

SERVICE DELIVERY STATEMENTS

Department of Primary Industries



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Service Delivery Statements

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Department of Primary Industries

Portfolio overview

Minister for Primary Industries

The Honourable Tony Perrett MP

Minister for Sport and Racing and Minister for the Olympic and Paralympic Games

The Honourable Tim Mander MP

The Minister for Sport and Racing and Minister for the Olympic and Paralympic Games is responsible for the statutory body Queensland Racing Integrity Commission.

Assistant Minister for Primary Industry Development, Water and Western Queensland

Sean Dillon MP

Department of Primary Industries

Director-General: Graeme Bolton

Queensland Racing Integrity Commission

Commissioner: Catherine Clark

Additional information about these agencies can be sourced from:

dpi.qld.gov.au

gric.qld.gov.au

Department of Primary Industries

Overview

As part of the machinery-of-government changes effective 21 November 2024, the former Department of Agriculture and Fisheries was renamed the Department of Primary Industries (the department). As a result, there were changes to the following function:

- Fish habitat policy was received from the Department of the Environment, Tourism, Science and Innovation.

The department's vision is that Queensland's primary industries sectors are productive, profitable and sustainable for future generations. Queensland's primary industries are the backbone of our economy and are what many of our rural and regional communities have been built on the back of. The department's purpose, in partnership with all stakeholders, is to co-design and co-deliver a future that is profitable for Queensland's primary industries, prosperous for our communities and sustainable for future generations and the environment.

The department's strategic (PROSPER) objectives are:

- Prosperous industry sectors
- Resilient Queensland communities
- Optimal policy and regulatory settings
- Strong science, research, development and extension
- Positive and productive relationships
- Empowered, capable and future-focused workforce
- Robust governance systems.

The department contributes to the *Government's objectives for the community*¹ by working to provide *A better lifestyle through a stronger economy*, by delivering economic growth in our regions and supporting Queensland's vital primary industries including prosperity for our primary producers, and ensuring the reliable production and supply of fresh, affordable food and fibre. The department also contributes to *A plan for Queensland's future* by ensuring the sustainable, reliable supply of timber and quarry materials for Queensland's homes and infrastructure, protecting Queenslanders and our pristine environment from biosecurity threats, and encouraging and promoting sustainable practices by our primary producers.

Key deliverables

In 2025–26, the department will:

- work to boost Queensland's primary production output to \$30 billion by 2030 by co-designing and co-delivering with primary industry stakeholders a 25-year blueprint for Queensland Primary Industries and 5-year action plans to drive investment, create jobs and unlock opportunities for the sector, supported by the \$30 million Sowing the Seeds of Farming Innovation Fund
- partner with primary industry peak bodies, the Queensland Department of Education and the Department of Trade, Employment and Training to maintain a skilled and agile primary industries workforce
- partner with Canegrowers Queensland to develop an industry led Far North Queensland Cane Expansion Plan
- advance scientifically backed research for the future of Queensland's food and fibre production
- partner with local governments, primary producers, natural resource management groups and other stakeholders to develop and implement new regionally focused action plans to manage feral pigs and collaborate with industry and beekeepers to manage the impacts of varroa mite on the Queensland honeybee and pollination-reliant industries
- support development of implementation plans by stakeholders of the Queensland Invasive Plants and Animals Strategy to guide the prevention and management of invasive plants and animals until 2030

¹ To find out more, go to qld.gov.au and search "government's objectives for the community."

- deliver the National Fire Ant Eradication Program while building community and industry capability and focusing compliance effort on the highest risk areas, and deliver the Fire Ant Suppression Taskforce aerial suppression activities to significantly reduce fire ant densities
- support Queensland's commercial and recreational fishing sectors through only legislating scientifically backed changes to regulation and fairly compensating all fishers for any changes required, and provide \$88.2 million over 4 years to implement a strengthened Shark Control Program for the protection of Queensland beach goers
- deliver a landmark Queensland timber action plan to ensure the State has access to the timber required to build one million homes by 2044 by promoting the continuity of supply of state-owned native timber to meet existing and future demand
- ensure continuity of the supply of state-owned quarry material to local government agencies and commercial operators for local infrastructure, disaster recovery and regional economies.

