

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

Annual Report

2025 – 2026

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LETTER OF COMPLIANCE

8 September 2026

The Honourable Dale Last MP
Minister for Natural Resources and Mines,
Minister for Manufacturing and
Minister for Regional and Rural Development
PO Box 15216
CITY EAST QLD 4002

Dear Minister Last

I am pleased to submit for presentation to the Parliament, the Annual Report 2025–26 and financial statements for the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development.

This report is prepared on the basis of the current administrative arrangements for this department applying for the whole of the 2025–26 financial year. That is, it reflects the structure, operations and performance of the department as it now exists.

I certify that this report complies with the:

- » prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- » detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 114 of this annual report.

Yours sincerely



Graham Fraine

Director-General

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

DIRECTOR-GENERAL'S FOREWORD

I am pleased to present the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development's 2025–26 Annual Report.

The department's vision—All Queenslanders, all opportunities—has continued to drive our agency's efforts over the past year to be a catalyst for stronger regions, economies and partnerships.

Over the year, we have delivered key initiatives to unlock potential across Queensland, driving investment, supporting communities, and positioning our state for the future. Highlights include:

- » Leading the development and execution of a landmark joint state and federal Government investment to secure the ongoing operations of the Mount Isa copper smelter and Townsville refinery. The funding will be delivered over three calendar years, with up to \$400 million until 2027 and a potential additional up to \$200 million delivered in 2028, subject to the outcome of a transformation study and other review points.
- » Securing major international investment in Central Queensland's Bowen Basin, supporting the long-term future of coal operations at the Broadlea, Carborough Downs and Ironbark mines, securing more than 1000 jobs across these operations.
- » Partnering across government to progress the Future Fuels work program, including development of the Taroom Trough Development Plan and assessment of options to strengthen Queensland's fuel security, supply resilience and long-term sovereign capability.
- » Granting nine petroleum leases and releasing 21 new areas for petroleum and gas exploration across the Cooper-Eromanga and Bowen-Surat Basins, to boost future supply. Twelve of these new areas for petroleum and gas exploration were released alongside four new areas for coal exploration, and two new areas for minerals exploration as part of a broader land release program.
- » Selecting a new operator for Double Island following a competitive open market process, which delivers on a key initiative of *Destination 2045: Delivering Queensland's Tourism Future*.
- » Launching the *Transforming Queensland Manufacturing Strategy 2025-30* and Action Plan (TQMS) and opening the new \$79.1 million Transforming Queensland Manufacturing Grant Program (TQMGP) to eligible small-to-medium-sized manufacturers, with 50 per cent of funding allocated to regional manufacturers.
- » Allocating \$106.8 million to 30 projects being delivered by regional natural resource management (NRM) organisations as part of the Queensland Government's \$117.84 million Natural Resource Management Expansion Program (NRMEP).
- » Supporting six Regional Leadership Networks (RLNs) through the implementation of the Regional Collaborative Governance Model (RCGM).
- » Engaging with regional and rural Queenslanders to understand their priorities and issues and identify opportunities to amplify their voices, including through a Regional Forum program.
- » Working with the Department of Transport and Main Roads to implement the \$100 million Country Roads Connect Program to support the sealing of regional and rural roads that serve communities and producers.

Looking ahead, our focus remains on growth through responsible land and resource management, stronger regional industries, and a thriving Queensland manufacturing sector. These are key to long-term prosperity, not just for our economy, but for every community we serve.

I want to acknowledge the dedication of all our staff. The work we do, often in fast-paced, complex environments, makes a real difference for all Queenslanders.

A handwritten signature in black ink, appearing to read 'Graham Fraine'.

Graham Fraine

Director-General

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

CHAPTER ONE: ABOUT THE DEPARTMENT

Vision and purpose

The vision for the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development is: **All Queenslanders, all opportunities.**

Our purpose is to **be a catalyst for stronger regions, economies and partnerships.**

Operating environment

Our industries and communities are navigating significant global, national and local change as economies adapt to new technologies, evolving supply chains, increasing competition for land and resources, natural disasters and shifting community expectations.

These changes are creating new opportunities for Queensland's resources, manufacturing capability and regional economies. Realising these opportunities will be critical to delivering long-term benefits for Queenslanders.

As a trusted steward of the state's land and resources and a champion for manufacturing and regional development, our department plays a critical role in helping Queensland capture these opportunities and deliver lasting benefits for communities across the state.

Machinery of government

As a result of the Public Service Departmental Arrangement Notice (No 1) 2026 change that came into effect on 1 March 2026, the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development transferred some staff to the Department of the Environment, Tourism, Science and Innovation.

