

SERVICE DELIVERY STATEMENTS

Department of State Development,
Infrastructure and Planning



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Service Delivery Statements

ISSN 1445-4890 (Print)

ISSN 1445-4904 (Online)



Department of State Development, Infrastructure and Planning

Portfolio overview

**Deputy Premier, Minister for State Development, Infrastructure and Planning and
Minister for Industrial Relations**
The Honourable Jarrod Bleijie MP

**Assistant Minister to the Deputy Premier and Assistant Minister for Planning, Housing
and Better Regulation**
Rebecca Young MP

Department of State Development, Infrastructure and Planning
Director-General: John Sosso

The Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations is also responsible for:

Economic Development Queensland
Acting Chief Executive Officer: Julian Simmonds

Games Independent Infrastructure and Coordination Authority
Interim Chief Executive Officer: Nick Elliott

South Bank Corporation
Chief Executive Officer: Bill Delves

Additional information about these agencies can be sourced from:

statedevelopment.qld.gov.au

edq.qld.gov.au

giica.au

southbankcorporation.com.au

Department of State Development, Infrastructure and Planning

Overview

As part of the machinery-of-government changes effective 1 November 2024 and 21 November 2024, the former Department of State Development and Infrastructure was renamed the Department of State Development, Infrastructure and Planning (the department). As a result, there were changes to the following functions:

- Office of Racing was transferred to the Department of Sport, Racing and Olympic and Paralympic Games
- Office for Olympic and Paralympic Games, excluding that part responsible for Olympic and Paralympic Games infrastructure, was transferred to the Department of Sport, Racing and Olympic and Paralympic Games
- Planning was received from the former Department of Housing, Local Government, Planning and Public Works
- Major Projects Development team was received from Queensland Treasury.

The department's vision is to be an influential department that delivers economic prosperity for the State and is a part of a better government that is working harder for Queenslanders.

The department's purpose is underpinned by the following objectives:

- Economic prosperity — exploring economic growth opportunities through industry development and infrastructure
- Liveable communities — growing Queensland communities where people want to live, work and play and implementing the *Securing our Housing Foundations* policy to deliver 1 million homes by 2044 to give more Queenslanders a place to call home
- Fair and safe workplaces and communities — supporting safe, productive workplaces for workers with fair conditions and competitive pay, while ensuring the Queensland Government is an employer of choice.

The department contributes to the *Government's objectives for the community*¹ by working to provide:

- *A better lifestyle through a stronger economy* by driving economic growth across the State and restoring productivity to worksites to build Queensland's future
- *A plan for Queensland's future* through good planning decisions, ambitious infrastructure growth and increased housing supply.

Key deliverables

In 2025–26, the department will:

- demonstrate how Queensland is now open for business by providing investment certainty, streamlined approvals and increased productivity
- support delivery of the Government Election Commitment to deliver 1 million homes by 2044 by:
 - delivering the \$2 billion Residential Activation Fund for trunk and essential infrastructure to activate new residential developments with at least 50 per cent of funding to be invested in regional, rural, and remote Queensland
 - resetting the planning partnership with local governments and communities to deliver a place to call home for more Queenslanders
 - progressing new regional plans across all of Queensland that protect the lifestyle of our communities and appropriately cater for growth, concurrent with infrastructure plans
 - streamlining state approvals for planning scheme amendments
 - meeting our state assessment timeframes through the State Assessment and Referral Agency, Ministerial Infrastructure Designations, and other services, providing industry certainty with a quick yes or no

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

- progress the Government's *2032 Delivery Plan* to restore the pride of Queenslanders in the Games with world-class venues, infrastructure, villages and a permanent legacy to last for generations by:
 - working with the Games Independent Infrastructure and Coordination Authority to support the delivery of the \$7.1 billion Venues Program
 - commencing delivery of the \$3.5 billion Athletes Villages with the private sector in Brisbane, the Gold Coast, Sunshine Coast and Rockhampton
 - capitalising on the once-in-a-generation opportunity to partner with the private sector to transform the nine-hectare Gabba precinct into a vibrant entertainment and housing precinct with a new Arena
- promote capability and attract new business opportunities across Queensland in defence, biomedical and biofuels industries through industry development
- empower regional communities through the new planning pathway to ensure renewable energy projects are subject to the same rigorous approval processes as other resource projects, providing long lasting, tangible benefits for regional Queenslanders
- end the CFMEU's cultural practice of bullying and intimidation seen on Queensland worksites against workers, contractors, employers, and the independent public servants who protect workers safety
- de-risk the delivery of major development projects through whole-of-government approval coordination and facilitation and the Coordinator-General's statutory powers.

Budget highlights

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

- progressing the government's election commitment to deliver 1 million homes by 2044 by:
 - accelerating the Residential Activation Fund following the overwhelming support in applications for the Government's \$2 billion program, by bringing forward funding to support a first-round of up to \$1 billion of shovel-ready projects to unlock new residential developments
 - providing increased funding of \$151.9 million over 4 years for Economic Development Queensland's Catalyst Infrastructure Fund loan program to bring forward delivery of infrastructure targeting the Waraba Priority Development Area to unlock 11,500 housing lots
 - providing increased funding of \$31.3 million over 4 years to lead development of 13 new regional plans which cover every corner of the State, protecting the lifestyle of our communities and appropriately catering for housing and economic growth, in partnership with local governments
- delivering on the *2032 Delivery Plan* which puts Queensland on track to deliver a successful 2032 Olympic and Paralympic Games and legacy by:
 - approved investment of \$847 million to fund the decisions to proceed with Sunshine Coast Stadium, Sunshine Coast Mountain Bike Centre, Moreton Bay Indoor Sports Centre, Barlow Park Stadium, and Logan Indoor Sports Centre projects
 - provision of \$3.8 billion over the forward estimates for the total venues program, including the new main stadium at Victoria Park, out of the total \$7.1 billion funding envelope, to be delivered in partnership with the Australian Government
 - providing increased funding of \$308.5 million over 4 years for the Games Independent Infrastructure and Coordination Authority to deliver, on behalf of government, new and upgraded venues to be used during the 2032 Games that form the \$7.1 billion Venues Program
 - provision of \$950 million over 4 years out of a total State investment of \$3.5 billion for the privately developed Athletes Villages, including the Brisbane Athletes Village and RNA showground upgrade, the Sunshine Coast Athletes Village incorporating the Sunshine Coast arena, and the Gold Coast and Rockhampton Athletes Villages
 - providing additional funding of \$79.6 million over 4 years, with \$45.4 million held centrally, for the delivery of the Games Village Program, infrastructure portfolio coordination, monitoring and reporting on the Games infrastructure program including venues, villages and transport programs
 - providing additional funding of \$9.4 million over 3 years, with \$1.8 million held centrally, for the Arena. The Arena program will lead a competitive market process with the private sector for the delivery of an Arena on the former GoPrint site in the Gabba precinct, including future housing and placemaking opportunities for the private sector on the Gabba site (when demolished)

