

# SERVICE DELIVERY STATEMENTS

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Department of Natural Resources and Mines,  
Manufacturing and Regional and  
Rural Development



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**Service Delivery Statements**

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# **Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development**

## **Portfolio overview**

**Minister for Natural Resources and Mines, Minister for Manufacturing and Minister for  
Regional and Rural Development**  
The Honourable Dale Last MP

**Department of Natural Resources and Mines, Manufacturing and Regional and Rural  
Development**  
Director-General: Graham Fraine

The Minister for Natural Resources and Mines, Minister for Manufacturing and Minister for Regional and Rural Development is also responsible for:

**Queensland Rural and Industry Development Authority**  
Chief Executive Officer: Cameron MacMillan

Additional information about these agencies can be sourced from:

[nrmmrrd.qld.gov.au](http://nrmmrrd.qld.gov.au)

[grida.qld.gov.au](http://grida.qld.gov.au)

# Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development

## Overview

As part of the machinery-of-government changes effective 1 November 2024, the former Department of Resources was renamed the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development. As a result, there were changes to the following functions:

- Manufacturing and Regional and Rural Development functions were received from the former Department of Regional Development, Manufacturing and Water.

The Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development's (the department) vision is All Queenslanders, all opportunities. The department's purpose is to be a catalyst for stronger regions, economies and partnerships.

The department's strategic objectives are:

- Business ready – Making it easier and attractive to grow business in Queensland
- Strong regions – Enabling our industries, stakeholders and customers to build resilient and thriving regional communities
- Strategic relationships – Partnering to influence and improve outcomes
- Moving forward – Acting with courage, owning the result and raising the bar.

The department contributes to the *Government's objectives for the community*<sup>1</sup> by working to provide *A better lifestyle through a stronger economy* and *A plan for Queensland's future* by advocating for strong regions through our partnerships with emerging and existing industries, stakeholders and customers, throughout Queensland.

## Key deliverables

In 2025–26, the department will:

- work closely with the Resources Cabinet Committee to enhance processes that expedite timeframes and drive economic productivity and growth through effective reform
- drive supply chain development to grow our economy and support Queensland communities
- facilitate a viable outlook for resource communities transitioning to a future supported by a broader base of nearby resource industry investments
- increase gas supply in Queensland by expanding investment opportunities
- drive outcomes for Queenslanders by enabling tourism and ecotourism outcomes, including through establishing a new vision for Double Island and selecting a new lessee
- drive advanced manufacturing and jobs growth across Queensland through identifying long-term manufacturing opportunities that contribute to economic prosperity across the state
- support manufacturers to adopt advanced manufacturing technologies
- provide support for manufacturing businesses through regional manufacturing hubs, including the establishment of manufacturing hubs in the Sunshine Coast and Toowoomba
- lead regional collaboration across the Queensland Government and partner with agencies to deliver better outcomes and services for regional and rural communities
- support regional and rural Queensland communities by providing pathways and enabling their voice to be heard through better consultation and engagement.

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<sup>1</sup> To find out more, go to [qld.gov.au](http://qld.gov.au) and search “government’s objectives for the community.”

## Budget highlights

In the 2025–26 Queensland Budget, the government is providing:

- \$117.8 million over 4 years to increase funding for Natural Resource Management groups to protect Queensland's incredible wildlife and crucial areas of biodiversity
- \$79.1 million over 3 years to support the Transforming Queensland Manufacturing program to facilitate pathways to export opportunities and enable reshoring and onshoring by Queensland manufacturers, enhancing manufacturing sovereignty, encouraging investment, and addressing ongoing disruptions to supply chains
- \$10 million over 3 years to support the manufacturing industry through the establishment of 2 new Queensland Manufacturing hubs in the Sunshine Coast and Toowoomba
- \$8.5 million in 2025–26 to support preparation for operation of the Queensland Resources Common User Facility
- \$5.1 million in 2025–26 to accelerate mineral exploration through investment in geoscience activities and data technologies to provide industry ready data.

Further information about new policy decisions can be found in *Budget Paper No. 4: Budget Measures*.

# Performance statement

## Land administration and property services

### Objective

Optimise the use of land resources to support economic growth and just outcomes for the Queensland community through the provision of modern and effective land administration and property services.

