

DOING WHAT MATTERS FOR QUEENSLAND

QUEENSLAND BUDGET 2024–25



SERVICE DELIVERY STATEMENTS

Department of Transport and Main Roads



Queensland
Government

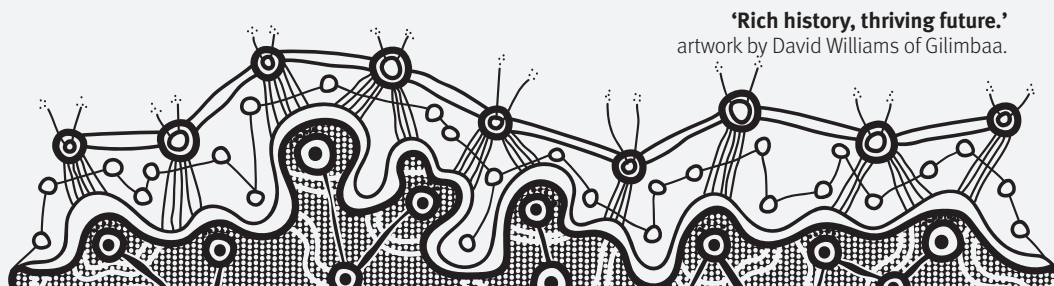
2024–25 Queensland Budget Papers

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The budget papers are available online at budget.qld.gov.au

First Nations acknowledgement

Queensland Treasury acknowledges Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and custodians of the land. We recognise their connection to land, sea and community, and pay our respects to Elders past, present and emerging.



'Rich history, thriving future.'
artwork by David Williams of Gilimbaa.

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Service Delivery Statements

ISSN 1445-4890 (Print)

ISSN 1445-4904 (Online)



Department of Transport and Main Roads

Portfolio overview

Minister for Transport and Main Roads and Minister for Digital Services

The Honourable Bart Mellish MP

Department of Transport and Main Roads

Director-General: Sally Stannard

Queensland Shared Services

Chief Customer and Digital Officer: Chris McLaren

Corporate Administration Agency

Chief Customer and Digital Officer: Chris McLaren

RoadTek

General Manager: Dean Helm

CITEC

Chief Customer and Digital Officer: Chris McLaren

The Minister for Transport and Main Roads and Minister for Digital Services 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

services.citec.com.au

forgov.qld.gov.au/qss

caa.qld.gov.au

gcwa.qld.gov.au

crossriverrail.qld.gov.au

Department of Transport and Main Roads

Overview

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 digital services that are safe and accessible for everyone'.

The service areas within the department align with the following department objectives:

- 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.
- Digital economic contribution: A thriving digital economy to benefit Queenslanders.

Contributions to the government's objectives for the community

The department supports the government's objectives for the community¹:

- Good jobs: Good, secure jobs in our traditional and emerging industries
- Better Services: Deliver even better services right across Queensland
- Great Lifestyle: Protect and enhance our Queensland lifestyle as we grow.

Key deliverables

In 2024–25, the department will:

- develop strategies, in collaboration with transport partners including the Games Venue and Legacy Delivery Authority, to deliver efficient and sustainable transport services to support the Brisbane 2032 Olympic and Paralympic Games
- continue to implement the freight funding package for the Northern Peninsula, Torres Strait and Gulf region, South West Queensland region and Central West Queensland region to assist in easing freight related cost of living pressures
- continue to implement the *Queensland Road Safety Strategy 2022–31* and deliver the first Queensland State Road Safety Report which will inform the development of the Road Safety Action Plan 2025–28
- continue to lead the prioritisation and planning for the treatment of high-priority level crossings in South East Queensland, including the scoping of new-generation behaviour monitoring cameras to determine if the technology improves road user behaviour around rail level crossings
- continue to implement the Backing Queensland Maritime Jobs Initiative, supporting the maritime industry to establish sustainable coastal shipping services, create new and sustainable maritime jobs and provide training opportunities and career pathways for Queensland mariners
- continue to implement the Zero Emission Bus Program with a focus to replace current diesel buses in the Translink public transport fleet with zero emission buses, which will reduce greenhouse gas emissions and minimise harmful pollutants in our communities
- commence construction of major rail upgrade projects, including Beerburrum to Nambour Stage 1 and the Logan and Gold Coast Faster Rail to accommodate future population and patronage growth and deliver sustainable transport services

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

- continue to implement the Queensland Train Manufacturing Program, which will manufacture 65 six-car passenger trains at a purpose-built manufacturing facility at Torbanlea and construction of new rail facility at Ormeau supporting jobs in the Fraser Coast and Gold Coast regions
- finalise the New Generation Rollingstock accessibility upgrades, and continue to modify the fleet for European Train Control System, Automatic Train Operation and Platform Screen Door upgrades in readiness for Cross River Rail tunnel testing
- continue construction of the Coomera Connector, 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
- implement *Our Thriving Digital Future: Queensland's Digital Economy Strategy* by continuing delivery of the 2023–2026 Action Plan:
 - enhance digital government services, including qld.gov.au, and continue integration with in-person support and other assisted channels
 - work with the Australian Government and telecommunication providers to improve connectivity across Queensland through programs such as the Regional Connectivity Program Round 3 and Mobile Black Spot Program Round 7 initiatives
 - support activities that promote digital access, affordability, and digital inclusion, including the development of a First Nations digital strategic plan and a state-wide digital inclusion strategic plan
 - support an uplift in the cyber security preparedness of Queensland Government entities through a central program of cyber security services and assistance.

Budget highlights

In the 2024–25 Queensland Budget, the government is providing:

- \$281.8 million over 4 years to freeze the indexation of the registration fee and traffic improvement fee components of vehicle registration for light vehicles in 2024–25 and \$435 million over 2 years reducing the registration fee and traffic improvement fee components of motor vehicle registration for all light vehicles for 12 months by 20 per cent
- \$62.3 million over 5 years to freeze the public transport fare increase in 2024 for 12 months and \$150 million to implement a temporary fare reduction across the SEQ public transport network and on contracted regional bus services for 6 months from 5 August 2024 with a flat fare of 50 cents per trip. In addition to this initiative, the government is also providing half-price tickets on Airtrain services
- \$134.2 million over 2 years to procure 200 buses from local manufacturers to ensure coverage for rail replacement services for multiple significant track closures to support major rail construction projects
- \$84.5 million over 5 years to continue the delivery of the School Bus Upgrade Scheme, to fund the replacement of vehicles for school services
- \$72.2 million over 5 years (from 2023–24), and \$11.8 million per annum to create a digital wallet, provide ongoing support for the Digital Licence App, facilitate customer movement to the Queensland Digital Identify platform and to prepare for modernising the transport registration and licencing system
- \$69.5 million over 4 years and \$24.3 million per annum ongoing for the department to increase bus services and associated infrastructure in Ipswich and Logan
- \$50 million in 2024–25 (\$40 million for a Cyber Security Fund to be held centrally), for the Queensland Customer and Digital Group's Cyber Security Unit (CSU) to prioritise Queensland Government agencies' critical cyber security initiatives and for the CSU to administer the Cyber Security Fund
- \$17 million over 2 years to prepare a detailed business case for the Gympie Road Bypass Surface Corridor Transformation Project
- \$2.1 million in 2024–25 to continue the Gold Coast On Demand Transport trial
- \$1.1 million in 2024–25 to extend the Queensland School Bus Ticketing pilot until June 2025.

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	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 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%	96.4%	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	<\$10	\$3.00	<\$10

Note:

1. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual has been achieved by managing administration costs through efficiencies and savings.

Transport Infrastructure Management and Delivery

Objective

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

Description

Manage and operate 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	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Service: Transport Infrastructure Management			
Effectiveness measures			
South East Queensland road network efficiency – Average travel time (minutes) per 10km ¹ : <ul style="list-style-type: none"> AM peak Off peak PM peak 	9.5 min 9.2 min 10.0 min	9.8 min 9.4 min 10.8 min	9.5 min 9.2 min 10.0 min
South East Queensland road network reliability – Percentage of the road network with reliable travel times ¹ : <ul style="list-style-type: none"> AM peak Off peak PM peak 	86% 90% 79%	85% 88% 78%	86% 90% 79%
South East Queensland road network productivity – Percentage of the road network with good productivity ¹ : <ul style="list-style-type: none"> AM peak Off peak PM peak 	75% 75% 71%	72% 72% 67%	75% 75% 71%
South East Queensland arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour ¹ : <ul style="list-style-type: none"> AM peak Off peak PM peak 	87% 91% 81%	86% 89% 79%	87% 91% 81%
Efficiency measure			
Average cost per 100 vehicle kilometres travelled to operate state-controlled roads	\$0.09	\$0.10	\$0.09
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 measureAdministrative cost of delivering the Queensland Transport and Roads Investment Program (QTRIP) per \$1,000 of the QTRIP published budget²

<\$51

\$19.54

<\$51

Notes:

1. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual can be attributed to significant population growth of 3 per cent in 2022–23 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 2023–24 Target/Estimate and 2023–24 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	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Effectiveness measures			
Fatalities per 100,000 population on state-controlled roads ^{1,2}	2.59	3.07	2.59
Road fatalities per 100,000 population ^{1,2}	4.28	5.37	4.28
Hospitalised road casualties per 100,000 population ^{1,2}	110	155.34	110
Marine fatalities per 100,000 registered vessels regulated in Queensland	4.70	4.13	4.70
Percentage of vessel movements without serious incidents:			
• Pilotage areas	100%	100%	100%
• Reef/TS area	100%	100%	100%
Efficiency measure			
Direct operational cost of Vessel Traffic Services per monitored vessel movement ³	\$551	\$671	\$638

Notes:

1. This service standard is also presented in the Queensland Police Service *Service Delivery Statements*.
2. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is based on a number of societal influences that can vary throughout the year resulting in changes in numbers of road crashes.
3. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to increased labour and salary, as well as costs to upgrade radio communication equipment partially offset by increased vessel movements. The 2024–25 Target/Estimate has also increased as a result.