The following table outlines that staff were transferred from the department on 1 March 2026, and the related annual report where the non-financial performance information and financial statements can be found for the 2025–26 reporting period.

Table 1: Machinery of government change

Left the department	Date of transfer	Related annual report
The part of the department responsible for providing internal legal and corporate executive services to the Department of the Environment, Tourism, Science and Innovation.	1 March 2026	Department of the Environment, Tourism, Science and Innovation

Organisational structure

We deliver on our vision, purpose, objectives and strategies outlined in the 2025–29 Strategic Plan through the following structure, led by our Executive Leadership Team.

Table 2: NRMRRD organisational structure and Executive Leadership Team at 30 June 2026

Graham Fraine Director-General	Appointed Director-General of the department on 2 November 2024, previously holding the role of Director-General for the Department of State Development and Infrastructure. As the Director-General, he is responsible for ensuring the department delivers on Queensland Government's commitments, including stronger regions, economies and partnerships.
Amy Rosanowski Deputy Director-General, Lands	Responsible for delivery of a range of land and property services across Queensland, including land and asset valuations, state land administration and on-ground management of state land, surveying services, representing the state in native title claims and compensation, Indigenous land services, vegetation management, land assessment, stock routes, place names, delivery of natural resource management grant programs, and government land acquisitions. Amy also leads the implementation of legislative changes for land-related legislation in Queensland, supports the delivery of major government projects and is the Registrar for Titles, overseeing the performance of Titles Queensland.
Andrew Grabski Deputy Director-General, Georesources	Responsible for capitalising on Queensland's minerals, coal, petroleum and gas resources. The work from this division plays a key role in regulating the resources sector, while also supporting industry development and sector growth.
Jason Kidd Deputy Director-General, Manufacturing, Regional and Rural Development	Responsible for driving social and economic development, investment, growth, jobs and service delivery improvements in Queensland's rural and regional communities. Supports growth in manufacturing by building capability and capacity in the industry, driving innovation and unlocking opportunities for Queensland.
Celia Venables Deputy Director-General, Business and Corporate Partnership	Provides strategic leadership to the department with specific responsibilities related to the delivery of corporate services including Communication, Behavioural Research and Insights, Emergency and Disaster Management, Human Resources, Governance, Performance and Operations, Executive Correspondence, Legal Services, Internal Audit, Risk Management, Compliance, Finance, Procurement, Digital Strategy and Systems, and Aboriginal and Torres Strait Islander Futures. Oversees a partnership arrangement where corporate services are provided to NRMRRD, namely Right to Information and Privacy by the Department of the Environment, Tourism, Science and Innovation (DETSI) and ICT and Records Management by the Department of Primary Industries (DPI). Under this arrangement, also oversees the provision of Legal Services to DPI.
Gobind Kalsi Executive Director, Strategy Capability and Cabinet Office	Responsible for connecting and coordinating across the department, government and industry stakeholders, championing long-term thinking and supporting delivery of key priorities, integrating strategic policy with change management and delivery, and providing corporate support and coordination with the Cabinet and Ministerial Office.

Values and guiding principles

We embed the five Queensland public service values through our guiding principles, to create a positive workplace culture that will directly enable and empower our people to deliver on our strategic priorities and do our best work for the people of Queensland in a safe, inclusive and supportive environment.

The Queensland public service values are:



Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Our guiding principles are:

PEOPLE FIRST



We cultivate an inclusive environment where we prioritise our people's wellbeing, safety and development

RESPECTFUL



We value diversity, enable careers, and look out for one another. We consider the voices of all, especially our First Nations peoples

COLLABORATIVE



We value working in partnership with each other, our stakeholders and other departments to create great outcomes

INNOVATIVE



We are curious and continually challenge ourselves to learn and explore new ideas, diverse perspectives and ways of working

PROACTIVE



We take a forward-thinking approach to our decisions and actions to deliver for our customers and regions

COURAGEOUS



We take initiative, make the tough calls and are accountable for our outcomes

CHAPTER TWO: OUR PERFORMANCE

Our achievements and benefits are realised against the objectives of our 2025–2029 Strategic Plan:

- » **Business Ready:** making it easier and attractive to grow business in Queensland
- » **Strong Regions:** enabling our industries, stakeholders and customers to build resilient and thriving regional communities
- » **Strategic Relationships:** partnering to influence and improve outcomes
- » **Moving Forward:** acting with courage, owning the result and raising the bar.

In delivering our priorities, the department has contributed to the Queensland Government's objectives for the community, notably A better lifestyle through a stronger economy and A plan for Queensland's future.