### Description

This service area administers land, property services, vegetation management frameworks and Queensland's Natural Resources Management Expansion Program. This includes issuing licences, permits, leases and other dealings, facilitating native title land transfers, resolving native title claims and compensation, allocating and managing unallocated State land, administering Queensland's stock routes, surveying, issuing land valuations and monitoring and reviewing the performance of the titles registry function by Titles Queensland.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
<b>Effectiveness measures</b>			
Average percentage adjustment to annual statutory land valuations, resulting from all properly made objections <sup>1</sup>	≤8%	..	≤8%
Overall customer satisfaction with service provided by VegHub	New measure	New measure	>75%
<b>Efficiency measure</b>			
Average cost per valuation <sup>2</sup>	<\$20	\$14.10	<\$18
<b>Discontinued measure</b>			
Percentage of native title claims resolved by agreement between the parties <sup>3</sup>	>60%	80%	Discontinued measure

Notes:

1. The 2024–25 Estimated Actual is not yet available as the objections period closed in May 2025, with the objections data not being available until the end of June 2025. The actual result will be reported in the department's 2024–25 annual report.
2. The 2025–26 Target/Estimate has been reduced based on actual results delivered over several years performance.
3. This service standard has been discontinued due to the unavailability of connection evidence for claims yet to be determined, which undermines the measure's validity.

# Minerals and energy resources and data services<sup>1</sup>

## Objective

Enable a resilient, responsible and sustainable resources industry that grows as it transforms.

## Description

This service area provides high quality and timely administration of Queensland's minerals, coal, petroleum and gas, and spatial data resources to facilitate the exploration and development in the public interest. This includes administering permits for mining, petroleum, gas geothermal; undertaking monitoring, evaluation and compliance activities to ensure performance complies with current regulatory frameworks. This service area also contributes to supporting, guiding and providing information necessary to meet statutory requirements and social licence commitments; collecting geoscience data and information to play a key role in attracting investment to Queensland's resources sector; managing legacy mining impacts through active remediation programs; and identifying critical resources requiring protection for future use.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
<b>Service: Minerals and Energy Resources Services<sup>2</sup></b>			
<b>Effectiveness measure</b>			
Percentage of identified tenure non-compliance matters resolved within 12 months	New measure	New measure	≥75%
<b>Efficiency measure</b>			
Average cost of all tenure processing transactions <sup>3</sup>	<\$2,200	\$791.79	<\$1,700
<b>Service: Quality Data Services<sup>2</sup></b>			
<b>Effectiveness measure</b>			
Percentage of spatial datasets available on the Queensland Government Open Data Portal achieving a "data usability rating" of 3 out of 5 or higher <sup>4</sup>	New measure	New measure	≥75%
<b>Efficiency measure</b>			
Average cost of acquiring, maintaining and providing spatial information per thousand user accesses <sup>5</sup>	<\$45	\$11.15	<\$35
<b>Discontinued measure</b>			
Notification of directly impacted stakeholders prior to the release of new areas for resource exploration or production by competitive tender <sup>6</sup>	90%	..	Discontinued measure

### Notes:

1. The name of this service area has been amended from 'Minerals and Energy Resources Services' to 'Minerals and Energy Resources and Data Services' to ensure a more holistic representation of the services provided by the service area.
2. To differentiate the unique services provided by the service area, Quality Data Services have been introduced into the *2025–26 Service Delivery Statements*.
3. The 2025–26 Target/Estimate has been reduced based on actual results delivered over several years performance.
4. "Data usability rating" measures a dataset's accessibility and usefulness. Each dataset is assessed and a rating out of five is assigned. A high rating dataset is easily accessed and has greater capacity for meaningful data analysis, see Open Data.
5. The 2025–26 Target/Estimate has been reduced based on actual results delivered over several years performance.
6. The notification process has changed to a broader digital and media notification process to allow all stakeholders (whether directly impacted or not impacted) to be advised. Consequently, this service standard has been discontinued as it is considered to be a measure of activity rather than effectiveness under the *Queensland Government Performance Management Framework* policy.

# Drive regional economic growth<sup>1</sup>

## Objective

To lead programs that achieve strong economic and policy outcomes in regional job creation and investment to advance the Queensland manufacturing industry.

## Description

This service area delivers programs and projects that contribute to job creation and stimulates regional economic development and investment through:

- supporting manufacturers to implement new processes and systems through engagement, training and grant programs
- building capability and capacity for manufacturers to improve productivity in Queensland based supply chains including to support the expansion of energy and train manufacturing priorities
- strategically engaging with regional communities and enabling collaboration across government to achieve better place-based outcomes.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
<b>Effectiveness measures</b>			
Percentage of customers satisfied or very satisfied with manufacturing workshops	New measure	New measure	80%
Number of jobs created per \$1 million in manufacturing grants delivered <sup>2</sup>	12	40	20
<b>Efficiency measure</b>			
Administrative costs per \$1,000 of total grant funding distributed	<\$11.50	\$8.18	<\$11.50
<b>Discontinued measure</b>			
Percentage of customers satisfied or very satisfied with Manufacturing Capability and Industry Development programs <sup>3</sup>	80%	86%	Discontinued measure