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, licensing services, registration services, identity services and passenger transport services. Key customer experience activities include: providing flexible service options and delivery methods across multiple channels such as contact centre services and self-serve online 24/7 and new webchat options; conducting regular customer research and insights to capture customer perspectives, motivations and expectations to guide the development of product and service delivery; and refreshing the Customer Value Proposition and Customer Charter.

Service standards	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Effectiveness measures			
Overall customer satisfaction with transactional services (on a scale of 1 to 10)	8.0	8.2	8.0
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5):			
<ul style="list-style-type: none"> • South East Queensland bus • South East Queensland rail • South East Queensland ferry • South East Queensland tram • Regional urban bus 	<ul style="list-style-type: none"> ≥3.5 ≥3.5 ≥3.5 ≥3.5 ≥3.5 	<ul style="list-style-type: none"> 4.0 3.9 4.5 4.3 4.2 	<ul style="list-style-type: none"> ≥3.5 ≥3.5 ≥3.5 ≥3.5 ≥3.5
Customer service complaints in South East Queensland per 10,000 trips	<3.0	2.1	<3.0
Efficiency measures			
Average unit cost per transaction in a Customer Service Centre	\$22.55	\$20.31	\$20.89
Average cost per customer interaction – Translink Contact Centre	New measure	New measure	\$8.34
Discontinued measures			
Average cost per customer call enquiry – Translink Contact Centre ^{1,2}	\$6.50	\$7.11	Discontinued measure

Notes:

1. This service standard has been discontinued and replaced with 'Average cost per customer interaction – Translink Contact Centre' as a new service contract will be in place for 2024–25 which will see a change in the calculation methodology making past performance no longer comparable.
2. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to higher-than-expected CPI contract adjustments effective from 1 July 2023 and lower call volumes than originally forecast.

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	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Effectiveness measures			
Patronage on government contracted services (millions):			
South East Queensland: ¹			
• Bus	170.54	169.26	174.93
• Rail ²	106.23	107.14	110.45
• Tram	48.45	45.25	46.69
• Ferry ³	10.77	11.43	11.47
	5.09	5.44	6.32
Rest of Queensland: ⁴	11.45	11.49	11.83
• Regional air	0.16	0.16	0.17
• Long distance bus ⁵	0.06	0.07	0.07
• Regional urban bus	8.50	8.70	9.00
• Traveltrain ⁶	0.33	0.31	0.34
• Regional ferry ⁷	2.40	2.25	2.25
On-time running: Combined Peaks Citytrain Services ⁸	95.0%	95.0%	95.0%
Reliability: 24/7 Citytrain Services ⁹	99.5%	99.5%	99.5%
Efficiency measure			
Cost per passenger trip to administer statewide government contracted passenger transport services ¹⁰	\$18.70	\$19.09	\$19.71

Notes:

- The increase in the 2024–25 Target/Estimate for South East Queensland patronage (with the exception of Rail) is due to strong population growth and the continued recovery in public transport usage post COVID-19. Impact of the trial of 50 cent fares has not been included in SDS performance forecast. The trial will be evaluated separately and when the ongoing fare strategy is approved, SDS measure forecasts will be updated accordingly.
- The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to increased disruptions during the construction phase of Cross River Rail. This has also impacted the 2024–25 Target/Estimate.
- The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to the full return to normal operations after the extensive damage caused to the Brisbane City Ferry network by the February/ March 2022 flood events.
- The increase in the 2024–25 Target/Estimate for patronage in Rest of Queensland (except for Regional Ferry) is due to the continued recovery in public transport usage post COVID-19. Impact of the trial of 50 cents fares has not been included in SDS performance forecast. The trial will be evaluated separately and when the ongoing fare strategy is approved, SDS measure forecasts will be updated accordingly.
- The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to increased use of services exceeding initial forecasting. The 2024–25 Target/Estimate has been updated accordingly.
- The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to impacts of the timetable change to accommodate the Tilt Train maintenance overhaul program temporarily reducing capacity as well as network outages from the impacts of severe weather events including Tropical Cyclones Jasper and Kirrily.
- The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is predominantly due to better data collection with the implementation of electronic ticketing data collection method on the North Stradbroke Island route.
- The wording of this service standards has been amended to improve clarity and to align with Queensland Rail's service punctuality and reliability reporting. It was previously worded 'Average on-time running performance in peak times – Citytrain'. There is no change to the calculation methodology.

9. The wording of this service standard has been amended to improve clarity and to align with Queensland Rail's service punctuality and reliability reporting. It was previously worded 'Scheduled services delivered – Citytrain'. There is no change to the calculation methodology.
10. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to an increase in service delivery costs, notably the Queensland Rail Transport Service Contract which incorporates Cross River Rail readiness costs. This has also impacted the 2024–25 Target/Estimate.

Customer and Digital Services

Objective

To benefit Queenslanders and their businesses by delivering and improving government services and investing in a digitally enabled economy.

Description

The service area:

- delivers whole-of-government customer service, including developing and delivering innovative digitally enabled and integrated government services that are simpler and faster for the community to access online or through phone and counter channels
- provides and manages the open data portal
- manages complex whole-of-government IT contracts and panel arrangements on behalf of Queensland Government agencies.

Service standards	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Effectiveness measures			
Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies	≥90%	94%	≥90%
Percentage of datasets available on data.qld.gov.au achieving a data usability rating of 3 out of 5 or higher	≥75%	75.3%	≥75%
Percentage of whole-of-government ICT spend awarded to small to medium sized enterprises (transactions over \$5,000) ¹	25%	24%	25%
Efficiency measures			
Cost per customer interaction through all service delivery channels provided by Smart Service Queensland ^{2,3}	\$1.00	\$0.71	\$1.00
Operating cost per \$1,000 of managed spend on ICT products and services	≤\$10	\$9.50	≤\$10

Notes:

1. The wording of this service standard has been amended to improve clarity. It was previously worded 'Percentage of whole-of-government ICT spend awarded to small and medium enterprises (transactions over \$5,000)'. There is no change to the calculation methodology.
2. The wording of this service standard has been amended to reflect a more accurate representation, encompassing Smart Service Queensland's range of service delivery channels. It was previously worded 'Cost per customer interaction (phone, counter, SMS, online) provided by Smart Service Queensland'. There is no change to the calculation methodology.
3. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to continued growth in online interactions and realising efficiencies through existing platforms.

Departmental budget summary

The table below shows the total resources available in 2024–25 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	2023–24 Adjusted Budget ² \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹	6,943,193	7,016,490	7,960,718
Other revenue	1,488,570	1,690,956	2,152,317
Total income	8,431,763	8,707,446	10,113,035
Expenses			
Transport System Investment Planning and Programming	204,342	183,683	204,143
Transport Infrastructure Management and Delivery	2,987,346	3,130,347	3,439,700
Transport Safety and Regulation	396,226	424,967	421,742
Customer Experience	318,946	308,110	361,442
Passenger Transport Services	4,025,604	4,087,128	4,554,096
Customer and Digital Services	303,674	304,975	320,297
Total expenses	8,236,138	8,439,210	9,301,420
Operating surplus/deficit	195,625	268,236	811,615
Net assets	97,110,970	113,350,636	118,143,352
ADMINISTERED			
Revenue			
Commonwealth revenue	..	450	..
Appropriation revenue	184,924	129,353	279,504
Other administered revenue	3,050,970	3,089,879	2,750,416
Total revenue	3,235,894	3,219,682	3,029,920
Expenses			
Transfers to government	3,050,970	3,089,879	2,750,416
Administered expenses	184,924	129,803	279,504
Total expenses	3,235,894	3,219,682	3,029,920
Net assets	123,513	134,215	134,560

Notes:

1. Includes state and Australian Government funding.
2. The 2023–24 Adjusted Budget has been adjusted to reflect the previous machinery-of-government change effective May 2023.

