

# **Digital Transformation Agency**

**Entity resources and planned  
performance**



# Digital Transformation Agency

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# Digital Transformation Agency

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

The purpose of the Digital Transformation Agency (DTA) is to provide digital and ICT strategy and policy leadership, investment advice, strategic sourcing and delivery oversight to drive the government's digital transformation and deliver benefits to all Australians.

The DTA:

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

In 2024-25, the DTA will focus on the following strategic objectives:

- lead the government's digital transformation strategy through our co-delivery of the Data and Digital Government Strategy and Implementation Plans
- oversee the short, medium and long-term whole-of-government digital and ICT investment portfolio
- manage whole-of-government digital and ICT strategic sourcing and contracts
- be a valued employer with the expertise to achieve our purpose.

*Further details on how we will deliver these priorities can be found in our Corporate Plan located at: [www.dta.gov.au/about-us/reporting-and-plans/corporate-plans](http://www.dta.gov.au/about-us/reporting-and-plans/corporate-plans).*

## **1.2 Entity resource statement**

Table 1.1 shows the total resourcing from all sources available to the DTA for its operations and to deliver programs and services on behalf of the government.

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

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

Information in this table is presented on a resourcing (that is, appropriations/cash available) basis, whilst the 'Budgeted expenses by Outcome 1' tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis. Amounts presented below are consistent with amounts presented in the Appropriation Bills themselves.

**Table 1.1: Digital Transformation Agency resource statement – Budget estimates for 2024-25 as at Budget May 2024**

	<i>2023-24 Estimated actual \$'000</i>	2024-25 Estimate \$'000
<b>Departmental</b>		
Annual appropriations - ordinary annual services		
Prior year appropriations available	531	31,717
Departmental appropriation (a)	49,717	51,701
s74 External Revenue (b)	3,836	4,370
Total departmental annual appropriations	<b>54,084</b>	<b>87,788</b>
Special accounts (c)		
Opening balance	191,241	199,972
Non-appropriation receipts	414,444	395,319
Total special accounts	<b>605,685</b>	<b>595,291</b>
<b>Total departmental resourcing</b>	<b>659,769</b>	<b>683,079</b>
<hr/>		
<b>Average staffing level (number)</b>	<b>242</b>	<b>271</b>
<hr/>		
<b>Third party payments from and on behalf of other entities</b>		
	<i>2023-24 Estimated actual \$'000</i>	2024-25 Estimate \$'000
Receipts received from other entities for the provision of services (disclosed above in s74 External Revenue section above)	418,280	399,689

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) 2024-2025.

(b) Estimated External Revenue receipts under section 74 of the PGPA Act.

(c) Includes cash received as passthrough costs.

### 1.3 Budget measures

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

**Table 1.2: Digital Transformation Agency 2024-25 Budget measures  
Part 1: Measures announced since the 2023-24 Mid-Year Economic and Fiscal  
Outlook (MYEFO)**

	Program	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
<b>Payment measures</b>						
APS Capability Reinvestment Fund (a)	1.1					
Departmental payment		-	-	-	-	-
Finance Portfolio - additional resourcing (b)	1.1					
Departmental payment		-	3,345	3,397	-	-
Savings from external labour - extension (c)	1.1					
Departmental payment		-	(79)	(68)	(56)	(840)
Supporting Safe and Responsible AI (d)	1.1					
Departmental payment		-	-	-	-	-
<b>Total payment measures</b>						
Administered		-	-	-	-	-
Departmental		-	3,266	3,329	(56)	(840)
<b>Total</b>		-	<b>3,266</b>	<b>3,329</b>	<b>(56)</b>	<b>(840)</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) The lead entity for measure titled *APS Capability Reinvestment Fund* is the Australian Public Service Commission. The full measure description and package details appear in the Budget Paper No. 2 under the Prime Minister and Cabinet Portfolio.
- (b) The lead entity for measure titled *Finance Portfolio - additional resourcing* is the Department of Finance. The full measure description and package details appear in the Budget Paper No. 2 under the Finance Portfolio.
- (c) The measure titled *Savings from external labour - extension* is Cross Portfolio. The full measure description and package details appear in Budget Paper No. 2 under Cross Portfolio.
- (d) The lead entity for measure titled *Supporting Safe and Responsible AI* is the Department of Industry, Science and Resources. The full measure description and package details appear in the Budget Paper No. 2 under the Finance Portfolio.