### Notes:

1. Due to machinery-of-government changes, effective 1 November 2024, this service area has transferred to the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development. It was previously presented in the former Department of Regional Development, Manufacturing and Water *2024–25 Service Delivery Statements*.
2. The 2025–26 Target/Estimate has been increased based on actual results delivered.
3. To ensure a more holistic measure of manufacturing services, this service standard has been discontinued and replaced by a new service standard 'Percentage of customers satisfied or very satisfied with manufacturing workshops.'



# Departmental budget summary

The table below shows the total resources available in 2025–26 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development	2024–25 Adjusted Budget <sup>1</sup> \$'000	2024–25 Est. Actual <sup>1</sup> \$'000	2025–26 Budget \$'000
<b>CONTROLLED</b>			
<b>Income</b>			
Appropriation revenue	500,891	552,423	546,610
Other revenue	19,625	17,952	23,731
<b>Total income</b>	<b>520,516</b>	<b>570,375</b>	<b>570,341</b>
<b>Expenses</b>			
Land Administration and Property Services	193,159	275,746	207,688
Minerals and Energy Resources and Data Services	248,695	235,238	247,461
Drive Regional Economic Growth	73,816	54,401	110,060
Corporate Partnerships	4,846	4,990	5,132
<b>Total expenses</b>	<b>520,516</b>	<b>570,375</b>	<b>570,341</b>
<b>Operating surplus/deficit</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>Net assets</b>	<b>236,020</b>	<b>252,687</b>	<b>258,127</b>
<b>ADMINISTERED</b>			
<b>Revenue</b>			
Commonwealth revenue	..	400	20
Appropriation revenue	18,581	21,826	23,790
Other administered revenue	443,628	448,614	457,225
<b>Total revenue</b>	<b>462,209</b>	<b>470,840</b>	<b>481,035</b>
<b>Expenses</b>			
Transfers to government	213,044	218,041	226,649
Administered expenses	69,165	72,799	74,386
<b>Total expenses</b>	<b>282,209</b>	<b>290,840</b>	<b>301,035</b>
<b>Operating surplus/deficit<sup>2</sup></b>	<b>180,000</b>	<b>180,000</b>	<b>180,000</b>
<b>Net assets</b>	<b>100,016,386</b>	<b>109,772,195</b>	<b>109,930,779</b>

Notes:

1. The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.
2. The budgeted administered operating surplus primarily relates to annual land transfers inwards the department recognises on behalf of government. Land transfers are a non-cash transaction and therefore do not impact the department's administered cash position.

## Staffing

The table below shows the Full Time Equivalents (FTEs) as at the 30 June in the respective years.

Service area	2024–25 Adjusted Budget <sup>2</sup>	2024–25 Est. Actual <sup>2</sup>	2025–26 Budget <sup>4</sup>
Land Administration and Property Services	889	888	887
Minerals and Energy Resources and Data Services	545	545	539
Drive Regional Economic Growth	89	92	80
Corporate Partnerships <sup>3</sup>	29	30	30
<b>Total FTEs</b>	<b>1,552</b>	<b>1,555</b>	<b>1,536</b>

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.
3. The department participates in a partnership arrangement in the delivery of its services, whereby corporate FTEs are hosted by the department to work across multiple departments, and therefore cannot be allocated by Service Area.
4. The decrease in 2025–26 budgeted FTEs is primarily due to temporary positions in Limited Life Programs which cease during the 2024–25 financial year.

## Capital program

The department has a capital program of \$105.2 million in 2025–26, including \$24.9 million in capital purchases and \$80.3 million in capital grants.

Capital purchases for 2025–26 include:

- \$9.6 million to support investment in digital solutions to support the vast datasets used to stimulate economic development in Queensland
- \$5.6 million for other critical property, plant and equipment assets to support the department's service delivery requirements
- \$2.4 million to support the operational readiness of the Queensland Resources Common User Facility
- \$900,000 for upgrades and maintenance of the state's stock route network.

Capital grants for 2025–26 include:

- \$25 million to support Queensland manufacturers through the Transforming Queensland Manufacturing Program
- \$18.8 million to complete the Building Our Regions Program assisting water service providers to deliver projects improving liveability in regional communities.

The table below shows the total capital outlays by the agency in the respective years.