Staffing

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

Service area ¹	2023–24 Budget ²	2023–24 Est. Actual	2024–25 Budget
Transport System Investment Planning and Programming	628	628	628
Transport Infrastructure Management and Delivery	2,424	2,427	2,427
Transport Safety and Regulation	726	776	769
Customer Experience	2,161	2,180	2,200
Passenger Transport Services	527	512	577
Customer and Digital Services	698	694	699
Total FTEs	7,164	7,217	7,300

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. Variance between 2023–24 Budget (published in the 2023–24 SDS) and the 2023–24 Budget is mainly due to the re-alignment of resources from Department of Transport and Main Roads due to the machinery-of-government changes announced in May 2023.

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 2024–25 include progressing delivery of major investments such as:

- rail projects, including:
 - \$786 million towards Queensland Train Manufacturing Program, at a total estimated capital cost of \$4.869 billion
 - \$500 million towards Logan and Gold Coast Faster Rail, as part of a total commitment of \$5.750 billion (jointly funded with the Australian Government)
 - \$308.2 million towards Gold Coast Light Rail (Stage 3), Broadbeach South to Burleigh Heads, at a total estimated cost of \$1.219 billion (jointly funded with the Australian Government and Gold Coast City Council)
 - \$115 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)
 - \$110.8 million towards Direct Sunshine Coast Rail Line (Stage 1), as part of a total commitment of \$5.5 billion (jointly funded with the Australian Government). Stage 1 is expected to cost between \$5.5 billion to \$7 billion, with cost estimates to be finalised following further design development, market engagement and procurement
- Bruce Highway projects jointly funded with the Australian Government, including:
 - \$191.2 million towards Rockhampton Ring Road, at a total estimated cost of \$1.730 billion
 - \$110.6 million towards Bruce Highway (Cooroy to Curra) Section D, construction, at a total estimated cost of \$1.162 billion
 - \$80.9 million towards Bruce Highway (Brisbane - Gympie), Dohles Rocks Road to Anzac Avenue upgrade (Stage 1), at a total commitment of \$290 million
- other important projects, including:
 - \$650 million towards Coomera Connector (Stage 1), Coomera to Nerang, at a total estimated cost of \$3.026 billion (jointly funded with the Australian Government)
 - \$168.3 million towards New Gold Coast Stations (Pimpama, Hope Island and Merrimac), at a total estimated cost of \$500 million
 - \$165 million towards Pacific Motorway, Varsity Lakes (Exit 85) to Tugun (Exit 95) upgrade, at a total estimated cost of \$1.500 billion (jointly funded with the Australian Government)
 - \$52.3 million towards Walkerston Bypass, at a total estimated cost of \$251.7 million (jointly funded with the Australian Government).

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

	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
Capital purchases	4,150,579	5,482,495	6,217,524
Capital grants	553,078	534,859	678,009
Total capital outlays	4,703,657	6,017,354	6,895,533

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 \$10.113 billion in 2024–25, an increase of \$1.406 billion from the 2023–24 Estimated Actual. The increase is primarily due to increased funding under the transport service contract with Queensland Rail to deliver rail services in Queensland, temporary cost of living measures relief for customers, anticipated third party returned works from Brisbane City Council for the Brisbane Metro project and 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 \$9.301 billion in 2024–25, an increase of \$862.2 million from the 2023–24 Estimated Actual. The increase is primarily due to increased expenditure under the transport service contract with Queensland Rail to deliver rail services in Queensland and additional investment in transport infrastructure.

Administered income statement

This statement records appropriation revenue received by the department for allocation to 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 \$3.030 billion in 2024–25, a decrease of \$189.8 million from the 2023–24 Estimated Actual. The decrease is primarily due to motor vehicle registration fee reduction and freeze cost of living pressure assistance offset by the reprofiling of funding for the Cross River Rail Delivery Authority and Mount Isa to Townsville Rail Line.

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 2024–25 are estimated to total \$127.977 billion. This is primarily comprised of the value of transport infrastructure (\$103.732 billion) and land (\$7.086 billion). Over the next 3 years it is expected that the value of infrastructure assets will increase by 14 per cent due to continuing investment in the transport system and that the value of land will increase by 1.4 per cent due to acquisitions for future projects less any land sold that is surplus to requirements.

Total departmental liabilities in 2024–25 are estimated to be \$9.833 billion. This is mainly comprised of payables of \$1.031 billion, finance lease liabilities of \$1.381 billion and service concession liabilities (relating to the grant of a right to the operator) of \$6.691 billion. Total liabilities are anticipated to decrease over the next 3 years to \$8.693 billion in 2027–28. Payables are expected to remain at about the same level over the next 3 years while service concessions liabilities are expected to decrease to \$5.994 billion in 2027–28 as finance lease liabilities are repaid.

Controlled income statement

Department of Transport and Main Roads*	2023–24 Adjusted Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
INCOME			
Appropriation revenue	6,943,193	7,016,490	7,960,718
Taxes
User charges and fees	847,112	884,611	846,932
Royalties and land rents
Grants and other contributions	275,116	384,487	932,278
Interest and distributions from managed funds	2,131	789	797
Other revenue	361,711	418,569	369,810
Gains on sale/revaluation of assets	2,500	2,500	2,500
Total income	8,431,763	8,707,446	10,113,035
EXPENSES			
Employee expenses	672,219	723,581	715,240
Supplies and services	5,041,256	5,116,737	5,713,819
Grants and subsidies	858,972	822,033	1,019,252
Depreciation and amortisation	1,524,790	1,631,243	1,698,781
Finance/borrowing costs	100,029	103,612	111,181
Other expenses	33,130	36,262	37,405
Losses on sale/revaluation of assets	5,742	5,742	5,742
Total expenses	8,236,138	8,439,210	9,301,420
OPERATING SURPLUS/(DEFICIT)	195,625	268,236	811,615

*The 2023–24 Budget and 2023–24 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

Controlled balance sheet

Department of Transport and Main Roads*	2023–24 Adjusted Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CURRENT ASSETS			
Cash assets	133,510	493,824	440,218
Receivables	251,974	217,301	217,811
Other financial assets
Inventories	1,257	6,423	6,556
Other	45,351	41,679	36,940
Non-financial assets held for sale	2,824	3,561	3,561
Total current assets	434,916	762,788	705,086
NON-CURRENT ASSETS			
Receivables	22,273	22,420	22,420
Other financial assets	5,601	15,601	15,601
Property, plant and equipment	106,070,273	122,354,867	127,104,852
Intangibles	120,851	62,439	61,558
Other	64,210	69,980	67,167
Total non-current assets	106,283,208	122,525,307	127,271,598
TOTAL ASSETS	106,718,124	123,288,095	127,976,684
CURRENT LIABILITIES			
Payables	840,543	1,026,522	1,030,929
Accrued employee benefits	28,488	31,083	31,237
Interest bearing liabilities and derivatives	76,014	78,375	112,098
Provisions	189,644	146,382	142,661
Other	469,234	363,551	364,697
Total current liabilities	1,603,923	1,645,913	1,681,622
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	1,189,041	1,177,042	1,269,386
Provisions	123,236	313,728	313,728
Other	6,690,954	6,800,776	6,568,596
Total non-current liabilities	8,003,231	8,291,546	8,151,710
TOTAL LIABILITIES	9,607,154	9,937,459	9,833,332
NET ASSETS/(LIABILITIES)	97,110,970	113,350,636	118,143,352
EQUITY			
TOTAL EQUITY	97,110,970	113,350,636	118,143,352

*The 2023–24 Budget and 2023–24 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

Controlled cash flow statement

Department of Transport and Main Roads*	2023–24 Adjusted Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	6,943,193	7,022,253	7,960,718
User charges and fees	909,182	964,024	927,131
Royalties and land rent receipts
Grants and other contributions	273,496	382,867	644,308
Interest and distribution from managed funds received	2,131	789	797
Taxes
Other	933,537	1,152,271	1,130,768
Outflows:			
Employee costs	(672,084)	(723,446)	(715,105)
Supplies and services	(5,836,918)	(6,102,499)	(6,698,689)
Grants and subsidies	(834,161)	(796,487)	(996,204)
Borrowing costs	(95,999)	(101,230)	(95,717)
Other	(99,312)	(117,787)	(118,930)
Net cash provided by or used in operating activities	1,523,065	1,680,755	2,039,077
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	(3,877,695)	(5,193,963)	(6,021,240)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(3,857,695)	(5,173,963)	(6,001,240)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	3,792,942	5,063,171	5,471,954
Appropriated equity injections	3,792,942	5,063,171	5,471,954
Non-appropriated equity injections
Outflows:			
Borrowing redemptions	(228,573)	(228,529)	(60,171)
Finance lease payments	(17,165)	(17,901)	(19,205)
Equity withdrawals	(1,320,706)	(1,432,614)	(1,484,021)
Appropriated equity withdrawals	(1,320,706)	(1,432,614)	(1,484,021)
Non-appropriated equity withdrawals
Net cash provided by or used in financing activities	2,226,498	3,384,127	3,908,557
Net increase/(decrease) in cash held	(108,132)	(109,081)	(53,606)
Cash at the beginning of financial year	227,030	602,618	493,824
Cash transfers from restructure	14,612	287	..
Cash at the end of financial year	133,510	493,824	440,218