Budget highlights

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

- \$30 million for the Sowing the Seeds of Farming Innovation Fund to promote new technologies and practices by backing Queensland-first projects to future-proof the industry and supporting increasing primary production output to \$30 billion by 2030
- \$60.9 million over 5 years and \$19.2 million ongoing from 2029–30 to tackle emerging biosecurity threats in Queensland by hiring 100 additional frontline biosecurity officers
- \$51.9 million over 4 years to support delivery of the Farm Business Resilience Program and Regional Drought Resilience Planning Program, subject to matched contribution from the Australian Government's Future Drought Fund, and delivery of Drought Preparedness Grants
- \$6.7 million as part of the \$12.5 million over 3 years to support local cane growers in the Mossman Community following closure of the Mossman mill
- \$4.5 million over 2 years to provide a bigger and better Beef 2027.

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

Performance statement

Enabling Primary Industries Prosperity¹

Objective

Enable Queensland primary producers to prosper by delivering innovative research, policy and support services that support a productive, profitable and sustainable sector.

Description

This Service Area supports Queensland's primary producers to prosper by enabling increased primary production output through policy development, research development and extension and innovative agricultural initiatives.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Service: Primary Industries Policy Development and Delivery²			
Effectiveness measure			
Percentage of primary producers adopting improved practices to address climate variability as a result of resilience planning ^{3,4}	20%	32%	20%
Efficiency measure			
Not identified
Service: Primary Industries Regional Economic Development⁵			
Effectiveness measure			
Proportion of stakeholders who considered that Regional Economic Development services positively influence their operations ^{6,7}	70%	75%	70%
Efficiency measure			
Average cost of regional advocacy activities ^{8,9}	\$450	\$400	\$400
Service: Primary Industries Science, Research, Development and Extension¹⁰			
Effectiveness measures			
Assessed impact of completed research, development and extension projects and/or programs (Benefit Cost Ratio) ¹¹	>4.0	4.0	>4.0
Level of funding partner satisfaction that research outcomes contribute to industry productivity growth	90%	90%	90%
Efficiency measure			
Percentage return on research development and extension investment through royalty returns	5%	5%	5%
Discontinued measure			
Average cost per hour to conduct regulatory policy and reform activities ¹²	\$86	\$89	Discontinued measure

Notes:

- The Service Area name has changed from Enabling Agriculture Industry Growth presented in the 2024–25 Service Delivery Statements (SDS) to Enabling Primary Industries Prosperity to align with the 25-year blueprint for Queensland's Primary Industries and better reflect the scope of the Service Area.
- The Service name has changed from Agribusiness and Policy Development and Delivery to align with the 25-year blueprint for Queensland's Primary Industries and better reflect the scope of the Service.
- With the change of department name to Department of Primary Industries, and to better reflect the scope of the measure, the wording of this service standard has been amended from 'Percentage of primary producers adopting drought and climate resilient practices as a result of DAF support'. The calculation methodology remains unchanged.

4. This service standard is based on primary producers adopting improved practices to address climate variability. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to increased uptake, adoption and participation in Drought and Climate Adaption (DCAP) extension programs, particularly in the DCAP Farm Business Resilience Program Projects.
5. The Service name has changed from Rural Economic Development presented in the 2024–25 SDS to align with the 25-year blueprint for Queensland's Primary Industries and to better reflect the scope of the Service, which is broader than rural economic development, covering statewide regional economic development for primary industries.
6. This service standard has been renamed from 'Proportion of stakeholders who considered that Rural Economic Development services positively influence their operations' to better reflect the measure which includes all statewide regional economic development services. The calculation methodology remains unchanged.
7. This service standard is based on stakeholder satisfaction with Regional Economic Development Services. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is due to an increased number of stakeholders surveyed and an increase in positive responses against survey questions.
8. This service standard has been renamed from 'Average cost of regional agricultural advocacy services' to better reflect the measure which includes regional advocacy services for all primary industries. The calculation methodology remains unchanged.
9. This service standard is based on the total number and operational costs for delivering eligible activities. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual and increase to the 2025–26 Target/Estimate is due to improved reporting against this service standard and the collection of data in relation to time spent by staff on eligible activities.
10. The Service name has changed from Agri-Science Research, Development and Extension presented in the 2024–25 SDS to better reflect the scope of the Service which is broader than agriculture.
11. This service standard has been renamed from Assessed impact of completed agricultural research, development and extension projects and/or programs (Benefit Cost Ratio) to better reflect the scope of the measure which is broader than agricultural projects and/or programs. The calculation methodology remains unchanged.
12. This service standard is being discontinued as it is no longer considered to be an accurate measure of efficiency for the department's policy development and delivery services. A new service standard is currently being developed to more accurately measure the efficiency of the Service, for introduction in the 2026–27 financial year.

