

SERVICE DELIVERY STATEMENTS

Department of Transport and Main Roads



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Service Delivery Statements

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Department of Transport and Main Roads

Portfolio overview

Minister for Transport and Main Roads

The Honourable Brent Mickelberg MP

Department of Transport and Main Roads

Director-General: Sally Stannard

RoadTek

General Manager: Dean Helm

The Minister for Transport and Main Roads is also responsible for:

Gold Coast Waterways Authority

Chief Executive Officer: Chris Derksema

Cross River Rail Delivery Authority

Chief Executive Officer: Graeme Newton

Additional information about these agencies can be sourced from:

tmr.qld.gov.au

translink.com.au

msq.qld.gov.au

gcwa.qld.gov.au

crossrivrail.qld.gov.au

Department of Transport and Main Roads

Overview

As part of the machinery-of-government changes effective 1 November 2024, the following functions were transferred to the Department of Customer Services, Open Data and Small and Family Business:

- Customer and Digital Services
- Queensland Shared Services
- Corporate Administration Agency
- CITEC.

As part of further machinery-of-government changes effective 1 July 2025, the following functions will be transferred to the Department of Customer Services, Open Data and Small and Family Business:

- Customer Services Branch, excluding Road Safety
- Customer Technology and Strategy
- Customer Digital Identity Services.

The Department of Transport and Main Roads' (the department) vision is 'Connected communities in a sustainable, thriving and inclusive Queensland'.

Our purpose is 'To provide reliable, resilient, and responsive transport networks and services that are safe and accessible for everyone'.

The department's strategic objectives are:

- Accessible and integrated: A transport system that is accessible and connects customers and communities
- Safe and secure: A transport system that is safe and secure for customers and goods
- Responsive: A transport system that is responsive and resilient to the changing environment
- Efficient and productive: A transport system that is a key enabler of economic activity
- Sustainable: A transport system that contributes to environmental, economic and social sustainability.

The department contributes to the *Government's objectives for the community*¹ by working to provide *A better lifestyle through a stronger economy*, and *A plan for Queensland's future* by:

- enhancing transport infrastructure to improve connectivity, reduce congestion, and support economic growth across Queensland
- ensuring the safety and reliability of transport networks through regular maintenance, upgrades, and the implementation of advanced technologies
- promoting sustainable and innovative transport solutions, including public transport initiatives and active travel options, to meet the needs of a growing population.

Key deliverables

In 2025–26, the department will:

- deliver the \$9 billion Bruce Highway Targeted Safety Program to improve safety and reduce the number of closures due to accidents, in partnership with the Australian Government
- develop strategies to deliver reliable and efficient transport networks and services to support the Brisbane 2032 Olympic and Paralympic Games, in collaboration with transport partners including the Games Independent Infrastructure and Coordination Authority
- enhance road safety and encourage active transport among school children through the School Active Transport Infrastructure Pilot and the roll out of the *Journi* online road safety education program

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

- progressively open to traffic the Coomera Connector Stage 1 section, South East Queensland's largest road infrastructure project jointly funded by the Australian and Queensland Governments, which will reduce pressure on the M1 by providing an alternative route for the growing communities and commercial hubs of Helensvale and Coomera
- continue the procurement and delivery of major rail upgrade projects, including the Logan and Gold Coast Faster Rail, Beerburrum to Nambour Upgrade Stage 1 and The Wave Stage 1 to accommodate future population and patronage growth and deliver sustainable transport services
- work towards the completion of construction and preparations for integration of the Cross River Rail project.

Budget highlights

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

- \$1.522 billion over 5 years and \$368.8 million per annum ongoing from 2029–30 to permanently implement a flat fare of 50 cents per trip across the South East Queensland public transport network and on contracted regional bus services, in line with the government's election commitment
- \$1.2 billion over 4 years for the Bruce Highway Targeted Safety Program to improve safety and reduce the number of closures due to accidents
- \$1.07 billion over 5 years for the Safer Roads, Better Transport Plan to provide greater transport connectivity to get Queenslanders home sooner and safer
- in delivering its election commitment, the government is providing additional funding over the life of the project, with funding matched by Australian Government, to fully fund the construction of a new Barron River Bridge at Kuranda
- \$100 million over 4 years for Country Roads Connect, to provide greater road connectivity for rural and regional Queenslanders to improve resilience and safety in regional communities by sealing unsealed regional roads
- in delivering its election commitment, the government is providing additional funding for The Wave (Caloundra to Maroochydore) accelerated planning
- \$35.6 million over 3 years to establish a Sunshine Coast Waterways Authority to provide a one-stop-shop for local input into waterway management and better community engagement around river management
- \$28 million over 4 years and \$11.6 million ongoing from 2029–30 to deliver new bus services in line with the government's election commitments, including permanently implementing the Gold Coast On Demand Transport, partnering with the Brisbane City Council to establish a new Gold City Glider service connecting Portside Hamilton to Woolloongabba, introducing an on demand transport service trial for Bribie Island to connect residents with important local services, and trialling a micro public transport system in Far North Queensland areas like Dimbulah, Ravenshoe and Babinda
- \$27.5 million over 4 years for the School Transport Infrastructure Program to improve the safety and operation of schools
- \$15 million over 3 years for the Keeping Our Waterways Safe program, with a focus on action and enforcement activities
- \$13.9 million over 2 years to implement an increased level of service for graffiti removal on the state-controlled road network
- \$6.3 million in 2025–26 to extend the Wheelchair Accessible Taxi Grant Scheme to 30 June 2026.

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

Performance statement

Transport System Investment Planning and Programming

Objective

Investing to meet Queensland's current and growing transport needs.

Description

Key planning and investment activities provided through this service area include: implementation of the Transport Coordination Plan which sets clear planning, management and investment criteria for the transport system in order to improve regional and economic development; implementation of Regional Transport Plans which outline shared directions for shaping regional transport systems over a 15 year horizon; and developing a schedule of priority/key road and transport infrastructure projects planned for delivery across the state over the next 4 year period in the Queensland Transport and Roads Investment Program (QTRIP).

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measures			
Urban road system condition – the percentage of urban state-controlled roads with condition better than the specified benchmark	97–99%	98.8%	97–99%
Rural road system condition – the percentage of rural state-controlled roads with condition better than the specified benchmark	95–97%	96.5%	95–97%
Road ride quality – Traffic weighted roughness (percentage of the network in very poor/poor condition)	11.0–12.0%	11.2%	11.0–12.0%
Efficiency measure			
Administrative cost to plan and develop the Queensland Transport and Roads Investment Program (QTRIP) per \$1,000 of the overall value of the program ^{1,2}	<\$10	\$2.52	<\$10

Notes:

1. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual has been achieved by managing administration costs through efficiencies and savings.
2. The 2025–26 Target/Estimate is maintained at \$10 administrative cost per \$1,000 of the overall value of QTRIP for consistent measuring and reporting annually, recognising that the total value of QTRIP fluctuates year on year dependent on government commitments.

Transport Infrastructure Management and Delivery

Objective

To maintain and operate an integrated transport network accessible to all.