Our department also supports a range of Queensland Government plans and initiatives, which is reflected in the contents of this report.

STRATEGIC OBJECTIVES

Business Ready

Making it easier and attractive to grow business in Queensland

In 2025–26, the department made it easier to invest, develop projects and operate businesses in Queensland by streamlining approvals, improving land administration, unlocking development-ready tenure, attracting resources investment, strengthening manufacturing capability and modernising authoritative land and spatial data.

Actions and achievements

Faster, clearer approvals and regulation

- » Supported the Resources Cabinet Committee by coordinating cross-agency advice, identifying regulatory barriers and progressing agreed reforms to improve approval processes, reduce delays and strengthen Queensland's competitiveness.
- » Improved the transparency and efficiency of resource tenure assessments by introducing a phased reform of strategic land releases, applying risk-based technical assessments to exploration permits and increasing field-based compliance activity.
- » Simplified mining claim forms, reduced administrative requirements for opal and gem miners and commenced a cross-sector review of coal, minerals and gas approval timeframes to identify common causes of delay and guide policy and process reform.
- » Remade the Mineral Resources Regulation 2025 following regulatory review and stakeholder engagement, modernising and clarifying requirements while maintaining a stable and predictable framework for industry investment.

Land administration enabling investment

- » Reduced aged *Land Act 1994* cases through the Unallocated Cases Project, targeted triage of lease renewals, lease conversions and road closures, and improved end-to-end case management. At 30 June 2026, the average time to progress land applications had seen a 35 per cent improvement from the previous baseline.
- » Fast-tracked lease extension offers for BP's Bulwer Island facility by coordinating tenure assessment and approvals, supporting Queensland's fuel security plan and enabling up to \$100 million in fuel storage investment.
- » Established fit-for-purpose tenure arrangements with the Department of State Development, Infrastructure and Planning to enable 200 homes, \$47 million for stage 1 of the Rockhampton Sports Precinct and \$61.1 million for a new TAFE Centre of Excellence in Rockhampton.
- » Provided development certainty by validating 18 326 survey plans and responding to 2435 advice requests on cadastral boundaries.
- » Issued more than 560 000 statutory land valuations across 15 local government areas and delivered a single advice pathway through the Veg Hub¹, which responded to 5969 enquiries and achieved 83 per cent customer satisfaction.

Tourism and development-ready land

- » Contributed to *Destination 2045: Delivering Queensland's Tourism Future* and the work of the Tourism Cabinet Committee by streamlining land administration, enabling new tourism opportunities and proactively managing Great Barrier Reef island resort leases.
- » Worked directly with island lessees and state and Australian Government agencies to support the rejuvenation of Great Barrier Reef island resorts, progress development plans for Hook and Lindeman islands and use compliance and forfeiture powers where leases remained non-compliant.
- » Delivered activity 4.2.1 of Destination 2045 by selecting a preferred operator for Double Island through an open expression-of-interest and request-for-detailed-proposal process, followed by commercial negotiations finalised in June 2026.
- » Supported greater investment certainty for operational resorts, including Hamilton Island, by considering tenure options better aligned with contemporary operations, and released a freehold parcel at Dunwich on North Stradbroke Island through an open market process for tourism development.
- » Introduced earlier engagement between proponents and land administration specialists and developed more flexible tenure pathways for tourism and ecotourism proposals involving state land.

¹ <https://www.nrmmrd.qld.gov.au/land-property/initiatives/about-the-veg-hub>

Resources investment and critical minerals

- » Granted 32 new mining leases, 9 new petroleum leases and 266 other resource authorities through targeted case management and coordinated technical and statutory assessment. This included approval of a \$314.9 million extension to the Ensham Coal Mine near Emerald, enabling a further nine years of operation and access to an estimated 88 million tonnes of coal.
- » Released 21 new petroleum and gas exploration areas covering nearly 24 000 square kilometres across the Cooper-Eromanga and Bowen-Surat basins, four coal exploration areas and two mineral exploration areas prospective for vanadium near Julia Creek through the department's competitive land release program.
- » Promoted Queensland resource opportunities through targeted missions to Japan, South Korea and the United States, inbound delegations from the European Union, Indonesia, Japan and South Korea, and multilingual investment material tailored to priority markets.
- » Released government-funded social and groundwater baseline studies for the Julia Creek and Richmond Critical Mineral Zone, potentially bringing projects forward by up to two years and reducing proponents' approval and planning costs.
- » Applied dedicated case management to critical minerals proponents, connected projects with investors and off-takers, and continued collaboration with the United States Export-Import Bank. Letters of support for the Esmeralda Graphite, Mount Carbine Tungsten and Brisbane Minerals Separation Facility projects exceeded US\$1.3 billion.
- » Supported delivery of the Queensland Resources Common User Facility in Townsville through cross-agency planning and assisted McKinlay Shire Council to prepare for future critical minerals development, including aerodrome upgrades and residential master planning.
- » Secured investment in Central Queensland's resources sector, with Bravus committing \$50 million over two years to expand the Carmichael coal mine. The investment will support expansion of the workers' village, a new water dam and rail network maintenance hub, additional mine-site infrastructure and engineering works.