	2024–25 Adjusted Budget <sup>1</sup> \$'000	2024–25 Est. Actual <sup>1</sup> \$'000	2025–26 Budget \$'000
Capital purchases	19,107	19,761	24,862
Capital grants <sup>2</sup>	55,966	34,057	80,341
<b>Total capital outlays</b>	<b>75,073</b>	<b>53,818</b>	<b>105,203</b>

1. The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.
2. The increase in capital grants budgeted for 2025–26 reflects the new Transforming Queensland Manufacturing Program budget measure and sustained delivery of existing limited life programs.

Further information about the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

# Budgeted financial statements

## Departmental income statement

### Controlled income statement

The department's total revenue and expenses are estimated to be \$570.3 million in 2025–26 which is consistent with the 2024–25 Estimated Actual.

This is largely driven by an expected decrease attributable to large temporary funding allocations for limited life programs in 2024–25 offset by the sustained delivery of existing programs and new budget measures approved since the 2024–25 Published Budget. This includes supporting Queensland manufacturing through the Transforming Queensland Manufacturing Program and establishment of 2 new Manufacturing hubs in Sunshine Coast and Toowoomba.

### Administered income statement

Administered activities are those undertaken by departments on behalf of the government. The primary revenues administered by the department include fees from mineral and petroleum rentals, resource tenure applications and revenue from state land.

The department's total administered revenues are estimated to be \$481 million in 2025–26, an increase of \$10.2 million from the 2024–25 Estimated Actual. The increase mainly reflects the expected indexation in revenue derived from land rents. The budgeted operating surplus primarily relates to annual land transfers inwards the department recognises on behalf of government. Land transfers are a non-cash transaction and therefore do not impact the department's cash position.

## Departmental balance sheet

The department's major assets consist of property, plant and equipment (\$164.9 million) and intangibles (\$28.7 million). Land, infrastructure and buildings are also subject to market fluctuations through annual revaluations.

The department's main liabilities relate to payables for trade creditors and other current liabilities. The balance sheet is underpinned by receivables and payables which fluctuate as they fall due and there are no known factors that will vary these over the next few years.

The department's administered entity balance sheet includes state-owned land, payables and receivables. Property, plant and equipment includes state-owned leasehold land, land under roads, unallocated state land and reserves totalling \$109.939 billion.

# Controlled income statement

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	500,891	552,423	546,610
Taxes	..	..	..
User charges and fees	11,855	10,478	14,996
Royalties and land rents	..	..	..
Grants and other contributions	6,633	6,337	8,325
Interest and distributions from managed funds	..	..	..
Other revenue	1,137	1,137	410
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>520,516</b>	<b>570,375</b>	<b>570,341</b>
<b>EXPENSES</b>			
Employee expenses	215,506	217,810	224,823
Supplies and services	168,282	144,158	185,525
Grants and subsidies	120,555	191,041	144,079
Depreciation and amortisation	13,044	14,255	12,788
Finance/borrowing costs	..	..	..
Other expenses	3,129	3,111	3,126
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>520,516</b>	<b>570,375</b>	<b>570,341</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>..</b>	<b>..</b>	<b>..</b>

\*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

# Controlled balance sheet

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	87,317	112,034	105,569
Receivables	13,281	10,841	10,809
Other financial assets	..	..	..
Inventories	..	..	..
Other	3,117	1,350	1,350
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>103,715</b>	<b>124,225</b>	<b>117,728</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	140,029	157,114	164,882
Intangibles	26,302	24,571	28,740
Other	..	..	..
<b>Total non-current assets</b>	<b>166,331</b>	<b>181,685</b>	<b>193,622</b>
<b>TOTAL ASSETS</b>	<b>270,046</b>	<b>305,910</b>	<b>311,350</b>
<b>CURRENT LIABILITIES</b>			
Payables	10,651	20,684	20,684
Accrued employee benefits	5,573	6,481	6,481
Interest bearing liabilities and derivatives	13,507	12,007	12,007
Provisions	..	..	..
Other	4,295	14,051	14,051
<b>Total current liabilities</b>	<b>34,026</b>	<b>53,223</b>	<b>53,223</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>34,026</b>	<b>53,223</b>	<b>53,223</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>236,020</b>	<b>252,687</b>	<b>258,127</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>236,020</b>	<b>252,687</b>	<b>258,127</b>