Description

This service area manages and operates Queensland's state-controlled road network to maximise the efficiency, reliability and safety of transport infrastructure for customers. Key activities and services include: providing a common picture of the transport network, assets and transport intelligence to ensure safe management and operation of the transport infrastructure; maximising capacity and reliability of existing transport infrastructure; identifying and delivering value-for-money infrastructure programs and projects; identifying and relieving transport network bottlenecks; and improving transport network resilience in regional areas.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Service: Transport Infrastructure Management			
Effectiveness measures			
South East Queensland road network efficiency – Average travel time (minutes) per 10km: ¹			
• AM peak	9.5 mins	9.8 mins	9.5 mins
• Off peak	9.2 mins	9.5 mins	9.2 mins
• PM peak	10.0 mins	10.9 mins	10.0 mins
South East Queensland road network reliability – Percentage of the road network with reliable travel times: ¹			
• AM peak	86%	84%	86%
• Off peak	90%	88%	90%
• PM peak	79%	78%	79%
South East Queensland road network productivity – Percentage of the road network with good productivity: ¹			
• AM peak	75%	73%	75%
• Off peak	75%	73%	75%
• PM peak	71%	67%	71%
South East Queensland arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour: ¹			
• AM peak	87%	85%	87%
• Off peak	91%	87%	91%
• PM peak	81%	79%	81%
Efficiency measure			
Average cost per 100 vehicle kilometres travelled to operate state-controlled roads	\$0.09	\$0.10	\$0.10
Service: Transport Infrastructure Delivery			
Effectiveness measure			
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor	0.05	0.05	0.05
Efficiency measure			
Administrative cost of delivering the Queensland Transport and Roads Investment Program (QTRIP) per \$1,000 of the QTRIP published budget ²	<\$51	\$16.01	<\$51

Notes:

1. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual can be attributed to significant population growth of 2.5 per cent in 2023–24 in South East Queensland driving growth in network demand, and major projects impacting network performance, including the Northern Transitway and upgrades on the Pacific Motorway, Bruce Highway, Ipswich Motorway and Centenary Motorway.
2. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to relatively stable administrative costs being maintained.

Transport Safety and Regulation

Objective

To enhance the safety of the transport system through quality regulation, road and maritime safety programs.

Description

The regulatory and safety related activities undertaken in this service area include: implementing road safety initiatives encompassing education, community engagement, enforcement and new technologies; regulating driver licencing, vehicle registration and industry accreditations; managing the movement of vessels using Queensland's waterways as well as the Great Barrier Reef and Torres Strait; designing and constructing effective marine infrastructure; and maintaining effective maritime emergency preparedness, response, and recovery capability and capacity.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measures			
Fatalities per 100,000 population on state-controlled roads ^{1,2}	2.59	2.79	2.59
Road fatalities per 100,000 population ^{1,2}	4.28	4.92	4.28
Hospitalised road casualties per 100,000 population ^{1,2}	110	151.90	110
Marine fatalities per 100,000 registered vessels regulated in Queensland	4.70	4.10	4.70
Percentage of vessel movements without serious incidents:			
• Pilotage areas	100%	100%	100%
• ReefVTS area	100%	100%	100%
Efficiency measure			
Direct operational cost of Vessel Traffic Services per monitored vessel movement ^{3,4}	\$638	\$633	\$685

Notes:

1. This service standard is also presented in the Queensland Police Service, *Service Delivery Statements*.
2. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to a number of societal influences and increased high-risk behaviours like drink and drug driving, distraction, failure to wear a seatbelt, speeding and aggression, and fatigue that can vary throughout the year resulting in changes in numbers of road crashes.
3. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to lower than expected cost in Vessel Traffic Services (VTS) centre operations and VTS traffic management.
4. The increase in the 2025–26 Target/Estimate is due to a reduction in forecasted vessel movements.

Customer Experience

Objective

To understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

Description

This service area commits to ongoing engagement with customers to better understand their needs, expectations and behaviours regarding services including roads usage, maritime safety and information, and passenger transport services. Key customer experience activities include: providing flexible service options and delivery methods across multiple channels such as self-serve online 24/7; conducting regular customer research and insights to capture customer perspectives, motivations and expectations to guide the development of product and service delivery.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measures			
Overall customer satisfaction with transactional services (on a scale of 1 to 10) ¹	8.0	8.3	..
Customer experience ratings of public transport service by type (on a scale of 1 to 5): ²			
• South East Queensland bus	≥3.5	4.0	≥3.5
• South East Queensland rail	≥3.5	4.1	≥3.5
• South East Queensland ferry	≥3.5	4.5	≥3.5
• South East Queensland tram	≥3.5	4.4	≥3.5
• Regional urban bus	≥3.5	4.2	≥3.5
Customer service complaints in South East Queensland per 10,000 public transport trips ³	<3.0	2.15	<3.0
Efficiency measures			
Average unit cost per transaction in a Customer Service Centre ^{1 4}	\$20.89	\$23.19	..
Average cost per customer interaction – Translink Contact Centre ⁵	\$8.34	\$8.34	\$9.71

Notes:

1. Due to machinery-of-government changes effective from 1 July 2025 this service standard will be transferred to the Department of Customer Services, Open Data and Small and Family Business (CDSB). The 2025–26 Target/Estimate is presented in the CDSB 2025–26 *Service Delivery Statements*. Actual performance for the service standard will be reported for a final time in the Department of Transport and Main Roads 2024–25 annual report.
2. The wording of this service standard has been amended to replace 'passenger transport' with 'public transport' to improve clarity and to align with calculation methodology. It was previously worded 'Customer experience ratings of passenger transport service by type (on a scale of 1 to 5)'. There is no change to the calculation methodology.
3. The wording of this service standard has been amended to include 'public transport' to improve clarity and to align with calculation methodology. It was previously worded 'Customer service complaints in South East Queensland per 10,000 trips'. There is no change to the calculation methodology.
4. The variance between 2024–25 Target/Estimate and 2024–25 Estimated Actual is driven by increases in employee expenses.
5. The increase in the 2025–26 Target/Estimate is due to allowance for annual contractual increases including Consumer Price Index and Wage Price Index.

Passenger Transport Services

Objective

To connect Queensland through reliable and accessible passenger transport services.

Description

Key transport activities and services provided through this service area include: providing funding for fair access to public transport to deliver economic, social and community benefits; improving service integration, passenger information and ticketing products; supporting public transport patronage increases by maximising our service offering, extending the passenger transport network and delivering innovative ticketing products; and overseeing and funding the School Transport Assistance Scheme.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measures			
Patronage on government contracted services (millions):			
South East Queensland: ¹	174.93	193.38	203.80
• Bus	110.45	119.38	125.84
• Rail	46.69	52.66	54.99
• Tram	11.47	13.83	14.68
• Ferry	6.32	7.51	8.29
Rest of Queensland:	11.83	12.40	12.43
• Regional air ²	0.17	0.16	0.16
• Long distance bus ^{3,4}	0.07	0.06	0.08
• Regional urban bus ⁵	9.00	9.50	9.50
• Traveltrain	0.34	0.33	0.34
• Regional ferry	2.25	2.35	2.35
On-time running: Combined Peaks Citytrain Services	95.0%	95.0%	95.0%
Reliability: 24/7 Citytrain Services	99.5%	99.5%	99.5%
Efficiency measure			
Cost per passenger trip to administer statewide government contracted passenger transport services ⁶	\$19.71	\$20.53	\$20.09