Recommercialising resource assets

- » Progressed industry-supported recommercialisation opportunities through direct engagement with operators, a Collaborative Development Program grant at Mount Oxide and a \$15 million Queensland Critical Minerals and Battery Technology Fund investment in the former Mount Chalmers mine.
- » Launched a public recommercialisation data atlas and completed drone surveys and three-dimensional modelling at high-potential abandoned mine sites, giving industry better information on mine waste volumes, water levels, plant and equipment and potential investment opportunities.
- » Supported the Mount Morgan Gold Project through a market-led recommercialisation pathway that combines recovery of around 60 000 ounces of gold and 5000 tonnes of copper each year over an initial six-year mine life with reduced legacy environmental liabilities.
- » Screened high-potential abandoned mine sites using technical, environmental and commercial assessments to identify alternative productive uses, including data centres.

Manufacturing productivity and market growth

- » Launched the *Transforming Queensland Manufacturing Strategy 2025–30* and action plan after industry engagement, setting a five-year direction to improve productivity, innovation, global market access and supply-chain resilience.
- » Established manufacturing hub services in Toowoomba and the Sunshine Coast to provide local, on-the-ground support and delivered statewide capability programs covering lean manufacturing, digital support, robotics, intelligent automation, supplier readiness and computer-aided design and manufacturing.
- » Worked with the Department of Transport and Main Roads and Queensland manufacturers on supplier readiness, capability development and supply-chain participation in the Queensland Train Manufacturing Program.
- » Delivered 400 manufacturing workshops, events and seminars attended by more than 18 000 people through regional hubs, industry partners and educational institutions, including 126 school-focused events promoting manufacturing careers.
- » Secured Australian Manufacturing Week for Queensland and coordinated site visits to advanced manufacturing operations in Toowoomba and Brisbane. An Olympic Commodities Roundtable brought together 35 senior representatives to identify procurement and supply opportunities arising from Brisbane 2032.
- » Continued the Women in Manufacturing program through statewide leadership workshops, industry partnerships and the 2026 apprentice awards to support greater participation and recognise emerging industry leaders.
- » Celebrated Queensland Manufacturing Month in September 2025, including delivering the Parliamentary Manufacturing Showcase. The event provided a high-profile platform for 12 of the state's leading manufacturers to showcase their advanced technical capabilities and commercial solutions to key stakeholders and decision-makers.

Reliable titles, cadastral and spatial services

- » Monitored Titles Queensland through statutory and contractual performance oversight, including registration accuracy, processing times and system availability. Titles Queensland managed approximately 844 600 lodgements and more than 3.07 million paid searches, maintained at least 99.9 per cent registration accuracy and processed more than 98.7 per cent of dealings within five business days.
- » Replaced the legacy Digital Cadastral Database through a staged data migration and modernisation program, creating the Queensland Spatial Cadastral Fabric with improved parcel accuracy, history, data integrity and interoperability with utility networks, digital twins and other spatial platforms.
- » Maintained and published authoritative spatial services covering more than 2.84 million land parcels across 1.73 million square kilometres, supporting more than 2.22 billion connections to spatial services and 52 million property address validations.
- » Coordinated imagery acquisition with government partners and suppliers, delivering 180 aerial imagery projects covering more than 230 000 square kilometres and 69 Light Detection and Ranging projects covering more than 81 500 square kilometres to support planning, infrastructure and disaster recovery.
- » Commenced building the Resources Authority Register through digital design and development to provide a contemporary register, improve transparency and streamline management of resource authorities.

Key performance indicators	2025–26 results
Improved timeframes for tenure assessment	Average age of outstanding mining and petroleum lease applications was 3 years and 7 months, which is 12 per cent less time than the previous financial year.
Improved timeframes for progressing land applications	The average timeframe for progressing land applications was 103.9 business days, from verification of the application to commencement of the first assessment task, which is a 35 per cent improvement from the Key Performance Indicator baseline.