- providing \$180.6 million over 4 years for the Sovereign Industry Development Fund, which establishes industry programs into a single whole-of-state industry development fund focusing on delivering commitments across priority areas such as defence, biofuels and biomedical industries
- providing \$20 million in 2025–26 to deliver immediate actions to address impacts of the erosion and breakthrough events at Bribie Island, while longer-term solutions are developed, designed and approved
- providing \$17 million in 2025–26 as part of an \$80 million investment to secure key linear infrastructure corridors and strategic sites for bulk chemical storage facilities required for industrial development in Gladstone
- providing centrally held funding to enable delivery of options for the ongoing sustainable use of the Port Hinchinbrook Marina Site.

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

Performance statement

Grow the economy

Objective

Timely attraction and facilitation of investment opportunities, housing supply options and industry development to provide ongoing economic benefits for Queenslanders.

Description

With a focus on driving economic growth, this service area attracts and facilitates the timely planning and delivery of projects to explore opportunities for new industries, increase housing supply and support job creation across every corner of Queensland. The area provides specialised regulation, advice and facilitation to support economic growth by:

- applying the *State Development and Public Works Organisation Act 1971* (SDPWO Act) and the *Strong and Sustainable Resource Communities Act 2017* to plan, coordinate and deliver large-scale infrastructure, industry and land development projects that support economic growth opportunities across the state
- driving state-wide industry development with existing and new industries via the Queensland Government's identified priority industries of defence, biomedical and biofuels
- strengthening engagement with regional stakeholders through identification of strategic issues and participation in place-based project delivery
- improving productivity and reducing systemic barriers that hinder industry development such as legislative or policy issues
- providing project facilitation to accelerate delivery of critical private sector projects
- delivering an industry capability program that is well regarded by participating businesses, positioning the Queensland Government as strong and trusted partner with the private sector.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measures			
Value of capital investment enabled through project facilitation ¹	\$1.774B	\$2.232B	\$1.774B
Overall stakeholder satisfaction with the project facilitation services provided	New measure	New measure	>70%
Efficiency measure			
Project facilitation costs per \$1,000 of capital investment enabled	<\$4.30	\$3.53	<\$4.30
Discontinued measure			
Estimated number of jobs enabled through project facilitation ²	3,353	4,097	Discontinued measure

Notes:

1. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is due to increased value of grants and funding agreements including programs on behalf of the Australian Government.
2. This service standard has been discontinued as the focus of the service area is on industry growth through engagement and project facilitation which is better measured by a stakeholder satisfaction survey. It will be reported in the department's 2024–25 annual report for the final time.

Industrial Relations

Objective

Supporting the wellbeing of Queenslanders by fostering workplaces where fairness and productivity go hand in hand.

Description

This service area contributes to a safer, fairer and more productive Queensland by:

- managing and continually improving Queensland's industrial relations framework
- supporting public sector bargaining in collaboration with other agencies
- managing Queensland's active participation in the national workplace relations system
- delivering work health and safety reforms, and electrical safety services to the highest standard
- providing advice, standards and compliance to keep Queenslanders safe and productive at all workplaces
- ensuring the Queensland Government is an employer of choice, with a clear focus on respecting taxpayer money
- delivering workers' compensation and rehabilitation services that are fair, with support for a pathway back to active employment, if possible.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Service: Industrial Relations			
Effectiveness measures			
Overall client satisfaction with inspectorate's effectiveness and professionalism	90%	95%	90%
Overall client satisfaction with the services and advice on public sector industrial relations	90%	96%	90%
Efficiency measures			
Cost of industrial relations services per Queensland worker ¹	\$3.54	\$4.15	\$4.15
Cost of public sector industrial and employee relations per Queensland public sector worker ²	\$7.02	\$7.26	\$7.26
Service: Work health and safety services			
Effectiveness measure			
Overall client satisfaction with inspectorate's effectiveness and professionalism	90%	88%	90%
Efficiency measure			
Cost of Workplace Health and Safety Queensland services per Queensland worker ¹	\$39.52	\$41.04	\$40.69
Service: Electrical safety services			
Effectiveness measures			
Reduction in the number of reported serious electrical incidents over the year on a 5-year rolling average ³	5%	10.7%	5%
Overall client satisfaction with inspectorate's effectiveness and professionalism	90%	97%	90%
Efficiency measure			
Cost of electrical safety services per person in Queensland ⁴	\$5.37	\$5.30	\$5.37

Service: Administration of the Industrial Court and Commission system			
Effectiveness measure			
Clearance rate of pending caseload ⁵	90%	..	90%
Efficiency measure			
Average cost of finalisation of a case in Queensland Industrial Relations Commission and Industrial Court of Queensland ⁵	\$3,600	..	\$3,600
Service: Workers' compensation services			
Effectiveness measure			
Workers' compensation disputation rate ⁶	3.7%	3.9%	4.0%
Efficiency measure			
Cost of Workers' Compensation Regulator service per Queensland worker ⁷	\$21.78	\$22.03	\$21.78

Notes:

1. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is due to additional funding provided as part of 2024–25 Budget Update and impacts on the Queensland labour force numbers. The variance between the 2024–25 Target Estimate and the 2025–26 Target Estimate is due to impacts on the Queensland labour force.
2. The variance between the 2024–25 Target/Estimate and both the 2024–25 Estimated Actual and 2025–26 Target Estimate is due to the revision of the budget estimate and impacts on the Queensland public sector.
3. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is due to Serious Electrical Incidents (SEI's) numbers being current to 31 March 2025, with final figures reported in the department's 2024–25 annual report.
4. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is due to additional funding provided as part of 2024–25 Budget Update and impacts on the Queensland population numbers. The variance between the 2024–25 Target Estimate and the 2025–26 Target Estimate is due to impacts on the Queensland population.
5. The 2024–25 Estimated Actual results have been delayed but are on track for completion by end of financial year. These will be reported in the department's 2024–25 annual report.
6. The variance between the 2024–25 Target/Estimate and both the 2024–25 Estimated Actual and 2025–26 Target Estimate is driven by a combination of: (a) an increase in scheme decisions (via an increase in statutory claims lodged, a reduction in decision timeframes and a reduction in undecided claims) (b) an increase in the disputation rate overall (driven by accepted claims), and (c) a continued increase in the number of primary psychological claims, which have a higher level of disputation.
7. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is due to additional funding provided as part of the 2024–25 Mid-Year Fiscal and Economic Review and impacts on the Queensland labour force numbers.