\*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

# Controlled cash flow statement

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	500,891	544,713	546,610
User charges and fees	11,855	10,559	15,028
Royalties and land rent receipts	..	..	..
Grants and other contributions	3,264	2,968	4,855
Interest and distribution from managed funds received	..	..	..
Taxes	..	..	..
Other	1,137	1,137	410
<b>Outflows:</b>			
Employee costs	(215,506)	(217,810)	(224,823)
Supplies and services	(164,913)	(140,778)	(182,055)
Grants and subsidies	(120,555)	(191,041)	(144,079)
Borrowing costs	..	..	..
Other	(3,129)	(3,111)	(3,126)
<b>Net cash provided by or used in operating activities</b>	<b>13,044</b>	<b>6,637</b>	<b>12,820</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	37	37	37
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(19,107)	(19,761)	(24,862)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(19,070)</b>	<b>(19,724)</b>	<b>(24,825)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	5,893	5,893	9,722
Appropriated equity injections	5,893	5,893	9,722
Non-appropriated equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	(4,538)	(6,019)	(4,282)
Appropriated equity withdrawals	(4,538)	(6,019)	(4,282)
Non-appropriated equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>1,355</b>	<b>(126)</b>	<b>5,440</b>
<b>Net increase/(decrease) in cash held</b>	<b>(4,671)</b>	<b>(13,213)</b>	<b>(6,565)</b>
<b>Cash at the beginning of financial year</b>	<b>91,888</b>	<b>126,132</b>	<b>112,034</b>
Cash transfers from restructure	100	(885)	100
<b>Cash at the end of financial year</b>	<b>87,317</b>	<b>112,034</b>	<b>105,569</b>

\*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

# Administered income statement

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	18,581	22,226	23,810
Taxes	..	..	..
User charges and fees	24,959	24,499	25,133
Royalties and land rents	183,434	188,880	196,857
Grants and other contributions	225,185	225,185	225,185
Interest and distributions from managed funds	550	550	550
Other revenue	500	500	500
Gains on sale/revaluation of assets	9,000	9,000	9,000
<b>Total income</b>	<b>462,209</b>	<b>470,840</b>	<b>481,035</b>
<b>EXPENSES</b>			
Employee expenses	..	..	..
Supplies and services	3,188	3,577	3,369
Grants and subsidies	57,876	61,121	62,916
Depreciation and amortisation	2,881	2,881	2,881
Finance/borrowing costs	..	..	..
Other expenses	5,000	5,000	5,000
Losses on sale/revaluation of assets	220	220	220
Transfers of Administered Revenue to Government	213,044	218,041	226,649
<b>Total expenses</b>	<b>282,209</b>	<b>290,840</b>	<b>301,035</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>180,000</b>	<b>180,000</b>	<b>180,000</b>

\*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

# Administered balance sheet

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	8,425	10,407	12,050
Receivables	29,538	27,199	27,208
Other financial assets	..	..	..
Inventories	..	..	..
Other	17,447	31,169	31,169
Non-financial assets held for sale	1,918	1,249	1,249
<b>Total current assets</b>	<b>57,328</b>	<b>70,024</b>	<b>71,676</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	5,361	8,942	6,942
Other financial assets	..	..	..
Property, plant and equipment	100,030,593	109,778,904	109,939,140
Intangibles	..	..	..
Other	..	..	..
<b>Total non-current assets</b>	<b>100,035,954</b>	<b>109,787,846</b>	<b>109,946,082</b>
<b>TOTAL ASSETS</b>	<b>100,093,282</b>	<b>109,857,870</b>	<b>110,017,758</b>
<b>CURRENT LIABILITIES</b>			
Payables	5,385	2,585	3,889
Transfers to Government payable	30,578	28,362	28,362
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	349	349	349
Provisions	..	..	..
Other	40,584	54,379	54,379
<b>Total current liabilities</b>	<b>76,896</b>	<b>85,675</b>	<b>86,979</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>76,896</b>	<b>85,675</b>	<b>86,979</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>100,016,386</b>	<b>109,772,195</b>	<b>109,930,779</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>100,016,386</b>	<b>109,772,195</b>	<b>109,930,779</b>

\*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.