## Section 2: Outcomes and planned performance

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

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

**Note:**

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

The most recent corporate plan for Digital Transformation Agency can be found at [www.dta.gov.au/about-us/reporting-and-plans/corporate-plans](http://www.dta.gov.au/about-us/reporting-and-plans/corporate-plans)

The most recent annual performance statement can be found at: [www.dta.gov.au/about-us/reporting-and-plans/annual-reports](http://www.dta.gov.au/about-us/reporting-and-plans/annual-reports).

## 2.1 Budgeted expenses and performance for Outcome 1

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

### *Budgeted expenses for Outcome 1*

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

**Table 2.1.1: Budgeted expenses for Outcome 1**

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

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forw ard estimate \$'000	2026-27 Forw ard estimate \$'000	2027-28 Forw ard estimate \$'000
<b>Program 1.1: Digital Transformation Agency</b>					
Departmental expenses					
Departmental appropriation	49,717	51,701	51,588	49,361	49,627
s74 External Revenue (a)	3,836	4,370	6,440	3,249	3,500
Special accounts					
ICT Coordinated Procurement Special Account 2017	10,891	11,474	8,743	14,918	14,405
Expenses not requiring appropriation in the Budget year (b)	720	720	163	163	163
<b>Departmental total</b>	<b>65,164</b>	<b>68,265</b>	<b>66,934</b>	<b>67,691</b>	<b>67,695</b>
<b>Total expenses for program 1.1</b>	<b>65,164</b>	<b>68,265</b>	<b>66,934</b>	<b>67,691</b>	<b>67,695</b>

	2023-24	2024-25
<b>Average staffing level (number)</b>	242	271

(a) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act 2013.

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

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

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

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan, the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2024-25 Budget measures that have created new programs or materially changed existing programs are provided.

<b>Outcome 1</b> – Support the government’s digital transformation, and simplify processes, reduce costs and generate reuse opportunities, through strategic and policy leadership, advice, strategic coordination and oversight of digital and ICT investment, and management of whole-of-government digital and ICT procurement.		
<b>Program 1.1 – Digital Transformation Agency</b> The objective of this program is to provide strategic and policy leadership and investment advice as a trusted advisor on digital and ICT investment decisions through oversight to drive government digital transformation that delivers benefits to all Australians.		
<b>Key Activities</b>	Key activities reported in the current corporate plan that relate to this program.	
<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results</b>
Current Year 2023-24	1.1 The Australian Government Architecture is a decision-making construct that helps agencies develop scalable, secure and resilient digital capabilities.	On Track Usage of the Australian Government Architecture (AGA) continues to grow as new content becomes available. There was growth in average website users, increasing from 143 (Jul-Dec 2023) to 180 per month (Jan-Apr 2024). We are formalising processes to fill content gaps in the AGA. New content continues to be developed through the AGA Content Advisory Forum. An AGA product strategy is in development which will refine performance measures going forward.
	1.2 Stakeholders and partners receive high quality and timely advice on whole-of-government strategies, policies and standards for digital and ICT investments.	On Track The DTA is on track to meet the planned performance result to set targets for the forward year. The targets will be set at the completion of the 2024-25 budget cycle.
	1.3 Local and international digital government maturity and performance rankings.	On Track The DTA is on track to meet the planned performance results to maintain the Local Digital Government Maturity Benchmark. The DTA is on track to meet the planned performance results to benchmark international government maturity and performance following release of the 2023 OECD Digital Government Index ranking.

