2025</b>			
Balance carried forward from previous period	33,759	429	34,188
<b>Adjusted opening balance</b>	<b>33,759</b>	<b>429</b>	<b>34,188</b>
<b>Comprehensive income</b>			
Surplus/(deficit) for the period	(218)	-	(218)
<b>Total comprehensive income</b>	<b>(218)</b>	<b>-</b>	<b>(218)</b>
of which:			
Attributable to the Australian Government	(218)	-	(218)
<b>Estimated closing balance as at 30 June 2026</b>	<b>33,541</b>	<b>429</b>	<b>33,970</b>
<b>Closing balance attributable to the Australian Government</b>	<b>33,541</b>	<b>429</b>	<b>33,970</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forw ard estimate \$'000	2027–28 Forw ard estimate \$'000	2028–29 Forw ard estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Revenue from Government	50,314	53,221	48,937	50,427	51,855
Net GST received	380	380	380	380	380
Other	90	90	90	90	90
<b>Total cash received</b>	<b>50,784</b>	<b>53,691</b>	<b>49,407</b>	<b>50,897</b>	<b>52,325</b>
<b>Cash used</b>					
Employees	34,856	36,802	38,494	38,977	40,595
Suppliers	13,253	15,220	9,039	9,988	9,708
Interest payments on lease liability	144	337	306	273	238
<b>Total cash used</b>	<b>48,253</b>	<b>52,359</b>	<b>47,839</b>	<b>49,238</b>	<b>50,541</b>
<b>Net cash from (used by) operating activities</b>	<b>2,531</b>	<b>1,332</b>	<b>1,568</b>	<b>1,659</b>	<b>1,784</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash used</b>					
Purchase of property, plant and equipment and intangibles	1,120	753	480	480	510
<b>Total cash used</b>	<b>1,120</b>	<b>753</b>	<b>480</b>	<b>480</b>	<b>510</b>
<b>Net cash from (used by) investing activities</b>	<b>(1,120)</b>	<b>(753)</b>	<b>(480)</b>	<b>(480)</b>	<b>(510)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash used</b>					
Principal payments on lease liability	1,081	1,362	1,448	1,539	1,634
<b>Total cash used</b>	<b>1,081</b>	<b>1,362</b>	<b>1,448</b>	<b>1,539</b>	<b>1,634</b>
<b>Net cash from (used by) financing activities</b>	<b>(1,081)</b>	<b>(1,362)</b>	<b>(1,448)</b>	<b>(1,539)</b>	<b>(1,634)</b>
<b>Net increase (decrease) in cash held</b>	<b>330</b>	<b>(783)</b>	<b>(360)</b>	<b>(360)</b>	<b>(360)</b>
Cash and cash equivalents at the beginning of the reporting period	4,738	5,068	4,285	3,925	3,565
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>5,068</b>	<b>4,285</b>	<b>3,925</b>	<b>3,565</b>	<b>3,205</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded internally from departmental resources <sup>(a)</sup>	1,120	753	480	480	510
<b>TOTAL</b>	<b>1,120</b>	<b>753</b>	<b>480</b>	<b>480</b>	<b>510</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	1,120	753	480	480	510
<b>Total cash used to acquire assets</b>	<b>1,120</b>	<b>753</b>	<b>480</b>	<b>480</b>	<b>510</b>

(a) Includes the following section 74 external revenue:

- internally developed assets; and
- proceeds from the sale of assets.

Consistent with information contained in the Statement of Asset Movements and the Budgeted Statement of Cash Flows.

Prepared on Australian Accounting Standards basis.

**Table 3.6: Statement of departmental asset movements (Budget year 2025–26)**

	Building	Other property, plant and equipment	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2025</b>				
Gross book value	9,341	2,033	9,691	21,065
Gross book value – ROU <sup>(a)</sup>	15,799	-	-	15,799
Accumulated depreciation/amortisation and impairment	(1,574)	(1,695)	(9,427)	(12,696)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(7,231)	-	-	(7,231)
<b>Opening net book balance</b>	<b>16,335</b>	<b>338</b>	<b>264</b>	<b>16,937</b>
<b>CAPITAL ASSET ADDITIONS</b>				
<b>Estimated expenditure on new or replacement assets</b>				
By purchase – other <sup>(b)</sup>	-	120	633	753
<b>Total additions</b>	<b>-</b>	<b>120</b>	<b>633</b>	<b>753</b>
<b>Other movements</b>				
Depreciation/amortisation expense	(352)	(249)	(277)	(878)
Depreciation/amortisation expense – ROU <sup>(a)</sup>	(1,580)	-	-	(1,580)
<b>Total other movements</b>	<b>(1,932)</b>	<b>(249)</b>	<b>(277)</b>	<b>(2,458)</b>
<b>As at 30 June 2026</b>				
Gross book value	9,341	2,153	10,324	21,818
Gross book value – ROU <sup>(a)</sup>	15,799	-	-	15,799
Accumulated depreciation/amortisation and impairment	(1,926)	(1,944)	(9,704)	(13,574)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(8,811)	-	-	(8,811)
<b>Closing net book balance</b>	<b>14,403</b>	<b>209</b>	<b>620</b>	<b>15,232</b>

(a) Applies to leases under AASB 16 Leases. Right of Use (ROU).

(b) 'By purchase – other' refers to funding provided through other internal funding sources.

Prepared on Australian Accounting Standards basis.





# Cotton Research and Development Corporation

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# COTTON RESEARCH AND DEVELOPMENT CORPORATION

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

The Cotton Research and Development Corporation (CRDC) delivers outcomes in cotton research, development and extension (RD&E) on behalf of Australia's cotton growers and the Australian Government. Established in October 1990 and operating under the *Primary Industries Research and Development Act 1989*, and now *Primary Industries Levies and Charges Disbursement Act 2024 – s37 Agricultural Resources (PILCD Act)*, CRDC exists to grow the sustainable future of cotton through innovation with impact.

CRDC delivers world-class RD&E outcomes through thought leadership, innovation, adoption, collaboration, and partnerships. Cotton growers are at the heart of CRDC's activity: they determine CRDC's RD&E priorities and co-fund the resulting research through a grower levy, matched by Commonwealth contributions. CRDC is based in Narrabri, NSW: the heart of one of Australia's major cotton growing regions and home to the Australian Cotton Research Institute.

Cotton is a major contributor to the nation's economic, environmental, and social fabric. According to the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES), the value of exported cotton is expected to be close to \$3.4 billion from 2024–25.

Australia's cotton is among the most sustainable in the world, thanks in part to the RD&E that underpins it. Compared to 1992, Australian cotton growers use 97 per cent less pesticides, 52 per cent less water, and 34 per cent less land to grow a bale of cotton. Cotton employs more than 12,000 people across 150 rural and regional communities, many of which rely heavily on cotton for their economic prosperity and viability. Each year, Australia grows enough of this high-quality natural fibre to clothe 500 million people.

Innovative and adaptive growers, supported by RD&E and world-leading researchers, have driven Australian cotton's success. CRDC's role is to continue driving this success through RD&E.

CRDC's investments are governed by a five-year strategic plan: *Clever Cotton*, CRDC's Strategic RD&E Plan for 2023-2028. *Clever Cotton* sets out CRDC's vision for a sophisticated, prosperous and sustainable Australian cotton industry that is strongly connected to its value chain.

The strategic RD&E investments that CRDC will make in 2025–26 under Clever Cotton will help the industry increase its productivity and profitability; sustainably address the impacts of climate change and improve decision making using data and digital technologies. CRDC’s goal is to add an additional \$1 billion in economic value to the Australian cotton industry over the next five to ten years.

Clever Cotton contains three pillars of investment – Paddock, People, Planet – aligned with the Australian Cotton Industry’s Sustainability Framework. Each of these pillars contains three themes, creating nine key investment areas:

1. Paddock: Our future fields
  - Data-driven decisions
  - Adaptive systems
  - Connected market intelligence.
2. People: Central to our success
  - Design and innovation
  - Leadership and capacity
  - Adoption and impact.
3. Planet: Our shared future
  - Natural capital
  - Carbon
  - Circular economy.

To help achieve this, Australian cotton growers and the Australian Government aim to co-invest \$144 million into cotton RD&E during 2023–2028, across these key focus areas.

## 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.

**Table 1.1: Cotton Research and Development Corporation – Resource Statement – Budget Estimates for 2025–26 as at March Budget 2025**

	2024–25 <i>Estimated actual</i> \$'000	2025–26 Estimate \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>41,687</b>	<b>36,109</b>
<b>Funds from Government</b>		
<b>Special appropriations<sup>(a)</sup></b>		
<i>Primary Industries Levies and Charges Disbursement Act 2024 – s37 Agricultural Resources</i>	21,453	25,601
<b>Total special appropriations</b>	<b>21,453</b>	<b>25,601</b>
<b>Total funds from Government</b>	<b>21,453</b>	<b>25,601</b>
<b>Funds from industry sources</b>		
Levies <sup>(b)</sup>	10,352	11,094
<i>less amounts paid to the CRF</i>	(10,352)	(11,094)
<b>Total funds from industry sources</b>	<b>-</b>	<b>-</b>
<b>Funds from other sources</b>		
Interest	1,246	500
Royalties	25	25
Grants	5,000	5,000
Other	171	357
<b>Total funds from other sources</b>	<b>6,442</b>	<b>5,882</b>
<b>Total net resourcing for CRDC</b>	<b>69,582</b>	<b>67,592</b>
	<b>2024–25</b>	<b>2025–26</b>
<b>Average staffing level (number)</b>	<b>21</b>	<b>21</b>

(a) CRDC's special appropriation is not directly appropriated as it is a corporate Commonwealth entity (CCE) under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Appropriation is made to the Department of Agriculture, Fisheries and Forestry (DAFF) and are then paid to CRDC and are considered departmental for all purposes.

(b) The levies are imposed by the *Primary Industries (Excise) Levies Act 2024*, or the *Primary Industries (Services) Levies Act 2024*, and charges imposed under the *Primary Industries (Customs) Charges Act 2024*. The levies are collected by DAFF under the *Primary Industries Levies and Charges Collection Act 2024* and the *Primary Industries Levies and Charges Collection Rules 2024* and transferred to the Consolidated Revenue Fund (CRF). These amounts are then drawn down by the department as a special appropriation and paid to CRDC under the *Primary Industries Levies and Charges Disbursement Act 2024 – s37 Agricultural Resources*.

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

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

### 1.3 Budget measures

Budget measures in Part 1 relating to the Cotton Research and Development Corporation are detailed in *Budget Paper No. 2* and are summarised below.

#### **Table 1.2: Cotton Research and Development Corporation – 2025–26 Budget Measures**

##### **Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook (MYEFO)**

Cotton Research and Development Corporation does not have any 2025–26 Budget measures.

## 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 criteria 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 the Cotton Research and Development Corporation can be found at: <https://www.crdc.com.au/publications/crdc-strategic-plan>.

The most recent annual performance statement for the Cotton Research and Development Corporation can be found at: <http://www.crdc.com.au/publications/crdc-annual-report>.



## 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1: Adoption of innovation that leads to increased productivity, competitiveness and environmental sustainability through investment in research and development that benefits the Australian cotton industry and the wider community.**

### 2.1.1: Linked programs

**Department of Agriculture, Fisheries and Forestry**

Program 1.10: Agricultural Resources

**Contribution to Outcome 1 made by linked program:**

CRDC works together with DAFF to ensure a sustainable, productive, and profitable cotton industry.

**2.1.2: 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: Budgeted expenses for Outcome 1**

**Outcome 1: Adoption of innovation that leads to increased productivity, competitiveness and environmental sustainability through investment in research and development that benefits the Australian cotton industry and the wider community.**

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.1: Cotton Research and Development Corporation</b>					
<b>Revenue from Government</b>					
Special appropriations					
<i>Primary Industries Levies and Charges     Disbursement Act 2024 – s37 Agricultural     Resources</i>	10,351	14,507	12,608	10,621	10,404
Industry contribution	10,352	11,094	8,674	7,735	7,901
Revenues from other independent sources	6,275	5,775	5,775	5,775	5,775
Expenses not requiring appropriation in the budget year <sup>(a)</sup>	4,929	1,819	3,478	5,759	(4,007)
<b>Total expenses for program 1.1</b>	<b>31,907</b>	<b>33,195</b>	<b>30,535</b>	<b>29,890</b>	<b>20,073</b>
<b>Outcome 1 totals by resource type</b>					
<b>Revenue from Government</b>					
Special appropriations	10,351	14,507	12,608	10,621	10,404
Revenues from industry sources	10,352	11,094	8,674	7,735	7,901
Revenues from other independent sources	6,275	5,775	5,775	5,775	5,775
Expenses not requiring appropriation in the budget year <sup>(a)</sup>	4,929	1,819	3,478	5,759	(4,007)
<b>Total expenses for Outcome 1</b>	<b>31,907</b>	<b>33,195</b>	<b>30,535</b>	<b>29,890</b>	<b>20,073</b>
	<b>2024–25</b>	<b>2025–26</b>			
<b>Average staffing level (number)</b>	21	21			

(a) Expenses not requiring appropriation in the budget year are made up of make good expenses, audit fees, and can include depreciation / amortisation expenses not requiring an appropriation.

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

Prepared on Australian Accounting Standards basis.

**Table 2.2: Performance measures for Outcome 1**

Table 2.2 details the performance measures for each program associated with Outcome 1. It also summarises how each program is delivered and where relevant, the 2025–26 Budget measures have created new programs or materially changed existing programs are provided.

As an entity established under the PILCD Act, CRDC does not produce a Corporate Plan under the PGPA Act and is therefore exempt from the requirement to map purposes to outcomes.

<b>Outcome 1: Adoption of innovation that leads to increased productivity, competitiveness and environmental sustainability through investment in research and development that benefits the Australian cotton industry and the wider community.</b>		
<b>Program 1.1: Cotton Research and Development Corporation</b>		
<b>Objective 1</b>	<b>PADDOCK – Our future fields:</b> Focuses on the on-farm cotton system. Unites data and insights to support thriving cotton farms producing a premium product being demanded by the market.	
<b>Key Activities 1</b>	<b>Data-driven decisions</b> Improve productivity, profitability and sustainability by accurately monitoring and measuring every field on every cotton farm.	
	<b>Adaptive systems</b> Grow the profitability and resilience of Australian cotton farming systems through innovative solutions, technologies and practices.	
	<b>Connected market intelligence</b> Enhance the sustainability, market access and diversity, and value of Australian cotton.	
<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results</b>
Current year 2024–25	The economic value added to the industry over the next five to ten years. The 2028 target for added value is \$1 billion.	The rolling five-year gross value of production is increased by \$0.2 billion.  On target.
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Budget Year 2025–26	As per 2024–25.	As per 2024–25.
Forward Estimates 2026–29	As per 2024–25.	As per 2024–25.