*The 2023–24 Budget and 2023–24 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

Administered income statement

Department of Transport and Main Roads*	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
INCOME			
Appropriation revenue	184,924	129,803	279,504
Taxes
User charges and fees	3,040,519	3,079,452	2,739,989
Royalties and land rents
Grants and other contributions
Interest and distributions from managed funds	50
Other revenue	10,401	10,427	10,427
Gains on sale/revaluation of assets
Total income	3,235,894	3,219,682	3,029,920
EXPENSES			
Employee expenses
Supplies and services	7,553	14,156	9,520
Grants and subsidies	177,371	115,647	269,984
Depreciation and amortisation
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets
Transfers of Administered Revenue to Government	3,050,970	3,089,879	2,750,416
Total expenses	3,235,894	3,219,682	3,029,920
OPERATING SURPLUS/(DEFICIT)

*The 2023–24 Budget and 2023–24 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

Administered balance sheet

Department of Transport and Main Roads*	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CURRENT ASSETS			
Cash assets	20,032	64,143	64,579
Receivables	298,312	303,563	303,664
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets	318,344	367,706	368,243
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	123,279	134,326	134,326
Intangibles
Other
Total non-current assets	123,279	134,326	134,326
TOTAL ASSETS	441,623	502,032	502,569
CURRENT LIABILITIES			
Payables	284,144	331,948	331,956
Transfers to Government payable	27,719	30,016	30,136
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other	6,247	5,853	5,917
Total current liabilities	318,110	367,817	368,009
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	318,110	367,817	368,009
NET ASSETS/(LIABILITIES)	123,513	134,215	134,560
EQUITY			
TOTAL EQUITY	123,513	134,215	134,560

*The 2023–24 Budget and 2023–24 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

Administered cash flow statement

Department of Transport and Main Roads*	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	107,397	44,673	279,504
User charges and fees	3,042,982	3,081,915	2,742,452
Royalties and land rent receipts
Grants and other contributions
Interest and distribution from managed funds received	50
Taxes
Other	10,381	10,407	10,407
Outflows:			
Employee costs
Supplies and services	(7,533)	(14,136)	(9,500)
Grants and subsidies	(99,844)	(30,872)	(269,984)
Borrowing costs
Other	(2,492)	(2,492)	(2,492)
Transfers to Government	(3,050,850)	(3,089,759)	(2,750,296)
Net cash provided by or used in operating activities	91	(264)	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	630,999	782,290	689,250
Appropriated equity injections	630,999	782,290	689,250
Non-appropriated equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(630,999)	(786,338)	(688,905)
Appropriated equity withdrawals
Non-appropriated equity withdrawals	(630,999)	(786,338)	(688,905)
Net cash provided by or used in financing activities	..	(4,048)	345
Net increase/(decrease) in cash held	91	(4,312)	436
Cash at the beginning of financial year	19,941	68,455	64,143
Cash transfers from restructure
Cash at the end of financial year	20,032	64,143	64,579

*The 2023–24 Budget and 2023–24 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)
- Queensland Shared Services
- Corporate Administration Agency
- RoadTek
- CITEC

Reporting entity income statement

Department of Transport and Main Roads*	2023–24 Adjusted Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
INCOME			
Appropriation revenue	6,943,193	7,016,490	7,960,718
Taxes
User charges and fees	1,074,912	1,101,631	1,073,809
Royalties and land rents
Grants and other contributions	275,197	384,568	932,359
Interest and distributions from managed funds	92	94	94
Other revenue	355,327	416,092	363,948
Gains on sale/revaluation of assets	4,227	3,847	4,364
Total income	8,652,948	8,922,722	10,335,292
EXPENSES			
Employee expenses	981,726	1,065,303	1,063,415
Supplies and services	4,908,587	4,947,375	5,545,707
Grants and subsidies	858,972	822,033	1,019,252
Depreciation and amortisation	1,549,663	1,656,131	1,722,007
Finance/borrowing costs	99,572	103,226	111,737
Other expenses	36,666	39,557	40,749
Losses on sale/revaluation of assets	5,946	5,971	5,976
Total expenses	8,441,132	8,639,596	9,508,843
Income tax expense/revenue	8,921	7,293	8,510
OPERATING SURPLUS/(DEFICIT)	202,895	275,833	817,939

*The 2023–24 Budget and 2023–24 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

Reporting entity balance sheet

Department of Transport and Main Roads*	2023–24 Adjusted Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CURRENT ASSETS			
Cash assets	212,269	557,210	508,226
Receivables	281,052	260,892	261,614
Other financial assets
Inventories	3,986	22,314	22,911
Other	53,343	52,905	48,626
Non-financial assets held for sale	2,824	3,561	3,561
Total current assets	553,474	896,882	844,938
NON-CURRENT ASSETS			
Receivables	3,273	3,420	3,420
Other financial assets	5,601	15,601	15,601
Property, plant and equipment	106,169,090	122,454,434	127,224,893
Deferred tax assets	2,525	2,616	2,231
Intangibles	124,154	67,590	66,002
Other	65,076	74,970	72,257
Total non-current assets	106,369,719	122,618,631	127,384,404
TOTAL ASSETS	106,923,193	123,515,513	128,229,342
CURRENT LIABILITIES			
Payables	742,829	958,582	967,780
Current tax liabilities	(2,854)	(4,985)	(5,751)
Accrued employee benefits	37,546	40,680	41,247
Interest bearing liabilities and derivatives	79,347	80,050	117,360
Provisions	189,644	146,382	142,661
Other	471,501	365,108	366,298
Total current liabilities	1,518,013	1,585,817	1,629,595
NON-CURRENT LIABILITIES			
Payables
Deferred tax liabilities	5
Accrued employee benefits
Interest bearing liabilities and derivatives	1,192,339	1,178,826	1,282,017
Provisions	123,236	313,728	313,728
Other	6,691,157	6,800,884	6,568,704
Total non-current liabilities	8,006,737	8,293,438	8,164,449
TOTAL LIABILITIES	9,524,750	9,879,255	9,794,044
NET ASSETS/(LIABILITIES)	97,398,443	113,636,258	118,435,298
EQUITY			
TOTAL EQUITY	97,398,443	113,636,258	118,435,298

*The 2023–24 Budget and 2023–24 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

Reporting entity cash flow statement

Department of Transport and Main Roads*	2023–24 Adjusted Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	6,943,193	7,022,253	7,960,718
User charges and fees	1,172,623	1,214,452	1,187,913
Royalties and land rent receipts
Grants and other contributions	273,577	382,948	644,389
Interest and distribution from managed funds received	92	94	94
Taxes
Other	970,601	1,193,657	1,168,355
Outflows:			
Employee costs	(981,577)	(1,065,154)	(1,062,944)
Supplies and services	(5,748,181)	(5,981,750)	(6,575,316)
Grants and subsidies	(834,161)	(796,487)	(996,204)
Borrowing costs	(95,542)	(100,844)	(96,273)
Taxation equivalents paid	(9,263)	(9,065)	(8,891)
Other	(130,122)	(149,005)	(151,123)
Net cash provided by or used in operating activities	1,561,240	1,711,099	2,070,718
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	27,577	25,146	24,658
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(3,905,085)	(5,225,106)	(6,048,652)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(3,877,508)	(5,199,960)	(6,023,994)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	3,792,942	5,063,171	5,471,954
Appropriated equity injections	3,792,942	5,063,171	5,471,954
Non-appropriated equity injections
Outflows:			
Borrowing redemptions	(228,573)	(228,529)	(60,171)
Finance lease payments	(26,345)	(25,631)	(23,470)
Equity withdrawals	(1,320,706)	(1,432,614)	(1,484,021)
Appropriated equity withdrawals	(1,320,706)	(1,432,614)	(1,484,021)
Non-appropriated equity withdrawals
Dividends paid
Net cash provided by or used in financing activities	2,217,318	3,376,397	3,904,292
Net increase/(decrease) in cash held	(98,950)	(112,464)	(48,984)
Cash at the beginning of financial year	296,607	669,387	557,210
Cash transfers from restructure	14,612	287	..
Cash at the end of financial year	212,269	557,210	508,226

*The 2023–24 Budget and 2023–24 Estimated Actuals information disclosed is presented on a post-machinery-of-government basis.

Shared service providers

Queensland Shared Services

Overview

Queensland Shared Services' vision is to be a trusted, valued, and responsive shared services partner. Our purpose is to provide effective corporate services that support Queensland Government entities.

The strategic objective of the agency is 'Economic contribution: A thriving digital economy to benefit Queenslanders'.

Contribution to the government's objectives for the community

The agency supports the government's objectives for the community¹:

- Good jobs: Good, secure jobs in our traditional and emerging industries.
- Better services: Deliver even better services right across Queensland.
- Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.

Key deliverables

In 2024–25, Queensland Shared Services will:

- continue to streamline and modernise business processes, underpinned by reliable core technology solutions to improve the client experience
- process more than 1.9 million pays and \$21 billion in financial payments on behalf of partner agencies.