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**Table 2.1.2: Performance measures for Outcome 1 (continued)**

<b>Program 1.1 – Digital Transformation Agency</b> The objective of this program is to provide strategic and policy leadership and investment advice as a trusted advisor on digital and ICT investment decisions through oversight to drive government digital transformation that delivers benefits to all Australians.		
Year	Performance measures	Expected Performance Results
Current Year 2023-24	2.1 Quality and timeliness of strategic planning advice to define digital and ICT investment portfolio, its future objectives and capability gaps.	On Track  The DTA is on track to meet the Planned Performance Results to set targets for the forward year. The DTA have now successfully moved to a biannual Integrated Digital Investment Plan (IDIP) to provide long term investment advice to government. The IDIP was delivered in November 2023 and April 2024 with all recommendations endorsed.
	2.2 Quality and timeliness of prioritisation advice on investments to deliver on government’s digital and ICT objectives.	Achieved.  All proposals identified as in-scope prior to the budget process were assessed as part of the prioritisation state with advice presented to government.
	2.3 Quality and timeliness of contestability advice to ensure digital and ICT investment proposals are robust and meet whole-of-government digital standards prior to government consideration.	Two of the Planned Performance results are not on track, and one is on track. Current results as of 30 April are:  54% of digital investment proposals were identified by the DTA as in-scope of the Digital and ICT Investment Oversight Framework are reviewed within Budget timelines.  92% of digital investment proposals identified by the DTA as in-scope of the Digital and ICT Investment Oversight Framework are contested through the Digital Capability Assessment Process.  Average rating of 8.2/10 for the DTA’s communication around the Digital Capability Standards and the requirements on Commonwealth agencies.

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**Table 2.1.2: Performance measures for Outcome 1 (continued)**

<b>Program 1.1 – Digital Transformation Agency</b>		
The objective of this program is to provide strategic and policy leadership and investment advice as a trusted advisor on digital and ICT investment decisions through oversight to drive government digital transformation that delivers benefits to all Australians.		
<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results</b>
Current Year 2023-24	2.4 Quality and timeliness of delivery assurance advice that investments are on-track to deliver expected benefits.	On Track Current indications we are on track to meet the performance measure noting an evaluation is scheduled to occur in May 2024 as part of post-Budget finalisation.
	2.5 Alignment of whole-of-government digital platforms, technologies and services with Australian Government Architecture.	On Track Integration of the AGA into the Digital and ICT Investment Oversight Framework continues to mature. The following initial baseline indicators have been determined: AGA content: As of budget 2024-25, there was high maturity AGA content for 33% of proposals, and medium maturity content for 45%, and low maturity for the remaining 22% of content. Use of/alignment with the AGA: Of the 111 proposals analysed for the budget 2024-25 Digital Investment Overview (DIO), 21 were Aligned, 1 was Exempted, and the rest were Not Aligned to the AGA.

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**Table 2.1.2: Performance measures for Outcome 1 (continued)**

<b>Program 1.1 – Digital Transformation Agency</b> The objective of this program is to provide strategic and policy leadership and investment advice as a trusted advisor on digital and ICT investment decisions through oversight to drive government digital transformation that delivers benefits to all Australians.		
Year	Performance measures	Expected Performance Results
Current Year 2023-24	3.1 Management of whole-of-government digital strategic sourcing, contracts and purchasing arrangements and systems.	On Track  The DTA has persistently managed our panels and arrangements to ensure they remain current and fit for purpose. In 2023-24 we continued work to establish the new Digital Marketplace panel, a new Category for ERP solutions on the Software Marketplace Panel and added sellers to the Software marketplace panel.  To date BuyICT.gov.au has been available 100% of the time.  The Customer Service Desk for digital procurement has been available from 8.30am to 5.00pm Australian Eastern Standard Time (Australian Capital Territory business days) via phone, email, and online form on BuyICT.gov.au.
	3.2 Value for money digital and ICT procurements.	On Track  The DTA continues to actively ensure that the Whole-of-Government (WoAG) procurement arrangements deliver strong value for money by minimising costs, securing better discounts, and gathering savings to be returned to consolidated revenue. This ongoing effort reflects the DTA's commitment to cost-effective government procurement

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**Table 2.1.2: Performance measures for Outcome 1 (continued)**