Strong Regions

Enabling our industries, stakeholders and customers to build resilient and thriving regional communities

Actions and achievements

In 2025–26, the department worked with governments, industry and communities to safeguard regional jobs, attract investment, improve infrastructure and service coordination, strengthen manufacturing capability and manage land and resources responsibly. Key outcomes included securing major investment in North West and Central Queensland, directing funding to natural resource management and regional infrastructure, and supporting place-based responses to local priorities.

Regional jobs and economic transition

- » Led a joint state and Australian Government investment to support ongoing operations at the Mount Isa copper smelter and Townsville refinery, safeguarding regional jobs and strengthening Australia's copper capability. The package provides up to \$400 million until 2027 and a potential additional up to \$200 million delivered in 2028, subject to the outcomes of the Mount Isa Transformation Study and other review points.
- » Supported major investment and long-term production in regional resources, including the \$2.3 billion Eva Copper Mine in North West Queensland, a \$2 billion investment supporting aluminium smelting in Central Queensland and international investment securing more than 1000 jobs across the Broadlea, Carborough Downs and Ironbark coal operations. The department also provided support to the Queensland Government's declaration of the northern extension of Peabody's Centurion Mine as a coordinated project, supporting continued production of premium hard coking coal for steelmaking customers through to 2055.
- » Supported the Queensland Government's partnership with the Australian Government and Rio Tinto to secure a \$2 billion investment to transform Queensland's energy grid and support the future of aluminium smelting in Central Queensland—a major milestone for Future Made in Australia.
- » Progressed transition planning with regional partners, including work with Mount Isa City Council on a proposed Critical Minerals and Rare Earths Research Centre and coordinating planning for Glenden, Weipa and the Western Cape.
- » Partnered across government to progress the Future Fuels work program, including development of the Taroom Trough Development Plan and assessment of options to strengthen Queensland's fuel security, supply resilience and long-term sovereign capability.
- » Provided \$48.2 million in resources grants and targeted initiatives, including support for 24 Collaborative Exploration Initiative projects near Chillagoe, Cloncurry, Mount Isa and Townsville, four projects to recover critical minerals and other metals from mine waste, and four research projects supporting innovation across the mining value chain. This included \$1.6 million awarded to Coreo Pty Ltd, in collaboration with major coal producers, to investigate extracting critical minerals from coal mine tailings.

Stronger communities and infrastructure

- » Partnered with the Department of Transport and Main Roads to deliver the \$100 million Country Roads Connect Program, funding 22 projects to improve regional road connectivity, resilience and access for communities, producers and emergency services. Seven projects commenced in 2025–26, with more than \$33 million disbursed.

- » Delivered round six of Building our Regions with the Department of State Development, Infrastructure and Planning, investing more than \$67 million over six years to help 50 regional and remote councils deliver 99 essential water and sewerage projects; 80 projects were completed and a further eight are nearing completion.
- » Invested more than \$1 million to renew stock route assets across 10 local government areas and \$1.14 million to rehabilitate leaking stock route water bores, supporting safer and more reliable infrastructure for regional producers and communities.
- » Supported regional disaster recovery through cross-agency coordination of Extraordinary Disaster Assistance Recovery Grants and regulatory amendments enabling new financial assistance schemes.
- » Supported delivery of Extraordinary Disaster Assistance Recovery Grants for severe disaster events through Queensland Rural and Industry Development Authority governance and cross-agency coordination with the Queensland Reconstruction Authority, Department of Primary Industries and Department of Customer Service, Open Data and Small and Family Business.
- » Developed and delivered regulatory amendments supporting the Queensland Rural and Industry Development Authority's administration of new financial assistance schemes and programs, including Supercharged Solar for Renters, the Community Housing Energy Upgrades Rebate, Boost to Buy, Irrigation Pricing Rebates, Feral Pest Exclusion Fencing Grants and the extended Wheelchair Accessible Taxi Scheme.
- » Enabled new residential, industrial, recreational and tourism opportunities by selling 18 parcels of surplus state land on the open market.

Responsible land and resource management

- » Allocated \$106.8 million to 30 projects through the \$117.84 million Natural Resource Management Expansion Program, supporting regional employment, landholder productivity and improvements to land, soil, water and biodiversity. Investments included more than \$10 million to address weeds, feral animals and wildfire risks in North Queensland; more than \$9 million to protect natural assets in Southern Queensland; and \$9.66 million for projects protecting vulnerable turtles and unique ecosystems in Central Queensland.
- » Protected community safety and reduced environmental risks at abandoned mine sites by completing remediation at the former Goondicum mine, commencing works at Mount Garnet and Jumna with \$15.7 million from the Financial Provisioning Scheme, decommissioning the final known process wells at the former Carbon Energy site and undertaking care and maintenance at 21 priority sites.
- » Created a pathway to repurpose six greenhouse gas storage wells as water-supply bores for landholders through the *Greenhouse Gas Storage Amendment Act 2025* and supporting regulation, while maintaining the ban on greenhouse gas storage in the Great Artesian Basin.
- » Supported the *Regional Planning Interests (Condamine Alluvium) Amendment Act 2026*, protecting the Condamine Alluvium from new coal seam gas development and responding to landholder concerns about subsidence impacts on agricultural productivity.