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

<b>Objective 2</b>	<b>PEOPLE – Central to our success:</b> Ensure that in developing our world-class research capability, we are providing practical RD&E solutions and increasing the reach and impact of adoption.	
<b>Key Activities 2</b>	<b>Design and innovation</b> Embed collaboration in RD&E prioritisation, design, development and adoption.	
	<b>Leadership and capacity</b> Develop people and skills to support industry RD&E.	
	<b>Adoption and impact</b> Adopt knowledge and technology through dedicated development and delivery pathways.	
<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results</b>
Current year 2024–25	The level of satisfaction in CRDC by growers and research partners.	Surveys demonstrate growers and research partners are satisfied with CRDC's performance.  <i>On target.</i>
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Budget Year 2025–26	As per 2024–25.	As per 2024–25.
Forward Estimates 2026–29	As per 2024–25.	As per 2024–25.

Continued on following page

**Table 2.2: Performance measures for Outcome 1 (continued)**

<b>Objective 3</b>	<b>PLANET – Our shared future:</b> Ensure the cotton industry contributes positively to the environment, meeting community, government and market expectations.	
<b>Key Activities 3</b>	<b>Natural capital</b> Implement resilient natural capital practices that support productivity, help maintain biodiverse ecosystems, strengthen capacity for adaptation to climate change and progressively improve regional water, land and soil quality.	
	<b>Carbon</b> Establish a sustainable low-carbon production system for a changing future.	
	<b>Circular economy</b> Develop the circular economy for Australian cotton.	
<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results</b>
Current year 2024–25	The level of trust the cotton industry has from the community, the market and government about how it manages and reports on its environmental and social impacts.	Surveys demonstrate trust from community, the market and government about cotton's management and reporting of environmental and social impacts.  On target.
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Budget Year 2025–26	As per 2024–25.	As per 2024–25.
Forward Estimates 2026–29	As per 2024–25.	As per 2024–25.

## Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025–26 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 resourcing statement is prepared on a cash basis. The financial statements are prepared on an accrual basis. Differences between the resourcing and financial statements represent timing differences between revenue recognition and cash received.

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

##### Budgeted Comprehensive Income Statement

Variability in CRDC's revenue and expenditure is a result of significant fluctuations in the production of Australian cotton each year. Cotton production has been as low as 0.6 million bales in 2008 and 2020, as high as 5.4 million bales in 2012 and is estimated to be 4.0 million bales in 2025–26.

Revenue from industry levies and matching contributions from the Australian Government are determined by the level of cotton production and historically represent more than 75 per cent of total revenue. Since 2008–09 CRDC's revenue has fluctuated between \$7.0 million and \$30.9 million per annum.

The impact of a highly variable revenue stream on CRDC's investment in RD&E is minimised by managing cash reserves. During periods of high revenue CRDC builds up reserves by operating in surplus. During periods of low revenue CRDC draws on reserves by operating under approved deficits. This financial strategy allows CRDC to maintain a more consistent level of RD&E expenditure each year.

Matching contributions from the Australian Government are determined by the lowest of either 50 per cent of the expenditure incurred by CRDC on research and development activities or 0.5 per cent of the cotton industry's three-year average gross value of production. Royalties, interest on investments, external grant revenue and research project refunds make up the balance of CRDC's income.

To achieve the strategic priorities of the Strategic RD&E plan for the period 2023–2028, Clever Cotton, CRDC plans to invest a total of \$144 million over the five-year period.

In 2025–26 CRDC has budgeted for a deficit of \$1.8 million based on revenues of \$31.4 million and RD&E expenditure of \$33.2 million.

### **Budgeted Balance Sheet**

Reserves increased between 2010–11 to 2013–14 and 2022–23 to 2023–24 during years of high cotton production and decreased between 2014–15 to 2021–22 due to below average levels of cotton production. The 10 year average cotton production for 2014–15 to 2023–24 was 3.5 million bales. Recent rainfall resulting in inflows to irrigation storages and above average world cotton prices have resulted in forecasted production of approximately 5.2 million bales in 2024–25. In 2025–26 CRDC estimates production will be approximately 4.0 million bales. In 2026–27 CRDC estimates production will return to its long term average of 3.5 million bales.

CRDC plans to rebuild reserves during productive years and utilise the reserves to maintain research expenditure at a consistent level in future years.

**3.2 Budgeted financial statements tables**

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	3,923	4,125	4,310	4,511	4,719
Suppliers	1,293	1,370	1,574	1,427	1,454
Grants	26,532	27,541	24,489	23,790	13,738
Depreciation and amortisation	159	159	162	162	162
<b>Total expenses</b>	<b>31,907</b>	<b>33,195</b>	<b>30,535</b>	<b>29,890</b>	<b>20,073</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Interest	1,000	500	500	500	500
Grants	250	60	60	60	-
Royalties	25	25	25	25	25
Other	250	250	250	250	250
<b>Total own-source revenue</b>	<b>1,525</b>	<b>835</b>	<b>835</b>	<b>835</b>	<b>775</b>
<b>Total own-source income</b>	<b>1,525</b>	<b>835</b>	<b>835</b>	<b>835</b>	<b>775</b>
<b>Net cost of (contribution by) services</b>	<b>30,382</b>	<b>32,360</b>	<b>29,700</b>	<b>29,055</b>	<b>19,298</b>
Revenue from Government <sup>(a)</sup>					
Commonwealth contribution	10,351	14,507	12,608	10,621	10,404
Industry contributions	10,352	11,094	8,674	7,735	7,901
Other grants	4,750	4,940	4,940	4,940	5,000
<b>Total revenue from Government</b>	<b>25,453</b>	<b>30,541</b>	<b>26,222</b>	<b>23,296</b>	<b>23,305</b>
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>(4,929)</b>	<b>(1,819)</b>	<b>(3,478)</b>	<b>(5,759)</b>	<b>4,007</b>
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	<b>(4,929)</b>	<b>(1,819)</b>	<b>(3,478)</b>	<b>(5,759)</b>	<b>4,007</b>

(a) Revenue from Government includes a Commonwealth contribution and levies collected from industry by DAFF for R&D activities under the PILCD Act.

Prepared on Australian Accounting Standards basis.



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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	5,109	10,306	12,932	5,244	7,275
Trade and other receivables	3,900	3,900	3,900	3,899	3,900
Investments	31,000	24,000	18,000	20,000	22,000
<b>Total financial assets</b>	<b>40,009</b>	<b>38,206</b>	<b>34,832</b>	<b>29,143</b>	<b>33,175</b>
<b>Non-financial assets</b>					
Land and buildings	1,200	1,200	1,200	1,200	1,200
Property, plant and equipment	481	537	505	507	554
Intangibles	9	17	25	33	41
<b>Total non-financial assets</b>	<b>1,690</b>	<b>1,754</b>	<b>1,730</b>	<b>1,740</b>	<b>1,795</b>
<b>Total assets</b>	<b>41,699</b>	<b>39,960</b>	<b>36,562</b>	<b>30,883</b>	<b>34,970</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	115	115	115	115	115
Grants	3,000	3,000	3,000	3,000	3,000
<b>Total payables</b>	<b>3,115</b>	<b>3,115</b>	<b>3,115</b>	<b>3,115</b>	<b>3,115</b>
<b>Provisions</b>					
Employee provisions	659	739	819	899	979
<b>Total provisions</b>	<b>659</b>	<b>739</b>	<b>819</b>	<b>899</b>	<b>979</b>
<b>Total liabilities</b>	<b>3,774</b>	<b>3,854</b>	<b>3,934</b>	<b>4,014</b>	<b>4,094</b>
<b>Net assets</b>	<b>37,925</b>	<b>36,106</b>	<b>32,628</b>	<b>26,869</b>	<b>30,876</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Reserves	385	385	385	385	385
Retained surplus/(accumulated deficit)	37,540	35,721	32,243	26,484	30,491
<b>Total parent entity interest</b>	<b>37,925</b>	<b>36,106</b>	<b>32,628</b>	<b>26,869</b>	<b>30,876</b>
<b>Total Equity</b>	<b>37,925</b>	<b>36,106</b>	<b>32,628</b>	<b>26,869</b>	<b>30,876</b>

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

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)**

	Retained earnings	Asset revaluation reserve	Total equity
	\$'000	\$'000	\$'000
<b>Opening balance as at 1 July 2025</b>			
Balance carried forward from previous period	37,540	385	37,925
<b>Adjusted opening balance</b>	<b>37,540</b>	<b>385</b>	<b>37,925</b>
<b>Comprehensive income</b>			
Surplus/(deficit) for the period	(1,819)	-	(1,819)
<b>Total comprehensive income</b>	<b>(1,819)</b>	<b>-</b>	<b>(1,819)</b>
of which:			
Attributable to the Australian Government	(1,819)	-	(1,819)
<b>Estimated closing balance as at 30 June 2026</b>	<b>35,721</b>	<b>385</b>	<b>36,106</b>
<b>Closing balance attributable to the Australian Government</b>	<b>35,721</b>	<b>385</b>	<b>36,106</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Revenue from Government	10,828	14,507	12,608	10,621	10,404
Industry contributions	10,625	11,094	8,674	7,735	7,901
Other Government Grants	4,750	4,940	4,940	4,940	5,000
Other Industry Grants	250	60	60	60	-
Interest	1,246	500	500	500	500
Net GST received	2,679	2,754	2,449	2,379	1,374
Other	196	275	275	276	274
<b>Total cash received</b>	<b>30,574</b>	<b>34,130</b>	<b>29,506</b>	<b>26,511</b>	<b>25,453</b>
<b>Cash used</b>					
Employees	3,843	4,045	4,230	4,431	4,639
Suppliers	1,336	1,370	1,574	1,427	1,454
Grants	30,479	30,295	26,938	26,169	15,112
<b>Total cash used</b>	<b>35,658</b>	<b>35,710</b>	<b>32,742</b>	<b>32,027</b>	<b>21,205</b>
<b>Net cash from (used by) operating activities</b>	<b>(5,084)</b>	<b>(1,580)</b>	<b>(3,236)</b>	<b>(5,516)</b>	<b>4,248</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash received</b>					
Proceeds from sale of property, plant and equipment	-	107	72	37	113
Investments	27,000	28,000	26,000	17,000	17,000
<b>Total cash received</b>	<b>27,000</b>	<b>28,107</b>	<b>26,072</b>	<b>17,037</b>	<b>17,113</b>
<b>Cash used</b>					
Purchase of property, plant and equipment and intangibles	494	330	210	209	330
Investments	21,000	21,000	20,000	19,000	19,000
<b>Total cash used</b>	<b>21,494</b>	<b>21,330</b>	<b>20,210</b>	<b>19,209</b>	<b>19,330</b>
<b>Net cash from (used by) investing activities</b>	<b>5,506</b>	<b>6,777</b>	<b>5,862</b>	<b>(2,172)</b>	<b>(2,217)</b>
<b>Net increase (decrease) in cash held</b>	<b>422</b>	<b>5,197</b>	<b>2,626</b>	<b>(7,688)</b>	<b>2,031</b>
Cash and cash equivalents at the beginning of the reporting period	4,687	5,109	10,306	12,932	5,244
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>5,109</b>	<b>10,306</b>	<b>12,932</b>	<b>5,244</b>	<b>7,275</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded internally from departmental resources <sup>(a)</sup>	494	330	210	209	330
<b>TOTAL</b>	<b>494</b>	<b>330</b>	<b>210</b>	<b>209</b>	<b>330</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	494	330	210	209	330
<b>Total cash used to acquire assets</b>	<b>494</b>	<b>330</b>	<b>210</b>	<b>209</b>	<b>330</b>

(a) Includes the following section 74 external revenue:

- internally developed assets; and
- proceeds from the sale of assets.

Consistent with information contained in the Statement of Asset Movements and the Budgeted Statement of Cash Flows.

Prepared on Australian Accounting Standards basis.

**Table 3.6: Statement of departmental asset movements (Budget year 2025–26)**

	Land	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2025</b>					
Gross book value	192	1,033	852	152	2,229
Accumulated depreciation/amortisation and impairment	-	(25)	(371)	(143)	(539)
<b>Opening net book balance</b>	<b>192</b>	<b>1,008</b>	<b>481</b>	<b>9</b>	<b>1,690</b>
<b>CAPITAL ASSET ADDITIONS</b>					
<b>Estimated expenditure on new or replacement assets</b>					
By purchase – other <sup>(a)</sup>	-	25	285	20	330
<b>Total additions</b>	<b>-</b>	<b>25</b>	<b>285</b>	<b>20</b>	<b>330</b>
<b>Other movements</b>					
Depreciation/ amortisation expense	-	(25)	(122)	(12)	(159)
Disposals at gross value	-	-	(270)	-	(270)
Disposals add back depreciation/amortisation	-	-	163	-	163
<b>Total other movements</b>	<b>-</b>	<b>(25)</b>	<b>(229)</b>	<b>(12)</b>	<b>(266)</b>
<b>As at 30 June 2026</b>					
Gross book value	192	1,058	867	172	2,289
Accumulated depreciation/ amortisation and impairment	-	(50)	(330)	(155)	(535)
<b>Closing net book balance</b>	<b>192</b>	<b>1,008</b>	<b>537</b>	<b>17</b>	<b>1,754</b>

(a) 'By purchase – other' refers to funding provided through other internal funding sources.

Prepared on Australian Accounting Standards basis.



# Fisheries Research and Development Corporation

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# FISHERIES RESEARCH AND DEVELOPMENT CORPORATION

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

The Fisheries Research and Development Corporation (FRDC) is dedicated to delivering robust research and innovation, as well as supporting the extension and adoption of research within the fishing and aquaculture sectors. Our activities encompass environments ranging from the northern tropics to temperate seas, icy Antarctic waters to freshwater rivers and lakes, and estuaries to land-based aquaculture across Australia.

We invest in people and innovation to ensure healthy aquatic environments, fostering thriving fishing and aquaculture for the benefit of all Australians.

Operating under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), FRDC upholds high standards of accountability while maintaining the independence required of a statutory authority. Our three representative organisations, declared under the *Primary Industries Levies and Charges Disbursement Act 2024* (PILCD Act), are Seafood Industry Australia, the Australian Recreational and Sport Fishing Industry Confederation Inc. (trading as Recfish Australia), and the Commonwealth Fisheries Association Inc. We also engage the Indigenous Reference Group and the Australian Recreational Fishing Foundation in all our representative organisations' activities.

FRDC collaborates with a diverse and geographically dispersed group of stakeholders who share a connection and interest in fishing and aquaculture. These stakeholders include Indigenous, commercial wild catch and recreational fishers, aquaculturists, researchers, managers, supply chain workers, government and non-government organisations, and the broader Australian community.