<b>Program 1.1 – Digital Transformation Agency</b>		
The objective of this program is to provide strategic and policy leadership and investment advice as a trusted advisor on digital and ICT investment decisions through oversight to drive government digital transformation that delivers benefits to all Australians.		
<b>Year</b>	<b>Performance measures</b>	<b>Expected Performance Results</b>
Current Year 2023-24	4.1 Ability of DTA staff to support strategic objectives.	Partially on track. Full year data not yet available. Data will be available at the end of the financial year. Further information will be published in the DTA's 2023-24 Annual Report.
<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Budget Year 2024-25	The DTA is currently reviewing its performance measures for Budget Year 2024-25 and Forward Estimates 2025-28 against its responsibility for leading and linking the overarching direction for digital strategy, policy and services.	A reviewed set of performance measures and planned performance results for Budget Year 2024-25 and Forward Estimates 2025-28 are expected to be published in the DTA Corporate Plan 2024-25 in August 2024.
Forward Estimates 2025-28	As per 2024-25	As per 2024-25
Material changes to Program 1.1 resulting from 2024-25 Budget Measures: Nil		

## Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2024-25 budget year, including the impact of budget measures and resourcing on financial statements.

### 3.1 Budgeted financial statements

#### 3.1.1 Differences between entity resourcing and financial statements

The entity resource statement (Table 1.1) provides a consolidated view of all the resources available to the Digital Transformation Agency in 2024-25. This includes appropriation receivable that is yet to be drawn to cover payables and provisions on the balance sheet. The comprehensive income statement (Table 3.1) shows the operating appropriation provided in 2024-25.

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

Budgeted revenue from government in 2024-25 is estimated at \$51.7 million, an increase of \$3.3 million compared to the estimate for 2024-25 reported in the 2023-24 Portfolio Additional Estimates Statements.

Budgeted sales of goods and rendering of services in 2024-25 is estimated at \$25.5 million.



### 3.2. Budgeted financial statements tables

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

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	39,254	<b>42,759</b>	45,754	50,125	43,752
Suppliers	21,759	<b>21,771</b>	17,465	13,873	20,491
Depreciation and amortisation (a)	3,935	<b>3,566</b>	3,566	3,566	3,347
Finance costs	216	<b>169</b>	149	127	106
<b>Total expenses</b>	<b>65,164</b>	<b>68,265</b>	<b>66,934</b>	<b>67,691</b>	<b>67,696</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Sale of goods and rendering of services	27,263	<b>25,521</b>	26,575	23,564	26,990
<b>Total own-source revenue</b>	<b>27,263</b>	<b>25,521</b>	<b>26,575</b>	<b>23,564</b>	<b>26,990</b>
<b>Gains</b>					
Other	557	<b>557</b>	-	-	-
<b>Total gains</b>	<b>557</b>	<b>557</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total own-source income</b>	<b>27,820</b>	<b>26,078</b>	<b>26,575</b>	<b>23,564</b>	<b>26,990</b>
<b>Net (cost of)/contribution by services</b>	<b>(37,344)</b>	<b>(42,187)</b>	<b>(40,359)</b>	<b>(44,127)</b>	<b>(40,706)</b>
Revenue from Government	49,717	<b>51,701</b>	51,588	49,361	49,627
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>12,373</b>	<b>9,514</b>	<b>11,229</b>	<b>5,234</b>	<b>8,921</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	<b>12,373</b>	<b>9,514</b>	<b>11,229</b>	<b>5,234</b>	<b>8,921</b>

Prepared on Australian Accounting Standards basis.

**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**

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Forw ard	Forw ard	Forw ard
	actual		estimate	estimate	estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total comprehensive income/(loss)</b>					
- as per statement of					
<b>Comprehensive Income</b>	<b>12,373</b>	<b>9,514</b>	<b>11,229</b>	<b>5,234</b>	<b>8,921</b>
plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) (a)	163	<b>163</b>	163	163	163
plus: depreciation/amortisation expenses for ROU assets (b)	3,772	<b>3,403</b>	3,403	3,403	3,184
less: lease principal repayments (b)	3,408	<b>3,493</b>	3,528	3,581	3,363
<b>Net Cash Operating Surplus/ (Deficit)</b>	<b>12,900</b>	<b>9,587</b>	<b>11,267</b>	<b>5,219</b>	<b>8,905</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). This replaced revenue appropriations provided under Appropriation Bill (No. 1) used for the depreciation/amortisation expenses.
- (b) Applies leases under AASB 16 Leases.