- » Collaborated with the Department of Justice and Resources Safety and Health Queensland to develop legislation supporting passage of the Coroners (Mining and Resources Coroner) Amendment Act 2025, establishing a dedicated Mining and Resources Coroner to investigate fatal incidents at mine sites.
- » Worked with small mining associations to simplify departmental processes, reduce reporting burdens and support ongoing opal mining in the Opalton–Mayneside area near Winton.

Regional collaboration and engagement

- » Facilitated and directly supported six Regional Leadership Networks under the Regional Collaborative Governance Model, bringing together senior representatives from government agencies to identify shared priorities, coordinate planning and deliver cross-agency projects tailored to regional needs.
- » The networks progressed place-based responses to economic transition, community safety, youth engagement, government employee housing, First Nations engagement, cross-border coordination and infrastructure planning. This included coordinated planning for Weipa and the Western Cape and practical transition planning for other communities affected by changing industry activity.
- » Improved visibility of major project pipelines and cumulative regional impacts to support earlier whole-of-government planning, while coordinating delivery of priority infrastructure including the Rockhampton Ring Road and social housing in Gladstone.
- » Strengthened culturally appropriate engagement with regional, remote and discrete communities through a Far North Queensland community of practice and closer engagement with First Nations leaders and communities, including the Bundaberg First Nations Youth Summit, Yumba Guwaalay and the Townsville First Nations Community Council.
- » Expanded practical service and youth pathways through the Moranbah Emergency Services Cadet program, Toowoomba Courthouse Youth Hub, emerging leaders programs and mapping of 429 youth services in the Wide Bay Burnett region. The networks also coordinated government services at ID Connect events and developed solutions to help incarcerated people access identification and transition to education and employment.
- » Supported coordinated responses to antisocial behaviour in Cairns, Mackay, Maryborough and Townsville; strengthened senior officers' capability to respond to domestic and family violence in Mackay; and developed a cross-agency action plan to address service delivery challenges in border communities, supported by the Office of the Cross Border Commissioner.
- » Implemented actions arising from the Roma and Emerald Regional Forums and held further forums in Bowen and Bundaberg, elevating regional priorities including housing, workforce attraction and retention, education and training, service access, infrastructure needs and transition support to inform government policy and program design.
- » Connected communities with government services through the Richmond Community and Jobs Expo, four government roadshows across central and western Queensland, the Longreach CARE Expo, community workshops and site visits. The Wandoan Energy Transition Cross-Government Delegation also improved on-the-ground coordination, reduced consultation fatigue and strengthened responsiveness in communities experiencing cumulative development impacts.

Manufacturing and industry growth

- » Opened the \$79.1 million Transforming Queensland Manufacturing Grant Program to help small and medium-sized manufacturers innovate, create jobs, expand into global markets and strengthen long-term industry growth, with 50 per cent of funding available to regional manufacturers.
- » Delivered manufacturing grant programs supporting advanced capability, productivity, energy efficiency and circular-economy outcomes. The Made in Queensland program supported 183 projects and more than 7700 jobs, while the Manufacturing Hubs Grant Program supported 119 projects and around 3000 jobs.
- » Awarded 207 Manufacturing Energy Efficiency Grants through the \$7.1 million program, helping small and medium-sized manufacturers reduce costs, cut emissions by more than 2600 tonnes and save 2.44 million kilowatt hours of energy each year.
- » Established manufacturing hub services in Toowoomba and the Sunshine Coast, providing regional manufacturers with targeted support to modernise, grow and create jobs.
- » Partnered with James Cook University and industry to establish a Vanadium Extraction and Processing Innovation program, strengthening Queensland's technical capability in vanadium extraction and processing.

Key performance indicators	2025–26 results
Increased opportunities in regional and rural communities and manufacturing businesses through department support	In 2025–26, \$27.08 million in manufacturing programs and grants were awarded through the following grants programs: Made in Queensland (round 7), Manufacturing Hubs Grants Program (round 4) and the Manufacturing Energy Efficiency Grants Program (round 2).
Increased data availability and use for our customers and stakeholders	In 2025–26, a total of 14 743 datasets were made available on GSQ Open Data Portal, QGlobe and QSpatial, which is 289 more than the number of datasets added in the previous financial year.