Infrastructure and regional strategy, policy and planning

Objective

Coordinating a future-focused infrastructure program that prioritises the long-term growth of Queensland.

Description

This service area contributes to a coordinated and future-focused infrastructure program by providing strategic advice on infrastructure and regional issues; driving capital program delivery and reporting; supporting Queensland's economic recovery following disaster events; and delivering the venues and villages infrastructure program for the 2032 Olympic and Paralympic Games as set out in the *2032 Delivery Plan*.

Activities undertaken by the service area include:

- facilitating the timely delivery of the venues and villages infrastructure program for the 2032 Olympic and Paralympic Games, and legacy for the Queensland community following the Games
- developing Regional Infrastructure Plans as a part of long-term planning to protect the lifestyle of communities while appropriately catering for population and economic growth
- developing and maintaining the Queensland Government Infrastructure Pipeline to inform industry of the government capital projects in the planning and delivery stage, creating certainty through a long-term approach to infrastructure planning
- informing Queensland's infrastructure strategy, policy and practice while monitoring and reporting on the delivery of the government's capital program
- working constructively with State and Federal counterparts to shape infrastructure strategies across Queensland cities and regions.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measure			
Overall stakeholder satisfaction with consultation, advice and/or support	80%	80%	80%
Efficiency measure			
Administration costs per \$1,000 of infrastructure investment coordinated through the service area ¹	<\$5.00	\$2.00	<\$5.00

Better planning for Queensland¹

Objective

Drive an effective and efficient planning system underpinned by a flexible planning framework that finds ways to facilitate development across the State.

Description

This service area ensures planning decisions appropriately cater for population growth while protecting the lifestyle of our Queensland communities as it:

- administers the *Planning Act 2016*
- increases the supply of housing options across the state through effective planning decisions and infrastructure provisions
- leads the work on developing new regional plans which cover every corner of the State, in conjunction with infrastructure plans that protect the lifestyle of our communities and appropriately cater for growth
- provides residents, industry, and local government unequivocal certainty on decisions regardless of the planning decision being a 'yes' or 'no'
- activate the State's land use planning and development assessment processes, with a specific focus on delivering more homes for Queenslanders
- unlocks new housing supply by overseeing the rollout of the Government's \$2 billion Residential Activation Fund, with a minimum of \$1 billion invested in rural, regional, and remote Queensland.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measure			
Level of stakeholder satisfaction with accessibility and transparency of the requirements of the planning system	75%	77%	75%
Efficiency measure			
Percentage of referral agency responses completed within 25 business days	New measure	New measure	75%
Discontinued measure			
Average administrative costs per decision made by the State Assessment and Referral Agency ²	\$5,586	\$5,888	Discontinued measure

Notes:

1. Due to machinery-of-government changes effective from 1 November 2024, this Service Area has transferred to the Department of State Development, Infrastructure and Planning. It was previously presented in the former Department of Housing, Local Government, Planning and Public Works *2024–25 Service Delivery Statements*.
2. This service standard has been discontinued and replaced by a measure that better reflects industry expectation on timely decision making. It will be reported in the department's 2024–25 annual report for the final time. The 2024–25 Estimated Actual is higher than the 2024–25 Target/Estimate due to an increase in appeal costs.

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 State Development, Infrastructure and Planning	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹	1,040,534	1,119,142	1,658,906
Other revenue	185,162	230,000	194,036
Total income	1,225,696	1,349,142	1,852,942
Expenses			
Develop the economy	810,266	991,928	1,412,964
Infrastructure and regional strategy, policy and planning	56,648	52,874	59,101
Better planning for Queensland	148,150	67,364	173,331
Industrial Relations	234,715	247,691	247,927
Racing	5,640	5,640	..
Total expenses	1,255,419	1,365,497	1,893,323
Operating surplus/deficit²	(29,723)	(16,355)	(40,381)
Net assets	389,435	373,632	417,703
ADMINISTERED			
Revenue			
Commonwealth revenue	6,602	2,946	53,826
Appropriation revenue	314,227	266,880	383,964
Other administered revenue	87,212	95,973	107,378
Total revenue	408,041	365,799	545,168
Expenses			
Transfers to government	87,191	95,952	107,357
Administered expenses	320,850	269,847	437,811
Total expenses	408,041	365,799	545,168
Net assets	..	1,695	..

Notes:

1. Includes State and Australian Government funding.
2. The department is reporting an operating deficit for 2024–25 Adjusted Budget of \$29.7 million, 2024–25 Estimated Actual of \$16.4 million and 2025–26 Budget of \$40.4 million. These deficits are due to revenue being recognised in earlier financial years to fund departmental programs including the Resources Community Infrastructure Fund. Expenses for these programs have been recognised during 2024–25, 2025–26 and later reporting periods resulting in these deficits which are of a timing nature only.
3. The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis, and also adjusts for Economic Development Queensland and the Games Independent Infrastructure and Coordination Authority being recognised as statutory bodies.

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	2024–25 Est. Actual	2025–26 Budget
Grow the economy	457	456	458
Industrial Relations	995	1,025	1,025
Infrastructure and regional strategy, policy and planning	111	107	141
Better planning for Queensland	241	241	241
Total FTEs	1,804	1,829	1,865

Notes:

1. Corporate FTEs are allocated across the service areas 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.

Capital program

Total capital grants are \$1.145 billion, and total capital purchases are \$88.3 million for 2025–26. The major components include:

- \$500 million as part of the expanded \$1 billion first-round funding release of the total \$2 billion Residential Activation Fund for trunk and essential infrastructure to activate new residential developments as part of the government's plan to deliver 1 million homes by 2044
- \$89.2 million as part of the \$200 million South East Queensland Liveability Fund to support local government projects that create liveable, creative, sustainable and healthy communities (jointly funded with the Australian Government)
- \$67.6 million as part of the \$113.3 million Queensland Resources Common User Facility which will deliver common user infrastructure at the Cleveland Bay Industrial Park in Townsville to support the development, extraction and production of critical minerals
- \$65.4 million as part of the \$218.2 million Resources Community Infrastructure Fund to support regional communities by improving economic and social infrastructure across Queensland's resources communities.

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

	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
Capital purchases	40,181	27,746	88,259
Capital grants	635,277	843,027	1,145,434
Total capital outlays	675,458	870,773	1,233,693

1. The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis, and also adjusts for Economic Development Queensland and the Games Independent Infrastructure and Coordination Authority being recognised as statutory bodies.