Our investments are guided by stakeholder input and driven by innovation and collaboration. We focus on driving extension for impact through informed, evidence-based practices. The FRDC RD&E Plan 2025-30 reinforces our core values of Sustainability, People, Knowledge, and Trust by:

- Maintaining and developing new collaborative partnerships, including cross-sectoral and enduring programs.
- Understanding desired end states to address complex issues and designing steps to achieve those goals.
- Implementing innovative investment models to amplify impact by scaling early-stage ventures and building commercialisation pathways.
- Measuring progress to understand impactful change and ensure accountability.

We apply and report on our performance through metrics embedded in our Performance Framework and our RD&E plan Key Performance Indicators. Our Statutory Funding Agreement and Guidelines provide guidance on these aspects.

The FRDC RD&E Plan 2025-30 outlines five key themes for our investments:

1. Growing, resilient, and innovative - Ensuring enduring growth and resilience to challenges through innovation.
2. Best practices and production systems - Delivering diverse economic, ecological, and social benefits through best practice aquatic resource use.
3. Capable and diverse people - Promoting diversity, increasing participation, and developing skilled, adaptable individuals.
4. Secure access and resource allocation - Ensuring fair and integrated management of aquatic resources, providing certainty and confidence.
5. Community trust, acceptance, and value - Fostering positive perceptions and shared use of fishing and aquaculture products, services, and experiences.

FRDC's investments span short, medium, and long-term, high/low-risk, and strategic and adaptive Research, Development & Extension (RD&E) to meet stakeholder needs. These needs ultimately guide FRDC's RD&E investments to deliver planned end-user-driven solutions while responding to national, regional, sectoral, and global goals.

## 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' table in Section 2 and the financial statements in Section 3 are presented on an accrual basis.

**Table 1.1: Fisheries Research and Development Corporation – Resource Statement – Budget Estimates for 2025–26 as at March Budget 2025**

	2024–25 <i>Estimated actual</i> \$'000	2025–26 Estimate \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>22,604</b>	<b>16,393</b>
<b>Funds from Government</b>		
<b>Special appropriations<sup>(a)</sup></b>		
<i>Primary Industries Levies and Charges Disbursement Act 2024 – s37</i>		
Fishing Industry	28,128	29,373
<b>Total special appropriations</b>	<b>28,128</b>	<b>29,373</b>
<b>Total funds from Government</b>	<b>28,128</b>	<b>29,373</b>
<b>Funds from industry sources</b>		
Levies <sup>(b)</sup>	1,475	1,495
<i>less amounts paid to the CRF</i>	(1,475)	(1,495)
Industry contributions	11,222	11,053
<b>Total funds from industry sources</b>	<b>11,222</b>	<b>11,053</b>
<b>Funds from other sources</b>		
Interest	700	500
Other	8,504	14,894
<b>Total funds from other sources</b>	<b>9,204</b>	<b>15,394</b>
<b>Total net resourcing for FRDC</b>	<b>71,158</b>	<b>72,213</b>
	<b>2024–25</b>	<b>2025–26</b>
<b>Average staffing level (number)</b>	<b>43</b>	<b>46</b>

(a) FRDC's special appropriation is not directly appropriated as it is a corporate Commonwealth entity (CCE) under the PGPA Act. Appropriation is made to the Department of Agriculture, Fisheries and Forestry (DAFF) and are then paid to FRDC and are considered departmental for all purposes.

(b) The levies are imposed by the *Primary Industries (Excise) Levies Act 2024*, or the *Primary Industries (Services) Levies Act 2024*, and charges imposed under the *Primary Industries (Customs) Charges Act 2024*. The levies are collected by DAFF under the *Primary Industries Levies and Charges Collection Act 2024* and the *Primary Industries Levies and Charges Collection Rules 2024* and transferred to the Consolidated Revenue Fund (CRF). These amounts are then drawn down by the department as a special appropriation and paid to FRDC under the *Primary Industries Levies and Charges Disbursement Act 2024 – s37* Fishing Industry.

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

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

### 1.3 Budget measures

Budget measures in Part 1 relating to the Fisheries Research and Development Corporation are detailed in *Budget Paper No. 2* and are summarised below.

#### **Table 1.2: Fisheries Research and Development Corporation – 2025–26 Budget Measures**

##### **Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook**

FRDC does not have any 2025–26 Budget measures.

## 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 criteria 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.

While the FRDC reports against an annual framework, as an organisation that invests in science, the benefit of those investments endures over a longer time.

The most recent corporate plans (annual operating plan and research development and extension plan for the Fisheries Research and Development Corporation can be found at: <https://www.frdc.com.au/annual-operational-plans>, and <https://www.frdc.com.au/strategic-planning-and-priorities>.

The most recent annual performance statement for the Fisheries Research and Development Corporation can be at: <https://www.frdc.com.au/frdc-annual-report-2023-24>.

## 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1: Increased economic, social and environmental benefits for Australian fishing and aquaculture, and the wider community, by investing in knowledge, innovation, and marketing.**

### 2.1.1: Linked programs

#### **Department of Agriculture, Fisheries and Forestry**

Program 1.4: Fishing Industry

#### **Contribution to Outcome 1 made by linked program:**

FRDC works together with DAFF to ensure fishing and aquaculture in Australia is sustainable, productive, and profitable.

**2.1.2: 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: Budgeted expenses for Outcome 1**

<b>Outcome 1: Increased economic, social and environmental benefits for Australian fishing and aquaculture, and the wider community, by investing in knowledge, innovation, and marketing.</b>					
	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.1: Fisheries Research and Development Corporation</b>					
<b>Revenue from Government</b>					
Special appropriations					
<i>Primary Industries Levies and Charges     Disbursement Act 2024 – s37 Fishing     Industry</i>	28,128	29,373	31,240	32,497	33,376
Revenues from industry sources	8,391	6,901	8,909	11,132	11,611
Revenues from other independent sources	11,031	19,052	11,528	4,895	4,887
Expenses not requiring appropriation	5,504	(84)	(74)	(55)	(53)
<b>Total expenses for program 1.1</b>	<b>53,054</b>	<b>55,242</b>	<b>51,603</b>	<b>48,469</b>	<b>49,821</b>
<b>Outcome 1 totals by resource type</b>					
<b>Revenue from Government</b>					
Special appropriations	28,128	29,373	31,240	32,497	33,376
Revenues from industry sources	8,391	6,901	8,909	11,132	11,611
Revenues from other independent sources	11,031	19,052	11,528	4,895	4,887
Expenses not requiring appropriation	5,504	(84)	(74)	(55)	(53)
<b>Total expenses for Outcome 1</b>	<b>53,054</b>	<b>55,242</b>	<b>51,603</b>	<b>48,469</b>	<b>49,821</b>
	<b>2024–25</b>	<b>2025–26</b>			
<b>Average staffing level (number)</b>	43	46			

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

Prepared on Australian Accounting Standards basis.



**Table 2.2: Performance measures for Outcome 1**

Table 2.2 details the performance measures for each program associated with Outcome 1. It also summarises how each program is delivered and where relevant, the 2025–26 Budget measures that have created new programs or materially changed existing programs are provided.

As an entity established under the PILCD Act, FRDC does not produce a corporate plan under the PGPA Act and is therefore exempt from the requirement to map purposes to outcomes.

<b>Outcome 1: Increased economic, social and environmental benefits for Australian fishing and aquaculture, and the wider community, by investing in knowledge, innovation, and marketing.</b>	
<b>Program 1.1: Fisheries Research and Development Corporation</b>	
<b>Objective</b>	Establish collaborative, vibrant fishing and aquaculture, creating diverse benefits from aquatic resources, and celebrated by the community.
<b>Key Activities</b>	<p>Throughout the 2025–26 financial year, FRDC's investment will progress a shared vision of what fishing and aquaculture will become in Australia by 2030. This will be achieved by investment in the five RD&amp;E Plan themes in this first year of the Plan.</p> <p>FRDC's 2025–26 investment approach will continue to appropriately balance our focus on tackling shared national challenges, whilst also helping our partners to respond to today's more pressing needs. We will launch new approaches to investment in innovation and continue to deliver on the national data exchange and data catalogue, advance technically feasible and scalable alternative fuel and energy solutions, enhance national reporting of environmental, social, and governance (ESG) metrics and co-invest in developing the "Futures of Seafood" through understanding spatial overlays and scenario modelling of future states for Australian Aquaculture and Fisheries.</p> <p>The FRDC will continue to work with our stakeholder structures and programmatic partnerships to build collaboration and develop solutions to pressing and future needs and opportunities.</p> <p>Throughout the course of this Annual Operational Plan (AOP), FRDC will also work to drive R&amp;D adoption by extension of R&amp;D.</p> <p>The FRDC will continue to make our systems, procedures, and services more understandable and responsive to stakeholder needs, and form new, often unexpected alliances to address common issues. The FRDC will continue to evolve how we communicate impactful stories about what works and what doesn't.</p>

Continued on following page

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25	10 New economic opportunities explored.	On track to deliver by 2030.  Projects align with strategic priorities set out in FRDC’s 2025–26 AOP and partner plans.
	6 Best practice tools for better decision making.	
	A capable and diverse fisheries and aquaculture, with access to 5 new capability and capacity building programs. <sup>(a)</sup>	
	4 Improved pathways for managing key risks (e.g. biosecurity, disease, climate).	
	Products are enjoyed, and sectors are supported and trusted by the community.	
Year	Performance measures	Planned Performance Results
Budget Year 2025–26	As per 2024–25.	As per 2024–25.
Forward Estimates 2026-29	As per 2024–25.	As per 2024–25.

(a) Relates to the FRDC RD&E Plan 2025-30.

## **Section 3: Budgeted financial statements**

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025–26 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 financial statements are prepared on an accrual basis where revenues and expenses are recognised as and when the resources are received and used. The entity resourcing table recognises the cash resources available to be used during the period and includes amounts recognised as revenue in previous periods.

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

The FRDC's RD&E expenditure is dependent on the gross value of production (GVP) of the Australian seafood industry. The indication for the GVP for the Australian seafood industry steady in 2024–25 with growth expected in nominal terms from 2025–26 onwards. The main source of growth expected to come from the increase in production from salmonids, prawns and rock lobster's resumption of the China trade. Income contributions from the commercial sector are expected to maintain current levels.

### 3.2 Budgeted financial statements tables

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	6,220	7,356	7,745	8,132	8,538
Suppliers	1,601	1,616	1,675	1,760	1,848
Grants	44,858	45,900	41,808	38,217	39,075
Depreciation and amortisation	345	345	345	330	330
Finance costs	30	25	30	30	30
<b>Total expenses</b>	<b>53,054</b>	<b>55,242</b>	<b>51,603</b>	<b>48,469</b>	<b>49,821</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Contributions	11,222	11,053	11,737	12,327	12,798
Interest	700	500	500	500	500
Other	7,500	14,400	8,200	3,200	3,200
<b>Total own-source revenue</b>	<b>19,422</b>	<b>25,953</b>	<b>20,437</b>	<b>16,027</b>	<b>16,498</b>
<b>Total own-source income</b>	<b>19,422</b>	<b>25,953</b>	<b>20,437</b>	<b>16,027</b>	<b>16,498</b>
<b>Net cost of (contribution by) services</b>	<b>33,632</b>	<b>29,289</b>	<b>31,166</b>	<b>32,442</b>	<b>33,323</b>
Revenue from Government <sup>(a)</sup>					
Commonwealth contribution	28,128	29,373	31,240	32,497	33,376
<b>Total revenue from Government</b>	<b>28,128</b>	<b>29,373</b>	<b>31,240</b>	<b>32,497</b>	<b>33,376</b>
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>(5,504)</b>	<b>84</b>	<b>74</b>	<b>55</b>	<b>53</b>
<b>Total comprehensive income/(loss) attributable to the Australian</b>	<b>(5,504)</b>	<b>84</b>	<b>74</b>	<b>55</b>	<b>53</b>

Continued on following page

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

	2024–25	2025–26	2026–27	2027–28	2028–29
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total comprehensive income/(loss) excluding depreciation/amortisation expenses previously funded through revenue appropriations, depreciation on ROU, principal repayments on leased assets</b>	<b>(5,504)</b>	<b>55</b>	<b>40</b>	<b>14</b>	<b>28</b>
less depreciation/amortisation expenses for ROU <sup>(b)</sup>	160	160	160	160	160
add principal repayments on leased assets <sup>(b)</sup>	160	189	194	201	185
<b>Total comprehensive income/(loss) – as per the statement of comprehensive income</b>	<b>(5,504)</b>	<b>84</b>	<b>74</b>	<b>55</b>	<b>53</b>

(a) Revenue from Government includes a Commonwealth contribution under the PILCD Act and levies collected from industry by DAFF for R&D activities.

(b) Applies to leases under AASB 16 Leases. Right of Use (ROU).

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	16,393	15,152	14,209	14,827	14,728
Trade and other receivables	4,406	4,002	3,950	3,396	3,574
<b>Total financial assets</b>	<b>20,799</b>	<b>19,154</b>	<b>18,159</b>	<b>18,223</b>	<b>18,302</b>
<b>Non-financial assets</b>					
Land and buildings	589	429	269	509	349
Property, plant and equipment	139	129	89	64	39
Intangibles	115	210	305	300	295
<b>Total non-financial assets</b>	<b>843</b>	<b>768</b>	<b>663</b>	<b>873</b>	<b>683</b>
<b>Total assets</b>	<b>21,642</b>	<b>19,922</b>	<b>18,822</b>	<b>19,096</b>	<b>18,985</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Projects	4,690	3,056	2,056	2,056	2,056
Suppliers	280	280	280	280	281
<b>Total payables</b>	<b>4,970</b>	<b>3,336</b>	<b>2,336</b>	<b>2,336</b>	<b>2,337</b>
<b>Interest bearing liabilities</b>					
Leases	647	458	264	463	278
<b>Total interest bearing liabilities</b>	<b>647</b>	<b>458</b>	<b>264</b>	<b>463</b>	<b>278</b>
<b>Provisions</b>					
Employee provisions	1,500	1,500	1,500	1,500	1,500
<b>Total provisions</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Total liabilities</b>	<b>7,117</b>	<b>5,294</b>	<b>4,100</b>	<b>4,299</b>	<b>4,115</b>
<b>Net assets</b>	<b>14,525</b>	<b>14,628</b>	<b>14,722</b>	<b>14,797</b>	<b>14,870</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Reserves	804	824	844	864	884
Retained surplus (accumulated deficit)	13,721	13,804	13,878	13,933	13,986
<b>Total parent entity interest</b>	<b>14,525</b>	<b>14,628</b>	<b>14,722</b>	<b>14,797</b>	<b>14,870</b>
<b>Total Equity</b>	<b>14,525</b>	<b>14,628</b>	<b>14,722</b>	<b>14,797</b>	<b>14,870</b>