Notes:

1. The variance between 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to the reduction in fares to 50 cents. Lower fares have led to an increased demand in public transport across all modes in 2024–25 and this is estimated to continue into 2025–26. Population growth on top of the increased demand also adds to the year-on-year growth.
2. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to lower than expected patronage growth.
3. The 2024–25 Estimated Actual was expected to meet the 2024–25 Target/Estimate, however patronage is set to decline due to ongoing flooding events between January and April 2025 which has impeded the delivery of services in regional Queensland.
4. The increase in the 2025–26 Target/Estimate is due to the implementation of new service contracts since December 2021, catering to the growing number of passengers utilising transport for medical, educational, employment and tourism purposes.
5. The increase in the 2025–26 Target/Estimate is due to the full year impact of the reduction in fares to 50 cents. Lower fares have led to an increased demand in public transport in 2024–25 and this is estimated to continue into 2025–26.
6. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to higher than expected expenditure predominantly on operational and maintenance costs for Queensland Rail and South East Queensland Bus operator payments for Transport for Brisbane. This is offset by higher patronage as a result of the 50 cent fares initiative.

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 Transport and Main Roads	2024–25 Adjusted Budget ² \$'000	2024–25 Est. Actual ² \$'000	2025–26 Budget ² \$'000
CONTROLLED			
Income			
Appropriation revenue ¹	7,848,177	7,955,855	8,151,917
Other revenue	2,083,727	1,890,761	2,579,879
Total income	9,931,904	9,846,616	10,731,796
Expenses			
Transport System Investment Planning and Programming	204,017	185,549	191,559
Transport Infrastructure Management and Delivery	3,437,404	3,499,356	3,974,103
Transport Safety and Regulation	474,697	459,778	455,173
Customer Experience	361,224	297,080	165,628
Passenger Transport Services	4,551,208	4,629,226	4,720,456
Customer and Digital Services	91,739	91,739	..
Total expenses	9,120,289	9,162,728	9,506,919
Operating surplus³/deficit	811,615	683,888	1,224,877
Net assets	118,178,214	120,677,846	126,110,834
ADMINISTERED			
Revenue			
Commonwealth revenue
Appropriation revenue	270,478	256,765	174,715
Other administered revenue	2,750,416	2,788,851	3,302,193
Total revenue	3,020,894	3,045,616	3,476,908
Expenses			
Transfers to government	2,750,416	2,788,851	3,302,193
Administered expenses	270,478	256,765	174,715
Total expenses	3,020,894	3,045,616	3,476,908
Net assets	134,560	145,508	145,508

Notes:

1. Includes state and Australian Government funding.
2. The 2024–25 Budget, 2024–25 Estimated Actuals and 2025–26 Budget information disclosed is presented on a post-machinery-of-government basis.
3. The operating surplus largely reflects increased reimbursement from Queensland Reconstruction Authority for expenditure incurred for works related to natural disaster events that are recognised as income under accounting standards.

Staffing

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

Service area ¹	2024–25 Adjusted Budget ²	2024–25 Est. Actual ²	2025–26 Budget ²
Transport System Investment Planning and Programming	612	618	639
Transport Infrastructure Management and Delivery ³	2,368	2,389	2,677
Transport Safety and Regulation ⁴	946	955	918
Customer Experience ⁴	2,141	2,159	652
Passenger Transport Services	565	569	576
Total FTEs	6,632	6,690	5,462

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. The 2024–25 Budget, 2024–25 Estimated Actuals and 2025–26 Budget information disclosed is presented on a post-machinery-of-government basis.
3. Variance between 2024–25 Estimated Actuals and 2025–26 Budget is due to increased delivery requirements.
4. Variance between 2024–25 Adjusted Budget and 2025–26 Budget is a result of the further machinery-of-government change effective 1 July 2025.

Capital program

A key component of the Department of Transport and Main Roads' role involves major capital investment and infrastructure delivery. Highlights of the Department and Main Roads' capital program in 2025–26 include progressing delivery of major investments such as:

Contractually Committed

- \$950 million towards Queensland Train Manufacturing Program, at a total estimated capital cost of \$4.869 billion
- \$603 million towards Logan and Gold Coast Faster Rail, as part of a total commitment of \$5.750 billion (jointly funded with the Australian Government)
- \$610 million towards Coomera Connector (Stage 1), Coomera to Nerang, at a total estimated cost of \$3.500 billion (jointly funded with the Australian Government)
- \$412 million towards Bruce Highway Targeted Safety Program, at a total estimated cost of \$9 billion (jointly funded with the Australian Government)
- \$285 million towards Beerburrum to Nambour Rail Upgrade (Stage 1), as part of a total commitment of \$1.004 billion (jointly funded with the Australian Government)
- \$193 million towards Rockhampton Ring Road, at a total estimated cost of \$1.980 billion (jointly funded with the Australian Government)
- \$114 million towards New Generation Rollingstock, European Train Control System fitment install new signalling, at a total estimated cost of \$380.5 million
- \$82 million towards Bruce Highway (Brisbane – Gympie), Dohles Rocks Road to Anzac Avenue upgrade (Stage 1), as part of a total commitment of \$290 million (jointly funded with the Australian Government)
- \$65 million towards Centenary Bridge Upgrade, at a total estimated cost of \$353.5 million (jointly funded with the Australian Government).

Planned Investments

- The Wave (Stage 1). A new dual-track rail line from Beerwah to Caloundra
- Pacific Motorway, Exit 45 (North) Ormeau, design and pre-construction
- Warrego Highway (Ipswich – Toowoomba), Bremer River Bridge, strengthening
- Sunshine Motorway, Mooloolah River Interchange Upgrade (Stage 1)
- Bruce Highway (Gympie – Maryborough), Tiaro Bypass, construct bypass
- Bruce Highway (Mackay – Proserpine), O'Connell River to Proserpine (Goorganga Floodplain), upgrade flood immunity
- Proserpine – Shute Harbour Road Upgrades
- Kennedy Highway (Cairns – Mareeba), Barron River bridge (Kuranda) replacement.

Details of the planned investments can be viewed in the *Queensland Transport and Roads Investment Program*.

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

	2024–25 Adjusted Budget ¹ \$'000	2024–25 Est. Actual ¹ \$'000	2025–26 Budget ¹ \$'000
Capital purchases	6,228,402	6,221,335	6,322,958
Capital grants	678,009	594,300	703,015
Total capital outlays	6,906,411	6,815,635	7,025,973

1. The 2024–25 Budget, 2024–25 Estimated Actuals and 2025–26 Budgeted information disclosed is presented on a post-machinery-of-government basis.

Further information about the Department of Transport and Main Roads capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Budgeted financial statements

Departmental income statement

Controlled income statement

Total revenue is estimated to be \$10.732 billion in 2025–26, an increase of \$885.2 million from the 2024–25 Estimated Actual. The increase is primarily due to increased funding under the Transport Service Contract with Queensland Rail to deliver rail services in Queensland and an increase in the level of reimbursement from Queensland Reconstruction Authority for expenditure incurred for works related to natural disaster events.