# Administered cash flow statement

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	18,581	21,423	23,810
User charges and fees	24,730	24,270	24,904
Royalties and land rent receipts	183,434	188,880	196,857
Grants and other contributions	..	..	..
Interest and distribution from managed funds received	550	550	550
Taxes	..	..	..
Other	63,739	63,739	63,739
<b>Outflows:</b>			
Employee costs	..	..	..
Supplies and services	(65,123)	(65,512)	(65,304)
Grants and subsidies	(12,876)	(16,121)	(17,916)
Borrowing costs	..	..	..
Other	12,068	12,068	12,068
Transfers to Government	(213,044)	(218,041)	(226,649)
<b>Net cash provided by or used in operating activities</b>	<b>12,059</b>	<b>11,256</b>	<b>12,059</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	9,000	9,000	9,000
Investments redeemed	..	..	..
Loans and advances redeemed	4,000	4,000	4,000
<b>Outflows:</b>			
Payments for non-financial assets	..	..	..
Payments for investments	..	..	..
Loans and advances made	(2,000)	(2,000)	(2,000)
<b>Net cash provided by or used in investing activities</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	111,229	97,056	126,229
Appropriated equity injections	..	..	..
Non-appropriated equity injections	111,229	97,056	126,229
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	(132,645)	(118,654)	(147,645)
Appropriated equity withdrawals	(2,348)	(2,530)	(2,348)
Non-appropriated equity withdrawals	(130,297)	(116,124)	(145,297)
<b>Net cash provided by or used in financing activities</b>	<b>(21,416)</b>	<b>(21,598)</b>	<b>(21,416)</b>
<b>Net increase/(decrease) in cash held</b>	<b>1,643</b>	<b>658</b>	<b>1,643</b>
<b>Cash at the beginning of financial year</b>	<b>6,782</b>	<b>9,349</b>	<b>10,407</b>
Cash transfers from restructure	..	400	..
<b>Cash at the end of financial year</b>	<b>8,425</b>	<b>10,407</b>	<b>12,050</b>

\*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

# Queensland Rural and Industry Development Authority

## Overview

The Queensland Rural and Industry Development Authority's (QRIDA) purpose is to foster productive and sustainable regions and rural communities with its vision of a thriving and financially resilient Queensland.

Our strategic objectives are:

- Value-creating relationships that are strategic, trusted and collaborative to support our customers, stakeholders or the community
- A viable business-model that stands ready for both planned and emergent requirements
- A business architecture that continuously improves while managing risks and governing with integrity.

QRIDA contributes to the *Government's objectives for the community*<sup>1</sup> by working to provide:

- *A better lifestyle through a stronger economy* through the timely approval of loans and grants and other services for Queensland's primary producers and other industry sectors to support their resilience, preparedness, recovery from natural disasters, other business interruptions, through other programs QRIDA administers, and through supporting Queensland's primary producers who are experiencing financial difficulty
- *A plan for Queensland's future* through financing new entrants and sustainability initiatives for Queensland's primary producers, financing Queensland's regional and rural businesses, and the publishing of a biennial Rural Debt Survey.

### Key deliverables

In 2025–26, the Queensland Rural and Industry Development Authority will:

- contribute to the Queensland economy through providing a broad, flexible, and cost-effective range of administrative services to assist government agencies deliver financial and regulatory programs to the highest standards. Key financial and regulatory programs include First Start and Sustainability loans under the Queensland Government's Primary Industry Productivity Enhancement Scheme program, and concessional loans and grants under Disaster Recovery Funding Arrangements
- manage the compulsory Farm Business Debt Mediation program to provide a process for the efficient and equitable resolution of farm debt disputes
- deliver the Farm Debt Restructure Office including the Farm Business Analysis assistance program
- administer rural debt surveys in Queensland in accordance with prescribed legislation and national data collection, and expand policy and research functions with a focus on farm finance matters
- administer grants and loans schemes to assist primary producers, small businesses and residential homeowners, inclusive of building resilience across Queensland communities in events such as droughts and natural disasters.

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<sup>1</sup> To find out more, go to [qld.gov.au](http://qld.gov.au) and search "government's objectives for the community."

# Performance statement

## Objective

To administer timely financial assistance to foster productive and sustainable regions and rural communities.

## Description

The Queensland Rural and Industry Development Authority (QRIDA) is a specialist administrator of government financial assistance programs including loans, grants, rebates and subsidies, and a range of farm debt services. QRIDA's core responsibility is to administer the Queensland Government's Primary Industry Productivity Enhancement Scheme, and when required, support the delivery of Disaster Recovery Funding Arrangements assistance.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
<b>Effectiveness measures</b>			
Maintain total loan arrears within target levels	<1.0%	0.5%	<1.0%
Overall client satisfaction with QRIDA's loan and grant services	>85%	85%	>85%
Percentage of original Farm Business Debt Mediation decisions made by QRIDA that are upheld in the review process	90%	100%	90%
<b>Efficiency measure</b>			
Average number of core program loans managed per full-time equivalent (FTE)	60	60	60

# Budgeted summary

## Staffing

The table below shows the Full Time Equivalents (FTEs) as at the 30 June in the respective years.