Further information about the Department of State Development, Infrastructure and Planning 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 \$1.893 billion in 2025–26, an increase of \$527.8 million from the 2024–25 Estimated Actual. This is principally due to additional investments made across the department's grants programs supporting industry development, essential infrastructure to support new housing, delivering on the government's *2032 Delivery Plan* and for City Deals that delivers a significant package of investment across South East Queensland.

Administered income statement

In 2025–26, administered expenses increased by \$179.4 million from the 2024–25 Estimated Actual. This is principally due to additional investments made to Economic Development Queensland for social and affordable housing developments and to the Games Independent Infrastructure and Coordination Authority to deliver new and upgraded venues in support of the government's *2032 Delivery Plan*.

Departmental balance sheet

The department's major assets are in property, plant and equipment and cash assets. Property, plant and equipment is mainly made up of the land and buildings held throughout Queensland for various purposes.

Controlled income statement

Department of State Development, Infrastructure and Planning*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Appropriation revenue	1,040,534	1,119,142	1,658,906
Taxes
User charges and fees	34,952	65,580	32,778
Royalties and land rents
Grants and other contributions	148,424	160,534	159,671
Interest and distributions from managed funds	300	2,400	101
Other revenue	1,486	1,486	1,486
Gains on sale/revaluation of assets
Total income	1,225,696	1,349,142	1,852,942
EXPENSES			
Employee expenses	283,675	289,432	311,794
Supplies and services	259,872	167,854	227,118
Grants and subsidies	707,886	904,765	1,349,970
Depreciation and amortisation	2,926	2,110	3,104
Finance/borrowing costs
Other expenses	1,060	1,336	1,337
Losses on sale/revaluation of assets
Total expenses	1,255,419	1,365,497	1,893,323
OPERATING SURPLUS/(DEFICIT)	(29,723)	(16,355)	(40,381)

*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis, and also adjusts for Economic Development Queensland and the Games Independent Infrastructure and Coordination Authority being recognised as statutory bodies.

Controlled balance sheet

Department of State Development, Infrastructure and Planning*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	74,728	130,557	65,440
Receivables	68,489	37,462	37,876
Other financial assets
Inventories
Other	2,079	14,553	14,553
Non-financial assets held for sale
Total current assets	145,296	182,572	117,869
NON-CURRENT ASSETS			
Receivables	29,524	..	23,280
Other financial assets
Property, plant and equipment	250,021	236,806	322,445
Intangibles	21,174	21,800	21,316
Other
Total non-current assets	300,719	258,606	367,041
TOTAL ASSETS	446,015	441,178	484,910
CURRENT LIABILITIES			
Payables	17,885	30,172	29,092
Accrued employee benefits	10,209	10,613	11,354
Interest bearing liabilities and derivatives	9,525	14,294	14,294
Provisions	10,123	5,664	5,664
Other	2,560	6,803	6,803
Total current liabilities	50,302	67,546	67,207
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions	6,278
Other
Total non-current liabilities	6,278
TOTAL LIABILITIES	56,580	67,546	67,207
NET ASSETS/(LIABILITIES)	389,435	373,632	417,703
EQUITY			
TOTAL EQUITY	389,435	373,632	417,703

*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis, and also adjusts for Economic Development Queensland and the Games Independent Infrastructure and Coordination Authority being recognised as statutory bodies.

Controlled cash flow statement

Department of State Development, Infrastructure and Planning*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	956,503	963,830	1,657,826
User charges and fees	34,951	64,097	32,778
Royalties and land rent receipts
Grants and other contributions	148,424	160,534	159,671
Interest and distribution from managed funds received	300	2,400	101
Taxes
Other	1,348	1,348	1,486
Outflows:			
Employee costs	(282,790)	(288,349)	(311,159)
Supplies and services	(257,751)	(167,690)	(227,118)
Grants and subsidies	(707,886)	(904,765)	(1,349,970)
Borrowing costs
Other	(2,070)	(5,775)	(1,337)
Net cash provided by or used in operating activities	(108,971)	(174,370)	(37,722)
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	4,897	350	..
Investments redeemed
Loans and advances redeemed	(308)	(308)	(308)
Outflows:			
Payments for non-financial assets	(40,181)	(27,442)	(88,259)
Payments for investments
Loans and advances made	(23,280)
Net cash provided by or used in investing activities	(35,592)	(27,400)	(111,847)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	38,601	24,085	86,932
Appropriated equity injections	40,736	25,910	86,932
Non-appropriated equity injections	(2,135)	(1,825)	..
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(11,355)	(15,340)	(2,480)
Appropriated equity withdrawals	(7,354)	(11,028)	(383)
Non-appropriated equity withdrawals	(4,001)	(4,312)	(2,097)
Net cash provided by or used in financing activities	27,246	8,745	84,452
Net increase/(decrease) in cash held	(117,317)	(193,025)	(65,117)
Cash at the beginning of financial year	106,118	199,414	130,557
Cash transfers from restructure	85,927	124,168	..
Cash at the end of financial year	74,728	130,557	65,440

*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis, and also adjusts for Economic Development Queensland and the Games Independent Infrastructure and Coordination Authority being recognised as statutory bodies.

Administered income statement

Department of State Development, Infrastructure and Planning*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Appropriation revenue	320,829	269,826	437,790
Taxes
User charges and fees	86,377	95,138	106,515
Royalties and land rents
Grants and other contributions
Interest and distributions from managed funds
Other revenue	835	835	863
Gains on sale/revaluation of assets
Total income	408,041	365,799	545,168
EXPENSES			
Employee expenses
Supplies and services
Grants and subsidies	320,829	269,826	437,790
Depreciation and amortisation
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets	21	21	21
Transfers of Administered Revenue to Government	87,191	95,952	107,357
Total expenses	408,041	365,799	545,168
OPERATING SURPLUS/(DEFICIT)

*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis, and also adjusts for Economic Development Queensland and the Games Independent Infrastructure and Coordination Authority being recognised as statutory bodies.

Administered balance sheet

Department of State Development, Infrastructure and Planning*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	267	5,680	3,985
Receivables	16,441	13,484	13,484
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets	16,708	19,164	17,469
NON-CURRENT ASSETS			
Receivables	2,804	4,002	4,002
Other financial assets
Property, plant and equipment
Intangibles
Other
Total non-current assets	2,804	4,002	4,002
TOTAL ASSETS	19,512	23,166	21,471
CURRENT LIABILITIES			
Payables	..	3	3
Transfers to Government payable	19,512	21,468	21,468
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total current liabilities	19,512	21,471	21,471
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	19,512	21,471	21,471
NET ASSETS/(LIABILITIES)	..	1,695	..
EQUITY			
TOTAL EQUITY	..	1,695	..