Queensland Biosecurity Services

Objective

To mitigate the risks and impacts of animal and plant pests and diseases and weeds to the economy, the environment, social amenity, and human health, and uphold standards for animal welfare and agricultural chemical use in line with community expectations.

Description

Biosecurity Queensland works across the Queensland Government and closely with national and local governments, industry bodies, producers, and the community to lead and deliver biosecurity initiatives and build and maintain a strong biosecurity system. Biosecurity Queensland focuses on building government and stakeholder biosecurity capability in awareness, prevention, preparedness and incident response. Services also support market access for agricultural produce through supply chain assurance, animal welfare and management, and the management of the use of agriculture and veterinary chemicals.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Service: Animal welfare and management¹			
Effectiveness measure			
Percentage of critical or major animal welfare cases finalised bringing a person back into compliance ²	90%	97%	90%
Efficiency measures			
Average number of critical or major animal welfare investigations finalised by full-time equivalent	3.0	2.39	3.0
Average cost per finalised animal welfare case	New measure	New measure	<\$8,500
Service: Biosecurity incident response¹			
Effectiveness measure			
Percentage of repeated recommendations from biosecurity incident response after-action reviews	New measure	New measure	<5%
Efficiency measure			
Average cost per hectare of land area of interest under a biosecurity eradication program	New measure	New measure	\$235
Service: Biosecurity services¹			
Effectiveness measure			
Level of satisfaction with biosecurity partnership performance	>3.0	3.40	>3.0
Efficiency measure			
Cost of core biosecurity services per agricultural production unit	≥1:250	1:250	≥1:250
Service: Market Access and Management of Agriculture and Veterinary Chemicals Use¹			
Effectiveness measure			
Percentage of plant accredited certifiers audited as compliant after completion of a follow-up audit with the Interstate Certification Assurance scheme	New measure	New measure	>90%
Efficiency measure			
Average cost of provision of chemical residue testing services	<\$300	\$293	<\$300

Discontinued measures			
Proportion of significant biosecurity responses that deliver the planned outcomes to safeguard economic loss ³	95%	95%	Discontinued measure
Cost of significant biosecurity responses per agricultural production unit ⁴	≥1:450	1:450	Discontinued measure
Percentage of accredited plant certifiers audited as compliant with the Interstate Certification Assurance Scheme ⁵	>90%	95%	Discontinued measure

Notes:

1. The presentation of the Service Area has been changed with the identification of material services. This new Service has been introduced for the 2025–26 Service Delivery Statements.
2. This service standard has been amended from 'Percentage of critical or major animal welfare cases finalised with no further significant enforcement action' to more accurately reflect the intent of the service standard and measure the effectiveness of the Animal Welfare and Management Service. The calculation methodology remains unchanged.
3. This service standard is being discontinued and replaced by a new service standard 'Percentage of repeated recommendations from biosecurity incident response after-action reviews that more accurately measures the effectiveness of the Biosecurity Incident Response Service.
4. This service standard is being discontinued and replaced by a new service standard 'Average cost per hectare of land area of interest under a biosecurity eradication program' that more accurately measures the efficiency of the Biosecurity Incident Response Service.
5. This service standard is being discontinued for the 2025–26 financial year and replaced by a new service standard 'Percentage of plant accredited certifiers audited as compliant after completion of a follow-up audit with the Interstate Certification Assurance scheme' that more accurately measures the effectiveness of the Market Access and Management of Agriculture and Veterinary Chemicals Use Service.

Fisheries and Forestry Industry Development

Objective

To ensure sustainable, high-value fisheries and fishing experiences and the responsible management and use of state-owned timber and quarry resources.

Description

Fisheries and Forestry Industry Development do this by:

- working with industry, the recreational sector and our local communities to grow sustainable fisheries, practices and knowledge to help deliver seafood proteins and high-quality fishing experiences for Queenslanders to enjoy and showcase to the world
- providing education and enforcing fishing regulations to ensure sustainability of fisheries resources for commercial, recreational and traditional fishers
- implementing a strengthened Shark Control Program to reduce the risk of shark attacks for the protection of Queensland beach goers
- conducting technical assessments and providing advice on development applications that impact on fisheries related matters of state environmental significance, including aquaculture, marine plants and fish passage
- responsibly managing the allocation and use of state-owned forests and related resources
- developing a landmark Queensland timber action plan to underpin a stronger supply of timber production into the future
- overseeing the Plantation Licence issued to HQ Plantations Pty Ltd and related agreements to the Plantation Licence.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Service: Fisheries Industry Development			
Effectiveness measures			
Percentage of key Queensland fish stocks assessed that are considered to have no sustainability concerns ¹	85%	93%	85%
Percentage of units inspected that are compliant with fisheries laws	90%	93%	90%
Efficiency measure			
Average cost of inspections ²	\$900	\$840	\$900
Service: Forestry Industry Development			
Effectiveness measure			
Percentage of findings from the previous third-party audit confirmed as satisfactorily addressed in order to maintain certification to The Australian Standard for Sustainable Forest Management (AS4708:2013) ³	100%	37.5%	100%
Efficiency measure			
Average expense for the removal of a cubic metre of forest product:			
• native forest timber (expenses/m ³)	\$41.21	\$42.45	\$41.21
• quarry material (expenses/m ³)	\$0.42	\$0.35	\$0.42

Notes:

1. Data to report on this service standard is available every second year and was last reported on in 2024.
2. The variance between 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to lower-than-expected operating costs and an increase in the number of inspections conducted.

3. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is based on 8 non-conformances identified during the last audit in November 2024, with 3 being satisfactorily addressed. The timing of the audit cycle compared to the reporting cycle has contributed to this variance. While the department is implementing significant projects to rectify these findings, project implementation will take longer than the next audit and reporting cycles. Certification under the Australian Standard for Sustainable Forest Management continues to be maintained.

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 Primary Industries	2024–25 Adjusted Budget ² \$'000	2024–25 Est. Actual ² \$'000	2025–26 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹	406,474	512,376	462,002
Other revenue	308,381	387,068	355,180
Total income	714,855	899,444	817,182
Expenses			
Enabling Primary Industries Prosperity	266,114	318,858	275,847
Queensland Biosecurity Services	299,246	404,898	349,254
Fisheries and Forestry Industry Development	97,158	117,015	132,174
Corporate Partnership	52,337	58,673	59,907
Total expenses	714,855	899,444	817,182
Operating surplus/deficit
Net assets	626,181	592,867	619,181
ADMINISTERED			
Revenue			
Commonwealth revenue	..	4,830	..
Appropriation revenue	37,642	45,348	31,480
Other administered revenue	23,050	23,249	23,047
Total revenue	60,692	73,427	54,527
Expenses			
Transfers to government	23,050	23,249	23,047
Administered expenses	37,642	50,178	31,480
Total expenses	60,692	73,427	54,527
Net assets	405	280	340

Notes:

1. Includes state and Australian Government funding.
2. The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

Staffing^{1,2}

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
Enabling Primary Industries Prosperity ³	894	893	887
Queensland Biosecurity Services ⁴	1,314	1,355	1,499
Fisheries and Forestry Industry Development ⁵	368	370	355
Sub-Total FTEs	2,576	2,618	2,741
Corporate Partnership serving other departments ²	215	215	215
Total FTEs	2,791	2,833	2,956

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. 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.
3. The decrease between the Enabling Primary Industries Prosperity Service Area 2024–25 Budget FTEs and the 2024–25 Estimated Actual FTEs and the further decrease between the 2024–25 Estimated Actual FTEs and 2025–26 Budget FTEs is due to an internal redistribution of corporate FTEs.
4. The increase between the Queensland Biosecurity Services Service Area 2024–25 Budget FTEs and 2024–25 Estimated Actual FTEs and the further increase between 2024–25 Estimated Actual FTEs and the 2025–26 Budget FTEs is due to FTE increases for the National Fire Ant Eradication Program, the Boosting Biosecurity in the Regions program, and a redistribution of corporate FTEs.
5. The increase between the Fisheries and Forestry Industry Development Service Area 2024–25 Budget FTEs and 2024–25 Estimated Actual FTEs is due to an internal redistribution of corporate FTEs. The decrease between the 2024–25 Estimated Actual FTEs and the 2025–26 Budget FTEs is due to the cessation of temporary FTEs for the Native Title and state-owned Quarry Materials Programs, which will be delivered utilising existing FTEs, and the redistribution of corporate FTEs.

Capital program

The department's capital purchases for 2025–26 amount to \$22.5 million. This capital program is dedicated to developing and upgrading infrastructure to enhance outcomes in agriculture, biosecurity, fisheries and forestry.