Service area	2024–25 Budget	2024–25 Est. Actual	2025–26 Budget
Queensland Rural and Industry Development Authority	187	190	190
<b>Total FTEs</b>	<b>187</b>	<b>190</b>	<b>190</b>

Note:

1. The variance between the 2024–25 Budget and 2024–2025 Estimated Actual represents an increase in FTE to continue delivery of several financial assistance schemes administered by QRIDA based upon expected applications. The schemes include the disaster events; North and Far North Tropical Low 29 January – 28 February 2025, Tropical Cyclone Alfred and Associated Severe Weather 1 – 16 March 2025 and Western Queensland Surface Trough and Associated Rainfall and Flooding commencing 21 March 2025.

# Financial statements

## Income statement

QRIDA delivers financial assistance programs across Queensland on behalf of multiple government departments and agencies. Grant revenues and grant expenses can fluctuate subject to the number and nature of the programs administered.

The 2024–25 Estimated Actual deficit is \$26.8 million comparing to budgeted surplus of \$27.3 million. The decrease is due to additional Other Expenses of \$48.5 million which is for the return of unspent scheme funding for the Australian Government's North Queensland Restocking, Replanting and On-farm Infrastructure Grant Program due to lower than budgeted take-up.

The 2025–26 budgeted surplus of \$7.2 million is mainly due to revaluations of loans.

QRIDA's total income is estimated at \$295 million in 2025–26, which is \$43 million higher than 2024–25 Estimated Actual. The increase is mainly driven by increased funding of Disaster Recovery Funding Arrangements (DRFA) for the 3 recent major disaster events, Western Queensland Surface Trough and Associated Rainfall and Flooding; Tropical Cyclone Alfred and Associated Severe Weather and North and Far North Tropical Low.

Total expenses are estimated at \$287.8 million, an increase of \$8.9 million from 2024–25 Estimated Actual. The increase is largely driven by an increase of \$85.8 million estimated DRFA grant expenses. The increase is offset by grant expenses decrease due to several programs being completed in 2024–25, and the one-off Other Expense in 2024–25, return of \$48.5 million unspent funding.

## Balance sheet

In administering financial assistance programs, and on behalf of program owners, QRIDA can hold substantial cash reserves. These funds are distributed to Queensland or interstate clients on behalf of other government departments.

QRIDA holds loan funds that have been repaid for remittance back to program owners.

QRIDA's major assets are cash assets and issued loans (receivable). In administering financial assistance programs on behalf of program owners, QRIDA can hold substantial cash reserves.

QRIDA's main liabilities are borrowings to fund loan programs. The borrowings are covered by loan receivables and cash funds repaid from loan recipients.

# Income statement

Queensland Rural and Industry Development Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
<b>INCOME</b>			
Taxes	..	..	..
User charges and fees	19,908	8,703	7,841
Grants and other contributions	83,520	142,441	198,134
Interest and distributions from managed funds	83,715	90,935	79,062
Other revenue	..	..	..
Gains on sale/revaluation of assets	5,000	10,000	10,000
<b>Total income</b>	<b>192,143</b>	<b>252,079</b>	<b>295,037</b>
<b>EXPENSES</b>			
Employee expenses	29,217	25,628	29,993
Supplies and services	9,501	9,974	12,810
Grants and subsidies	92,074	161,983	197,959
Depreciation and amortisation	275	356	332
Finance/borrowing costs	33,712	32,394	46,665
Other expenses	..	48,517	..
Losses on sale/revaluation of assets	108	74	74
<b>Total expenses</b>	<b>164,887</b>	<b>278,926</b>	<b>287,833</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>27,256</b>	<b>(26,847)</b>	<b>7,204</b>

# Balance sheet

Queensland Rural and Industry Development Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	190,248	246,257	205,346
Receivables	183,700	170,340	160,470
Other financial assets	..	..	..
Inventories	..	..	..
Other	141	303	303
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>374,089</b>	<b>416,900</b>	<b>366,119</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	869,869	796,579	797,738
Other financial assets	..	..	..
Property, plant and equipment	4	2	1
Intangibles	1,261	1,274	1,118
Other	..	..	..
<b>Total non-current assets</b>	<b>871,134</b>	<b>797,855</b>	<b>798,857</b>
<b>TOTAL ASSETS</b>	<b>1,245,223</b>	<b>1,214,755</b>	<b>1,164,976</b>
<b>CURRENT LIABILITIES</b>			
Payables	2,958	7,271	7,271
Accrued employee benefits	3,458	3,816	3,816
Interest bearing liabilities and derivatives	9,108	7,901	6,300
Provisions	..	..	..
Other	..	..	..
<b>Total current liabilities</b>	<b>15,524</b>	<b>18,988</b>	<b>17,387</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	511	722	722
Interest bearing liabilities and derivatives	262,720	192,336	263,183
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>263,231</b>	<b>193,058</b>	<b>263,905</b>
<b>TOTAL LIABILITIES</b>	<b>278,755</b>	<b>212,046</b>	<b>281,292</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>966,468</b>	<b>1,002,709</b>	<b>883,684</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>966,468</b>	<b>1,002,709</b>	<b>883,684</b>