Total expenses are estimated to be \$9.507 billion in 2025–26, an increase of \$344.2 million from the 2024–25 Estimated Actual. The increase is primarily due to increased expenditure under the Transport Service Contract with Queensland Rail to deliver rail services in Queensland, additional investment in transport infrastructure and depreciation.

Administered income statement

This statement records appropriation revenue received by the department for allocation of administered entities and revenue collected by the department on behalf of the government, for example, revenue from registration fees, traffic improvement fee and fines.

Total revenue is estimated to be \$3.477 billion in 2025–26, an increase of \$431.3 million from the 2024–25 Estimated Actual. The increase is primarily due to the planned cessation of the temporary, one-off, motor vehicle registration fee reduction. This one-off, temporary measure was not funded in any ongoing capacity, as per the previous Queensland Budget.

Expenditure matches revenue through payments to administered entities and payments of revenue collected on behalf of government into the Consolidated Fund.

Departmental balance sheet

The value of the department's assets in 2025–26 are estimated to total \$135.579 billion. This is primarily comprised of the value of transport infrastructure (\$109.894 billion) and land (\$7.424 billion). Over the next 3 years it is expected that the value of infrastructure assets will increase by 17.8 per cent due to continuing investment in the transport system and that the value of land will increase by 1.3 per cent due to acquisitions for future projects less any land sold that is surplus to requirements.

Total departmental liabilities in 2025–26 are estimated to be \$9.468 billion. This is mainly comprised of payables of \$922.2 million, finance lease liabilities of \$1.324 billion and service concession liabilities (relating to grant of a right to the operator) of \$6.459 billion. Total liabilities are anticipated to decrease over the next 3 years to \$8.307 billion in 2028–29. Payables are expected to remain at about the same level over the next 3 years while service concessions liabilities are expected to decrease to \$5.762 billion in 2028–29 as finance lease liabilities are repaid.

Controlled income statement

Department of Transport and Main Roads*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Appropriation revenue	7,848,177	7,955,855	8,151,917
Taxes
User charges and fees	784,282	715,741	878,705
Royalties and land rents
Grants and other contributions	932,278	819,539	1,345,308
Interest and distributions from managed funds	797	623	816
Other revenue	363,870	352,358	352,550
Gains on sale/revaluation of assets	2,500	2,500	2,500
Total income	9,931,904	9,846,616	10,731,796
EXPENSES			
Employee expenses	665,615	671,132	487,734
Supplies and services	5,593,105	5,716,431	6,035,549
Grants and subsidies	1,016,196	919,677	1,030,672
Depreciation and amortisation	1,692,948	1,702,996	1,784,419
Finance/borrowing costs	109,556	105,824	122,673
Other expenses	37,124	40,923	40,130
Losses on sale/revaluation of assets	5,745	5,745	5,742
Total expenses	9,120,289	9,162,728	9,506,919
OPERATING SURPLUS/(DEFICIT)	811,615	683,888	1,224,877

*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 Transport and Main Roads*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	454,271	50,724	537,761
Receivables	202,902	481,928	481,422
Other financial assets
Inventories	6,556	3,552	3,685
Other	32,609	49,872	49,899
Non-financial assets held for sale	3,561
Total current assets	699,899	586,076	1,072,767
NON-CURRENT ASSETS			
Receivables	22,420	22,452	22,452
Other financial assets	15,601	34,027	34,027
Property, plant and equipment	127,054,626	129,541,803	134,327,977
Intangibles	61,131	53,736	53,958
Other	65,956	70,400	67,587
Total non-current assets	127,219,734	129,722,418	134,506,001
TOTAL ASSETS	127,919,633	130,308,494	135,578,768
CURRENT LIABILITIES			
Payables	1,009,541	920,304	922,206
Accrued employee benefits	28,991	30,532	30,635
Interest bearing liabilities and derivatives	93,730	97,731	117,923
Provisions	141,697	234,337	234,337
Other	364,200	435,748	436,894
Total current liabilities	1,638,159	1,718,652	1,741,995
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	1,220,936	1,159,474	1,205,597
Provisions	313,728	202,654	202,654
Other	6,568,596	6,549,868	6,317,688
Total non-current liabilities	8,103,260	7,911,996	7,725,939
TOTAL LIABILITIES	9,741,419	9,630,648	9,467,934
NET ASSETS/(LIABILITIES)	118,178,214	120,677,846	126,110,834
EQUITY			
TOTAL EQUITY	118,178,214	120,677,846	126,110,834

*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 Transport and Main Roads*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	7,888,520	7,968,700	8,149,676
User charges and fees	870,261	817,918	975,103
Royalties and land rent receipts
Grants and other contributions	644,308	531,569	1,051,109
Interest and distribution from managed funds received	797	623	816
Taxes
Other	1,096,850	1,079,244	1,092,811
Outflows:			
Employee costs	(666,239)	(671,756)	(487,631)
Supplies and services	(6,557,330)	(6,680,661)	(6,998,981)
Grants and subsidies	(993,148)	(898,700)	(1,015,170)
Borrowing costs	(94,092)	(96,363)	(90,527)
Other	(121,126)	(141,123)	(137,853)
Net cash provided by or used in operating activities	2,068,801	1,909,451	2,539,353
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	20,000	20,000	20,000
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(6,032,118)	(6,037,352)	(6,193,650)
Payments for investments
Loans and advances made	(15,000)	(15,000)	..
Net cash provided by or used in investing activities	(6,027,118)	(6,032,352)	(6,173,650)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	5,453,507	5,427,122	5,750,307
Appropriated equity injections	5,453,507	5,427,122	5,750,307
Non-appropriated equity injections
Outflows:			
Borrowing redemptions	(60,171)	(60,163)	(93,609)
Finance lease payments	(6,337)	(6,337)	..
Equity withdrawals	(1,465,557)	(1,472,348)	(1,535,364)
Appropriated equity withdrawals	(1,465,557)	(1,472,348)	(1,535,364)
Non-appropriated equity withdrawals
Net cash provided by or used in financing activities	3,921,442	3,888,274	4,121,334
Net increase/(decrease) in cash held	(36,875)	(234,627)	487,037
Cash at the beginning of financial year	493,824	328,214	50,724
Cash transfers from restructure	(2,678)	(42,863)	..
Cash at the end of financial year	454,271	50,724	537,761

*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 Transport and Main Roads*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Appropriation revenue	270,478	256,765	174,715
Taxes
User charges and fees	2,739,989	2,777,713	3,290,677
Royalties and land rents
Grants and other contributions
Interest and distributions from managed funds
Other revenue	10,427	11,138	11,516
Gains on sale/revaluation of assets
Total income	3,020,894	3,045,616	3,476,908
EXPENSES			
Employee expenses
Supplies and services	494	494	..
Grants and subsidies	269,984	256,271	174,715
Depreciation and amortisation
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets
Transfers of Administered Revenue to Government	2,750,416	2,788,851	3,302,193
Total expenses	3,020,894	3,045,616	3,476,908
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 Transport and Main Roads*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	64,579	86,934	87,025
Receivables	303,664	301,640	301,741
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets	368,243	388,574	388,766
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	134,326	145,275	145,275
Intangibles
Other
Total non-current assets	134,326	145,275	145,275
TOTAL ASSETS	502,569	533,849	534,041
CURRENT LIABILITIES			
Payables	331,956	335,954	335,962
Transfers to Government payable	30,136	46,483	46,603
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other	5,917	5,904	5,968
Total current liabilities	368,009	388,341	388,533
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	368,009	388,341	388,533
NET ASSETS/(LIABILITIES)	134,560	145,508	145,508
EQUITY			
TOTAL EQUITY	134,560	145,508	145,508