The following are significant individual projects in 2025–26:

- \$3.4 million to finalise the Master Plan and AgTech Infrastructure Development at Emerald
- \$3.3 million to replace and upgrade vessels and marine equipment for fisheries research and support of regulatory functions
- \$1.8 million to construct a purpose-built 6-bay Glasshouse at Gatton Research Facility
- \$1.7 million to upgrade the Wild Dog Barrier Fence
- \$1.2 million for the construction of infrastructure to support the Building Resilience to Manage Fruit Fly Project at Redlands Research Centre.

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

	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
Capital purchases	28,421	24,381	22,499
Capital grants	100	181	..
Total capital outlays	28,521	24,562	22,499

Further information about the Department of Primary Industries capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Budgeted financial statements

Departmental income statement

Controlled income statement

Total expenses are estimated to be \$817.2 million in 2025–26, which is a decrease of \$82.3 million from the 2024–25 Estimated Actual. The reduction is largely driven by decreased research and development contracts with external funders (\$22.3 million), and a planned reduction in various limited life projects that are nearing completion, including the implementation of Queensland's Sustainable Fisheries Strategy, Queensland Rural and Industry Development Authority (QRIDA) administration fees for drought loans, the sheep and goat electronic identification traceability system, and the Rural and Economic Development schemes. The reduction also stems from decreased commitments under the National Biosecurity System largely associated with Avian Influenza in Victoria and New South Wales (\$14.7 million).

This decrease is partly offset by additional funding allocated in 2025–26 targeting a range of initiatives. These include building a strengthened Shark Control Program for the protection of Queensland beach goers (\$20.3 million) and support for the Mossman Sugarcane industry (\$12.3 million).

Administered income statement

Total expenses are estimated to be \$54.5 million in 2025–26, which is a decrease of \$18.9 million from the 2024–25 Estimated Actual. The decrease is largely due to the machinery-of-government changes, with administration of QRIDA transferred to Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development effective 1 November 2024.

Departmental balance sheet

The department's major assets are in property, plant and equipment with the department having facilities located throughout rural and regional Queensland.

In 2025–26, the department will invest \$22.5 million in capital purchases through its capital expenditure programs in upgrading existing facilities and purchasing new and replacement plant and equipment, which will enhance the department's service delivery capacity and result in efficiency gains.

Over the forward estimates period, the department will review and rationalise assets to maximise service delivery outcomes and efficiencies aligned with the *Primary Industries Prosper 2050*.

Controlled income statement

Department of Primary Industries*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Appropriation revenue	406,474	512,376	462,002
Taxes
User charges and fees	192,011	238,935	204,409
Royalties and land rents	30,347	38,593	33,247
Grants and other contributions	85,527	108,100	116,942
Interest and distributions from managed funds
Other revenue	401	1,345	487
Gains on sale/revaluation of assets	95	95	95
Total income	714,855	899,444	817,182
EXPENSES			
Employee expenses	330,015	355,519	409,303
Supplies and services	326,252	454,940	325,656
Grants and subsidies	26,262	45,241	50,842
Depreciation and amortisation	27,797	33,973	27,423
Finance/borrowing costs	2,147	2,147	2,056
Other expenses	2,382	3,307	1,902
Losses on sale/revaluation of assets	..	4,317	..
Total expenses	714,855	899,444	817,182
OPERATING SURPLUS/(DEFICIT)

*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 Primary Industries*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	45,748	45,764	47,857
Receivables	66,533	68,276	68,606
Other financial assets
Inventories	4,255	4,396	4,506
Other	9,118	9,232	9,232
Non-financial assets held for sale
Total current assets	125,654	127,668	130,201
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	668,447	633,482	654,452
Intangibles	2,290	1,609	1,415
Other	4,572	4,920	4,465
Total non-current assets	675,309	640,011	660,332
TOTAL ASSETS	800,963	767,679	790,533
CURRENT LIABILITIES			
Payables	25,035	25,401	25,611
Accrued employee benefits	9,722	10,656	11,940
Interest bearing liabilities and derivatives	3,891	4,144	4,196
Provisions
Other	42,120	40,572	41,572
Total current liabilities	80,768	80,773	83,319
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	87,344	87,369	82,783
Provisions
Other	6,670	6,670	5,250
Total non-current liabilities	94,014	94,039	88,033
TOTAL LIABILITIES	174,782	174,812	171,352
NET ASSETS/(LIABILITIES)	626,181	592,867	619,181
EQUITY			
TOTAL EQUITY	626,181	592,867	619,181