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

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forw ard estimate \$'000	2026-27 Forw ard estimate \$'000	2027-28 Forw ard estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	200,808	213,808	225,768	234,493	246,515
Trade and other receivables	72,720	72,041	74,347	73,741	73,374
<b>Total financial assets</b>	<b>273,528</b>	<b>285,849</b>	<b>300,115</b>	<b>308,234</b>	<b>319,889</b>
<b>Non-financial assets</b>					
Land and buildings	26,724	26,505	23,102	19,699	16,515
Property, plant and equipment	436	273	110	47	134
Other non-financial assets	413	413	413	413	413
<b>Total non-financial assets</b>	<b>27,573</b>	<b>27,191</b>	<b>23,625</b>	<b>20,159</b>	<b>17,062</b>
Assets held for sale					
<b>Total assets</b>	<b>301,101</b>	<b>313,040</b>	<b>323,740</b>	<b>328,393</b>	<b>336,951</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	37,864	37,864	37,864	37,864	37,864
Other payables	132,400	132,400	132,400	132,400	132,400
<b>Total payables</b>	<b>170,264</b>	<b>170,264</b>	<b>170,264</b>	<b>170,264</b>	<b>170,264</b>
<b>Interest bearing liabilities</b>					
Leases	16,583	16,274	15,746	15,165	14,802
<b>Total interest bearing liabilities</b>	<b>16,583</b>	<b>16,274</b>	<b>15,746</b>	<b>15,165</b>	<b>14,802</b>
<b>Provisions</b>					
Employee provisions	9,605	9,605	9,605	9,605	9,605
<b>Total provisions</b>	<b>9,605</b>	<b>9,605</b>	<b>9,605</b>	<b>9,605</b>	<b>9,605</b>
Liabilities included in disposal groups held for sale					
<b>Total liabilities</b>	<b>196,452</b>	<b>196,143</b>	<b>195,615</b>	<b>195,034</b>	<b>194,671</b>
<b>Net assets</b>	<b>104,649</b>	<b>116,897</b>	<b>128,125</b>	<b>133,359</b>	<b>142,280</b>
<b>EQUITY*</b>					
<b>Parent entity interest</b>					
Contributed equity	(16,554)	(16,554)	(16,554)	(16,554)	(16,554)
Reserves	618	618	618	618	618
Retained surplus (accumulated deficit)	120,585	132,833	144,061	149,295	158,216
<b>Total parent entity interest</b>	<b>104,649</b>	<b>116,897</b>	<b>128,125</b>	<b>133,359</b>	<b>142,280</b>
<b>Total equity</b>	<b>104,649</b>	<b>116,897</b>	<b>128,125</b>	<b>133,359</b>	<b>142,280</b>

Prepared on Australian Accounting Standards basis.

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

**Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2024-25)**

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
<b>Opening balance as at 1 July 2024</b>				
Balance carried forward from previous period	120,585	618	(16,554)	104,649
<b>Adjusted opening balance</b>	<b>120,585</b>	<b>618</b>	<b>(16,554)</b>	<b>104,649</b>
<b>Comprehensive income</b>				
Other comprehensive income	9,514	-	-	9,514
Surplus/(deficit) for the period				-
<b>Total comprehensive income/(loss)</b>	<b>9,514</b>	<b>-</b>	<b>-</b>	<b>9,514</b>
of which:				
<b>Transactions with owners</b>				
<b>Distributions to owners</b>				
Other	2,734	-	-	2,734
<b>Sub-total transactions with owners</b>	<b>2,734</b>	<b>-</b>	<b>-</b>	<b>2,734</b>
<b>Estimated closing balance as at 30 June 2025</b>	<b>132,833</b>	<b>618</b>	<b>(16,554)</b>	<b>116,897</b>
<b>Closing balance attributable to the Australian Government</b>	<b>132,833</b>	<b>618</b>	<b>(16,554)</b>	<b>116,897</b>