*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 Transport and Main Roads*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	272,339	258,626	174,715
User charges and fees	2,742,459	2,780,183	3,293,140
Royalties and land rent receipts
Grants and other contributions
Interest and distribution from managed funds received
Taxes
Other	10,407	11,118	11,496
Outflows:			
Employee costs
Supplies and services	(1,158)	(1,158)	20
Grants and subsidies	(269,984)	(256,271)	(174,715)
Borrowing costs
Other	(2,492)	(2,492)	(2,492)
Transfers to Government	(2,750,296)	(2,788,731)	(3,302,073)
Net cash provided by or used in operating activities	1,275	1,275	91
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	689,250	1,061,239	1,421,394
Appropriated equity injections	689,250	1,061,239	1,421,394
Non-appropriated equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(689,250)	(1,061,239)	(1,421,394)
Appropriated equity withdrawals
Non-appropriated equity withdrawals	(689,250)	(1,061,239)	(1,421,394)
Net cash provided by or used in financing activities
Net increase/(decrease) in cash held	1,275	1,275	91
Cash at the beginning of financial year	64,143	87,491	86,934
Cash transfers from restructure	(839)	(1,832)	..
Cash at the end of financial year	64,579	86,934	87,025

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

Reporting Entity Financial Statements

Reporting Entity comprises:

- Department of Transport and Main Roads (excluding Administered)
- RoadTek
- CITEC (up to 31 October 2024)
- Corporate Administration Agency (up to 31 October 2024)
- Queensland Shared Services (up to 31 October 2024)

The machinery-of-government changes effective 1 November 2024, resulted in the transfer of CITEC, Corporate Administration Agency and Queensland Shared Services from the Department of Transport and Main Roads to the Department of Customer Services, Open Data and Small and Family Business.

Reporting entity income statement

Department of Transport and Main Roads*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Appropriation revenue	7,848,177	7,955,855	8,151,917
Taxes
User charges and fees	714,789	798,373	791,092
Royalties and land rents
Grants and other contributions	932,359	819,620	1,345,308
Interest and distributions from managed funds	94	94	97
Other revenue	349,483	338,618	323,141
Gains on sale/revaluation of assets	4,364	3,844	4,470
Total income	9,849,266	9,916,404	10,616,025
EXPENSES			
Employee expenses	920,019	912,490	691,829
Supplies and services	5,218,946	5,487,718	5,693,394
Grants and subsidies	1,016,196	919,677	1,030,672
Depreciation and amortisation	1,710,563	1,722,411	1,800,219
Finance/borrowing costs	108,489	104,583	121,961
Other expenses	38,661	42,366	41,388
Losses on sale/revaluation of assets	5,979	5,839	5,988
Total expenses	9,018,853	9,195,084	9,385,451
Income tax expense/revenue	8,510	14,100	9,605
OPERATING SURPLUS/(DEFICIT)	821,903	707,220	1,220,969

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

Reporting entity balance sheet

Department of Transport and Main Roads*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	464,791	63,667	551,267
Receivables	199,776	500,111	488,438
Other financial assets
Inventories	6,115	729	1,326
Other	33,568	50,877	50,904
Non-financial assets held for sale	3,561
Total current assets	707,811	615,384	1,091,935
NON-CURRENT ASSETS			
Receivables	3,420	3,452	3,452
Other financial assets	15,601	34,027	34,027
Property, plant and equipment	127,145,282	129,636,721	134,433,063
Deferred tax assets	2,231	3,384	2,999
Intangibles	61,131	53,736	53,958
Other	65,956	70,400	67,587
Total non-current assets	127,293,621	129,801,720	134,595,086
TOTAL ASSETS	128,001,432	130,417,104	135,687,021
CURRENT LIABILITIES			
Payables	900,156	815,659	819,975
Current tax liabilities	(5,751)	1,231	2,368
Accrued employee benefits	34,720	37,892	37,995
Interest bearing liabilities and derivatives	93,736	97,731	117,923
Provisions	141,697	234,337	234,337
Other	364,200	435,748	436,894
Total current liabilities	1,528,758	1,622,598	1,649,492
NON-CURRENT LIABILITIES			
Payables
Deferred tax liabilities
Accrued employee benefits
Interest bearing liabilities and derivatives	1,220,936	1,159,474	1,205,597
Provisions	313,728	202,654	202,654
Other	6,568,596	6,549,868	6,317,688
Total non-current liabilities	8,103,260	7,911,996	7,725,939
TOTAL LIABILITIES	9,632,018	9,534,594	9,375,431
NET ASSETS/(LIABILITIES)	118,369,414	120,882,510	126,311,590
EQUITY			
TOTAL EQUITY	118,369,414	120,882,510	126,311,590

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

Reporting entity cash flow statement

Department of Transport and Main Roads*	2024–25 Adjusted Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	7,888,520	7,968,700	8,149,676
User charges and fees	814,031	907,421	898,772
Royalties and land rent receipts
Grants and other contributions	644,389	531,650	1,051,109
Interest and distribution from managed funds received	94	94	97
Taxes
Other	1,113,564	1,130,343	1,128,733
Outflows:			
Employee costs	(925,479)	(917,950)	(691,726)
Supplies and services	(6,199,200)	(6,480,215)	(6,720,232)
Grants and subsidies	(993,148)	(898,700)	(1,015,170)
Borrowing costs	(93,023)	(95,120)	(89,815)
Taxation equivalents paid	(8,891)	(12,523)	(8,083)
Other	(140,002)	(159,905)	(139,111)
Net cash provided by or used in operating activities	2,100,855	1,973,795	2,564,250
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	24,658	24,220	25,756
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(6,068,117)	(6,073,351)	(6,223,740)
Payments for investments
Loans and advances made	(15,000)	(15,000)	..
Net cash provided by or used in investing activities	(6,058,459)	(6,064,131)	(6,197,984)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings	15,000	15,000	..
Equity injections	5,453,589	5,427,204	5,750,307
Appropriated equity injections	5,453,507	5,427,122	5,750,307
Non-appropriated equity injections	82	82	..
Outflows:			
Borrowing redemptions	(60,171)	(60,163)	(93,609)
Finance lease payments	(7,980)	(7,980)	..
Equity withdrawals	(1,465,557)	(1,472,348)	(1,535,364)
Appropriated equity withdrawals	(1,465,557)	(1,472,348)	(1,535,364)
Non-appropriated equity withdrawals
Dividends paid	(1,578)
Net cash provided by or used in financing activities	3,933,303	3,901,713	4,121,334
Net increase/(decrease) in cash held	(24,301)	(188,623)	487,600
Cash at the beginning of financial year	557,210	382,002	63,667
Cash transfers from restructure	(68,118)	(129,712)	..
Cash at the end of financial year	464,791	63,667	551,267

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

Commercialised business units

RoadTek

Overview

RoadTek works towards its vision of being an integral partner, delivering quality transport infrastructure solutions for tomorrow. Our purpose is 'keeping Queensland connected and moving'.