*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis, and also adjusts for Economic Development Queensland and the Games Independent Infrastructure and Coordination Authority being recognised as statutory bodies.

Administered cash flow statement

Department of State Development, Infrastructure and Planning*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	320,829	253,148	437,790
User charges and fees	86,356	95,117	106,494
Royalties and land rent receipts
Grants and other contributions
Interest and distribution from managed funds received
Taxes
Other	835	835	863
Outflows:			
Employee costs
Supplies and services
Grants and subsidies	(320,829)	(269,826)	(437,790)
Borrowing costs
Other
Transfers to Government	(88,297)	(97,058)	(107,357)
Net cash provided by or used in operating activities	(1,106)	(17,784)	..
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	132,041	71,078	295,007
Appropriated equity injections	125,561	67,772	286,930
Non-appropriated equity injections	6,480	3,306	8,077
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(132,041)	(99,382)	(296,702)
Appropriated equity withdrawals	(6,480)	(3,306)	(8,077)
Non-appropriated equity withdrawals	(125,561)	(96,076)	(288,625)
Net cash provided by or used in financing activities	..	(28,304)	(1,695)
Net increase/(decrease) in cash held	(1,106)	(46,088)	(1,695)
Cash at the beginning of financial year	267	49,600	5,680
Cash transfers from restructure	1,106	2,168	..
Cash at the end of financial year	267	5,680	3,985

*The 2024–25 Budget and 2024–25 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis, and also adjusts for Economic Development Queensland and the Games Independent Infrastructure and Coordination Authority being recognised as statutory bodies.

Statutory bodies

Economic Development Queensland

Overview

The Queensland Government is refocusing Economic Development Queensland (EDQ) to deliver homes in Priority Development Areas (PDAs) to increase housing supply. EDQ's vision and purpose is for a Queensland planned and built for growth to enable transformative developments across the State at scale and with pace. By focusing on housing, commercial and industrial development, EDQ will contribute to a stronger Queensland economy. As the Queensland Government's property development agency, EDQ works closely with government at all levels, industry and the community, to unlock land to give more Queenslanders a place to call home.

EDQ's strategic priorities and objectives are:

- Housing Supply – facilitate and deliver housing supply at scale and pace across the State
- Economic Prosperity – champion and secure investment for industry-led economic growth, focusing on commercial and industrial development
- Liveable Places – plan, develop and invest in great places for communities, to facilitate responsible growth while respecting our distinct lifestyle.

EDQ contributes to the *Government's objectives for the community*¹ by working to provide:

- *A better lifestyle through a stronger economy* by growing our economy to drive down the cost of living and give Queenslanders a better lifestyle and a place to call home
- *A plan for Queensland's future* by building the roads and infrastructure needed for a growing population and delivering homes in Priority Development Areas to increase housing supply.

The *2025–26 Service Delivery Statements* is applicable to both the Minister for Economic Development Queensland (MEDQ) and the EDQ Employing Office. The EDQ Employing Office is a Queensland Government statutory body established under the *Economic Development Act 2012* (ED Act). The purpose of the EDQ Employing Office is to enter into, for the State, a workforce performance and mobility arrangement with the MEDQ.

The MEDQ as the corporation sole is the legal entity under the ED Act; however, for ease of reference, when addressing the day-to-day operations of the MEDQ, EDQ is used throughout the Service Delivery Statements.

Key deliverables

In 2025–26, EDQ will:

- implement the Government's *Securing our Housing Foundations* policy to support scaling up housing approvals by 25% in the next five years to meet the target of 1 million new homes by 2044
- continue to support the delivery of housing through development partner housing projects at Songbird Oxley, Carseldine Village, Yeerongpilly Green, Parkside Yeronga, Bundamba, Lumina (Gold Coast Health and Knowledge Precinct) and Southport
- unlock under-utilised EDQ land and facilitate housing supply by beginning infrastructure works at Meadowbrook, Bundamba and The Village, Oonoonba
- reset the planning partnership with local government and continue planning activities to investigate the declaration of new and emerging PDAs to facilitate housing supply and economic development outcomes
- continue master planning work to unlock the Visy site in South Brisbane for more housing
- deliver a transformed PDA service proposition, underpinned by systems investment, process change, public Key Performance Indicator (KPI) reporting and annual customer satisfaction survey
- facilitate the sale and lease of EDQ-owned land to support industry and regional economic growth across Queensland and for housing and commercial purposes

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

- deliver a capital works program to facilitate more development-ready land to support industrial development in Cairns, Gladstone, Bowen, Mackay and Coolumb on the Sunshine Coast
- consult on the Development Schemes for the Waraba, Southern Thornlands and North Harbour PDAs to facilitate 41,700 dwellings for more than 90,000 people whilst ensuring development in the PDAs is supported by the required infrastructure to enable the PDAs to reach their potential
- undertake a process to identify eligible projects for additional catalyst infrastructure loan funding to support development within the Waraba PDA.

Performance statement

Business and economic growth

Objective

To facilitate and deliver housing supply and drive business and economic growth in Queensland.

Description

Economic Development Queensland (EDQ) collaborates with government and industry stakeholders to unlock land, boost housing supply, and support development projects that foster thriving, liveable communities. EDQ will tackle Queensland's housing crisis by refocusing on the delivery of homes in Priority Development Areas and activating new land for development. The delivery of these projects will support further development to give more Queenslanders a place to call home and contribute to a stronger Queensland economy.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measures			
Value of private sector investment generated through the facilitation of economic and community development projects ¹	\$846M	\$830M	\$1.011B
Dwellings approved in Priority Development Areas	New measure	New measure	4,904
Efficiency measure			
90% of development applications determined within timeframe	New measure	New measure	40 business days
Discontinued measures			
Estimated number of jobs created or supported through the facilitation of economic and community development projects ²	1,487	2,104	Discontinued measure
Facilitation costs per \$1,000 of private sector investment generated for economic and community development projects ³	\$20.48	\$22.64	Discontinued measure

Notes:

1. The variance between the 2024–25 Target/Estimate and the 2025–26 Target/Estimate is due to forecasted increase in private sector investment for EDQ projects across South-East Queensland.
2. This service standard has been discontinued as it is not considered an effective measure for the service area. It will be reported in the agency's annual report for the final time. The increase in the 2024–25 Estimated Actual compared to the 2024–25 Target/Estimate relates to delivery of projects within the Gladstone State Development Area and EDQ projects across South-East Queensland.
3. This service standard has been discontinued and replaced by a measure that better reflects industry expectation on timely decision making. It will be reported in the agency's annual report for the final time.