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

Performance statement

Queensland Shared Services¹

Objective

To provide effective corporate services that support Queensland Government entities.

Description

Queensland Shared Services provides a range of corporate services for finance, human resource management and supporting technology functions to government departments and statutory bodies.

Service standards	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Effectiveness measures			
Overall customer satisfaction with QSS services	New measure	New measure	≥80%
ICT service availability of QSS supported technologies	New measure	New measure	≥99%
Efficiency measures			
Number of pays processed per FTE per fortnight ²	360	386	365
Number of accounts payable transactions processed per FTE per annum ^{3,4}	14,500	21,172	19,000
Discontinued measures			
Overall customer satisfaction with Human Resource Services ⁵	80%	78%	Discontinued measure
Overall customer satisfaction with Finance Services ⁵	80%	88%	Discontinued measure

Notes:

1. The service area structure has changed from the 2023–24 *Service Delivery Statements* to better reflect Queensland Shared Services as one shared service entity. Previously the service area was presented with two Services 'Transactional and advisory human resource services' and 'Transactional and advisory finance services'.
2. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual reflects process efficiencies, primarily due to an increase in (payroll) service volumes which QSS has processed with an economical resource base increase. This is also reflected in the 2024–25 Target/Estimate.
3. The wording of this service standard has been amended to improve clarity. It was previously worded 'Number of accounts payable transactions process per FTE per annum'. There is no change to the calculation methodology.
4. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual reflect process efficiencies, primarily due to an increase in the ratio of the number of invoices processed digitally compared to processed manually. This is also reflected in the 2024–25 Target/Estimate.
5. This service standard has been discontinued and replaced with a more comprehensive customer satisfaction measure 'Overall customer satisfaction with QSS services' that includes all services lines including finance business services, HR business services and technology services.

Budget summary

Staffing

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

Service area	2023–24 Budget¹	2023–24 Est. Actual	2024–25 Budget
Queensland Shared Services	728	741	745

Note:

1. Variance between 2023–24 Budget (published in the 2023–24 SDS) and the 2023–24 Budget is mainly due to the re-alignment of resources from Department of Transport and Main Roads due to the machinery-of-government changes announced in May 2023.

Financial statements

Income statement

Total revenues are estimated to be \$152.9 million in 2024–25 and comparable to the 2023–24 Estimated Actual.

Total expenses are estimated to be \$152.9 million in 2024–25, an increase of \$4.5 million from the 2023–24 Estimated Actual. The increase is mainly due to consumer price index increases for supplies and services.

Balance sheet

Queensland Shared Services is projecting a net asset position of \$63.3 million at the end of 2024–25 financial year. The major asset is cash of \$51.9 million which mainly includes working capital and investment funds for business and digital improvement projects and initiatives.

Income statement

Queensland Shared Services	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
INCOME			
User charges and fees	144,838	147,300	152,787
Grants and other contributions
Interest and distributions from managed funds
Other revenue	103	5,024	103
Gains on sale/revaluation of assets
Total income	144,941	152,324	152,890
EXPENSES			
Employee expenses	81,005	88,483	88,364
Supplies and services	61,450	57,657	62,816
Grants and subsidies
Depreciation and amortisation	1,616	1,407	845
Finance/borrowing costs
Other expenses	870	870	865
Losses on sale/revaluation of assets
Total expenses	144,941	148,417	152,890
OPERATING SURPLUS/(DEFICIT)	..	3,907	..

Balance sheet

Queensland Shared Services	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CURRENT ASSETS			
Cash assets	46,092	51,281	51,937
Receivables	14,279	12,384	12,753
Other financial assets
Inventories
Other	1,676	1,246	1,299
Non-financial assets held for sale
Total current assets	62,047	64,911	65,989
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	307	375	414
Intangibles	2,852	3,920	3,336
Other	17	6	6
Total non-current assets	3,176	4,301	3,756
TOTAL ASSETS	65,223	69,212	69,745
CURRENT LIABILITIES			
Payables	6,335	3,530	3,687
Accrued employee benefits	1,912	2,350	2,726
Interest bearing liabilities and derivatives
Provisions
Other	..	3	3
Total current liabilities	8,247	5,883	6,416
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	8,247	5,883	6,416
NET ASSETS/(LIABILITIES)	56,976	63,329	63,329
EQUITY			
TOTAL EQUITY	56,976	63,329	63,329

Cash flow statement

Queensland Shared Services	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	159,304	162,105	168,013
Grants and other contributions
Interest and distribution from managed funds received
Other	6,145	11,443	6,146
Outflows:			
Employee costs	(80,996)	(88,474)	(88,065)
Supplies and services	(67,350)	(63,178)	(69,023)
Grants and subsidies
Borrowing costs
Other	(15,345)	(15,887)	(16,115)
Net cash provided by or used in operating activities	1,758	6,009	956
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(300)	(300)	(300)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(300)	(300)	(300)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities
Net increase/(decrease) in cash held	1,458	5,709	656
Cash at the beginning of financial year	44,634	45,572	51,281
Cash transfers from restructure
Cash at the end of financial year	46,092	51,281	51,937

Corporate Administration Agency

Overview

The Corporate Administration Agency's (CAA) vision is to be a collaborative organisation that is agile and enabled by technology and relationships. Our purpose is to assist customers in the achievement of business goals by providing value for money and effective services.

The strategic objective of the agency is 'Economic contribution: A thriving digital economy to benefit Queenslanders'.

Contribution to the government's objectives for the community

The agency supports the government's objectives for the community¹:

- Good jobs: Good, secure jobs in our traditional and emerging industries.
- Better services: Deliver even better services right across Queensland.
- Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.

Key deliverables

In 2024–25, CAA will:

- continue to provide value for money to customers through responsible fiscal and resource management
- focus on automation and self-service as we continue to invest in technologies to improve the employee and customer experience
- review our services, capability and capacity to meet future demands and maintain our reputation of high quality, lower cost services.

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

Performance statement

Corporate Administration Agency

Objective

To provide effective corporate services that support Queensland Government entities primarily statutory bodies.

Description

The Corporate Administration Agency (CAA) business model enables the agency to provide a range of corporate services and access to expertise for government agencies that would typically have limited resources for non-core operations. CAA services cover human resources, financial, procurement and information management services.

Service standards	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Effectiveness measures			
Overall customer satisfaction with CAA Services ¹	90%	85%	90%
Overall customers consider CAA services are value for money	95%	100%	95%
CAA Electronic Document and Records Management System and Human Resource Information System availability during business hours	99%	99%	99%
Efficiency measures			
CAA operating surplus/(deficit) ²	±2%	-3%	±2%
Cost per pay for salary-based employees ³	≤\$16.45	\$16.12	≤\$16.76

Notes:

1. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to the sample size of the survey and the impact of two dissatisfied responses which lowered the result.
2. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to the CAA investing cash reserves into business improvement initiatives.
3. The increase between the 2023–24 Target/Estimate and 2024–25 Target/Estimate is due to the annual wage increase of 4% on top of the current rate.

Budget summary

Staffing

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

Service area	2023–24 Budget ¹	2023–24 Est. Actual	2024–25 Budget
Corporate Administration Agency	74	74	74

Note:

1. Variance between 2023–24 Budget (published in the 2023–24 SDS) and the 2023–24 Budget is mainly due to the re-alignment of resources from Department of Transport and Main Roads due to the machinery-of-government changes announced in May 2023.

Financial statements

Income statement

Total revenues are estimated to be \$14.8 million in 2024–25, an increase of \$1.8 million from the 2023–24 Estimated Actual due to increased customer revenue required to cover cost increases, being mainly due to enterprise bargaining increases.

Total expenses are estimated to be \$14.8 million in 2024–25, an increase of \$1.4 million from the 2023–24 Estimated Actual due to higher employee expenses mainly due to enterprise bargaining increases and increased vendor costs.

Balance sheet

Corporate Administration Agency is projecting a net asset position of \$4 million at the end of 2024–25 financial year. The major assets being cash of \$2.7 million which mainly consists of working capital and retained earnings and receivables of \$1.4 million.

Income statement

Corporate Administration Agency	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
INCOME			
User charges and fees	12,802	12,959	14,740
Grants and other contributions	81	81	81
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	12,883	13,040	14,821
EXPENSES			
Employee expenses	9,527	9,744	10,805
Supplies and services	3,133	3,473	3,770
Grants and subsidies
Depreciation and amortisation
Finance/borrowing costs
Other expenses	223	223	246
Losses on sale/revaluation of assets
Total expenses	12,883	13,440	14,821
OPERATING SURPLUS/(DEFICIT)	..	(400)	..