The strategic objectives of the agency are:

- Efficient and productive: A transport system that is a key enabler of economic activity
- Safe and secure: A transport system that is safe and secure for customers and goods
- Accessible and integrated: A transport system that is accessible and connects customers and communities
- Responsive: A transport system that is responsive and resilient to the changing environment
- Sustainable: A transport system that contributes to environmental, economic and social sustainability.

RoadTek contributes to the Government's objectives by:

- maintaining a local workforce that is well equipped and capable of providing on the ground support to communities in times of need
- providing transport infrastructure solutions including construction and maintenance services to enable the department to deliver on the Queensland Government priorities with a focus on best value outcomes for our customers, stakeholders and the community.

Key deliverables

In 2025–26, RoadTek will:

- support the construction and maintenance of Queensland's transport network in accordance with the priorities of the government
- continue to deliver transport infrastructure projects and services across the state, including completing repair and response activities following incidents and accidents on the network
- work with other state agencies and local governments to support the delivery of their infrastructure programs, such as the Department of Environment, Tourism, Science and Innovation, and the Department of State Development, Infrastructure and Planning
- continue to onboard trainees, apprentices and graduates across RoadTek to support jobs creation and building the workforce for the future.

Performance statement

Transport Infrastructure Construction and Maintenance

Objective

To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities, with a focus on best value outcomes for our customers, stakeholders and the community.

Description

To deliver community and stakeholder outcomes by providing end-to-end management of transport solutions through integrated business streams, including civil construction and maintenance, structures, electrical, intelligent transport systems and line marking, supported by an internal construction plant fleet.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measure			
Customers' and stakeholders' overall value of RoadTek (on a scale of 1 to 5)	>4	4.31	>4
Efficiency measures			
Long term debt / equity ¹	9.9%	9.8%	9.8%
Long term debt / total assets ²	7.2%	7.1%	7.1%
Return on equity ³	10.4%	10.5%	10.0%
Return on revenue (after tax)	2.5%	3.4%	2.5%
Profit margin (earnings before income tax / user charges) ⁴	3.5%	4.9%	3.5%

Notes:

1. Long term debt and equity position have remained stable following annual dividend payment and positive trading results with an on-budget performance expected in 2025–26.
2. Long term debt and the asset position have remained stable following the annual dividend payment and positive trading results with an on-budget performance expected in 2025–26.
3. The return on equity position service standard has remained stable with positive trading results with an on-budget performance expected in 2025–26.
4. The variance between 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to additional program of works against budget. An on-budget performance is expected in 2025–26.

Budget 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
Transport Infrastructure Constructions and Maintenance	1,390	1,388	1,388

Capital program

RoadTek's capital program for 2025–26 of \$30 million is predominantly comprised of construction plant and equipment. RoadTek has an active replacement program for construction plant and equipment ensuring reliable and safe equipment is used for the program of works by Operations Centres around the state.

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	26,000	26,000	30,000
Capital grants
Total capital outlays	26,000	26,000	30,000

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

Financial statements

Income statement

Total revenue for 2025–26 is estimated to decrease \$44.4 million to \$914.9 million in 2025–26 when compared against 2024–25 estimated actuals. There has been an uplift in revenue over the past 6 months primarily due to an increase from the delivery of QTRIP program impacts from recent weather events. RoadTek is ready, prepared and available for disaster management and recovery as demonstrated through its capacity to successfully manage numerous events both over the past 12 months and over past years. Included in revenue predictions is further recovery rehabilitation for flood damaged roads after another wet summer in various locations around Queensland. RoadTek continues to maintain a positive return on revenue which assists in enabling the renewal program for construction plant and equipment.

Balance sheet

The value of RoadTek's assets in 2025–26 is estimated to total \$290 million. This is primarily made up of receivables, work in progress and construction plant and equipment (with a book value more than \$105 million in 2025–26) used by RoadTek Operations Centres around the state. The RoadTek Balance Sheet position is expected to improve incrementally over coming years with a continuing priority to maintain reliable construction plant and equipment to the business. RoadTek's liabilities of \$89.2 million in 2025–26 mainly include payables which are expected to remain in line with asset growth over the forward estimates.

Income statement

RoadTek	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
User charges and fees	802,815	954,940	910,694
Grants and other contributions
Interest and distributions from managed funds	712	1,305	712
Other revenue	1,421	1,649	1,474
Gains on sale/revaluation of assets	1,864	1,344	1,970
Total income	806,812	959,238	914,850
EXPENSES			
Employee expenses	199,585	186,539	204,095
Supplies and services	559,318	704,764	656,255
Grants and subsidies
Depreciation and amortisation	13,818	15,618	15,800
Finance/borrowing costs	703	529	719
Other expenses	4,785	4,691	5,716
Losses on sale/revaluation of assets	234	94	246
Total expenses	778,443	912,235	882,831
Income tax expense/revenue	8,510	14,100	9,605
OPERATING SURPLUS/(DEFICIT)	19,859	32,903	22,414

Balance sheet

RoadTek	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	10,520	12,943	13,506
Receivables	66,423	87,732	76,655
Other financial assets
Inventories	92,628	90,246	90,710
Other	959	1,005	1,005
Non-financial assets held for sale
Total current assets	170,530	191,926	181,876
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	90,656	94,918	105,086
Deferred tax assets	2,231	3,384	2,999
Intangibles
Other
Total non-current assets	92,887	98,302	108,085
TOTAL ASSETS	263,417	290,228	289,961
CURRENT LIABILITIES			
Payables	53,233	57,973	60,477
Current tax liabilities	(5,751)	1,231	2,368
Accrued employee benefits	5,729	7,360	7,360
Interest bearing liabilities and derivatives	6
Provisions
Other
Total current liabilities	53,217	66,564	70,205
NON-CURRENT LIABILITIES			
Payables
Deferred tax liabilities
Accrued employee benefits
Interest bearing liabilities and derivatives	19,000	19,000	19,000
Provisions
Other
Total non-current liabilities	19,000	19,000	19,000
TOTAL LIABILITIES	72,217	85,564	89,205
NET ASSETS/(LIABILITIES)	191,200	204,664	200,756
EQUITY			
TOTAL EQUITY	191,200	204,664	200,756

Cash flow statement

RoadTek	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	808,530	954,263	921,886
Grants and other contributions
Interest and distribution from managed funds received	712	1,305	712
Other	31,421	65,387	66,805
Outflows:			
Employee costs	(199,585)	(186,539)	(204,095)
Supplies and services	(589,893)	(747,577)	(719,661)
Grants and subsidies
Borrowing costs	(703)	(529)	(719)
Taxation equivalents paid	(8,891)	(12,523)	(8,083)
Other	(4,785)	(4,691)	(5,716)
Net cash provided by or used in operating activities	36,806	69,096	51,129
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	4,658	4,220	5,756
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(26,000)	(26,000)	(30,000)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(21,342)	(21,780)	(24,244)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Dividends paid	(13,616)	(12,038)	(26,322)
Net cash provided by or used in financing activities	(13,616)	(12,038)	(26,322)
Net increase/(decrease) in cash held	1,848	35,278	563
Cash at the beginning of financial year	8,672	(22,335)	12,943
Cash transfers from restructure
Cash at the end of financial year	10,520	12,943	13,506

Statutory bodies

Gold Coast Waterways Authority

Overview

The Gold Coast Waterways Authority's (the Authority) vision is to enhance the waterways experience. The Authority's purpose is to deliver efficient and sustainable management of and access to the Gold Coast waterways.