# Cash flow statement

Queensland Rural and Industry Development Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	20,909	10,120	8,049
Grants and other contributions	83,520	142,441	198,134
Interest and distribution from managed funds received	53,485	57,213	54,749
Taxes	..	..	..
Other	1,000	1,414	1,000
<b>Outflows:</b>			
Employee costs	(29,216)	(25,627)	(29,995)
Supplies and services	(10,501)	(10,974)	(13,810)
Grants and subsidies	(92,074)	(161,983)	(197,959)
Borrowing costs	(5,695)	(6,148)	(7,531)
Other	(1,000)	(51,106)	(1,000)
<b>Net cash provided by or used in operating activities</b>	<b>20,428</b>	<b>(44,650)</b>	<b>11,637</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	182,386	183,393	163,711
<b>Outflows:</b>			
Payments for non-financial assets	(175)	(175)	(175)
Payments for investments	..	..	..
Loans and advances made	(175,000)	(106,560)	(160,764)
<b>Net cash provided by or used in investing activities</b>	<b>7,211</b>	<b>76,658</b>	<b>2,772</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	92,000	25,240	77,750
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	(11,089)	(7,022)	(6,841)
Finance lease payments	..	..	..
Equity withdrawals	(147,284)	(133,111)	(126,229)
<b>Net cash provided by or used in financing activities</b>	<b>(66,373)</b>	<b>(114,893)</b>	<b>(55,320)</b>
<b>Net increase/(decrease) in cash held</b>	<b>(38,734)</b>	<b>(82,885)</b>	<b>(40,911)</b>
<b>Cash at the beginning of financial year</b>	<b>228,982</b>	<b>329,142</b>	<b>246,257</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>190,248</b>	<b>246,257</b>	<b>205,346</b>



# Glossary of terms

<b>Accrual accounting</b>	Recognition of economic events and other financial transactions involving revenue, expenses, assets, liabilities and equity as they occur and reporting in financial statements in the period to which they relate, rather than when a flow of cash occurs.
<b>Administered items</b>	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the government.
<b>Agency/entity</b>	Used generically to refer to the various organisational units within government that deliver services or otherwise service government objectives. The term can include departments, commercialised business units, statutory bodies or other organisations established by Executive decision.
<b>Appropriation</b>	Funds issued by the Treasurer, under Parliamentary authority, to departments during a financial year for: <ul style="list-style-type: none"> <li>• delivery of agreed services</li> <li>• administered items</li> <li>• adjustment of the government's equity in agencies, including acquiring of capital.</li> </ul>
<b>Balance sheet</b>	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
<b>Capital</b>	A term used to refer to an entity's stock of assets and the capital grants it makes to other agencies. Assets include property, plant and equipment, intangible items and inventories that an entity owns/controls and uses in the delivery of services.
<b>Cash flow statement</b>	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
<b>Controlled Items</b>	Assets, liabilities, revenues and expenses that are controlled by departments. These relate directly to the departmental operational objectives and arise at the discretion and direction of that department.
<b>Depreciation</b>	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
<b>Equity</b>	Equity is the residual interest in the assets of the entity after deduction of its liabilities. It usually comprises the entity's accumulated surpluses/losses, capital injections and any reserves.
<b>Equity injection</b>	An increase in the investment of the government in a public sector agency.
<b>Financial statements</b>	Collective description of the income statement, the balance sheet and the cash flow statement for an entity's controlled and administered activities.
<b>Income statement</b>	A financial statement highlighting the accounting surplus or deficit of an entity. It provides an indication of whether the entity has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation.
<b>Outcomes</b>	Whole-of-government outcomes are intended to cover all dimensions of community wellbeing. They express the current needs and future aspirations of communities, within a social, economic and environment context.
<b>Own-source revenue</b>	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
<b>Priorities</b>	Key policy areas that will be the focus of government activity.
<b>Services</b>	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
<b>Service area</b>	Related services grouped into a high-level service area for communicating the broad types of services delivered by an agency.
<b>Service standard</b>	Define a level of performance that is expected to be achieved appropriate for the service area or service. Service standards are measures of efficiency or effectiveness.