Balance sheet

Corporate Administration Agency	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CURRENT ASSETS			
Cash assets	3,975	2,640	2,742
Receivables	823	1,467	1,447
Other financial assets
Inventories
Other	684	810	810
Non-financial assets held for sale
Total current assets	5,482	4,917	4,999
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment
Intangibles
Other
Total non-current assets
TOTAL ASSETS	5,482	4,917	4,999
CURRENT LIABILITIES			
Payables	469	395	477
Accrued employee benefits	235	236	236
Interest bearing liabilities and derivatives
Provisions
Other	304	306	306
Total current liabilities	1,008	937	1,019
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	1,008	937	1,019
NET ASSETS/(LIABILITIES)	4,474	3,980	3,980
EQUITY			
TOTAL EQUITY	4,474	3,980	3,980

Cash flow statement

Corporate Administration Agency	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	12,632	12,789	14,570
Grants and other contributions	81	81	81
Interest and distribution from managed funds received
Other	745	745	745
Outflows:			
Employee costs	(9,527)	(9,744)	(10,805)
Supplies and services	(3,606)	(3,946)	(4,243)
Grants and subsidies
Borrowing costs
Other	(223)	(223)	(246)
Net cash provided by or used in operating activities	102	(298)	102
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
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities
Net increase/(decrease) in cash held	102	(298)	102
Cash at the beginning of financial year	3,873	2,938	2,640
Cash transfers from restructure
Cash at the end of financial year	3,975	2,640	2,742

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:

- 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.

Contribution to the government’s objectives for the community

RoadTek supports the government’s objectives for the community¹:

- Good jobs: Good, secure jobs in our traditional and emerging industries.
- Better Services: Deliver even better services right across Queensland.
- Great Lifestyle: Protect and enhance our Queensland lifestyle as we grow.

Key deliverables

In 2024–25, RoadTek will:

- 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, Science and Innovation, and Department of State Development and Infrastructure
- continue to onboard trainees, apprentices and graduates across RoadTek to support jobs creation and building the workforce for the future.

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

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	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Effectiveness measures			
Customers' and stakeholders' overall value of RoadTek (on a scale of 1 to 5)	>4	4	>4
Efficiency measures			
Long term debt / equity ¹	10.1%	10.3%	9.9%
Long term debt / total assets ²	7.2%	7.5%	7.2%
Return on equity ³	10.7%	9.2%	10.4%
Return on revenue (after tax)	2.4%	2.1%	2.5%
Profit margin (earnings before income tax / user charges)	3.5%	2.9%	3.5%

Notes:

1. Long term debt remains stable while equity position has fluctuated due to annual dividend payment and lower than expected trading results due to rising costs with an on-budget performance expected in 2024–25.
2. Long term debt remains stable while the asset position has fluctuated due to dividend payment impacting cash position and a lower than expected trading result due to rising costs with an on-budget performance expected in 2024–25.
3. The variance between 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to a lower than expected trading result due to rising costs with an on-budget performance expected in 2024–25.

Budget summary

Staffing

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

Service area	2023–24 Budget	2023–24 Est. Actual ¹	2024–25 Budget
Transport Infrastructure Construction and Maintenance	1,290	1,390	1,390

Note:

1. The variance between 2023–24 Budget and 2023–24 Estimated Actual is due to 75 additional FTEs resulting from the Transport and Main Roads Operational Employees' Certified Agreement 2022 for workforce renewal and supporting labour hire provisions and 25 additional temporary FTEs towards Brisbane Olympic & Paralympic Games.

Capital program

RoadTek's capital program for 2024–25 of \$26 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 used for the program of works by Operations Centres around the state. RoadTek is also actively assessing infrastructure requirements to cater for an increase in the number of Electric Vehicles across the Fleet.

	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
Capital purchases	26,000	22,000	26,000
Capital grants
Total capital outlays	26,000	22,000	26,000

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

Financial statements

Income statement

Total revenue for 2024–25 is estimated to decrease \$17.6 million to \$806.8 million in 2024–25. RoadTek is ready, prepared and available for disaster management and recovery as demonstrated through its capacity to successfully manage numerous events over past years. Included in revenue predictions is the likelihood of further recovery rehabilitation for flood damaged roads after another wet summer in various locations around Queensland. RoadTek continues to maintain a small 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 2024–25 is estimated to total \$263 million. This is primarily made up of receivables, work in progress and construction plant and equipment (with a book value in excess of \$90 million in 2024–25) 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 total liabilities of \$72.2 million in 2024–25 mainly include payables which are expected to remain in line with asset growth over the forward estimates.

Income statement

RoadTek	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
INCOME			
User charges and fees	840,452	820,903	802,815
Grants and other contributions
Interest and distributions from managed funds	712	712	712
Other revenue	1,421	1,421	1,421
Gains on sale/revaluation of assets	1,727	1,347	1,864
Total income	844,312	824,383	806,812
EXPENSES			
Employee expenses	176,269	196,191	199,585
Supplies and services	619,075	584,427	559,318
Grants and subsidies
Depreciation and amortisation	11,799	13,762	13,818
Finance/borrowing costs	2,039	695	703
Other expenses	5,187	4,766	4,785
Losses on sale/revaluation of assets	204	229	234
Total expenses	814,573	800,070	778,443
Income tax expense/revenue	8,921	7,293	8,510
OPERATING SURPLUS/(DEFICIT)	20,818	17,020	19,859

Balance sheet

RoadTek	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CURRENT ASSETS			
Cash assets	5,297	8,672	10,520
Receivables	74,461	66,646	66,423
Other financial assets
Inventories	98,238	92,164	92,628
Other	1,159	959	959
Non-financial assets held for sale
Total current assets	179,155	168,441	170,530
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	85,497	81,502	90,656
Deferred tax assets	2,525	2,616	2,231
Intangibles
Other
Total non-current assets	88,022	84,118	92,887
TOTAL ASSETS	267,177	252,559	263,417
CURRENT LIABILITIES			
Payables	55,879	47,852	53,233
Current tax liabilities	(2,854)	(4,985)	(5,751)
Accrued employee benefits	5,598	5,729	5,729
Interest bearing liabilities and derivatives	6	6	6
Provisions
Other
Total current liabilities	58,629	48,602	53,217
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	77,629	67,602	72,217
NET ASSETS/(LIABILITIES)	189,548	184,957	191,200
EQUITY			
TOTAL EQUITY	189,548	184,957	191,200

Cash flow statement

RoadTek	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	848,863	827,113	808,530
Grants and other contributions
Interest and distribution from managed funds received	712	712	712
Other	31,421	31,421	31,421
Outflows:			
Employee costs	(176,269)	(196,191)	(199,585)
Supplies and services	(649,650)	(615,002)	(589,893)
Grants and subsidies
Borrowing costs	(2,039)	(695)	(703)
Taxation equivalents paid	(9,263)	(9,065)	(8,891)
Other	(5,187)	(4,766)	(4,785)
Net cash provided by or used in operating activities	38,588	33,527	36,806
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	7,577	5,146	4,658
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(26,000)	(22,000)	(26,000)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(18,423)	(16,854)	(21,342)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Dividends paid	(16,003)	(14,305)	(13,616)
Net cash provided by or used in financing activities	(16,003)	(14,305)	(13,616)
Net increase/(decrease) in cash held	4,162	2,368	1,848
Cash at the beginning of financial year	1,135	6,304	8,672
Cash transfers from restructure
Cash at the end of financial year	5,297	8,672	10,520

CITEC

Overview

CITEC's vision is to be the trusted provider of whole-of-government digital platforms and technology, enabling a connected government. Our purpose is to provide reliable, trusted, and leading digital platforms and technology that unify government and enable agencies to deliver high quality services to Queenslanders.

The strategic objective of the agency is 'Economic contribution: A thriving digital economy to benefit Queenslanders'.

Contribution to the government's objectives for the community

CITEC supports the government's objectives for the community¹:

- Good jobs: Good, secure jobs in our traditional and emerging industries.
- Better Services: Deliver even better services right across Queensland.
- Great Lifestyle: Protect and enhance our Queensland lifestyle as we grow.

Key deliverables

In 2024–25, CITEC will:

- complete the relocation of government-owned data centre services from 317 Edward Street to the 'as-a-service' data centre to ensure CITEC continues to deliver trusted and reliable data centre services
- continue to progress modernisation of core technology solutions and services to support digital transformation for Queensland Government including establishing a new modern workplace service for government departments that provides cloud-based support for end-user devices, reducing the overheads and complexities associated with on-premises equipment and services
- enhance CITEC's operating model and service catalogue to ensure CITEC is well-equipped to provide modern, sustainable and customer-centric services to the Queensland Government of the future.

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

Performance statement

CITEC

Objective

To provide whole-of-government and commercial information and technology solutions that support the delivery of frontline services to Queensland communities and businesses.

Description

CITEC delivers consolidated, core ICT infrastructure services for the Queensland Government, covering data centre, network, storage, data protection, and ICT platform and solution integration services. CITEC also delivers information solutions to customers in business and the community Australia-wide on a fully commercial basis.