The Authority's strategic objectives are:

- Understand waterways attributes and use patterns
- Continuously improve access to the waterways
- Enhance and manage the channel network for the benefit of waterways users
- Define, promote, and enhance waterway destinations
- Engage with community and stakeholders effectively.

The Authority contributes to the *Government's objectives for the community*² by working to provide *A better lifestyle through a stronger economy*, and *A plan for Queensland's future* by understanding our customers and their needs, strengthening partnerships to manage growth, and ensuring safe and sustainable enjoyment of our waterways.

Key deliverables

In 2025–26, the Authority will:

- maintain and improve boating infrastructure by commencing the replacement of the boat ramp at Paradise Point
- complete the expansion of the Sand Bypass System (SBS) storage shed at The Spit to accommodate upgraded staff facilities and improve work practices with an upgrade to the SBS work platform
- keep navigation channels accessible through maintenance dredging of North Channel and South Channel
- deliver against the Spit Works Program by completing construction of Doug Jennings Park revitalisation and Marine Stadium foreshore surrounds.

² To find out more, go to qld.gov.au and search “government’s objectives for the community.”

Performance statement

Management of and access to the Gold Coast waterways

Objective

To deliver the best possible management of the Gold Coast waterways at reasonable cost to the community and government.

Description

The Authority, by delivering on the *Gold Coast Waterways Management Strategy 2021–2030*, will provide an integrated and reliable waterways network, that is supported by long-term planning that considers future use and emerging challenges to balance the needs of users. Management of the network contributes to the community's access and use of the waterways and supports jobs and economic growth in the marine and tourism industries.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measures			
Percentage of customer enquiries relating to the better management of and access to the waterways are responded to within customer service standards	95%	95%	95%
Percentage of community's overall satisfaction with Gold Coast Waterways Authority ¹	80%	83%	80%
Efficiency measures			
Cost per cubic metre of operating the Gold Coast Sand Bypass System ^{2,3}	\$5.20	\$10.90	\$7.25
Average annual cost to manage and maintain each aid to navigation in the Gold Coast waterways ^{4,5}	\$455	\$440	\$440

Notes:

1. While the Target/Estimate for 2024–25 and 2025–26 is the same, the method for determining satisfaction has been improved to better reflect community sentiment.
2. The variance between the 2024–25 Target/Estimate and 2024–25 Estimated Actual is due to a reduction in sand pumped due to downtime from Ex-Tropical Cyclone Alfred, an increase in expenditure for the ongoing protective coating of the Sand Bypass Jetty and budget carry forward for a multi-year capital construction contract.
3. The increase between the 2024–25 Target/Estimate and 2025–26 Target/Estimate is due to increased budget allocation for the ongoing protective coating of the Sand Bypass Jetty.
4. The variance between the 2024–25 Target/Estimate and the 2024–25 Estimated Actual is due to a reduction in marine signs throughout the waterways network and hence reduced aids to navigations.
5. The decrease between the 2024–25 Target/Estimate and the 2025–26 Target/Estimate is due to the removal of a channel in southern Broadwater and hence reduced aids to navigations.

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
Management of and access to the Gold Coast waterways	45	45	45

Capital program

The Authority's capital program for 2025–26 of \$8 million is to improve management of, and provide better access to, the Gold Coast Waterway, canals and rivers and to deliver public realm works as part of the implementation of The Spit Master Plan.

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	10,092	7,132	8,007
Capital grants
Total capital outlays	10,092	7,132	8,007

Further information about the Gold Coast Waterways Authority capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Financial statements

Income statement

Total revenue is estimated to be \$22.4 million in 2025–26 and is comparable to the 2024–25 Estimated actuals.

Total expenses are estimated to be \$23.7 million in 2025–26, a decrease of \$3.1 million from the 2024–25 Estimated actual. The decrease is primarily due to reduction in contractor expenditure relating to the Spit Master Plan operational projects works.

Balance sheet

The value of the Authority's assets in 2025–26 is estimated to total \$278.3 million. This is primarily comprised of the value of marine infrastructure (\$197.2 million) and land (\$53.8 million). Over the next 3 years it is expected that the value of marine infrastructure assets will increase by 3 per cent due to continuing investment. Total liabilities in 2025–26 are estimated to be \$5.3 million. This mainly comprises of payables of \$5.1 million. Total liabilities are anticipated to remain consistent over the next 3 years.

Income statement

Gold Coast Waterways Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Taxes
User charges and fees	21,238	21,238	21,417
Grants and other contributions	515	515	530
Interest and distributions from managed funds	500	800	500
Other revenue
Gains on sale/revaluation of assets
Total income	22,253	22,553	22,447
EXPENSES			
Employee expenses	5,609	5,609	5,728
Supplies and services	11,041	14,459	11,411
Grants and subsidies	5	..	5
Depreciation and amortisation	4,901	5,288	4,974
Finance/borrowing costs
Other expenses	1,497	1,482	1,579
Losses on sale/revaluation of assets
Total expenses	23,053	26,838	23,697
OPERATING SURPLUS/(DEFICIT)	(800)	(4,285)	(1,250)

Balance sheet

Gold Coast Waterways Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	8,811	13,743	11,557
Receivables	537	755	755
Other financial assets
Inventories	163	172	172
Other
Non-financial assets held for sale
Total current assets	9,511	14,670	12,484
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	251,130	262,288	265,383
Intangibles	470	462	400
Other
Total non-current assets	251,600	262,750	265,783
TOTAL ASSETS	261,111	277,420	278,267
CURRENT LIABILITIES			
Payables	4,168	5,064	5,064
Accrued employee benefits	143	157	157
Interest bearing liabilities and derivatives
Provisions
Other	215	43	43
Total current liabilities	4,526	5,264	5,264
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	4,526	5,264	5,264
NET ASSETS/(LIABILITIES)	256,585	272,156	273,003
EQUITY			
TOTAL EQUITY	256,585	272,156	273,003

Cash flow statement

Gold Coast Waterways Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	21,238	21,238	21,417
Grants and other contributions	515	515	530
Interest and distribution from managed funds received	500	800	500
Taxes
Other
Outflows:			
Employee costs	(5,609)	(5,609)	(5,728)
Supplies and services	(11,041)	(14,459)	(11,411)
Grants and subsidies	(5)	..	(5)
Borrowing costs
Other	(1,497)	(1,482)	(1,579)
Net cash provided by or used in operating activities	4,101	1,003	3,724
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(10,092)	(7,132)	(8,007)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(10,092)	(7,132)	(8,007)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	4,312	4,312	2,097
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities	4,312	4,312	2,097
Net increase/(decrease) in cash held	(1,679)	(1,817)	(2,186)
Cash at the beginning of financial year	10,490	15,560	13,743
Cash transfers from restructure
Cash at the end of financial year	8,811	13,743	11,557

Cross River Rail Delivery Authority

Overview

The Cross River Rail Delivery Authority (the Delivery Authority) has been established to deliver the Cross River Rail project and associated works.