*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 Primary Industries*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	406,474	490,596	462,002
User charges and fees	181,684	250,608	206,082
Royalties and land rent receipts	30,347	38,593	33,247
Grants and other contributions	85,822	102,395	115,442
Interest and distribution from managed funds received
Taxes
Other	14,815	15,759	14,968
Outflows:			
Employee costs	(328,736)	(354,138)	(408,308)
Supplies and services	(340,472)	(466,851)	(339,681)
Grants and subsidies	(26,262)	(45,241)	(50,842)
Borrowing costs	(2,147)	(2,147)	(2,056)
Other	(2,658)	(3,623)	(2,342)
Net cash provided by or used in operating activities	18,867	25,951	28,512
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	525	525	525
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(28,421)	(24,381)	(22,499)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(27,896)	(23,856)	(21,974)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	12,508	8,468	8,819
Appropriated equity injections	12,508	8,468	8,819
Non-appropriated equity injections
Outflows:			
Borrowing redemptions
Finance lease payments	(4,261)	(4,261)	(4,534)
Equity withdrawals	(20,855)	(31,048)	(8,730)
Appropriated equity withdrawals	(8,730)	(19,523)	(8,730)
Non-appropriated equity withdrawals	(12,125)	(11,525)	..
Net cash provided by or used in financing activities	(12,608)	(26,841)	(4,445)
Net increase/(decrease) in cash held	(21,637)	(24,746)	2,093
Cash at the beginning of financial year	67,385	70,510	45,764
Cash transfers from restructure
Cash at the end of financial year	45,748	45,764	47,857

*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 Primary Industries*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Appropriation revenue	37,642	50,178	31,480
Taxes
User charges and fees	1,827	2,026	1,999
Royalties and land rents
Grants and other contributions	19,587	19,587	19,587
Interest and distributions from managed funds
Other revenue	1,636	1,636	1,461
Gains on sale/revaluation of assets
Total income	60,692	73,427	54,527
EXPENSES			
Employee expenses
Supplies and services	1,101	1,500	..
Grants and subsidies	36,487	48,598	31,400
Depreciation and amortisation	54	80	80
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets
Transfers of Administered Revenue to Government	23,050	23,249	23,047
Total expenses	60,692	73,427	54,527
OPERATING SURPLUS/(DEFICIT)

*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 Primary Industries*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	318	300	313
Receivables	292	287	262
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets	610	587	575
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	386	264	324
Intangibles
Other
Total non-current assets	386	264	324
TOTAL ASSETS	996	851	899
CURRENT LIABILITIES			
Payables	24	22	20
Transfers to Government payable	567	549	539
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total current liabilities	591	571	559
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	591	571	559
NET ASSETS/(LIABILITIES)	405	280	340
EQUITY			
TOTAL EQUITY	405	280	340

*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 Primary Industries*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	37,642	49,697	31,480
User charges and fees	1,835	2,179	2,024
Royalties and land rent receipts
Grants and other contributions	19,587	19,587	19,587
Interest and distribution from managed funds received
Taxes
Other	1,636	1,636	1,461
Outflows:			
Employee costs
Supplies and services	(1,099)	(1,483)	(2)
Grants and subsidies	(36,487)	(48,598)	(31,400)
Borrowing costs
Other
Transfers to Government	(23,048)	(23,247)	(23,057)
Net cash provided by or used in operating activities	66	(229)	93
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	36,578	36,578	524
Appropriated equity injections	524	524	524
Non-appropriated equity injections	36,054	36,054	..
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(36,632)	(41,343)	(604)
Appropriated equity withdrawals	(54)	(101)	(80)
Non-appropriated equity withdrawals	(36,578)	(41,242)	(524)
Net cash provided by or used in financing activities	(54)	(4,765)	(80)
Net increase/(decrease) in cash held	12	(4,994)	13
Cash at the beginning of financial year	306	5,694	300
Cash transfers from restructure	..	(400)	..
Cash at the end of financial year	318	300	313

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

Statutory body

Queensland Racing Integrity Commission

Overview

The Queensland Racing Integrity Commission's (QRIC) vision is to be a trusted leader in racing integrity, setting the standard for animal welfare, safety and fairness. QRIC's purpose is to safeguard animal welfare, fairness and the integrity of Queensland's racing industry.

QRIC's strategic objectives are:

- Governance and the Rules of Racing: strengthen integrity, compliance and animal welfare standards in Queensland's racing industry
- Stakeholder Engagement: foster a high level of trust and confidence within the racing industry and the public more broadly.