Prepared on Australian Accounting Standards basis

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

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forw ard estimate \$'000	2026-27 Forw ard estimate \$'000	2027-28 Forw ard estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Appropriations	56,272	54,501	49,282	49,967	49,994
Sale of goods and rendering of services	320,556	335,412	142,067	139,056	443,822
Net GST received	3,000	3,000	3,000	3,000	3,000
<b>Total cash received</b>	<b>379,828</b>	<b>392,913</b>	<b>194,349</b>	<b>192,023</b>	<b>496,816</b>
<b>Cash used</b>					
Employees	39,254	42,759	45,754	50,125	43,752
Suppliers	314,495	331,105	132,957	129,365	437,323
Borrowing costs	-	-	-	-	-
Net GST paid	3,000	3,000	3,000	3,000	3,000
Interest payments on lease liabilities	216	169	149	127	106
s74 External Revenue transferred to the OPA	9,914	(613)	1	-	-
<b>Total cash used</b>	<b>366,879</b>	<b>376,420</b>	<b>181,861</b>	<b>182,617</b>	<b>484,181</b>
<b>Net cash from/(used by) operating activities</b>	<b>12,949</b>	<b>16,493</b>	<b>12,488</b>	<b>9,406</b>	<b>12,635</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash used</b>					
Purchase of property, plant and equipment	-	-	-	100	250
<b>Total cash used</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>250</b>
<b>Net cash from/(used by) investing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100)</b>	<b>(250)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash received</b>					
Other	(810)	-	-	-	-
<b>Total cash received</b>	<b>(810)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash used</b>					
Principal payments on lease liability	3,408	3,493	3,528	3,581	3,363
<b>Total cash used</b>	<b>3,408</b>	<b>3,493</b>	<b>3,528</b>	<b>3,581</b>	<b>3,363</b>
<b>Net cash from/(used by) financing activities</b>	<b>(4,218)</b>	<b>(3,493)</b>	<b>(3,528)</b>	<b>(3,581)</b>	<b>(3,363)</b>
<b>Net increase/(decrease) in cash held</b>	<b>8,731</b>	<b>13,000</b>	<b>8,960</b>	<b>5,725</b>	<b>9,022</b>
Cash and cash equivalents at the beginning of the reporting period	192,077	200,808	213,808	225,768	234,493
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>200,808</b>	<b>213,808</b>	<b>222,768</b>	<b>231,493</b>	<b>243,515</b>

Prepared on Australian Accounting Standards basis.

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

DTA has no budgeted capital expenditure.

**Table 3.6: Statement of departmental asset movements (Budget year 2024-25)**

	Buildings	Other property, plant and equipment	Total
	\$'000	\$'000	\$'000
<b>As at 1 July 2024</b>			
Gross book value	12,144	2,018	14,162
Gross book value - ROU assets	22,563	-	22,563
Accumulated depreciation/ amortisation and impairment	(1,179)	(1,582)	(2,761)
Accumulated depreciation/amortisation and impairment - ROU assets	(6,804)	-	(6,804)
<b>Opening net book balance</b>	<b>26,724</b>	<b>436</b>	<b>27,160</b>
<b>Capital asset additions</b>			
<b>Estimated expenditure on new or replacement assets</b>			
By purchase - appropriation equity - ROU assets	3,184	-	3,184
<b>Total additions</b>	<b>3,184</b>	<b>-</b>	<b>3,184</b>
<b>Other movements</b>			
Depreciation/amortisation expense	-	(163)	(163)
Depreciation/amortisation on ROU assets	(3,403)	-	(3,403)
<b>Total other movements</b>	<b>(3,403)</b>	<b>(163)</b>	<b>(3,566)</b>
<b>As at 30 June 2025</b>			
Gross book value	12,144	2,018	14,162
Gross book value - ROU assets	25,747	-	25,747
Accumulated depreciation/ amortisation and impairment	(1,179)	(1,745)	(2,924)
Accumulated depreciation/amortisation and impairment - ROU assets	(10,207)	-	(10,207)
<b>Closing net book balance</b>	<b>26,505</b>	<b>273</b>	<b>26,778</b>

Prepared on Australian Accounting Standards basis.

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

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

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

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

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

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

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

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

**Table 3.11: Statement of administered asset movements (Budget year 2024-25) (continued)**

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