Strategic Relationships

Partnering to influence and improve outcomes

Actions and achievements

In 2025–26, the department used strategic partnerships to unlock land and infrastructure outcomes, strengthen regional and industry voices in government, attract investment and deliver better outcomes for Aboriginal and Torres Strait Islander peoples. Working across government, industry, local councils and communities, we supported major tourism, housing, manufacturing, resources and natural resource management priorities across Queensland.

Partnerships enabling land, infrastructure and tourism outcomes

- » Worked with the Department of State Development, Infrastructure and Planning and local government to progress tenure pathways for the Spit Master Plan and priority Brisbane 2032 venues, including transferring Carey Park to the City of Gold Coast with protections for its future use as an arena and parkland.
- » Progressed the long-term future of the former Griffith University Mount Gravatt site through a competitive market process designed to preserve Yarranlea Primary School, community and sporting facilities and surrounding bushland.
- » Contributed to the Tourism Cabinet Committee and *Destination 2045: Delivering Queensland's Tourism Future* by streamlining land processes, enabling new tourism opportunities and supporting rejuvenation of Great Barrier Reef island resorts.
- » Provided 12-month land rent deferrals for more than 6700 disaster-affected state land tenures impacted by the North Queensland Monsoon Trough and ex-Tropical Cyclone Koji.

Regional voices and cross-government collaboration

- » Worked with Queensland's Special Commissioner for Rural and Regional Queensland, Regional Development Australia, peak bodies and representative groups to strengthen regional voices in policy, planning, service delivery and economic development.
- » Represented Queensland at the Northern Australia Ministerial Forum, supporting 14 shared priorities across human capital, infrastructure and economic diversification. The forum endorsed a housing working group report for consideration in policy decisions affecting northern communities.
- » Collaborated with the Australian Government on the Northern Australia Infrastructure Facility, which has approved 14 northern Queensland projects and \$1.8 billion in loans since 2015, supporting an estimated \$11 billion in public benefit and 7719 Queensland jobs.
- » Facilitated the Local Government Advisory Panel with the Local Government Association of Queensland and council representatives to shape reforms to state land administration and place naming.
- » Supported the Department of Primary Industries to release the Queensland Future Timber Plan and develop its first five-year action plan, helping strengthen timber supply and support the government's housing ambitions.

Industry capability, investment and responsible development

- » Strengthened manufacturing capability through partnerships with the Queensland Manufacturing Advisory Council, Australian Industry Group, Queensland Manufacturing Institute, Advanced Robotics for Manufacturing Hub and Manufacturing Skills Queensland, supporting innovation, technology adoption and industry diversification.
- » Partnered with NRM Regions Queensland and regional natural resource management organisations to deliver 30 projects addressing land degradation, water quality, biodiversity and landscape management, with a further \$7.8 million allocated to improve Great Barrier Reef water quality.
- » Partnered with the Australasian Institute of Mining and Metallurgy to build environmental, social and governance capability in Queensland's critical minerals industry, including development of a sustainable mining community portal.
- » Showcased Queensland's resources and manufacturing strengths through a trade mission to South Korea and Japan, reinforcing Queensland's position as a competitive destination for coal, gas and critical minerals investment.
- » Supported the declaration of the Esmeralda Graphite Project as a prescribed project, helping progress a mine-to-refinery development with potential to create regional jobs and attract significant international investment.

Closing the Gap and First Nations outcomes

- » Strengthened cultural capability and safety through National Reconciliation Week activities, the Building on the Strengths of our Stories program, cultural immersion experiences and implementation of the First Nations Cultural Safety Framework.
- » Progressed the Cape York United Number 1 native title claim, with five Federal Court determinations in 2025–26 covering 9145.19 square kilometres. In total, 32 determinations now cover approximately 68 319.87 square kilometres of the wider claim area.
- » Supported the Palm Island Rent to Buy pilot, enabling eligible residents to purchase a home on long-term leasehold land and contributing to Closing the Gap housing outcomes.
- » Transferred approximately 167 693 hectares of Indigenous reserves and unallocated state land to Traditional Owners.

Key performance indicators	2025–26 results
Increased regional engagement through forums, events and other activities	Over 1000 regional engagements were achieved in 2025–26, through forums, events and other activities.
Increased number of projects or initiatives co-developed with partners	119 grants were issued in 2025–26 including grants through Made in Queensland (round 7), Manufacturing Hubs Grants Program (round 4) and Manufacturing Energy Efficiency Grants Program (round 2).