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
Business and economic growth	150	202	198
Total FTEs	150	202	198

Note:

1. The increase in 2024–25 Estimated Actual compared to 2024–25 Budget reflects updates to EDQ's corporate structure and functions following amendments to the *Economic Development Act 2012*, passed in June 2024, which established EDQ as a separate statutory body.

Capital program

EDQ has capital purchases of \$195 million and capital grants of \$209.3 million in 2025–26.

Program highlights include:

- \$174.1 million as part of the \$215.6 million in capital grants for Social and Affordable Housing on developments led by EDQ in consultation with the Department of Housing and Public Works
- \$68.1 million as part of the \$441.3 million for the urban renewal development at Northshore Hamilton including the delivery of supporting civil and precinct infrastructure
- \$53.6 million as part of the \$80.4 million for enabling infrastructure to expedite housing development.

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	117,809	90,255	194,987
Capital grants	97,067	53,507	209,293
Total capital outlays	214,876	143,762	404,280

Further information about EDQ's capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Financial statements

Income statement

In 2025–26, total income increases by \$186.4 million compared to 2024–25 Estimated Actual. This is mainly due to an increase in grants and other contributions related to grants for housing and infrastructure initiatives.

In 2025–26, total expenses increase by \$155 million compared to the 2024–25 Estimated Actual. This increase is largely attributed to increased grants and subsidies of \$156.5 million associated with housing and infrastructure initiatives.

EDQ is reporting an operating deficit for 2024–25 Adjusted Budget of \$2.9 million and 2024–25 Estimated Actual of \$16.6 million. These operating deficits are due to lower than expected regulatory fee revenue earned, adjustments made to the carrying value of low interest (concessional) loan facilities and a reduction in the value of land held at Yeerongpilly.

Balance sheet

EDQ's 2025–26 net assets increase by \$288.8 million to \$1.22 billion compared to the 2024–25 Estimated Actual largely due to positive movements in current inventories to deliver EDQ's capital program and non-current receivables associated with catalyst infrastructure loan programs.

Income statement

Economic Development Queensland	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Taxes
User charges and fees	117,083	110,121	118,268
Grants and other contributions	143,632	81,823	266,820
Interest and distributions from managed funds	20,273	20,317	20,373
Other revenue	5,373	9,425	4,579
Gains on sale/revaluation of assets	..	1,995	..
Total income	286,361	223,681	410,040
EXPENSES			
Employee expenses	26,850	31,716	33,994
Supplies and services	151,937	133,904	138,580
Grants and subsidies	97,067	52,813	209,293
Depreciation and amortisation	343	285	273
Finance/borrowing costs	7,199	15,803	7,372
Other expenses	7,054	8,649	8,701
Losses on sale/revaluation of assets
Total expenses	290,450	243,170	398,213
OPERATING SURPLUS/(DEFICIT)	(2,863)	(16,593)	8,279

Balance sheet

Economic Development Queensland	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	138,080	155,082	138,352
Receivables	30,717	25,117	32,264
Other financial assets
Inventories	400,943	333,971	495,571
Other	976	2,108	2,108
Non-financial assets held for sale
Total current assets	570,716	516,278	668,295
NON-CURRENT ASSETS			
Receivables	193,704	174,854	297,514
Other financial assets
Property, plant and equipment	493,600	554,836	564,560
Intangibles
Other
Total non-current assets	694,539	732,586	862,074
TOTAL ASSETS	1,265,255	1,248,864	1,530,369
CURRENT LIABILITIES			
Payables	21,528	27,322	17,530
Accrued employee benefits	796	370	370
Interest bearing liabilities and derivatives	29,769	23,198	31,435
Provisions	26,764	21,691	21,691
Other	7,116	5,079	3,079
Total current liabilities	85,973	77,660	74,757
NON-CURRENT LIABILITIES			
Payables	23,424	13	13
Accrued employee benefits
Interest bearing liabilities and derivatives	101,718	94,329	89,907
Provisions	74,122	93,932	93,932
Other
Total non-current liabilities	250,529	240,221	235,799
TOTAL LIABILITIES	336,502	317,881	310,556
NET ASSETS/(LIABILITIES)	928,753	930,983	1,219,813
EQUITY			
TOTAL EQUITY	928,753	930,983	1,219,813

Cash flow statement

Economic Development Queensland	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	117,083	116,320	116,268
Grants and other contributions	143,632	81,823	266,820
Interest and distribution from managed funds received	14,041	14,708	13,581
Taxes
Other	5,373	9,425	4,579
Outflows:			
Employee costs	(26,850)	(32,166)	(33,994)
Supplies and services	(193,927)	(126,741)	(300,092)
Grants and subsidies	(97,067)	(52,813)	(209,293)
Borrowing costs	(6,066)	(6,614)	(7,404)
Other	(5,244)	(8,494)	(15,934)
Net cash provided by or used in operating activities	(52,902)	(5,648)	(168,084)
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	..	5,621	..
Investments redeemed
Loans and advances redeemed	20,832	14,659	31,952
Outflows:			
Payments for non-financial assets	(4,022)	(16,306)	(9,997)
Payments for investments
Loans and advances made	(75,217)	(65,867)	(154,967)
Net cash provided by or used in investing activities	(58,407)	(61,893)	(133,012)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings	18,502	17,949	26,958
Equity injections	119,006	95,230	288,628
Outflows:			
Borrowing redemptions	(8,804)	(17,590)	(23,143)
Finance lease payments
Equity withdrawals	(16,480)	(13,306)	(8,077)
Net cash provided by or used in financing activities	112,224	82,283	284,366
Net increase/(decrease) in cash held	915	14,742	(16,730)
Cash at the beginning of financial year	137,165	140,340	155,082
Cash transfers from restructure
Cash at the end of financial year	138,080	155,082	138,352

Games Independent Infrastructure and Coordination Authority

Overview

On 29 November 2024, the Games Venue and Legacy Delivery Authority, which was established under the *Brisbane Olympic Games Arrangements Act 2021* (Act) on 6 June 2024, was renamed the Games Independent Infrastructure and Coordination Authority (GIICA).

GIICA's primary functions, in line with the *2032 Delivery Plan*, are to:

- deliver each authority venue listed within the Act in time for the 2032 Olympic and Paralympic Games (2032 Games), within the allocated funding for the authority venue
- monitor the delivery of other venues listed within the Act
- ensure compliance with the relevant 2032 Games agreements to the extent they relate to the delivery of an authority venue.