QRIC contributes to the *Government's objectives for the community*¹ by working to provide *A better lifestyle through a stronger economy* by fostering a thriving racing industry, which generates employment opportunities, attracts tourism, and boosts the local economy, benefiting both participants and the wider community. QRIC also works to provide *A plan for Queensland's future* by promoting sustainable and ethical practices, ensuring long-term growth, integrity, and building trust and confidence in the public sector and the racing industry.

Key deliverables

In 2025–26, QRIC will:

- strengthen integrity through an improved wagering and intelligence monitoring function
- safeguard animal welfare through traceability and additional veterinarian capacity
- engage with industry stakeholders regularly through a range of contexts and forums
- enhance industry capability through the provision of integrity education resources
- enhance data acquisition, analysis and governance capabilities to better use data in detection, investigation and decision-making activities
- work to enhance long-term financial sustainability.

¹ To find out more, go to qld.gov.au and search “government's objectives for the community.”

Performance statement

Queensland Racing Integrity Commission

Objective

To safeguard the welfare of any animal involved in racing, ensure high standards of racing integrity and safety, and maintain public confidence in the Queensland racing industry.

Description

QRIC oversees and works with industry to licence racing industry participants, register racing animals, oversee the integrity of racing activities, uphold the Rules of Racing, safeguard the welfare of animals involved in racing and manage scientific testing and analysis.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measures			
Percentage of kennel or stable inspections conducted that were compliant ^{1,2}	>90%	98%	>90%
Percentage of applications where Racing Appeals Panel confirmed the stewards' decision on charge	80%	80%	80%
Percentage of rehomed greyhounds returned to Greyhound Adoption Program (GAP) between 29 and 120 days	<4%	4%	<4%
Percentage of community members surveyed who are somewhat or very confident in the integrity of the Queensland racing industry	65%	65%	65%
Efficiency measure			
Cost, per licence, of the provision of licensing services ³	\$86	\$96.08	\$104.09

Notes:

1. The wording of this service standard has changed to remove reference to 'first' kennel or stable inspections. Apart from industry education and notification measures, QRIC has only limited control of initial kennel/stable inspection compliance as they have played no previous role in respect of the suitability of the kennel/stable. However, once directions have been issued after the initial inspection then QRIC has the necessary levels of oversight into future and ongoing compliance. This change has not impacted the calculation methodology.
2. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is due to increased proactive inspection rates.
3. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual and increase to the 2025–26 Target/Estimate is due to an increase to supplies and services costs associated with Licensing and Registration as a result of inflation, as well as an increase to salary costs associated with an Enterprise Bargaining Agreement increase and Job Evaluation Management System undertaken resulting in an upgrade of positions.

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 Racing Integrity Commission ¹	176	181	181
Total FTEs	176	181	181

Note:

1. The variance between the 2024–25 Budget and 2024–25 Estimated Actual and between the 2024–25 Budget and 2025–26 Budget is due to structural changes within QRIC.

Capital program

The Queensland Racing Integrity Commission's capital program is primarily focused on the Racing Science Centre, upgrading core drug testing technology and investment in new technology to respond quickly and sustainably to emerging drug threats and changes in the rules of racing across racing codes.

Capital purchases for the Queensland Racing Integrity Commission are \$3 million for 2025–26, including:

- \$2.7 million for upgrades to laboratory equipment to support drug testing services
- \$300,000 for the replacement of assets.

The 2024–25 Estimated Actual included funding for cyclical replacement of laboratory and race day equipment such as spectrometers and race-track camera equipment along with funding for the redevelopment of the Racing Science Centre. Options for the redevelopment of the Racing Science Centre are currently being finalised to ensure it is fit for purpose and supports the Queensland racing industry to grow with confidence and integrity.

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

	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
Capital purchases	3,997	8,661	3,000
Capital grants
Total capital outlays	3,997	8,661	3,000

Further information about the Queensland Racing Integrity Commission's capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Financial statements

Income statement

Total Expenses for 2025–26 are expected to be \$40.4 million, reflecting an immaterial decrease of \$250,000 compared to 2024–25. The reduction in expenses is primarily due to decreased depreciation expenses.

Total Income for 2025–26 is expected to be \$33.1 million, compared to an expected \$41.1 million in 2024–25, an anticipated decrease of \$8 million. The decrease is a result of additional Queensland government grant income in 2024–25 to support the delivery of racing integrity services, safeguard the welfare of animals involved in racing, manage scientific testing and analysis and licence industry participants commensurate with the expanded 2024–25 Racing Calendar.