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

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)**

	Retained earnings	Asset revaluation reserve	Total equity
	\$'000	\$'000	\$'000
<b>Opening balance as at 1 July 2025</b>			
Balance carried forward from previous period	13,720	804	14,524
<b>Adjusted opening balance</b>	<b>13,720</b>	<b>804</b>	<b>14,524</b>
<b>Comprehensive income</b>			
Surplus (deficit) for the period	84	-	84
<b>Total comprehensive income</b>	<b>84</b>	<b>-</b>	<b>84</b>
of which:			
Attributable to the Australian Government	84	-	84
<b>Transactions with owners</b>			
<b>Contributions by owners</b>			
Other	-	20	20
<b>Sub-total transactions with owners</b>	<b>-</b>	<b>20</b>	<b>20</b>
<b>Estimated closing balance as at 30 June 2026</b>	<b>13,804</b>	<b>824</b>	<b>14,628</b>
<b>Closing balance attributable to the Australian Government</b>	<b>13,804</b>	<b>824</b>	<b>14,628</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Revenue from Government	28,128	29,373	31,240	32,497	33,376
Interest	700	500	500	500	500
Net GST received	1,611	1,687	1,720	1,387	1,300
Other operating receipts	19,726	25,947	19,920	16,081	15,820
<b>Total cash received</b>	<b>50,165</b>	<b>57,507</b>	<b>53,380</b>	<b>50,465</b>	<b>50,996</b>
<b>Cash used</b>					
Employees	6,103	7,356	7,745	8,132	8,538
Suppliers	1,459	1,617	1,675	1,760	1,847
Projects	48,347	49,311	44,459	39,604	40,375
Interest payments on lease liability	30	25	30	30	30
Other operating payments	127	-	-	-	-
<b>Total cash used</b>	<b>56,066</b>	<b>58,309</b>	<b>53,909</b>	<b>49,526</b>	<b>50,790</b>
<b>Net cash from (used by) operating activities</b>	<b>(5,901)</b>	<b>(802)</b>	<b>(529)</b>	<b>939</b>	<b>206</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash used</b>					
Purchase of property, plant and equipment and intangibles	150	250	220	120	120
<b>Total cash used</b>	<b>150</b>	<b>250</b>	<b>220</b>	<b>120</b>	<b>120</b>
<b>Net cash from/(used by) investing activities</b>	<b>(150)</b>	<b>(250)</b>	<b>(220)</b>	<b>(120)</b>	<b>(120)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash used</b>					
Principal payments on lease liability	160	189	194	201	185
<b>Total cash used</b>	<b>160</b>	<b>189</b>	<b>194</b>	<b>201</b>	<b>185</b>
<b>Net cash from/(used by) financing activities</b>	<b>(160)</b>	<b>(189)</b>	<b>(194)</b>	<b>(201)</b>	<b>(185)</b>
<b>Net increase (decrease) in cash held</b>	<b>(6,211)</b>	<b>(1,241)</b>	<b>(943)</b>	<b>618</b>	<b>(99)</b>
Cash and cash equivalents at the beginning of the reporting period	22,604	16,393	15,152	14,209	14,827
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>16,393</b>	<b>15,152</b>	<b>14,209</b>	<b>14,827</b>	<b>14,728</b>

Prepared on Australian Accounting Standards basis.



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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded internally from departmental resources <sup>(a)</sup>	150	250	220	120	120
<b>TOTAL</b>	<b>150</b>	<b>250</b>	<b>220</b>	<b>120</b>	<b>120</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	150	250	220	120	120
<b>Total cash used to acquire assets</b>	<b>150</b>	<b>250</b>	<b>220</b>	<b>120</b>	<b>120</b>

(a) Includes the following section 74 external revenue:  
– internally developed assets.

Consistent with information contained in the Statement of Asset Movements and the Budgeted Statement of Cash Flows.

Prepared on Australian Accounting Standards basis.

**Table 3.6: Statement of departmental asset movements (Budget year 2025–26)**

	Other property, plant and equipment \$'000	Intangibles \$'000	Total \$'000
<b>As at 1 July 2025</b>			
Gross book value	275	866	1,141
Gross book value – ROU <sup>(a)</sup>	1,585	-	1,585
Accumulated depreciation/amortisation and impairment	(136)	(751)	(887)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(996)	-	(996)
<b>Opening net book balance</b>	<b>728</b>	<b>115</b>	<b>843</b>
<b>CAPITAL ASSET ADDITIONS</b>			
<b>Estimated expenditure on new or replacement assets</b>			
By purchase – other <sup>(b)</sup>	50	200	250
<b>Total additions</b>	<b>50</b>	<b>200</b>	<b>250</b>
<b>Other movements</b>			
Depreciation/ amortisation expense	(80)	(105)	(185)
Depreciation/ amortisation expense – ROU <sup>(a)</sup>	(160)	-	(160)
Other	20	-	20
<b>Total other movements</b>	<b>(220)</b>	<b>(105)</b>	<b>(345)</b>
<b>As at 30 June 2026</b>			
Gross book value	345	1,066	1,411
Gross book value – ROU <sup>(a)</sup>	1,585	-	1,585
Accumulated depreciation/ amortisation and impairment	(216)	(856)	(1,072)
Accumulated depreciation/ amortisation and impairment – ROU <sup>(a)</sup>	(1,156)	-	(1,156)
<b>Closing net book balance</b>	<b>558</b>	<b>210</b>	<b>768</b>

(a) Applies to leases under AASB 16 Leases.

(b) 'By purchase – other' refers to funding provided through other internal funding sources.

Prepared on Australian Accounting Standards basis.

# Grains Research and Development Corporation

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# Grains Research and Development Corporation

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

The Grains Research and Development Corporation's (GRDC) purpose is to invest in research, development and extension (RD&E) to create enduring profitability for Australian grain growers. The purpose is supported by a vision that world-class innovation creates solutions that Australian grain growers need for a better tomorrow.

GRDC is primarily funded through the partnership between Australian grain growers and the Australian government. To maximise impact from every dollar invested, GRDC partners with the brightest and most creative minds to drive the delivery of world-class innovation.

Grower levies are collected at the first point of sale based on a percentage of the net farm-gate value of 25 crops, including:

- Wheat
- Coarse grains – barley, oats, sorghum, maize, triticale, millets/panicums, cereal rye and canary seed.
- Pulses – lupins, field peas, chickpeas, faba beans, vetch, peanuts, mungbeans, navy beans, pigeon peas, soybeans, cowpeas and lentils.
- Oilseeds – canola, sunflower, safflower and linseed.

The Australian Government matches grower levy contributions up to a limit of 0.5 per cent of the three-year rolling average of the gross value of production.

GRDC invests these funds in a diverse mix of RD&E activities. This involves identifying and prioritising research for investment, monitoring, evaluating, and reporting on research impacts, and facilitating the communication, extension, adoption and commercialisation of research results.

Significant production, productivity and profitability gains continue to be delivered through ongoing investment in grains RD&E in Australia – much of this being co-ordinated by GRDC on behalf of grain growers.

GRDC also contributes to the development of strategic national approaches to grains industry RD&E, to reduce fragmentation and duplication and to help address industry-wide issues such as biosecurity, grains market access and sustainable resource management.

While its focus is on delivering benefits to Australian grain growers, GRDC also generates outcomes from investing in RD&E that benefit other participants in the Australian grains industry value chain and the wider Australian community, as well as the grains research community in Australia. GRDC investments support the capacity of the Australian research community through collaborative approaches that minimise duplication of effort and provide access to shared knowledge, infrastructure, and facilities.

Effective partnerships with other Australian organisations enable GRDC to leverage resources and research capability, share market knowledge, technologies and intellectual property, and reduce the risk associated with transformational investments. GRDC also builds strong relationships with organisations overseas, both to broaden the resources available to the Australian grains industry and to access international RD&E efforts that offer potential benefits, such as food security for Australia.

GRDC’s investment priorities are articulated in a five-year RD&E Plan. The GRDC RD&E Plan 2023–28 aims to drive impact to Australian grain growers well beyond its five-year timeframe. It builds on the RD&E investments GRDC has made for the industry in the past and has been informed by extensive consultation with growers and industry.

The GRDC RD&E Plan 2023–28 will see continued investment focused on increasing yield and yield stability and optimising costs, improving technical efficiency and helping manage risk to reach potential.

## 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 1' tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis.

**Table 1.1: Grains Research and Development Corporation – Resource Statement – Budget Estimates for 2025–26 as at Budget March 2025**

	2024–25 <i>Estimated actual \$'000</i>	2025–26 Estimate  \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>587,459</b>	<b>688,408</b>
<b>Funds from Government</b>		
<b>Special appropriations<sup>(a)</sup></b>		
<i>Primary Industries Levies and Charges Disbursement Act 2024 – s37</i>		
Grains Industry	347,840	308,496
<b>Total special appropriations</b>	<b>347,840</b>	<b>308,496</b>
<b>Total funds from Government</b>	<b>347,840</b>	<b>308,496</b>
<b>Funds from industry sources</b>		
Levies <sup>(b)</sup>	330,907	299,514
<i>less amounts paid to the CRF</i>	(330,907)	(299,514)
<b>Total funds from industry sources</b>	<b>-</b>	<b>-</b>
<b>Funds from other sources</b>		
Interest	20,561	19,759
Royalties	5,081	5,340
Other	5,610	5,531
<b>Total funds from other sources</b>	<b>31,252</b>	<b>30,630</b>
<b>Total net resourcing for GRDC</b>	<b>966,551</b>	<b>1,027,534</b>
	<b>2024–25</b>	<b>2025–26</b>
<b>Average staffing level (number)</b>	<b>132</b>	<b>130</b>

(a) GRDC's special appropriation is not directly appropriated as it is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Appropriation is made to the Department of Agriculture, Fisheries and Forestry (DAFF) and are then paid to GRDC and are considered departmental for all purposes.

(b) The levies are imposed by the *Primary Industries (Excise) Levies Act 2024*, or the *Primary Industries (Services) Levies Act 2024*, and charges imposed under the *Primary Industries (Customs) Charges Act 2024*. The levies are collected by DAFF under the *Primary Industries Levies and Charges Collection Act 2024* and the *Primary Industries Levies and Charges Collection Rules 2024* and transferred to the Consolidated Revenue Fund (CRF). These amounts are then drawn down by the department as a special appropriation and paid to GRDC under the *Primary Industries Levies and Charges Disbursement Act 2024 – s37* Grains Industry.

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

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



### 1.3 Budget measures

Budget measures in Part 1 relating to the Grains Research and Development Corporation are detailed in *Budget Paper No. 2* and are summarised below.

#### **Table 1.2: Grains Research and Development Corporation – 2025–26 Budget Measures**

##### **Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook**

Grains Research and Development Corporation does not have any 2025–26 Budget measures.

## 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 criteria 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 the Grains Research and Development Corporation can be found at:

<https://rdeplan.grdc.com.au/>

The most recent annual performance statement for the Grains Research and Development Corporation can be found at:

<https://grdc.com.au/about/who-we-are/corporate-governance/annual-reports>

## 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1: New information and products that enhance the productivity, competitiveness and environmental sustainability of Australian grain growers and benefit the industry and wider community, through planning, managing and implementing investments in grains research and development.**

### 2.1.1: Linked programs

**Department of Agriculture, Fisheries and Forestry**

Program 1.7: Grains Industry

**Contribution to Outcome 1 made by linked program:**

GRDC works together with DAFF to ensure a sustainable, productive, and profitable grains industry.

**2.1.2: 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: Budgeted expenses for Outcome 1**

**Outcome 1: New information and products that enhance the productivity, competitiveness and environmental sustainability of Australian grain growers and benefit the industry and wider community, through planning, managing and implementing investments in grains research and development.**

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.1: Grains Research and Development Corporation</b>					
<b><u>Revenue from Government</u></b>					
Special appropriations					
<i>Primary Industries Levies and     Charges Disbursement Act 2024 –     s37 Grains Industry</i>	126,780	109,153	111,261	111,293	113,361
Revenues from industry sources	204,127	190,361	194,127	195,499	201,139
Revenues from other independent sources	31,252	30,630	31,063	31,829	32,258
Expenses not requiring appropriation in the budget year <sup>(a)</sup>	(68,625)	(23,165)	(17,740)	(8,698)	(6,313)
<b>Total expenses for program 1.1</b>	<b>293,534</b>	<b>306,979</b>	<b>318,711</b>	<b>329,923</b>	<b>340,445</b>

<b>Outcome 1 totals by resource type</b>					
<b><u>Revenue from Government</u></b>					
Special appropriations	126,780	109,153	111,261	111,293	113,361
Revenues from industry sources	204,127	190,361	194,127	195,499	201,139
Revenues from other independent sources	31,252	30,630	31,063	31,829	32,258
Expenses not requiring appropriation in the budget year <sup>(a)</sup>	(68,625)	(23,165)	(17,740)	(8,698)	(6,313)
<b>Total expenses for Outcome 1</b>	<b>293,534</b>	<b>306,979</b>	<b>318,711</b>	<b>329,923</b>	<b>340,445</b>

	2024–25	2025–26
<b>Average staffing level (number)</b>	132	130

(a) 'Expenses not requiring appropriation in the Budget year' are made up of make good expenses, audit fees, and can include depreciation / amortisation expenses not requiring an appropriation.

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

Prepared on Australian Accounting Standards basis.

**Table 2.2: Performance measures for Outcome 1**

Table 2.2 details the performance measures for each program associated with Outcome 1. It also provides the related key activities as expressed in the current corporate plan where further detail is provided about the delivery of the activities related to the program, the context in which these activities are delivered and how the performance of these activities will be measured. Where relevant, the 2025–26 Budget measures that have created new programs or materially changed existing programs are provided.

As a corporate Commonwealth entity established under the *Primary Industries Research and Development Act 1989*, and *Primary Industries Levies and Charges Disbursement Act 2024 – s37 Grains Industry (PILCD Act)*, GRDC does not produce a corporate plan under the PGPA Act and is therefore exempt from the requirement to map purposes to outcomes.

Performance reporting aligns to data and methods included in the most recent annual performance statement and will transition through implementation of the GRDC RD&E Plan 2023–28 Impact and Performance Framework and Key Performance Indicator (KPIs), including comparison against long-term trends.