GIICA's vision is that Queensland is home to infrastructure that sets the stage for the 2032 Games, creating lasting opportunities for future generations. GIICA's purpose is to ensure the delivery of new and upgraded venues for the 2032 Games that provide generational infrastructure benefits for the community.

GIICA's purpose is to deliver projects on time and on budget.

GIICA contributes to the *Government's objectives for the community*¹ by working to provide *A plan for Queensland's future* by delivering a world-class 2032 Games that leaves a positive legacy for Queenslanders.

Key deliverables

In 2025–26, GIICA will:

- implement appropriate delivery and governance arrangements to deliver new and upgraded venues on behalf of government
- progress procurement and delivery activities for the Logan and Moreton Bay Indoor Sports Centres, Barlow Park (Cairns), Sunshine Coast Stadium, Sunshine Coast Mountain Bike Centre and the Redland Whitewater Centre
- progress procurement and commence early delivery works for the new Brisbane Stadium and National Aquatic Centre
- continue planning and scoping works for the Queensland Tennis Centre (Brisbane), rowing infrastructure (Rockhampton), Equestrian Centre of Excellence (Toowoomba) and Brisbane International Shooting Centre (Belmont)
- continue planning and scoping works for an upgraded Chandler Sports Precinct, including upgrades to the Brisbane Aquatic Centre, Anna Meares Velodrome and BMX Supercross Track
- continue planning and scoping works for a dedicated Para-sport community facility
- work with the City of Gold Coast to monitor the planning and delivery of the Gold Coast Arena and Gold Coast Hockey Centre
- undertake stakeholder and community engagement on the new and upgraded venues.

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

Performance statement

Delivery of new and upgraded Games venues¹

Objective

Delivery of new and upgraded venues to be available for use during the 2032 Olympic and Paralympic Games (2032 Games), providing a positive legacy for the community.

Description

GIICA collaborates with stakeholders and industry to design and deliver new and upgraded venues to be available for the 2032 Games. This includes working to ensure that 2032 Games obligations in respect of venue delivery are met and that policy objectives are achieved through procurement. Key activities include conducting site investigations and assessments of existing or proposed facilities, preparing project validation reports, procuring, or supplying infrastructure and project construction services, as well as managing project planning and delivery. Additionally, GIICA is responsible for managing the impact on users of venues and fostering community and stakeholder support during their development.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measures			
Percentage of authority venues works completed within specified timeframes	New measure	New measure	100%
Efficiency measure			
Percentage of projects being delivered within approved budget	New measure	New measure	100%

Note:

1. As reflected in the 2024–25 *Service Delivery Statements* for the former Department of State Development and Infrastructure, GIICA performance information, requiring a new service area, has been developed and is now being reported for the authority.

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 Adjusted Budget	2024–25 Est. Actual	2025–26 Budget
Delivery of new and upgraded Games venues ¹	65	80	82
Total FTEs	65	80	82

Note:

1. For 2024–25, staffing information was reported in the department's section of the Service Delivery Statements, under the Brisbane 2032 Coordination Office, due to the timing of the establishment of GIICA.

Capital program

In 2025–26, GIICA has allocated funding of \$84 million to deliver 2032 Games venue infrastructure projects. The allocation of funding for venue projects is subject to government investment decisions, following completion of project assessment activities undertaken by GIICA.

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

	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
Capital purchases	6,553	844	..
Capital grants	20,053	1,690	84,000
Total capital outlays	26,606	2,534	84,000

Further information about the Games Independent Infrastructure and Coordination Authority's capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Financial statements

Income statement

Total expenses are estimated to be \$164.2 million in 2025–26, an increase of approximately \$107 million from the 2024–25 estimated actual. The increase is primarily due to the approval of funding for 5 of GIICA's local government owned delivery venues (\$84 million in 2025–26) and additional funding for GIICA's establishment.

Balance sheet

Capital expenditure, including work in progress on delivery venues is not held on GIICA's balance sheet. Balances are transferred out to the relevant State Government department or Local Government Authority as incurred.

Income statement

Games Independent Infrastructure and Coordination Authority	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Taxes
User charges and fees
Grants and other contributions	59,806	57,220	164,232
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	59,806	57,220	164,232
EXPENSES			
Employee expenses	15,476	14,796	24,110
Supplies and services	19,383	34,893	61,018
Grants and subsidies	24,947	7,531	79,104
Depreciation and amortisation
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets
Total expenses	59,806	57,220	164,232
OPERATING SURPLUS/(DEFICIT)

Balance sheet

Games Independent Infrastructure and Coordination Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets
Receivables
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment
Intangibles
Other
Total non-current assets
TOTAL ASSETS
CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total current liabilities
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES
NET ASSETS/(LIABILITIES)
EQUITY			
TOTAL EQUITY

Cash flow statement

Games Independent Infrastructure and Coordination Authority	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees
Grants and other contributions	59,806	57,220	164,232
Interest and distribution from managed funds received
Taxes
Other
Outflows:			
Employee costs	(15,476)	(14,796)	(24,110)
Supplies and services	(19,383)	(34,893)	(61,018)
Grants and subsidies	(24,947)	(7,531)	(79,104)
Borrowing costs
Other
Net cash provided by or used in operating activities
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(6,553)	(844)	..
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(6,553)	(844)	..
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	6,555	844	..
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(2)
Net cash provided by or used in financing activities	6,553	844	..
Net increase/(decrease) in cash held
Cash at the beginning of financial year
Cash transfers from restructure
Cash at the end of financial year

South Bank Corporation

Overview

South Bank Corporation's (the corporation) vision is to continue to be a global urban precinct that welcomes people from around the State and the world, engages audiences, travellers and locals to Brisbane and inspires creativity through world-class venues. The corporation's purpose is to innovate, manage and continually raise its enviable reputation as Brisbane's premier recreational, cultural, educational and entertainment precinct.

The corporation's strategic objectives are:

- management of a world-class integrated precinct
- unlock South Bank's potential as part of Brisbane's global reputation – a place which significantly contributes to the city's legacy for future generations
- develop a long-term business model that supports financial sustainability
- achieve excellence and innovation in the management of the precinct.

South Bank Corporation contributes to the *Government's objectives for the community*¹ by:

- working to promote *A better lifestyle through a stronger economy* by showcasing South Bank to the world and attracting future investment
- supporting *A plan for Queensland's future* by making long-term decisions to ensure South Bank maintains its mantle as Queensland's premier public parkland and continues to engage global audiences
- managing a world-class integrated precinct, through excellence, innovation and creativity, with a focus on building the city's legacy for future generations.