Service standards	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Service: CITEC ICT			
Effectiveness measures			
CITEC ICT overall customer satisfaction	>75%	81%	>75%
CITEC ICT service availability	99.9%	99.9%	99.9%
Efficiency measure			
CITEC ICT earnings before interest and tax less depreciation and amortisation (EBITDA) ^{1,2}	\$14.0M	\$12.14M	\$10.04M
Service: CITEC Information Brokerage (IB)			
Effectiveness measure			
CITEC IB overall customer satisfaction ³	>80%	73%	>80%
Efficiency measure			
CITEC IB earnings before interest and tax less depreciation and amortisation (EBITDA) ^{4,5}	\$174,000	(\$719,000)	(\$123,350)

Notes:

1. The variance between 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to unexpected licence and infrastructure support cost uplifts from vendors.
2. The variance between the 2023–24 Target/Estimate and 2024–25 Target/Estimate is due to significant establishment expenses incurred for onboarding a major new client and investment in internal business development and risk mitigation projects.
3. The variance between 2023–24 Target/Estimate and 2023–24 Estimated Actual is attributable to several unexpected vendor and provider outages, a planned multi-day system outage when implementing a new accounting system, and an unplanned disruption post-implementation leading up to the survey period.
4. The variance between the 2023–24 Target/Estimate and 2023–24 Estimate Actual is due to additional costs associated with the project extension to implement the new accounting system.
5. The variance between 2023–24 Estimated Actual and 2024–25 Target/Estimate reflects successful implementation of the new accounting system as well as new investment in internal business review and development.

Budget summary

Staffing

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

Service area	2023–24 Budget ¹	2023–24 Est. Actual	2024–25 Budget
CITEC ¹	304	309	305

Note:

1. Variance between 2023–24 Budget (published in the 2023–24 SDS) and the 2023–24 Budget is mainly due to the re-alignment of resources from Department of Transport and Main Roads due to the machinery-of-government changes announced in May 2023.

Capital program

CITEC's capital program for 2024–25 of \$19.7 million is predominantly comprised of right of use lease assets and hardware replacement.

	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
Capital purchases	1,440	8,974	19,721
Capital grants
Total capital outlays	1,440	8,974	19,721

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

Financial statements

Income statement

Total revenues are estimated to be \$168.1 million in 2024–25, an increase of \$4.5 million from the 2023–24 Estimated Actual which reflects budgeted customer commitments in 2023–24.

Total expenses are estimated to be \$168 million in 2024–25, an increase of \$5.8 million from the 2023–24 Estimated Actual mainly due to Supplies and Services cost increases across CITEC.

Balance sheet

CITEC is projecting a net asset position of \$33.4 million at the end of 2024–25 financial year which mainly consists of net receivables, and property, plant and equipment.

Income statement

CITEC	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
INCOME			
User charges and fees	145,082	154,987	158,646
Grants and other contributions
Interest and distributions from managed funds
Other revenue	11,628	8,561	9,417
Gains on sale/revaluation of assets
Total income	156,710	163,548	168,063
EXPENSES			
Employee expenses	42,706	47,304	49,421
Supplies and services	99,047	104,103	107,987
Grants and subsidies
Depreciation and amortisation	11,458	9,719	8,563
Finance/borrowing costs	255	326	1,268
Other expenses	789	721	743
Losses on sale/revaluation of assets
Total expenses	154,255	162,173	167,982
Income tax expense/revenue
OPERATING SURPLUS/(DEFICIT)	2,455	1,375	81

Balance sheet

CITEC	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CURRENT ASSETS			
Cash assets	23,395	793	2,809
Receivables	15,700	15,703	15,879
Other financial assets
Inventories
Other	4,473	8,211	8,618
Non-financial assets held for sale
Total current assets	43,568	24,707	27,306
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	13,013	17,690	28,971
Deferred tax assets
Intangibles	451	1,231	1,108
Other	849	4,984	5,084
Total non-current assets	14,313	23,905	35,163
TOTAL ASSETS	57,881	48,612	62,469
CURRENT LIABILITIES			
Payables	11,297	9,165	8,426
Current tax liabilities
Accrued employee benefits	1,313	1,282	1,319
Interest bearing liabilities and derivatives	3,327	1,669	5,256
Provisions
Other	1,963	1,248	1,292
Total current liabilities	17,900	13,364	16,293
NON-CURRENT LIABILITIES			
Payables
Deferred tax liabilities	5
Accrued employee benefits
Interest bearing liabilities and derivatives	3,298	1,784	12,631
Provisions
Other	203	108	108
Total non-current liabilities	3,506	1,892	12,739
TOTAL LIABILITIES	21,406	15,256	29,032
NET ASSETS/(LIABILITIES)	36,475	33,356	33,437
EQUITY			
TOTAL EQUITY	36,475	33,356	33,437

Cash flow statement

CITEC	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	157,926	167,460	171,690
Grants and other contributions
Interest and distribution from managed funds received
Other	18,289	15,260	16,078
Outflows:			
Employee costs	(42,701)	(47,299)	(49,384)
Supplies and services	(106,031)	(116,147)	(115,471)
Grants and subsidies
Borrowing costs	(255)	(326)	(1,268)
Taxation equivalents paid
Other	(13,588)	(13,627)	(14,342)
Net cash provided by or used in operating activities	13,640	5,321	7,303
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(1,000)	(8,753)	(1,022)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(1,000)	(8,753)	(1,022)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments	(9,180)	(7,730)	(4,265)
Equity withdrawals
Dividends paid
Net cash provided by or used in financing activities	(9,180)	(7,730)	(4,265)
Net increase/(decrease) in cash held	3,460	(11,162)	2,016
Cash at the beginning of financial year	19,935	11,955	793
Cash transfers from restructure
Cash at the end of financial year	23,395	793	2,809

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.

Contribution to the government's objectives for the community

The agency supports the government's objectives for the community¹:

- Good jobs: Good, secure jobs in our traditional and emerging industries.
- Better Services: Deliver even better services right across Queensland.
- Great Lifestyle: Protect and enhance our Queensland lifestyle as we grow.

Key deliverables

In 2024–25, the Authority will:

- maintain and improve boating infrastructure including the replacement of boat ramps at Santa Barbara and Loders Creek, and expansion of the Sand Bypass System storage shed to accommodate upgraded staff facilities
- keep navigation channels accessible through maintenance dredging of Coomera River and South Wave Break Island Channel, and the expansion of Wave Break Island Keyhole to enhance the popular boating destination
- commence implementation of priority actions of the Gold Coast Waterways Place Strategy
- deliver against the Spit Works Program including commencement of construction of the Doug Jennings Park revitalisation and Marine Stadium foreshore surrounds.

¹ To find out more, go to www.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	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 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 ¹	93%	98%	95%
Percentage of community's overall satisfaction with Gold Coast Waterways Authority	New measure	New measure	80%
Efficiency measures			
Cost per cubic metre of operating the Gold Coast Sand Bypass System ²	\$1.90	\$4.70	\$5.20
Average annual cost to manage and maintain each aid to navigation in the Gold Coast waterways ³	\$455	\$600	\$455
Discontinued measures			
Percentage of community's overall satisfaction with Gold Coast Waterways Authority's implementation of the 10-year Waterways Management Strategy ⁴	80%	80%	Discontinued measure

Notes:

1. The increase to 2024–25 Target/Estimate is in line with prior three years targets being met, and an ongoing expectation to meet the Target/Estimate.
2. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to projected capital works to upgrade the guide rails of the sand bypass system. Increase to 2024–25 Target/Estimate is due to increased budget allocation for ongoing major capital replacements as per the Sand Bypass System Asset Management forecast, and routine maintenance for an ageing asset, expected to be an ongoing budget commitment.
3. The variance between the 2023–24 Target/Estimate and 2023–24 Estimated Actual is due to a major maintenance campaign expected every five to seven years on 27 major pile beacons.
4. This service standard has been discontinued and replaced with 'Percentage of community's overall satisfaction with Gold Coast Waterways Authority'. The new service standard captures the community experience with the Gold Coast Waterways Authority rather than the 10-year Waterways Management Strategy.

Budgeted summary

Staffing

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

Service area	2023–24 Budget	2023–24 Est. Actual	2024–25 Budget
Management of and access to the Gold Coast waterways	41	41	45

Capital program

The Authority's capital program for 2024–25 of \$10.1 million is to improve management of, and provide better access to, the Gold Coast waterways, canals and rivers, delivering the program of works under the Spit Master Plan and the Waterways Management Plan.

	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
Capital purchases	14,431	8,214	10,092
Capital grants
Total capital outlays	14,431	8,214	10,092

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 \$22.3 million in 2024–25, a decrease of \$4.5 million from the 2023–24 Estimated Actual. The decrease is primarily due to reduction in funding relating to Spit Master Plan contributions from the City of Gold Coast (\$5.9 million received in 2023–24, which is not expected to be repeated in 2024–25).

Total expenses are estimated to be \$23.1 million in 2024–25, a decrease of \$12.1 million from the 2023–24 Estimated Actual. The decrease is primarily due to reduction in contractor expenditure relating to Spit Master Plan operational projects works including those associated with the City of Gold Coast contribution.

Balance sheet

The value of the assets in 2024–25 is estimated to total \$261.1 million. This is primarily comprised of the value of marine infrastructure (\$188.5 million) and land (\$46.4 million). Over the next 3 years it is expected that the value of marine infrastructure assets will increase by 4 per cent due to continuing investment. Total liabilities in 2024–25 are estimated to be \$4.5 million. This mainly comprises of payables of \$4.2 million. Total liabilities are anticipated to remain consistent over the next 3 years.