<b>Outcome 1: New information and products that enhance the productivity, competitiveness and environmental sustainability of Australian grain growers and benefit the industry and wider community, through planning, managing and implementing investments in grains research and development.</b>		
<b>Program 1.1: Grains Research and Development Corporation</b>		
<b>Objective</b>	Drive the discovery, development and delivery of world-class innovation to enhance the productivity, profitability and sustainability of Australian grain growers and benefit the industry and the wider community.	
<b>Key Activities<sup>(a)</sup></b>	Continue to prioritise RD&E investments that support the enduring profitability of Australian grain growers. The target group is primarily Australian grain growers but the grains industry value chain also includes Governments, industry groups, rural and regional communities, research organisations and the wider community.	
<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results</b>
Current year 2024–25	Grower profitability.	<ul style="list-style-type: none"> <li>Rate of return (RoR) of grain farms maintains or exceeds long-term trend.</li> </ul> <p>In 2022-23 the RoR for grain farms (excl. capital appreciation) was 3.8%. The 7-year rolling national average RoR is 4.0%, above the long-term trend (3.1%).</p> <p><i>Comparison to the long-term national trends using 7 year rolling average. ROR reported as national average and for the top 20 per cent.</i></p>

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25 (continued)	Farm productivity.	<ul style="list-style-type: none"> <li>• Total factor productivity (TFP), climate adjusted, maintains or exceeds the long-term trend.</li> </ul> <p>The 7-year rolling average total factor productivity (climate adjusted) for grain farms including 2022–23 is 1.6%, below the long-term trend of 2.9%.</p> <p><i>Long term trend calculated as from the rolling 7-year average.</i></p>
	Crop yield.	<ul style="list-style-type: none"> <li>• Cereals yield gain per annum equal to or greater than long term trend.</li> <li>• Pulses yield gain per annum are equal to or greater than the long-term trend.</li> <li>• Oilseeds yield gain per annum are equal to or greater than the long-term trend.</li> </ul> <p>Including 2023-24 estimates, the national 7-year rolling average yield gain:</p> <ul style="list-style-type: none"> <li>• for cereals is 2.3 per cent above the long-term trend (2.0%)</li> <li>• for oilseeds is 1.6 per cent above the long-term trend (1.2%)</li> <li>• for pulses is 1.5 per cent above that projected long term trend (1.4%)</li> <li>• Water use efficiency (WUE) of wheat is equal to or greater than the long-term trend.</li> </ul> <p>Including 2023-24 estimates, the national 7-year rolling average WUE for wheat is 11.8kg/ha/mm, above the long-term trend (11.1kg/ha/mm).</p> <p><i>Long term trend calculated as from the rolling 7-year average.</i></p>

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25 (continued)	Return on inputs.	<ul style="list-style-type: none"> <li>• Fertiliser costs as percentage of revenue equal to or less than the long-term trend.</li> <li>• Crop protection costs as a percentage of revenue equal to or less than the long-term trend.</li> <li>• Total plant, machinery and labour costs (TPML) does not exceed the long-term trend.</li> </ul> <p>Including 2023-24 data, the 7-year rolling national average cost of fertilisers as a percentage of revenue is 13.4%, below the long-term trend (14.9%).</p> <p>Including 2023-24 data, the 7-year rolling national average cost of crop protection as a percentage of revenue is 13.1%, below the long-term trend (14.1%).</p> <p>Including 2023-24 data, 7-year rolling national average total plant, machinery and labour costs as a percentage of revenue are 29.0%, below the long-term trend (34.1%).</p> <p><i>Long term trend calculated as from the rolling seven-year average.</i></p>

Continued on following page

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25 (continued)	Industry and market health.	<ul style="list-style-type: none"> <li>Gross value of grains production equal to or greater than the long-term trend.</li> </ul> <p>In 2023-24 the gross value (GVP) of grains production was \$27.7 billion. The 7-year rolling average GVP is \$19.8 billion, above that projected from the long-term trend (\$15.3 billion).</p> <ul style="list-style-type: none"> <li>Market diversity is maintained or improved for major grains crops*.</li> </ul> <p>Including 2022-23 data, the 7-year rolling average HHI was 30.2 for barley (&lt; the long-term average of 36.7), indicating an improvement in market diversity.</p> <p>The 7-year rolling average HHI for wheat (7.2), canola (16.0) and lentils (25.3) remained relatively stable, deviating by less than 2 points from the 10-year average baseline.</p> <p><i>Long term trend calculated as from the rolling 7-year average.</i></p> <p><i>*Based on the Herfindal-Hirschman Index (HHI) for wheat, barley, sorghum, canola and chickpea being at or below the ten-year average for each commodity.</i></p>
Year	Performance measures	Planned Performance Results
Budget Year 2025–26	As per 2024–25.	As per 2024–25.
Forward Estimates 2026–29	As per 2024–25.	As per 2024–25.

(a) Additional performance information that supports the achievement of the above performance criteria is available in the GRDC’s RD&E Plan 2023–28.



## Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025–26 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 financial statements are prepared on an accrual basis where revenues and expenses are recognised as and when the resources are received and used. The entities resourcing table recognises cash resources available to be used during the period and includes amounts recognised as revenue in previous periods.

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

GRDC's revenue is primarily from industry contributions in the form of levies paid on the farm gate value of grain sold and Australian Government contributions which are capped at 0.5 per cent of the three-year rolling average of gross value of production (GVP). GRDC's revenue streams are therefore subject to the volatility of local and international grain commodity markets, farm gate costs, environmental conditions, and the marketing decisions of growers. This means the assumptions in developing financial forecasts have a high degree of uncertainty and change frequently.

In 2025–26, GRDC is budgeting for an operating surplus of \$23.2 million. Industry contributions are expected to decrease from 2024–25 by around \$13.8 million but remain above the long-term average.

Australian Government contributions are expected to decrease by circa \$17.6 million after the higher-than-average gross volume of production across recent years. Own source income is expected to decrease by \$0.6 million on current year estimates, of which interest is expected to be the main contributor. In delivering higher values of R&D expenditure (investment), supplier, employee costs and general support expenses are modestly increasing, largely in line with inflation.

The budgeted net asset position for 2025–26 is \$856.5 million which is \$23.1 million higher than the 2024–25 estimated actual. This increase is largely due to the flow on impacts from record levels of industry contributions and Australian Government co-contributions received in the past few years and the increased R&D investment annual spend from \$230 million in 2023–24 to \$252 million in 2025–26. GRDC is currently undertaking a review of its long-term RD&E investment opportunities with the review results to be incorporated in the 2026–27 Portfolio Budget Statement.

### 3.2 Budgeted financial statements tables

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	28,139	29,090	29,957	30,850	31,770
Suppliers	257,959	269,723	279,914	289,466	298,641
Depreciation and amortisation	7,123	7,853	8,527	9,294	9,721
Finance costs	313	313	313	313	313
<b>Total expenses</b>	<b>293,534</b>	<b>306,979</b>	<b>318,711</b>	<b>329,923</b>	<b>340,445</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Interest	20,561	19,759	20,522	21,056	21,408
Dividends	4,010	3,875	3,875	3,875	3,875
Royalties	5,081	5,340	4,952	5,124	5,139
Other	1,600	1,656	1,714	1,774	1,836
<b>Total own-source revenue</b>	<b>31,252</b>	<b>30,630</b>	<b>31,063</b>	<b>31,829</b>	<b>32,258</b>
<b>Total own-source income</b>	<b>31,252</b>	<b>30,630</b>	<b>31,063</b>	<b>31,829</b>	<b>32,258</b>
<b>Net cost of (contribution by) services</b>	<b>262,282</b>	<b>276,349</b>	<b>287,648</b>	<b>298,094</b>	<b>308,187</b>
Revenue from Government <sup>(a)</sup>					
Commonwealth contributions	126,780	109,153	111,261	111,293	113,361
Industry contributions	204,127	190,361	194,127	195,499	201,139
<b>Total revenue from Government</b>	<b>330,907</b>	<b>299,514</b>	<b>305,388</b>	<b>306,792</b>	<b>314,500</b>
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>68,625</b>	<b>23,165</b>	<b>17,740</b>	<b>8,698</b>	<b>6,313</b>
<b>Total comprehensive income (loss)</b>	<b>68,625</b>	<b>23,165</b>	<b>17,740</b>	<b>8,698</b>	<b>6,313</b>
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	<b>68,625</b>	<b>23,165</b>	<b>17,740</b>	<b>8,698</b>	<b>6,313</b>

Continued on following 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**

	2024–25 \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<b>Total comprehensive income/(loss) excluding depreciation/amortisation expenses previously funded through revenue appropriations, depreciation on ROU, principal repayments on leased assets</b>	<b>68,750</b>	<b>23,296</b>	<b>17,871</b>	<b>8,876</b>	<b>6,491</b>
less depreciation/amortisation expenses for ROU <sup>(b)</sup>	774	780	780	827	827
add principal repayments on leased assets <sup>(b)</sup>	649	649	649	649	649
<b>Total comprehensive income/(loss) – as per the Statement of comprehensive income</b>	<b>68,625</b>	<b>23,165</b>	<b>17,740</b>	<b>8,698</b>	<b>6,313</b>

(a) Revenue from Government includes a Commonwealth contribution under the PILCD Act and levies collected from industry by DAFF for R&D activities.

(b) Applies to leases under AASB 16 Leases. Right of Use (ROU).

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	111,703	124,538	78,646	71,126	62,788
Trade and other receivables	30,038	21,056	36,392	34,845	36,901
Investments	576,705	594,006	641,826	661,081	680,913
Other investments	147,665	149,915	150,790	150,290	144,290
<b>Total financial assets</b>	<b>866,111</b>	<b>889,515</b>	<b>907,654</b>	<b>917,342</b>	<b>924,892</b>
<b>Non-financial assets</b>					
Land and buildings	7,041	6,341	5,641	4,941	4,241
Property, plant and equipment	1,163	1,025	689	569	434
Intangibles	24,666	26,503	28,171	29,332	30,063
Other non-financial assets	400	400	400	400	400
<b>Total non-financial assets</b>	<b>33,270</b>	<b>34,269</b>	<b>34,901</b>	<b>35,242</b>	<b>35,138</b>
<b>Total assets</b>	<b>899,381</b>	<b>923,784</b>	<b>942,555</b>	<b>952,584</b>	<b>960,030</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	53,145	54,671	56,236	57,848	59,508
Other payables	1,500	1,500	1,500	1,500	1,500
<b>Total payables</b>	<b>54,645</b>	<b>56,171</b>	<b>57,736</b>	<b>59,348</b>	<b>61,008</b>
<b>Interest bearing liabilities</b>					
Leases	7,648	7,249	6,600	6,201	5,552
<b>Total interest bearing liabilities</b>	<b>7,648</b>	<b>7,249</b>	<b>6,600</b>	<b>6,201</b>	<b>5,552</b>
<b>Provisions</b>					
Employee provisions	3,708	3,819	3,934	4,052	4,174
<b>Total provisions</b>	<b>3,708</b>	<b>3,819</b>	<b>3,934</b>	<b>4,052</b>	<b>4,174</b>
<b>Total liabilities</b>	<b>66,001</b>	<b>67,239</b>	<b>68,270</b>	<b>69,601</b>	<b>70,734</b>
<b>Net assets</b>	<b>833,380</b>	<b>856,545</b>	<b>874,285</b>	<b>882,983</b>	<b>889,296</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Retained surplus (accumulated deficit)	833,380	856,545	874,285	882,983	889,296
<b>Total parent entity interest</b>	<b>833,380</b>	<b>856,545</b>	<b>874,285</b>	<b>882,983</b>	<b>889,296</b>
<b>Total Equity</b>	<b>833,380</b>	<b>856,545</b>	<b>874,285</b>	<b>882,983</b>	<b>889,296</b>

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

Prepared on an Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)**

	Retained earnings	Total equity
	\$'000	\$'000
<b>Opening balance as at 1 July 2025</b>		
Balance carried forward from previous period	833,380	833,380
<b>Adjusted opening balance</b>	<b>833,380</b>	<b>833,380</b>
<b>Comprehensive income</b>		
Surplus (deficit) for the period	23,165	23,165
<b>Total comprehensive income</b>	<b>23,165</b>	<b>23,165</b>
of which:		
Attributable to the Australian Government	23,165	23,165
<b>Estimated closing balance as at 30 June 2026</b>	<b>856,545</b>	<b>856,545</b>
<b>Closing balance attributable to the Australian Government</b>	<b>856,545</b>	<b>856,545</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Industry contributions	218,729	226,681	213,753	230,574	233,213
Revenue from Government	124,943	81,815	76,299	77,765	79,231
Interest	6,542	2,458	2,702	1,801	1,576
Dividends	4,010	3,875	3,875	3,875	3,875
Net GST received	25,614	25,710	25,746	25,783	26,067
Other operating receipts	10,269	6,996	6,666	6,898	6,975
<b>Total cash received</b>	<b>390,107</b>	<b>347,535</b>	<b>329,041</b>	<b>346,696</b>	<b>350,937</b>
<b>Cash used</b>					
Employees	27,946	28,893	29,761	30,650	31,564
Suppliers	259,449	293,993	304,176	313,719	323,132
Interest payments on lease liability	313	313	313	313	313
<b>Total cash used</b>	<b>287,708</b>	<b>323,199</b>	<b>334,250</b>	<b>344,682</b>	<b>355,009</b>
<b>Net cash from (used by) operating activities</b>	<b>102,399</b>	<b>24,336</b>	<b>(5,209)</b>	<b>2,014</b>	<b>(4,072)</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash received</b>					
Investments	-	2,750	4,125	5,500	11,000
<b>Total cash received</b>	<b>-</b>	<b>2,750</b>	<b>4,125</b>	<b>5,500</b>	<b>11,000</b>
<b>Cash used</b>					
Investments	150,000	5,000	35,000	5,000	5,000
Purchase of property, plant and equipment	10,400	8,602	9,159	9,385	9,617
<b>Total cash used</b>	<b>160,400</b>	<b>13,602</b>	<b>44,159</b>	<b>14,385</b>	<b>14,617</b>
<b>Net cash from (used by) investing activities</b>	<b>(160,400)</b>	<b>(10,852)</b>	<b>(40,034)</b>	<b>(8,885)</b>	<b>(3,617)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash used</b>					
Principal payments on lease liability	649	649	649	649	649
<b>Total cash used</b>	<b>649</b>	<b>649</b>	<b>649</b>	<b>649</b>	<b>649</b>
<b>Net cash from/(used by) financing activities</b>	<b>(649)</b>	<b>(649)</b>	<b>(649)</b>	<b>(649)</b>	<b>(649)</b>
<b>Net increase (decrease) in cash held</b>	<b>(58,650)</b>	<b>12,835</b>	<b>(45,892)</b>	<b>(7,520)</b>	<b>(8,338)</b>
Cash and cash equivalents at the beginning of the reporting period	170,353	111,703	124,538	78,646	71,126
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>111,703</b>	<b>124,538</b>	<b>78,646</b>	<b>71,126</b>	<b>62,788</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded internally from departmental resources <sup>(a)</sup>	10,400	8,602	9,159	9,385	9,617
<b>TOTAL</b>	<b>10,400</b>	<b>8,602</b>	<b>9,159</b>	<b>9,385</b>	<b>9,617</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	10,400	8,602	9,159	9,385	9,617
<b>Total cash used to acquire assets</b>	<b>10,400</b>	<b>8,602</b>	<b>9,159</b>	<b>9,385</b>	<b>9,617</b>

(a) Includes the following section 74 external revenue:  
– internally developed assets.