Key deliverables

In 2025–26, the Delivery Authority will:

- hold contract partners to account and ensure the project meets its revised budget and timeframe (upon completion of negotiations)
- continue the station build and tunnel fit out for 4 new high-capacity underground stations at Boggo Road, Woolloongabba, Albert Street and Roma Street
- continue to deliver the rolling program of significant accessibility upgrade works at the 6 stations from Fairfield station to Salisbury station
- support temporary station openings at Exhibition to assist travel to major events at the Brisbane Showgrounds
- complete construction of the new above-ground station at Dutton Park
- continue testing of the European Train Control System
- complete construction of the new Pimpama and Hope Island stations and continue construction of Merrimac station
- establish a new State-led Lead Integrator to assure successful integration of Cross River Rail into the SEQ rail network and facilitate future rail projects.

Performance statement

Procurement, development and delivery of Cross River Rail

Objective

To lead the procurement, development and delivery of the Cross River Rail project within agreed timeframes.

Description

The key activities and services within this service area include entering and managing contracts and other arrangements for project construction and integration; managing project planning, including inviting and evaluating proposals, and procuring or supplying infrastructure/services; partnering with stakeholders regarding funding opportunities and delivery; obtaining relevant approvals or authorities required; and ensuring provision of and safe management of infrastructure, construction, commissioning, delivery and other services.

Service standards	2024–25 Target/Est.	2024–25 Est. Actual	2025–26 Target/Est.
Effectiveness measure			
Percentage of Cross River Rail construction works completed / progressed within the required timeframe ^{1,2}	100%	93%	100%
Efficiency measure			
Administration cost to plan and manage Cross River Rail Project as a percentage of project costs being delivered by the Cross River Rail Delivery Authority ³	1.5%	1.4%	1.5%

Notes:

1. The wording for this service standard has been amended to improve clarity and was previously worded 'Percentage of Cross River Rail construction works completed within the required timeframe' in the 2024–25 *Service Delivery Statements* (SDS). There is no change to the calculation methodology.
2. This measure relates to the proportion of construction work activities completed and planned to be completed each financial year. Delivery progress has continued across Cross River Rail works, however the project has experienced program delays. The Delivery Authority is currently re-baselining the program which will be reflected in future SDS.
3. The wording for this service standard has been amended to improve clarity that the calculation is based on project costs associated with the Delivery Authority. It was previously worded 'Administration cost to plan and manage Cross River Rail Project as a percentage of the overall whole of project costs' in the 2024–25 SDS. There is no change to the calculation methodology.

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 ¹
Procurement, development and delivery of Cross River Rail	227	234	168

Notes:

1. The variance between 2024–25 Estimated Actual and 2025–26 Budget is due to the project transitioning from construction to operations.

Capital program

The Authority's capital program for 2025–26 of \$267 million is to continue the construction of a new 10.2 kilometre rail line from Dutton Park to Bowen Hills, including 5.9 kilometres of twin tunnels under the Brisbane River and CBD, and 4 new underground stations (Boggo Road, Woolloongabba, Albert Street and Roma Street).

The table below shows the total capital outlays by the agency in the respective years. Due to project delays caused by market conditions, industrial action, and contractor claims, the cost of Cross River Rail is expected to exceed \$17 billion, with negotiations ongoing to finalise the overall project budget.

	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
Capital purchases	456,017	814,637	266,954
Capital grants	58,253	58,253	..
Total capital outlays	514,270	872,890	266,954

Further information about the Cross River Rail Delivery Authority capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Financial statements

Income statement

Total revenue is estimated to be \$1.137 billion in 2025–26, a decrease of \$58.8 million from the 2024–25 Estimated Actual. The decrease is primarily due to the timing of delivery by Cross River Rail on the European Train Control System, integration activities and complementary works. These works are fully funded with an equivalent offsetting cost.

Balance sheet

The value of infrastructure work in progress at the end of 2025–26 is \$7.664 billion.

Income statement

Cross River Rail Delivery Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
INCOME			
Taxes
User charges and fees	904,616	980,129	968,094
Grants and other contributions	230,483	215,739	169,023
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	1,135,099	1,195,868	1,137,117
EXPENSES			
Employee expenses	16,477	16,234	15,107
Supplies and services	927,442	990,979	1,011,680
Grants and subsidies	58,253	58,253	..
Depreciation and amortisation	702	669	113
Finance/borrowing costs	131,580	129,088	109,456
Other expenses	645	645	761
Losses on sale/revaluation of assets
Total expenses	1,135,099	1,195,868	1,137,117
OPERATING SURPLUS/(DEFICIT)

Balance sheet

Cross River Rail Delivery Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CURRENT ASSETS			
Cash assets	103,071	173,198	237,731
Receivables	236,398	370,989	355,635
Other financial assets
Inventories
Other	5,803	655	879
Non-financial assets held for sale
Total current assets	345,272	544,842	594,245
NON-CURRENT ASSETS			
Receivables	281,810	282,262	282,262
Other financial assets
Property, plant and equipment	7,103,637	7,397,473	7,664,314
Intangibles
Other	9,451
Total non-current assets	7,394,898	7,679,735	7,946,576
TOTAL ASSETS	7,740,170	8,224,577	8,540,821
CURRENT LIABILITIES			
Payables	123,057	175,275	171,976
Accrued employee benefits	1,695	1,595	1,446
Interest bearing liabilities and derivatives	215,242	248,023	143,245
Provisions
Other	150,000
Total current liabilities	489,994	424,893	316,667
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	2,385,294	2,561,633	1,845,809
Provisions
Other
Total non-current liabilities	2,385,294	2,561,633	1,845,809
TOTAL LIABILITIES	2,875,288	2,986,526	2,162,476
NET ASSETS/(LIABILITIES)	4,864,882	5,238,051	6,378,345
EQUITY			
TOTAL EQUITY	4,864,882	5,238,051	6,378,345

Cash flow statement

Cross River Rail Delivery Authority	2024–25 Budget \$'000	2024–25 Est. Actual \$'000	2025–26 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	768,979	1,155,035	1,136,856
Grants and other contributions	230,483	215,739	169,023
Interest and distribution from managed funds received
Taxes	(133)
Other	11,682	(96,260)	60,640
Outflows:			
Employee costs	(16,743)	(16,167)	(15,286)
Supplies and services	(938,412)	(1,024,644)	(1,057,732)
Grants and subsidies
Borrowing costs
Other	(114,898)	(175,461)	(169,623)
Net cash provided by or used in operating activities	(58,909)	58,242	123,745
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(304,106)	(641,549)	(158,905)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(304,106)	(641,549)	(158,905)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	632,250	1,004,239	1,140,294
Outflows:			
Borrowing redemptions	(263,072)	(261,836)	(1,040,601)
Finance lease payments	(1,850)	(900)	..
Equity withdrawals
Net cash provided by or used in financing activities	367,328	741,503	99,693
Net increase/(decrease) in cash held	4,313	158,196	64,533
Cash at the beginning of financial year	98,758	15,002	173,198
Cash transfers from restructure
Cash at the end of financial year	103,071	173,198	237,731

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.