Income statement

Gold Coast Waterways Authority	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
INCOME			
Taxes
User charges and fees	18,947	19,281	21,238
Grants and other contributions	500	6,373	515
Interest and distributions from managed funds	120	1,075	500
Other revenue
Gains on sale/revaluation of assets
Total income	19,567	26,729	22,253
EXPENSES			
Employee expenses	5,293	5,418	5,609
Supplies and services	11,455	23,318	11,041
Grants and subsidies	5	..	5
Depreciation and amortisation	4,787	4,866	4,901
Finance/borrowing costs
Other expenses	1,274	1,521	1,497
Losses on sale/revaluation of assets	..	3	..
Total expenses	22,814	35,126	23,053
OPERATING SURPLUS/(DEFICIT)	(3,247)	(8,397)	(800)

Balance sheet

Gold Coast Waterways Authority	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CURRENT ASSETS			
Cash assets	4,408	10,490	8,811
Receivables	398	537	537
Other financial assets
Inventories	156	163	163
Other	27
Non-financial assets held for sale
Total current assets	4,989	11,190	9,511
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	234,864	245,877	251,130
Intangibles	532	532	470
Other
Total non-current assets	235,396	246,409	251,600
TOTAL ASSETS	240,385	257,599	261,111
CURRENT LIABILITIES			
Payables	1,624	4,168	4,168
Accrued employee benefits	138	143	143
Interest bearing liabilities and derivatives
Provisions
Other	131	215	215
Total current liabilities	1,893	4,526	4,526
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	1,893	4,526	4,526
NET ASSETS/(LIABILITIES)	238,492	253,073	256,585
EQUITY			
TOTAL EQUITY	238,492	253,073	256,585

Cash flow statement

Gold Coast Waterways Authority	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	18,947	19,278	21,238
Grants and other contributions	500	6,373	515
Interest and distribution from managed funds received	120	1,075	500
Taxes
Other
Outflows:			
Employee costs	(5,293)	(5,418)	(5,609)
Supplies and services	(11,455)	(23,318)	(11,041)
Grants and subsidies	(5)	..	(5)
Borrowing costs
Other	(1,274)	(1,521)	(1,497)
Net cash provided by or used in operating activities	1,540	(3,531)	4,101
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(14,431)	(8,214)	(10,092)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(14,431)	(8,214)	(10,092)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	7,240	6,404	4,312
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities	7,240	6,404	4,312
Net increase/(decrease) in cash held	(5,651)	(5,341)	(1,679)
Cash at the beginning of financial year	10,059	15,831	10,490
Cash transfers from restructure
Cash at the end of financial year	4,408	10,490	8,811

Cross River Rail Delivery Authority

Overview

The Cross River Rail Delivery Authority's (the Delivery Authority) vision is for safe, integrated and improved rail network services and stations that are accessible to everyone. The Delivery Authority's purpose is to deliver economic development and transport outcomes that maximise benefits for Queenslanders.

The Delivery Authority's strategic objectives are:

- Deliver and facilitate integrated transformational transport infrastructure development.
- Operate commercially and deliver value-for-money while maintaining strong relationships across industry sectors and government agencies.

Contribution to the government's objectives for the community

The Delivery Authority supports the government's objectives for the community¹:

- Good jobs: Good, secure jobs in our traditional and emerging industries.
- Better Services: Deliver even better services right across Queensland.
- Great Lifestyle: Protect and enhance our Queensland lifestyle as we grow.

Key deliverables

In 2024–25, the Delivery Authority will:

- continue to manage the compliance of the major contractors in their execution of contracts for Tunnel, Stations and Development; Rail, Integration and Systems; and the European Train Control System, particularly in relation to:
 - workplace health and safety, to ensure the highest safety levels are maintained across each of the project's worksites
 - maintaining the high percentage of local subcontractor and suppliers to benefit from Cross River Rail
 - achieving the project's commitment of 450 trainee and apprentice opportunities over the life of the project
- continue the station build and tunnel fitout 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
- continue development of 2 new above-ground stations at Exhibition and Dutton Park
- continue dynamic testing of the European Train Control System
- finish construction of the new Pimpama station, and continue construction of Merrimac and Hope Island stations, the three Gold Coast stations to be delivered by the Cross River Rail Delivery Authority.

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

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 operation; 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 safely managing infrastructure, construction, commissioning, delivery and other services.

Service standards	2023–24 Target/Est.	2023–24 Est. Actual	2024–25 Target/Est.
Effectiveness measure			
Percentage of Cross River Rail construction works completed within the required timeframe ¹	100%	100%	100%
Efficiency measure			
Administration cost to plan and manage Cross River Rail Project as a percentage of the overall whole of project costs	1.5%	1.4%	1.5%

Note:

1. This measure relates to the proportion of construction work activities completed and planned to be completed each financial year.

Budgeted summary

Staffing

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

Service area	2023–24 Budget	2023–24 Est. Actual ¹	2024–25 Budget
Procurement, development and delivery of Cross River Rail	205	230	227

Note:

1. The variance between 2023–24 Budget and 2023–24 Estimated Actual is due to operational requirements.

Capital program

The Authority's capital program for 2024–25 of \$514.3 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 four new underground stations (at Boggo Road, Woolloongabba, Albert Street and Roma Street).

	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
Capital purchases	762,905	1,010,679	456,017
Capital grants	66,344	25,053	58,253
Total capital outlays	829,249	1,035,732	514,270

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 \$1.135 billion in 2024–25, an increase of \$444 million from 2023–24 Estimated Actual. The increase 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 increase in costs.

Balance sheet

The value of infrastructure work in progress at the end of 2024–25 is \$7.104 billion.

Income statement

Cross River Rail Delivery Authority	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
INCOME			
Taxes
User charges and fees	499,395	581,308	904,616
Grants and other contributions	143,871	109,829	230,483
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	643,266	691,137	1,135,099
EXPENSES			
Employee expenses	23,070	15,855	16,477
Supplies and services	475,757	561,119	927,442
Grants and subsidies	66,344	25,053	58,253
Depreciation and amortisation	11	924	702
Finance/borrowing costs	77,527	84,775	131,580
Other expenses	557	3,411	645
Losses on sale/revaluation of assets
Total expenses	643,266	691,137	1,135,099
OPERATING SURPLUS/(DEFICIT)

Balance sheet

Cross River Rail Delivery Authority	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CURRENT ASSETS			
Cash assets	98,874	98,758	103,071
Receivables	227,294	233,166	236,398
Other financial assets
Inventories
Other	257	4,267	5,803
Non-financial assets held for sale
Total current assets	326,425	336,191	345,272
NON-CURRENT ASSETS			
Receivables	274,654	281,810	281,810
Other financial assets
Property, plant and equipment	6,391,614	6,648,323	7,103,637
Intangibles
Other	..	5,385	9,451
Total non-current assets	6,666,268	6,935,518	7,394,898
TOTAL ASSETS	6,992,693	7,271,709	7,740,170
CURRENT LIABILITIES			
Payables	110,890	118,510	123,057
Accrued employee benefits	1,362	1,931	1,695
Interest bearing liabilities and derivatives	471,437	665,526	215,242
Provisions
Other	..	400,000	150,000
Total current liabilities	583,689	1,185,967	489,994
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	2,217,662	1,853,110	2,385,294
Provisions
Other
Total non-current liabilities	2,217,662	1,853,110	2,385,294
TOTAL LIABILITIES	2,801,351	3,039,077	2,875,288
NET ASSETS/(LIABILITIES)	4,191,342	4,232,632	4,864,882
EQUITY			
TOTAL EQUITY	4,191,342	4,232,632	4,864,882

Cash flow statement

Cross River Rail Delivery Authority	2023–24 Budget \$'000	2023–24 Est. Actual \$'000	2024–25 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	578,695	1,091,909	768,979
Grants and other contributions	66,344	25,054	230,483
Interest and distribution from managed funds received
Taxes	..	(87)	..
Other	5,328	(31,204)	11,682
Outflows:			
Employee costs	(23,127)	(15,250)	(16,743)
Supplies and services	(481,172)	(556,646)	(938,412)
Grants and subsidies
Borrowing costs
Other	(79,925)	(114,980)	(114,898)
Net cash provided by or used in operating activities	66,143	398,796	(58,909)
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(353,486)	(387,972)	(304,106)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(353,486)	(387,972)	(304,106)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	623,299	664,590	632,250
Outflows:			
Borrowing redemptions	(331,503)	(605,895)	(263,072)
Finance lease payments	(1,517)	(301)	(1,850)
Equity withdrawals
Net cash provided by or used in financing activities	290,279	58,394	367,328
Net increase/(decrease) in cash held	2,936	69,218	4,313
Cash at the beginning of financial year	95,938	29,540	98,758
Cash transfers from restructure
Cash at the end of financial year	98,874	98,758	103,071

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.



Queensland Budget 2024–25

Service Delivery Statements

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