Consistent with information contained in the Statement of Asset Movements and the Budgeted Statement of Cash Flows.

Prepared on Australian Accounting Standards basis.

**Table 3.6: Statement of departmental asset movements (Budget year 2025–26)**

	Buildings	Other property, plant and equipment	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July 2025</b>				
Gross book value	429	5,090	52,494	58,013
Gross book value – ROU <sup>(a)</sup>	8,504	987	-	9,491
Accumulated depreciation/amortisation and impairment	(429)	(4,225)	(27,828)	(32,482)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(1,463)	(689)	-	(2,152)
<b>Opening net book balance</b>	<b>7,041</b>	<b>1,163</b>	<b>24,666</b>	<b>32,870</b>
<b>CAPITAL ASSET ADDITIONS</b>				
<b>Estimated expenditure on new or replacement assets</b>				
By purchase – other <sup>(b)</sup>	-	-	8,602	8,602
By purchase – other - ROU <sup>(a)</sup>	-	250	-	250
<b>Total additions</b>	<b>-</b>	<b>250</b>	<b>8,602</b>	<b>8,852</b>
<b>Other movements</b>				
Depreciation/amortisation expense	-	(308)	(6,765)	(7,073)
Depreciation/amortisation expense – ROU <sup>(a)</sup>	(700)	(80)	-	(780)
<b>Total other movements</b>	<b>(700)</b>	<b>(388)</b>	<b>(6,765)</b>	<b>(7,853)</b>
<b>As at 30 June 2026</b>				
Gross book value	429	5,090	61,096	66,615
Gross book value – ROU <sup>(a)</sup>	8,504	1,237	-	9,741
Accumulated depreciation/amortisation and impairment	(429)	(4,533)	(34,593)	(39,555)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(2,163)	(769)	-	(2,932)
<b>Closing net book balance</b>	<b>6,341</b>	<b>1,025</b>	<b>26,503</b>	<b>33,869</b>

(a) Applies to leases under AASB 16 Leases. Right of Use (ROU).

(b) 'By purchase – other' refers to funding provided through other internal funding sources.

Prepared on Australian Accounting Standards basis.



# Regional Investment Corporation

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# Regional Investment Corporation

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

Regional Investment Corporation (RIC) is a corporate Commonwealth entity established by the *Regional Investment Corporation Act 2018*. An independent Board oversees RIC and is responsible for providing low-cost loans to eligible farm businesses and farm-related small businesses.

RIC Board also provides independent advice to the Minister for Agriculture, Fisheries and Forestry on the making of individual grants or arrangements for projects and activities that build drought resilience to be funded by the Future Drought Fund.

The concessional loan programs support the long-term strength, resilience and profitability of eligible farm businesses and farm-related small businesses with \$349.7 million in loan funding available for RIC in 2025-26. RIC streamlines the administration of concessional loans by delivering loans that are assessed in a nationally consistent, prudent, and timely manner.

RIC loans are enabling farmers and small businesses in financial need to improve cash flow so they can manage through, recover and rebuild after significant financial disruption from events outside of their control such as drought, natural disasters, biosecurity events and cumulative events. RIC loans can be used to refinance debt, fund risk mitigation activities and adapt practices to be ready and prepared for future potential business impacts. RIC loans also help accelerate business plans for first farmers and support succession planning.

RIC achieves this through its outcome:

**Outcome 1:** Encourage growth, investment and resilience in Australian farm businesses and rural and regional communities by delivering the Commonwealth's farm business concessional loans.

## 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 1’ tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis.

**Table 1.1: Regional Investment Corporation – Resource Statement – Budget Estimates for 2025–26 as at Budget March 2025**

	2024–25 <i>Estimated actual</i> \$'000	2025–26 Estimate \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>5,878</b>	<b>5,878</b>
<b>Funds from Government <sup>(a)</sup></b>		
<b>Annual appropriations – ordinary annual services <sup>(b)</sup></b>		
Outcome 1	22,586	23,353
<b>Annual appropriations – other services – non-operating <sup>(c)</sup></b>		
Equity injection	-	338
<b>Total annual appropriation</b>	<b>22,586</b>	<b>23,691</b>
<b>Total funds from Government</b>	<b>22,586</b>	<b>23,691</b>
<b>Total net resourcing for RIC</b>	<b>28,464</b>	<b>29,569</b>
	<b>2024–25</b>	<b>2025–26</b>
<b>Average staffing level (number)</b>	<b>93</b>	<b>93</b>

(a) RIC is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and does not receive direct appropriations. Appropriation is provided through Department of Agriculture, Fisheries and Forestry (DAFF) and is specified with the Annual Appropriation Bills as payment to RIC and is considered departmental for all purposes.

(b) Appropriation Bill (No. 1) 2025–26 and Supply Bill (No. 1) 2025–26.

(c) Appropriation Bill (No. 2) 2025–26 and Supply Bill (No. 2) 2025–26.

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

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

### 1.3 Budget measures

Budget measures in Part 1 relating to the Regional Investment Corporation are detailed in *Budget Paper No. 2* and are summarised below.

**Table 1.2: Regional Investment Corporation – 2025–26 Budget Measures**

**Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook**

Program	2024–25 \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<b>Payment measures</b>					
Savings from External Labour – extension <sup>(a)(b)</sup>					
OC1					
Administered payment	-	-	-	-	-
Departmental payment	-	-	-	-	(714)
<b>Total</b>	-	-	-	-	<b>(714)</b>
<b>Total payment measures</b>					
Administered	-	-	-	-	-
Departmental	-	-	-	-	(714)
<b>Total</b>	-	-	-	-	<b>(714)</b>

(a) The measure description appears in *Budget Paper No. 2: Budget Measures 2025–26* under the Cross Portfolio section.

(b) Funding for this measure passes through DAFF to RIC.

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.

## 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 criteria 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 the Regional Investment Corporation can be found at: [www.ric.gov.au/about/reporting/corporate-plans](http://www.ric.gov.au/about/reporting/corporate-plans)

The most recent annual report for the Regional Investment Corporation can be found at: <http://www.ric.gov.au/about/reporting/annual-report>

## 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1: Encourage growth, investment and resilience in Australian farm businesses and rural and regional communities by delivering the Commonwealth’s farm business concessional loans.**

### 2.1.1: Linked programs

#### **Department of Agriculture, Fisheries and Forestry**

- Program 1.11: Drought Programs

#### **Contribution to Outcome 1 made by linked program:**

RIC works together with DAFF to ensure more sustainable, productive, internationally competitive, and profitable Australian agricultural industries.

**2.1.2: 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: Budgeted expenses for Outcome 1**

<b>Outcome 1: Encourage growth, investment and resilience in Australian farm businesses and rural and regional communities by delivering the Commonwealth's farm business concessional loans.</b>					
	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.1: Regional Investment Corporation</b>					
<b>Revenue from Government</b>					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) <sup>(a)</sup>	22,586	23,353	19,853	19,905	19,445
<b>Total expenses for program 1.1</b>	<b>22,586</b>	<b>23,353</b>	<b>19,853</b>	<b>19,905</b>	<b>19,445</b>
<b>Outcome 1 totals by resource type</b>					
<b>Revenue from Government</b>					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) <sup>(a)</sup>	22,586	23,353	19,853	19,905	19,445
<b>Total expenses for Outcome 1</b>	<b>22,586</b>	<b>23,353</b>	<b>19,853</b>	<b>19,905</b>	<b>19,445</b>
	<b>2024–25</b>	<b>2025–26</b>			
<b>Average staffing level (number)</b>	93	93			

(a) Appropriation Bill (No.1) 2025–26 and Supply Bill (No.1) 2025–26. RIC is a corporate Commonwealth entity under the PGPA Act and does not receive direct appropriation. Appropriation is provided through DAFF and is specified with the Annual Appropriation Bills as payment to RIC and is considered departmental for all purposes.

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

Prepared on Australian Accounting Standards basis.



**Table 2.2: Performance measures for Outcome 1**

Table 2.2 details the performance measures for each program associated with Outcome 1. It also provides the related key activities as expressed in the current corporate plan where further detail is provided about the delivery of the activities related to the program, the context in which these activities are delivered and how the performance of these activities will be measured. Where relevant, the 2025–26 Budget measures that have created new programs or materially changed existing programs are provided.

<b>Outcome 1 – Encourage growth, investment and resilience in Australian farm businesses and rural and regional communities by delivering the Commonwealth’s farm business concessional loans.</b>	
<b>Program 1.1: Regional Investment Corporation</b>	
<b>Objectives</b>	<p>Provide practical support and investment to help rural and regional communities achieve economic growth, agricultural productivity, and resilience through the delivery of farm business loans and farm-related small business loans.</p> <p>RIC’s farm business loans and farm related small business loans provide low-cost finance to businesses that are in financial need of assistance, to recover from short-term hardship, but are assessed as financially viable over the long-term and able to repay the loan.</p>
<b>Key Activities</b>	<p>We will:</p> <ul style="list-style-type: none"> <li>• deliver our loans in accordance with funding appropriations</li> <li>• prudently and efficiently manage our loan portfolio across each loan’s lifecycle</li> <li>• manage loan portfolio credit risk in line with our credit risk appetite</li> <li>• maintain high levels of customer satisfaction through upfront customer education about eligibility criteria to manage expectations and target the most appropriate farmer segments ‘before they apply’, more efficient, clear, simple application process, and continuous improvement of our newly insourced loan management systems, processes and workforce</li> <li>• deliver new products or product amendments as directed by the Australian Government</li> <li>• governance, risk, data management, insights and analysis reported to government as a key partner in agricultural policy delivery</li> <li>• continue to develop our Environment, Social and Governance framework and associated reporting against our baseline and deliver our Reflected Reconciliation Action Plan.</li> </ul>

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current Year 2024–25	Maintain high customer satisfaction.	Customer satisfaction rating above 80 per cent.
	Number and value of loans approved.	Support provided within appropriation limits.
	Risk is managed within acceptable tolerances.	95 per cent of new loan decisions are consistent with the risk range.
	Loan processing timeframe.	85 per cent of eligible loans decided in 30 RIC handling days for the loan facility (as at 2024–25 Portfolio Budget Statements) of \$318.5 million <sup>(a)</sup> .
	Adoption of government policy and expectations on ESG.	Emissions/Staff FTE <2023 Baseline Measure. Reconciliation Action Plan (Reflect) established.
	That the RIC loan has given greater confidence in the future and profitability of their farm / small business.	Confidence level above 80 per cent.
Budget year 2025-26	Customer satisfaction.	>80 per cent.
	Loan Monitoring and Evaluation Reports.	2 delivered.
	Number and value of loans approved.	Support provided within appropriation limits.
	New loan decisions within risk appetite.	>95 per cent.
	Eligible loan processing timeliness.	Average total time to decision of 50 days for new applications with the funding appropriation of \$349.7m.
	Net promoter score.	>20%.
	Adopt government ESG policy.	Emissions per staff FTE <FY24-25.
	Reconciliation Action Plan.	Reflect RAP implementation progress according to plan.

(a) As at 2024–25 Portfolio Additional Estimates Statements the 2024–25 loan facility is \$350.2 million.

Continued on following page

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Forward Estimates 2026–29	Maintain high customer satisfaction.	As per 2025–26.
	Portfolio risk is managed within acceptable tolerances.	As per Risk Appetite in force at the time.
	Adoption of government policy and expectations on ESG.	As per 2025–26.

## Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025–26 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 resourcing statement is prepared on a cash basis. The financial statements are prepared on an accrual basis. Differences between the resourcing and financial statements represent timing differences between revenue recognition and cash received.

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

In 2025–26, RIC will continue to support the provision of loans to eligible farm businesses and farm-related small businesses.

RIC is budgeting for a balanced budget position in 2025–26 with expenses (including employee and supplier expenses) budgeted at \$23.3 million.

The expense budget reflects the work programs for RIC in receiving and evaluating loan applications and managing approved loans to eligible farm businesses and farm-related small businesses and providing independent advice to the Government.

**3.2 Budgeted financial statements tables****Table 3.1: Comprehensive income statement (showing net cost of services)  
(for the period ended 30 June)**

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	14,104	14,252	7,606	6,591	6,591
Suppliers	8,482	9,101	12,247	13,314	12,854
<b>Total expenses</b>	<b>22,586</b>	<b>23,353</b>	<b>19,853</b>	<b>19,905</b>	<b>19,445</b>
<b>Net cost of (contribution by) services</b>	<b>22,586</b>	<b>23,353</b>	<b>19,853</b>	<b>19,905</b>	<b>19,445</b>
Revenue from Government	22,586	23,353	19,853	19,905	19,445
<b>Total revenue from Government</b>	<b>22,586</b>	<b>23,353</b>	<b>19,853</b>	<b>19,905</b>	<b>19,445</b>
<b>Surplus/(deficit) attributable to the Australian Government</b>	-	-	-	-	-
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	-	-	-	-	-

(a) Applies to leases under AASB 16 Leases. Right of Use (ROU).