The *2025–26 Service Delivery Statements* is applicable to both South Bank Corporation (the corporation) and the South Bank Employing Office (SBEO). The SBEO is a Queensland Government statutory body and subsidiary of the corporation, established under the South Bank Corporation Act 1989. The purpose of the SBEO Office is to enter, for the State, a workforce performance arrangement with the corporation under which employees of the SBEO perform work for the corporation.

Key deliverables

In 2025–26, the corporation will:

- continue to advance operational initiatives in line with the master plan for the South Bank Corporation area, informing future revitalisation, development and provide the strategic framework for ongoing investment in the precinct
- enhance the unique value propositions and engage in brand awareness to accelerate the attractiveness of South Bank, and Brisbane, to exceed visitor expectations
- continue to manage the capital and operational maintenance program to ensure assets focus on safety, compliance and end of life renewal work with key stakeholders, including the Queensland Government, Brisbane City Council, Queensland Performing Arts Centre and local businesses, to explore ways to work together, ensure great outcomes for the wider community.

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

Budgeted summary

Staffing

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

Service area	2024–25 Budget	2024–25 Est. Actual	2025–26 Budget
Total FTEs	82	77	93

Capital program

The corporation's capital program relates to enhancement and replacement of existing assets across the South Bank precinct, including the Brisbane Convention and Exhibition Centre, with a total investment of \$50 million budgeted for 2025–26, including:

- \$30.5 million for continued enhancements to the Brisbane Convention and Exhibition Centre (BCEC) with many building elements reaching end of life and requiring renewal or refurbishment, including lighting, electrical, technology, staging and audio visual. There are several large asset replacement projects in 2025–26, including the continued upgrade of lifts, escalators and the Great Hall operable walls replacement. These upgrades will enhance overall visitor experience, reduce event turnaround times, address safety priorities, and ensure the BCEC continues to deliver local, national, and international events to Brisbane
- \$19.5 million for the South Bank Parklands (including the retail precinct) will benefit from the investment in compliance and safety improvements and increase to services standard of key assets, including the relocation of the Wheel of Brisbane ticketing office to complement the Neville Bonner Bridge, which will create an enhanced entry to the Parklands. Other renewals include structural repair to the promenade, footpaths, lifts, buildings, toilets, IT systems and electrical switchboards to improve the overall visitor experience, with a continued focus on safety and compliance.

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	12,702	16,940	49,971
Capital grants
Total capital outlays	12,702	16,940	49,971

Further information about the South Bank Corporation's capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Financial statements

Income statement

The budget framework for 2025–26 reflects the corporation’s organisational structure and operations.

The 2025–26 Budget projects an operating surplus of \$747,000 with total income expected to increase by \$16.2 million compared to the 2024–25 Estimated Actual. This increase is mainly due to an increase of \$12.4 million in capital grants received.

Total expenses are budgeted to increase by \$4.7 million in 2025–26 from the 2024–25 Estimated Actual. This increase in total expenses incorporates the costs attributable to increased supplies and services costs and increased direct expenses, including employee expenses, associated with safety and security enhancements.

Depreciation and amortisation are budgeted to increase by \$1.4 million. This is a non-cash cost.

South Bank Corporation is reporting an operating deficit for 2024–25 Budget of \$35.6 million and 2024–25 Estimated Actual of \$10.8 million. These deficits are due to the recognition of depreciation charges in respect of the corporation’s building assets which is offset in 2024–25 Estimated Actual by higher user charges and grants revenue.

Balance sheet

The major assets of the corporation include land, buildings and infrastructure of the South Bank Parklands site including the retail premises, carpark and Brisbane Convention and Exhibition Centre all of which generate income sources to sustain the parklands precinct.

The corporation continues to maintain a healthy balance sheet with strong cash reserves, solid asset base and low debt.

Income statement

South Bank Corporation	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Taxes
User charges and fees	107,091	114,549	119,600
Grants and other contributions	10,025	29,700	42,053
Interest and distributions from managed funds	1,440	3,061	3,848
Other revenue
Gains on sale/revaluation of assets	1,617	1,000	(1,000)
Total income	120,173	148,310	164,501
EXPENSES			
Employee expenses	11,977	12,461	14,764
Supplies and services	108,647	111,660	112,563
Grants and subsidies
Depreciation and amortisation	34,446	34,337	35,753
Finance/borrowing costs	64	65	57
Other expenses
Losses on sale/revaluation of assets	617	567	617
Total expenses	155,751	159,090	163,754
OPERATING SURPLUS/(DEFICIT)	(35,578)	(10,780)	747

Balance sheet

South Bank Corporation	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	59,304	88,824	76,353
Receivables	1,855	4,618	4,618
Other financial assets
Inventories	474	575	575
Other	..	123	123
Non-financial assets held for sale
Total current assets	61,633	94,140	81,669
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	871,174	826,785	839,386
Intangibles
Other
Total non-current assets	871,174	826,785	839,386
TOTAL ASSETS	932,807	920,925	921,055
CURRENT LIABILITIES			
Payables	15,113	16,888	16,888
Accrued employee benefits	797	1,319	1,319
Interest bearing liabilities and derivatives	618	618	618
Provisions
Other	15,263	19,422	19,422
Total current liabilities	31,791	38,247	38,247
NON-CURRENT LIABILITIES			
Payables	632	626	626
Accrued employee benefits	159	185	185
Interest bearing liabilities and derivatives	2,870	3,274	2,657
Provisions
Other
Total non-current liabilities	3,661	4,085	3,468
TOTAL LIABILITIES	35,452	42,332	41,715
NET ASSETS/(LIABILITIES)	897,355	878,593	879,340
EQUITY			
TOTAL EQUITY	897,355	878,593	879,340

Cash flow statement

South Bank Corporation	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	111,091	116,930	123,600
Grants and other contributions	10,025	29,700	42,053
Interest and distribution from managed funds received	1,440	3,061	3,848
Taxes
Other	4,000	4,000	4,000
Outflows:			
Employee costs	(11,977)	(12,460)	(14,764)
Supplies and services	(111,751)	(109,939)	(116,563)
Grants and subsidies
Borrowing costs	(64)	(65)	(57)
Other	(4,000)	(12,065)	(4,000)
Net cash provided by or used in operating activities	(1,236)	19,162	38,117
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	..	(2,468)	..
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(12,702)	(16,940)	(49,971)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(12,702)	(19,408)	(49,971)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments	(617)	(204)	(617)
Equity withdrawals
Net cash provided by or used in financing activities	(617)	(204)	(617)
Net increase/(decrease) in cash held	(14,555)	(450)	(12,471)
Cash at the beginning of financial year	73,859	89,274	88,824
Cash transfers from restructure
Cash at the end of financial year	59,304	88,824	76,353

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.