While the 2025–26 budgeted cash flow is under pressure, overarching safeguards have been established at a central level to support the Queensland Racing Integrity Commission's continued operations.

Balance sheet

The Queensland Racing Integrity Commission's major assets are in property, plant and equipment of \$31.6 million and intangibles of \$830,000, which total \$32.4 million in 2025–26.

Liabilities total \$3.4 million for 2025–26 and include lease liabilities for GAP facilities and regional office locations.

The Queensland Racing Integrity Commission's 2025–26 budgeted net asset position is \$26.5 million.

Income statement

Queensland Racing Integrity Commission	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Taxes
User charges and fees	1,713	1,636	1,461
Grants and other contributions	31,920	39,200	31,400
Interest and distributions from managed funds	250	261	261
Other revenue	5
Gains on sale/revaluation of assets	5	5	5
Total income	33,893	41,102	33,127
EXPENSES			
Employee expenses	24,088	25,732	25,732
Supplies and services	7,085	11,678	11,678
Grants and subsidies	70	45	45
Depreciation and amortisation	2,423	2,762	2,512
Finance/borrowing costs	25	35	35
Other expenses	182	419	419
Losses on sale/revaluation of assets	20	20	20
Total expenses	33,893	40,691	40,441
OPERATING SURPLUS/(DEFICIT)	..	411	(7,314)

Balance sheet

Queensland Racing Integrity Commission	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	5,810	3,412	(3,759)
Receivables	1,170	765	750
Other financial assets
Inventories
Other	337	462	412
Non-financial assets held for sale
Total current assets	7,317	4,639	(2,597)
NON-CURRENT ASSETS			
Receivables	53	39	39
Other financial assets
Property, plant and equipment	35,142	30,425	31,574
Intangibles	2,158	1,491	830
Other
Total non-current assets	37,353	31,955	32,443
TOTAL ASSETS	44,670	36,594	29,846
CURRENT LIABILITIES			
Payables	2,278	841	941
Accrued employee benefits	903	872	972
Interest bearing liabilities and derivatives	193	195	173
Provisions
Other	435	380	380
Total current liabilities	3,809	2,288	2,466
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	650	603	465
Provisions	73	417	419
Other
Total non-current liabilities	723	1,020	884
TOTAL LIABILITIES	4,532	3,308	3,350
NET ASSETS/(LIABILITIES)	40,138	33,286	26,496
EQUITY			
TOTAL EQUITY	40,138	33,286	26,496

Cash flow statement

Queensland Racing Integrity Commission	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	1,833	1,756	1,581
Grants and other contributions	31,920	39,200	31,400
Interest and distribution from managed funds received	250	261	261
Taxes
Other	803	798	798
Outflows:			
Employee costs	(23,988)	(25,632)	(25,632)
Supplies and services	(7,856)	(12,449)	(12,449)
Grants and subsidies	(70)	(45)	(45)
Borrowing costs	(25)	(35)	(35)
Other	(182)	(419)	(419)
Net cash provided by or used in operating activities	2,685	3,435	(4,540)
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	5	5	5
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(3,797)	(8,461)	(3,000)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(3,792)	(8,456)	(2,995)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	524	5,188	524
Outflows:			
Borrowing redemptions
Finance lease payments	(155)	(155)	(160)
Equity withdrawals
Net cash provided by or used in financing activities	369	5,033	364
Net increase/(decrease) in cash held	(738)	12	(7,171)
Cash at the beginning of financial year	6,548	3,400	3,412
Cash transfers from restructure
Cash at the end of financial year	5,810	3,412	(3,759)

Glossary of terms

Accrual accounting	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.
Administered items	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the government.
Agency/entity	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.
Appropriation	Funds issued by the Treasurer, under Parliamentary authority, to departments during a financial year for: <ul style="list-style-type: none"> • delivery of agreed services • administered items • adjustment of the government's equity in agencies, including acquiring of capital.
Balance sheet	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
Capital	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.
Cash flow statement	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
Controlled Items	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.
Depreciation	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
Equity	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.
Equity injection	An increase in the investment of the government in a public sector agency.
Financial statements	Collective description of the income statement, the balance sheet and the cash flow statement for an entity's controlled and administered activities.
Income statement	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.
Outcomes	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.
Own-source revenue	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
Priorities	Key policy areas that will be the focus of government activity.
Services	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
Service area	Related services grouped into a high-level service area for communicating the broad types of services delivered by an agency.
Service standard	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.