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	5,878	5,878	5,878	5,878	5,878
Investments in deposits	10,000	10,000	10,000	10,000	10,000
Goods and services receivable	470	470	470	470	470
<b>Total financial assets</b>	<b>16,348</b>	<b>16,348</b>	<b>16,348</b>	<b>16,348</b>	<b>16,348</b>
<b>Non-financial assets</b>					
Buildings	77	77	77	77	77
Property, plant and equipment	62	400	400	400	400
Other	665	665	665	665	665
<b>Total non-financial assets</b>	<b>804</b>	<b>1,142</b>	<b>1,142</b>	<b>1,142</b>	<b>1,142</b>
<b>Total assets</b>	<b>17,152</b>	<b>17,490</b>	<b>17,490</b>	<b>17,490</b>	<b>17,490</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	439	439	439	439	439
Other payables	436	436	436	436	436
<b>Total payables</b>	<b>875</b>	<b>875</b>	<b>875</b>	<b>875</b>	<b>875</b>
<b>Interest bearing liabilities</b>					
Leases	24	24	24	24	24
<b>Total interest bearing liabilities</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>Provisions</b>					
Employee provisions	1,415	1,415	1,415	1,415	1,415
<b>Total provisions</b>	<b>1,415</b>	<b>1,415</b>	<b>1,415</b>	<b>1,415</b>	<b>1,415</b>
<b>Total liabilities</b>	<b>2,314</b>	<b>2,314</b>	<b>2,314</b>	<b>2,314</b>	<b>2,314</b>
<b>Net assets</b>	<b>14,838</b>	<b>15,176</b>	<b>15,176</b>	<b>15,176</b>	<b>15,176</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Contributed equity	337	675	675	675	675
Retained surplus (accumulated deficit)	14,466	14,466	14,466	14,466	14,466
Asset revaluation reserve	35	35	35	35	35
<b>Total parent entity interest</b>	<b>14,838</b>	<b>15,176</b>	<b>15,176</b>	<b>15,176</b>	<b>15,176</b>
<b>Total Equity</b>	<b>14,838</b>	<b>15,176</b>	<b>15,176</b>	<b>15,176</b>	<b>15,176</b>

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

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)**

	Retained earnings	Asset revaluation reserve	Other reserves	Total equity
	\$'000	\$'000	\$'000	\$'000
<b>Opening balance as at 1 July 2025</b>				
Balance carried forward from previous period	14,466	35	337	14,838
<b>Adjusted opening balance</b>	<b>14,466</b>	<b>35</b>	<b>337</b>	<b>14,838</b>
<b>Transactions with owners</b>				
<b>Contributions by owners</b>				
Equity Injection	-	-	338	338
<b>Sub-total transactions with owners</b>	<b>-</b>	<b>-</b>	<b>338</b>	<b>338</b>
<b>Estimated closing balance as at 30 June 2026</b>	<b>14,466</b>	<b>35</b>	<b>675</b>	<b>15,176</b>
<b>Closing balance attributable to the Australian Government</b>	<b>14,466</b>	<b>35</b>	<b>675</b>	<b>15,176</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Revenue from Government	22,586	23,353	19,853	19,905	19,445
<b>Total cash received</b>	<b>22,586</b>	<b>23,353</b>	<b>19,853</b>	<b>19,905</b>	<b>19,445</b>
<b>Cash used</b>					
Employees	14,104	14,252	7,606	6,591	6,591
Suppliers	8,482	9,101	12,247	13,314	12,854
<b>Total cash used</b>	<b>22,586</b>	<b>23,353</b>	<b>19,853</b>	<b>19,905</b>	<b>19,445</b>
<b>Net cash from (used by) operating activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash used</b>					
Purchase of non-financial assets	-	338	-	-	-
<b>Total cash used</b>	<b>-</b>	<b>338</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net cash from (used by) investing activities</b>	<b>-</b>	<b>(338)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash received</b>					
Contributed equity	-	338	-	-	-
<b>Total cash received</b>	<b>-</b>	<b>338</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net cash from (used by) financing activities</b>	<b>-</b>	<b>338</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase (decrease) in cash held</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period	5,878	5,878	5,878	5,878	5,878
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>5,878</b>	<b>5,878</b>	<b>5,878</b>	<b>5,878</b>	<b>5,878</b>

Prepared on Australian Accounting Standards basis.



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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>NEW CAPITAL APPROPRIATIONS</b>					
Equity injections – transferred by portfolio department	-	338	-	-	-
<b>Total new capital appropriations</b>	<b>-</b>	<b>338</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Provided for:</b>					
Purchase of non-financial assets	-	338	-	-	-
<b>Total items</b>	<b>-</b>	<b>338</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded by capital appropriations <sup>(a)</sup>	-	338	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>338</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	-	338	-	-	-
<b>Total cash used to acquire assets</b>	<b>-</b>	<b>338</b>	<b>-</b>	<b>-</b>	<b>-</b>

(a) Includes current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior year *Appropriation Act (No. 2/4/6)*.

Consistent with information contained in the Statement of Asset Movements and the Budgeted Statement of Cash Flows.

Prepared on Australian Accounting Standards basis.

**Table 3.6: Statement of departmental asset movements (Budget year 2025–26)**

	Buildings	Other property, plant and equipment	Total
	\$'000	\$'000	\$'000
<b>As at 1 July 2025</b>			
Gross book value	-	160	160
Gross book value – ROU <sup>(a)</sup>	832	-	832
Accumulated depreciation/amortisation and impairment	-	(98)	(98)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(755)	-	(755)
<b>Opening net book balance</b>	<b>77</b>	<b>62</b>	<b>139</b>
<b>CAPITAL ASSET ADDITIONS</b>			
<b>Estimated expenditure on new or replacement assets</b>			
By purchase – appropriation equity <sup>(b)</sup>	-	338	338
<b>Total additions</b>	<b>-</b>	<b>338</b>	<b>338</b>
<b>As at 30 June 2026</b>			
Gross book value	-	498	498
Gross book value – ROU <sup>(a)</sup>	832	-	832
Accumulated depreciation/amortisation and impairment	-	(98)	(98)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(755)	-	(755)
<b>Closing net book balance</b>	<b>77</b>	<b>400</b>	<b>477</b>

(a) Applies to leases under AASB 16 Leases. Right of Use (ROU).

(b) 'Appropriation equity' refers to equity injections appropriations provided through Appropriation Bill (No. 2) 2025–26 and Supply Bill (No. 2) 2025–26.

Prepared on Australian Accounting Standards basis.

# Wine Australia

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# Wine Australia

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

Wine Australia exists to better the knowledge, opportunities and excellence of the sector's people, processes and products so that levy payers can remain profitable, resilient and sustainable. Wine Australia aims to do this by investing in research and innovation (R&I), building markets, disseminating market information and knowledge, encouraging adoption and ensuring compliance through our regulatory functions. These core functions are defined by the *Wine Australia Act 2013*.

We have three primary categories of funding:

- **Research and Innovation (R&I) funding** – The grape research levy (grapegrowers pay \$2 per tonne of winegrapes crushed, of which 1.6 cents is paid to Plant Health Australia (PHA)), the R&I component of the wine grape levy (wine producers pay \$5 per tonne of winegrapes crushed of which 2.4 cents is paid to PHA) are matched by the Australian Government.
- **Marketing funding** – Wineries pay the promotion component of the wine grape levy in a stepped amount per tonne. Wine exporters pay the wine export charge on wine produced in and exported from Australia. The amount of charge payable is based on the FOB sales value of wine for the charge year.
- **Regulatory funding** – Regulatory activities are funded on a cost-recovery basis through activity-based fees.

In 2023–24, Australian Grape & Wine and Wine Australia joined with state and regional associations in an Australia-wide consultation along the value chain to develop the One Grape & Wine Sector Plan (OGWSP) – a unifying strategy which articulates the sector's priorities and outlines clear actions to be taken by all parts of the sector to achieve individual, business and sector success. Wine Australia's 2025–2030 Strategic Plan has been framed around the OGWSP.

#### Research and Innovation

Wine Australia empowers sector success by enhancing global competitiveness, helping grape and wine businesses meet the challenges of tomorrow, today. The OGWSP themes addressed by Wine Australia's Research and Innovation function are:

- **Our place and product** – Our sector needs to protect its vineyards, increase resilience and drive innovation by leveraging market and consumer insights to maintain global standards while preserving regional uniqueness.

- **Our sustainability** – Sustainability is central to our sector’s current and long-term resilience, profitability and success. Our sector aspires to be recognised as a global leader, embedding progressive environmental, social and governance practices to enhance the resilience, productivity, profitability and longevity of the sector.
- **Our people** – Our sector is respectful and inclusive, fosters diverse leadership and rewarding careers and provides knowledge and skills to build resilient businesses.
- **Our systems and infrastructure** – Our sector needs to integrate state-of-the-art technologies, digital methodologies and data-driven approaches to improve efficiency, quality, profitability, competitiveness and connectivity.

### Market Development

Wine Australia empowers sector success by uncovering, developing and promoting market opportunities globally. Wine Australia’s marketing efforts primarily focus on providing relevant insights to enable better market-facing decision-making by the sector and on facilitating opportunities that enable wine businesses to foster and cultivate connections that deliver commercial outcomes. This recognises the headwinds facing the global wine industry and the finite resources available to Wine Australia to directly effect change.

Wine Australia will continue to work on building sector capability through education and tailored market activations to build awareness, relevance and preference for Australia and Australian wine and we will focus our resources and efforts on markets that offer the greatest opportunity and returns for the industry.

The OGWSP themes addressed by Wine Australia’s Market Development function are:

- **Our markets** – Our sector needs to increase its international distribution footprint and market penetration while defending its position in the domestic market.
- **Our sustainability** – Programs that support sustainability are central to our sector’s current and long-term resilience and profitability.

### Regulatory services

Wine Australia empowers sector success by safeguarding product integrity to uphold sector reputation, maintaining market confidence in the high standards expected of Australian wine.

The OGWSP themes addressed by Wine Australia’s regulatory function are:

- **Our systems and infrastructure** - Our sector needs to integrate state-of-the-art technologies, digital methodologies and data-driven approaches to improve efficiency, quality, profitability, competitiveness and connectivity within the sector.
- **Our markets** - Our sector needs to increase its international presence through collaborative efforts, innovative marketing strategies, alignment with consumer trends, reducing trade and market access barriers and a continued dedication to quality.

## 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' table in Section 2 and the financial statements in Section 3 are presented on an accrual basis.

**Table 1.1: Wine Australia – Resource Statement – Budget Estimates for 2025–26 as at March Budget 2025**

	2024–25 Estimated actual \$'000	2025–26 Estimate \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>13,994</b>	<b>9,075</b>
<b>Funds from Government <sup>(a)</sup></b>		
<b>Special appropriations <sup>(b)</sup></b>		
<i>Primary Industries Levies and Charges Disbursement Act 2024 – s37</i>		
Agricultural Resources	24,323	30,613
<b>Total special appropriations</b>	<b>24,323</b>	<b>30,613</b>
<b>Amounts received from related entities</b>		
Amounts from portfolio department <sup>(c)</sup>	10,000	-
<b>Total amounts received from related entities</b>	<b>10,000</b>	<b>-</b>
<b>Total funds from Government</b>	<b>34,323</b>	<b>30,613</b>
<b>Funds from industry sources</b>		
Levies <sup>(d)</sup>	14,939	16,613
<i>less amounts paid to the CRF</i>	<i>(14,939)</i>	<i>(16,613)</i>
<b>Total funds from industry sources</b>	<b>-</b>	<b>-</b>
<b>Funds from other sources</b>		
Interest	423	60
Sale of goods and services	9,976	7,710
Other	1,513	13,408
<b>Total funds from other sources</b>	<b>11,912</b>	<b>21,178</b>
<b>Total net resourcing for Wine Australia</b>	<b>60,229</b>	<b>60,866</b>
	<b>2024–25</b>	<b>2025–26</b>
<b>Average staffing level (number)</b>	<b>51</b>	<b>53</b>

(a) Wine Australia's special appropriation is not directly appropriated as it is a corporate Commonwealth Entity (CCE) under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Appropriation is made to the Department of Agriculture, Fisheries and Forestry (DAFF) and are then paid to Wine Australia and are considered departmental for all purposes.

(b) Funding provided by the portfolio department that is not specified within the Annual Appropriation Bills as a payment to that CCE (for example, a grant awarded to a CCE from one of its portfolio department's administered programs).

(c) Amounts received from other entities within the portfolio, or from other portfolios.

(d) The levies are imposed by the *Primary Industries (Excise) Levies Act 2024*, or the *Primary Industries (Services) Levies Act 2024*, and charges imposed under the *Primary Industries (Customs) Charges Act 2024*. The levies are collected by DAFF under the *Primary Industries Levies and Charges Collection Act 2024* and the *Primary Industries Levies and Charges Collection Rules 2024* and transferred to the Consolidated Revenue Fund (CRF). These amounts are then drawn down by the department as a special appropriation and paid to WA under the *Primary Industries Levies and Charges Disbursement Act 2024 – s37* Agricultural Resources.

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

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



### 1.3 Budget measures

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

#### **Table 1.2: Wine Australia – 2025–26 Budget Measures**

##### **Part 1: Measures announced since the 2024–25 Mid-Year Economic and Fiscal Outlook**

Wine Australia does not have any 2025–26 Budget measures.

## 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 criteria 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 as well as the most recent annual performance statement for Wine Australia can be found at:

<https://www.wineaustralia.com/about-us/performance-and-reporting>

## 2.1 Budgeted expenses and performance for Outcome 1

**Outcome 1: Foster and enable a competitive Australian wine industry by investing in research and development, building markets, disseminating knowledge and ensuring compliance.**

### 2.1.1: Linked programs

#### **Department of Agriculture, Fisheries and Forestry**

Program 1.10: Agricultural Resources

Program 1.13: International Market Access

#### **Contribution to Outcome 1 made by linked program:**

Wine Australia and DAFF work together to ensure a sustainable, productive, and profitable grape and wine sector.

Wine Australia will also administer the Wine Tourism and Cellar Door Grant program that commenced in 2019–20.

**2.1.2: 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: Budgeted expenses for Outcome 1**

**Outcome 1: Foster and enable a competitive Australian wine industry by investing in research and development, building markets, disseminating knowledge and ensuring compliance.**

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>Program 1.1: Wine Australia</b>					
<b>Revenue from Government</b>					
Payment from related entities	10,000	-	-	-	-
Special appropriations					
<i>Primary Industries Levies and Charges Disbursement Act 2024 – s37</i>					
Agricultural Resources	14,939	16,613	16,657	16,701	16,746
Revenues from industry sources	9,384	14,000	14,000	14,000	14,000
Revenues from other independent sources	11,751	20,596	21,030	20,752	20,921
Expenses not requiring appropriation in the Budget year <sup>(a)</sup>	4,000	-	-	-	-
<b>Total expenses for program 1.1</b>	<b>50,074</b>	<b>51,209</b>	<b>51,687</b>	<b>51,453</b>	<b>51,667</b>
<b>Outcome 1 totals by resource type</b>					
<b>Revenue from Government</b>					
Payment from related entities	10,000	-	-	-	-
Special appropriations	14,939	16,613	16,657	16,701	16,746
Revenues from industry sources	9,384	14,000	14,000	14,000	14,000
Revenues from other independent sources	11,751	20,596	21,030	20,752	20,921
Expenses not requiring appropriation in the Budget year <sup>(a)</sup>	4,000	-	-	-	-
<b>Total expenses for Outcome 1</b>	<b>50,074</b>	<b>51,209</b>	<b>51,687</b>	<b>51,453</b>	<b>51,667</b>
	<b>2024–25</b>	<b>2025–26</b>			
<b>Average staffing level (number)</b>	51	53			

(a) 'Expenses not requiring appropriation in the budget year' are made up of make good expenses, audit fees, and can include depreciation / amortisation expenses not requiring an appropriation.

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

Prepared on Australian Accounting Standards basis.

**Table 2.2: Performance measures for Outcome 1**

Table 2.2 below details the performance measure for each program associated with Outcome 1. It also summarises how each program is delivered and where relevant, the 2025–26 Budget measures have created new programs or materially changed existing programs are provided.

As an entity established under the *Wine Australia Act 2013*, Wine Australia does not produce a corporate plan under the PGPA Act and is therefore exempt from the requirement to map purposes to outcomes.

<b>Outcome 1: Foster and enable a competitive Australian wine industry by investing in research and development, building markets, disseminating knowledge and ensuring compliance.</b>	
<b>Program 1.1: Wine Australia</b>	
<b>Objective</b>	To better the knowledge, opportunities and excellence of the sector's people, processes and products so that levy payers can remain profitable, resilient and sustainable.
<b>Key Activities</b>	<p>Wine Australia will:</p> <ul style="list-style-type: none"> <li>a) Invest in R&amp;D to enhance global competitiveness, helping grape and wine businesses meet the challenges of tomorrow, today.</li> <li>b) Invest in marketing to increase the demand and premium paid for Australian wine across all markets by expanding market and promotion opportunities for Australian wine.</li> <li>c) Invest in regulatory services to safeguard product integrity and uphold the sector's reputation by maintaining market confidence in the high standards expected of Australian wine.</li> </ul>

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25	<b>Wine Australia</b>	
	<p>Improve our stakeholder net promoter score from 2019 baseline.</p>	<p>Target Above +12.</p> <p>Wine Australia returned a net promoter score of +12 in 2023, increased from -9 in 2020–21. No stakeholder survey was issued in 2023–24, instead extensive sector consultation was undertaken from June–October 2023 to inform the development of the One Grape &amp; Wine Sector Plan.</p> <p>The next stakeholder survey will be issued in June 2025 and will measure additional satisfaction metrics, including perception of value delivered by Wine Australia services. The expectation is that the net promoter score will remain above +12.</p>
	<b>RD&amp;A</b>	
	<p>Research contracts are actively managed through regular and ongoing monitoring of the research.</p>	<p>The target of 100 per cent is expected to be achieved.</p> <p>All research contracts continue to be actively managed through regular reporting and discussion with delivery partners.</p> <p>Changes and delays are managed through agreed variations to contracts.</p>

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25 (continued)	<b>RD&amp;A</b>	
	Market Insights customers are satisfied or very satisfied with the services they receive.	The target of >90 per cent is expected to be achieved.  Additional dashboards have been developed and launched and already show high levels of usage.
	Levy payers who participate in Wine Australia-supported extension and adoption programs consider them a 'good' or 'very good' use of levy funds.	Target 80 per cent.  Monitoring and evaluation metrics across Wine Australia supported extension activities indicate that events overall are delivering value, particularly following the structural change we have made in bringing back national coordination to Wine Australia – we expect to reach this target.
	<b>Marketing</b>	
	Tier A influencers actively engage with Wine Australia	Target 85 per cent.  Tier A engagement is on track and expected to reach the target.
	The perception of Australian wine increases in Canada, the UK and the USA.	Target is to further increase perception above 2019 baseline.  Due to a prohibitive increase in cost, the source of this measure has changed and therefore a new baseline has been set.  We expect to see further increases in perception against the previous years metrics.
Wineries and distributors who participate in Wine Australia events report that they are 'satisfied' or 'very satisfied'.	We expect to continue to meet the target of >75 per cent.	

Continued on following pages

**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Current year 2024–25 (continued)	<b>Regulatory services</b>	
	Achieve the six key performance indicators in the Regulatory Performance Framework.	This is expected to be achieved in principle, noting that the Regulatory Performance Framework has been replaced by the Australian Government’s Regulator Performance Guide.
	Through our Label Integrity Program, we inspect producers’ records, focusing on those relating to wine regions and varieties in particular demand.	Following the abolishment of the Regulator Performance Framework, as noted above, we worked with the Department to develop a Statement of Intent in response to a Statement of Expectations issued in accordance with the Australian Government’s Regulator Performance Guide.  More specifically, the principles of regulator best practice which we are committed to upholding in discharging our regulatory functions through the Label Integrity Program and other activities include taking a risk based and data driven approach and through this we expect to fully achieve this specific performance measure.

Continued on following page



**Table 2.2: Performance measures for Outcome 1 (continued)**

Year	Performance measures	Expected Performance Results
Budget Year 2025-26	Overall customer satisfaction metrics.	We improve our customer satisfaction metrics from the baseline determined in June 2025.
	Use and perceived value of Wine Australia's marketing activities and events.	More than 70% of exhibitors (exporters/importers) that participate in Wine Australia's marketing activities and events believe that their business/brand will benefit or already has benefited from participating in the activity.
	Use and perceived value of Wine Australia's Market Insights information, services and reports.	The share of the sector who use Wine Australia's Market Insights information, services and reports and who believe the information will help them make better business decisions increases from the 2025 baseline.
	Understanding and adoption of new practices and technologies.	There is a demonstrated increase from the 2025 baseline in the number and diversity of producers who understand the potential benefits to their business of adopting new, relevant practice changes or technologies, as well as the number adopting these innovations.
	Perceived value and impact from research and innovation investments.	Sentiment regarding value and impact from research and innovation investments increases from the 2025 baseline.
	Achievement of the key performance indicators in our Regulator Performance Framework.	We achieve the key performance indicators in our Regulator Performance Framework
Forward Estimates 2025–28	As per 2025–26	As per 2025–26.

## Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025–26 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

There are no differences between the resource information presented in the Budget Papers and Portfolio Budget Statements.

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

The Budget incorporates the contracted and committed research, development and extension activities, the anticipated marketing programs and statutory duties.

Wine Australia receives levies on the tonnage of fruit grown (Grape Research Levy), grape products used in the manufacture of WGL and on the value of WEC. Revenue from these levies is expected to be approximately \$16.6 million for the 2025–26 year, based on an estimated vintage of 1.6 million tonnes and a Free-on-board value of \$2.6 billion dollars.

Research, development and extension expenditure attract Commonwealth matching funding, which is calculated in accordance with the provisions of the *Primary Industries Levies and Charges Disbursement Act 2024* (PILCD Act).

Other major sources of revenue are export licences and associated fees and promotional user-pays events.

### 3.2 Budgeted financial statements tables

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	10,141	11,058	11,283	11,599	11,913
Suppliers	11,513	9,871	9,932	9,784	9,637
Grants	27,218	29,858	30,017	29,603	29,652
Depreciation and amortisation	1,181	402	438	451	451
Finance costs	11	9	7	6	4
Write-down and impairment of assets	10	11	10	10	10
<b>Total expenses</b>	<b>50,074</b>	<b>51,209</b>	<b>51,687</b>	<b>51,453</b>	<b>51,667</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Sale of goods and rendering of services	9,976	7,710	8,051	8,081	8,107
Interest	423	60	60	60	60
Rental income	4	4	4	4	4
Other	1,059	2,822	2,915	2,607	2,750
<b>Total own-source revenue</b>	<b>11,462</b>	<b>10,596</b>	<b>11,030</b>	<b>10,752</b>	<b>10,921</b>
<b>Total own-source income</b>	<b>11,462</b>	<b>10,596</b>	<b>11,030</b>	<b>10,752</b>	<b>10,921</b>
<b>Net cost of (contribution by) services</b>	<b>38,612</b>	<b>40,613</b>	<b>40,657</b>	<b>40,701</b>	<b>40,746</b>
Revenue from Government <sup>(a)</sup>	34,612	40,613	40,657	40,701	40,746
<b>Total revenue from Government</b>	<b>34,612</b>	<b>40,613</b>	<b>40,657</b>	<b>40,701</b>	<b>40,746</b>
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>(4,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	<b>(4,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Continued on following 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**

	2024–25 \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<b>Total comprehensive income/(loss) excluding depreciation/amortisation expenses previously funded through revenue appropriations, depreciation on ROU, principal repayments on leased assets</b>	<b>(4,000)</b>	-	-	-	-
less depreciation/amortisation expenses for ROU <sup>(b)</sup>	349	338	338	334	335
add principal repayments on leased assets <sup>(b)</sup>	349	338	338	334	335
<b>Total comprehensive income/(loss) – as per the Statement of comprehensive income</b>	<b>(4,000)</b>	-	-	-	-

(a) Revenue from Government includes a Commonwealth contribution under the PILCD Act and levies collected from industry by DAFF for R&D and marketing activities.

(b) Applies to leases under AASB 16 Leases. Right of Use (ROU).

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	9,075	9,140	10,550	9,995	9,456
Trade and other receivables	2,468	1,769	1,972	3,045	4,092
<b>Total financial assets</b>	<b>11,543</b>	<b>10,909</b>	<b>12,522</b>	<b>13,040</b>	<b>13,548</b>
<b>Non-financial assets</b>					
Land and buildings	409	64	1,119	778	437
Property, plant and equipment	82	135	152	152	152
Other non-financial assets	217	297	226	154	81
<b>Total non-financial assets</b>	<b>708</b>	<b>496</b>	<b>1,497</b>	<b>1,084</b>	<b>670</b>
<b>Total assets</b>	<b>12,251</b>	<b>11,405</b>	<b>14,019</b>	<b>14,124</b>	<b>14,218</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	1,006	1,255	1,512	1,795	2,061
Grants	2,828	1,907	3,039	3,032	3,032
Other payables	110	110	110	110	110
<b>Total payables</b>	<b>3,944</b>	<b>3,272</b>	<b>4,661</b>	<b>4,937</b>	<b>5,203</b>
<b>Interest bearing liabilities</b>					
Leases	442	104	1,166	832	497
<b>Total interest bearing liabilities</b>	<b>442</b>	<b>104</b>	<b>1,166</b>	<b>832</b>	<b>497</b>
<b>Provisions</b>					
Employee provisions	1,620	1,784	1,947	2,110	2,273
Other provisions	75	75	75	75	75
<b>Total provisions</b>	<b>1,695</b>	<b>1,859</b>	<b>2,022</b>	<b>2,185</b>	<b>2,348</b>
<b>Total liabilities</b>	<b>6,081</b>	<b>5,235</b>	<b>7,849</b>	<b>7,954</b>	<b>8,048</b>
<b>Net assets</b>	<b>6,170</b>	<b>6,170</b>	<b>6,170</b>	<b>6,170</b>	<b>6,170</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Retained surplus (accumulated deficit)	6,170	6,170	6,170	6,170	6,170
<b>Total parent entity interest</b>	<b>6,170</b>	<b>6,170</b>	<b>6,170</b>	<b>6,170</b>	<b>6,170</b>
<b>Total Equity</b>	<b>6,170</b>	<b>6,170</b>	<b>6,170</b>	<b>6,170</b>	<b>6,170</b>

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

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)**

	Retained earnings	Total equity
	\$'000	\$'000
<b>Opening balance as at 1 July 2025</b>		
Balance carried forward from previous period	6,170	6,170
<b><i>Adjusted opening balance</i></b>	<b>6,170</b>	<b>6,170</b>
<b>Estimated closing balance as at 30 June 2026</b>	<b>6,170</b>	<b>6,170</b>
<b>Closing balance attributable to the Australian Government</b>	<b>6,170</b>	<b>6,170</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Revenue from Government	34,612	40,613	40,657	40,701	40,746
Sale of goods and rendering of services	9,923	8,296	8,008	7,002	7,085
Interest	423	60	60	60	60
Net GST received	1,679	2,106	1,834	2,000	1,969
Other	1,277	2,822	2,915	2,607	2,750
<b>Total cash received</b>	<b>47,914</b>	<b>53,897</b>	<b>53,474</b>	<b>52,370</b>	<b>52,610</b>
<b>Cash used</b>					
Employees	9,836	10,894	11,120	11,436	11,750
Suppliers	15,231	10,202	10,104	9,929	9,798
Interest payments on lease liability	11	9	7	6	4
Grant payments	27,296	32,279	30,385	31,110	31,152
<b>Total cash used</b>	<b>52,374</b>	<b>53,384</b>	<b>51,616</b>	<b>52,481</b>	<b>52,704</b>
<b>Net cash from (used by) operating activities</b>	<b>(4,460)</b>	<b>513</b>	<b>1,858</b>	<b>(111)</b>	<b>(94)</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash used</b>					
Purchase of property, plant and equipment and intangibles	110	110	110	110	110
<b>Total cash used</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
<b>Net cash from (used by) investing activities</b>	<b>(110)</b>	<b>(110)</b>	<b>(110)</b>	<b>(110)</b>	<b>(110)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash used</b>					
Principal payments on lease liability	349	338	338	334	335
<b>Total cash used</b>	<b>349</b>	<b>338</b>	<b>338</b>	<b>334</b>	<b>335</b>
<b>Net cash from/(used by) financing activities</b>	<b>(349)</b>	<b>(338)</b>	<b>(338)</b>	<b>(334)</b>	<b>(335)</b>
<b>Net increase (decrease) in cash held</b>	<b>(4,919)</b>	<b>65</b>	<b>1,410</b>	<b>(555)</b>	<b>(539)</b>
Cash and cash equivalents at the beginning of the reporting period	13,994	9,075	9,140	10,550	9,995
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>9,075</b>	<b>9,140</b>	<b>10,550</b>	<b>9,995</b>	<b>9,456</b>

Prepared on Australian Accounting Standards basis.

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

	2024–25 Estimated actual \$'000	2025–26 Budget \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded internally from departmental resources <sup>(a)</sup>	110	110	110	110	110
<b>TOTAL</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	110	110	110	110	110
<b>Total cash used to acquire assets</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>

(a) Includes the following section 74 external revenue:  
 – internally developed assets.

Consistent with information contained in the Statement of Asset Movements and the Budgeted Statement of Cash Flows.

Prepared on Australian Accounting Standards basis.



**Table 3.6: Statement of departmental asset movements (Budget year 2025–26)**

	Buildings \$'000	Other property, plant and equipment \$'000	Intangibles \$'000	Total \$'000
<b>As at 1 July 2025</b>				
Gross book value	918	578	4,925	6,421
Gross book value – ROU <sup>(a)</sup>	1,558	-	-	1,558
Accumulated depreciation/amortisation and impairment	(887)	(496)	(4,925)	(6,308)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(1,180)	-	-	(1,180)
<b>Opening net book balance</b>	<b>409</b>	<b>82</b>	<b>-</b>	<b>491</b>
<b>CAPITAL ASSET ADDITIONS</b>				
<b>Estimated expenditure on new or replacement assets</b>				
By purchase – other <sup>(b)</sup>	-	110	-	110
<b>Total additions</b>	<b>-</b>	<b>110</b>	<b>-</b>	<b>110</b>
<b>Other movements</b>				
Depreciation/amortisation expense	(7)	(57)	-	(64)
Depreciation/amortisation expense – ROU <sup>(a)</sup>	(338)	-	-	(338)
<b>Total other movements</b>	<b>(345)</b>	<b>(57)</b>	<b>-</b>	<b>(402)</b>
<b>As at 30 June 2026</b>				
Gross book value	918	688	4,925	6,531
Gross book value – ROU <sup>(a)</sup>	1,558	-	-	1,558
Accumulated depreciation/amortisation and impairment	(894)	(553)	(4,925)	(6,372)
Accumulated depreciation/amortisation and impairment – ROU <sup>(a)</sup>	(1,518)	-	-	(1,518)
<b>Closing net book balance</b>	<b>64</b>	<b>135</b>	<b>-</b>	<b>199</b>

(a) Applies to leases under AASB 16 Leases. Right of Use (ROU).

(b) 'By purchase – other' refers to funding provided through other internal funding sources.

Prepared on Australian Accounting Standards basis.