Moving Forward

Acting with courage, owning the result and raising the bar

Actions and achievements

In 2025–26, the department strengthened its workforce, leadership, delivery capability and customer focus. We invested in an inclusive and high-performing culture, built practical management and change capability, used workforce insights to support decisions and improved the way we measure and understand customer experience.

Workforce strategy, inclusion and attraction

- » Developed the NRMRRD People Strategy, setting out how the department will equip, engage and enable its workforce to deliver strategic priorities.
- » Strengthened an inclusive, safe and healthy workplace through targeted awareness, training, support and resources for employees from diverse backgrounds, alongside domestic and family violence prevention education.
- » Refreshed the department's employee value proposition and welcomed 13 graduates from a range of professions and locations through the Graduate Excellence Program.
- » Supported the Women in Surveying network to encourage more women to pursue careers in surveying.

Leadership, performance and culture

- » Continued LeadR, the department's flagship leadership program, with 59 participants completing the program in 2025–26 and 341 participants since commencement.
- » Delivered leadership forums and supported the Executive Leadership Community and extended Executive Leadership Community to strengthen alignment, collaboration, psychological safety and trust.
- » Used Working for Queensland and Pulse surveys to identify workforce priorities and guide actions to improve employee engagement and experience.
- » Delivered Management 101 to 115 employees in 2025–26, bringing total participation to 271, and launched Confident Conversations, completed by 212 employees, to build capability in feedback, recognition and courageous performance conversations.
- » Provided tailored team interventions to strengthen connection, performance and team effectiveness.

Workforce intelligence and delivery capability

- » Strengthened workforce planning and decision-making through continued development of the department's workforce data and analytics platform, a workforce planning intervention function and a redesigned Human Resource Business Partnering model.
- » Embedded the Integrated Management of Project and Change Toolkit framework across the department, attracting more than 41 000 site visits, 447 unique viewers and 242 training participants. Training feedback showed a 43.6 per cent uplift in participants' self-assessed capability.

Customer experience and evidence-based design

- » Expanded customer satisfaction measurement to 10 additional digital touchpoints, improving visibility of service-level performance and the contribution of digital services to customer experience.
- » Strengthened the customer experience measurement framework through more robust analytical methods, improving confidence in reported trends and comparisons over time.
- » Launched the department's second in-house behavioural research study to deepen understanding of customer behaviour and inform future policy, program and service design.

Key performance indicators	2025–26 results
Enhanced workplace culture that demonstrates high levels of leadership, wellbeing, performance, innovation and inclusion	2025 Working for Queensland survey aggregated results: • Leadership: 72 per cent (6 percentage points above sector) • Safety, Health and Wellbeing: 74 per cent (3 percentage points above sector) • Performance: 67 per cent (2 percentage points above sector) • Innovation: 57 per cent (1 percentage point above sector) • Inclusion: 65 per cent (1 percentage point above sector).
Improved customer satisfaction with the department's service delivery	The customer satisfaction score for the department in 2026 was 53 per cent.

Looking Ahead

The past year has been a productive period, with key initiatives that are unlocking potential across Queensland, driving investment, supporting communities, and positioning our state for the future.

In 2026–27, the department will continue this momentum, with key priorities to:

- » progress initiatives and reforms through the Resources Cabinet Committee, to improve competitiveness, reduce delays and improve approval timeframes
- » strengthen the Queensland manufacturing industry's resilience and competitiveness by supporting robust local supply chains and maximising procurement opportunities
- » partner across government to progress future fuel initiatives that strengthen Queensland and Australian fuel security
- » undertake the Mount Isa Transformation Study to identify strategic opportunities that support the North West Minerals Province, as well as work to support new opportunities for other resource communities
- » support new and expanded resource opportunities across the state by identifying and promoting investment opportunities across Queensland's strengths in minerals, coal, oil and gas
- » work to enable tourism and ecotourism outcomes including through the administration of tourism resort leases, and partner across government to rejuvenate the Great Barrier Reef Islands
- » drive innovation and productivity growth by supporting manufacturers to adopt advanced manufacturing technologies, through a network of regional Manufacturing Hubs
- » grow export pathways and attract increased industry investment in the manufacturing and resources sectors to contribute to economic development particularly in regional and rural areas
- » support regional and rural Queensland communities through continuing to improve consultation and engagement, cross-agency collaboration, and the provision of region-focused policy advice.

CHAPTER THREE: GOVERNANCE

Governance model

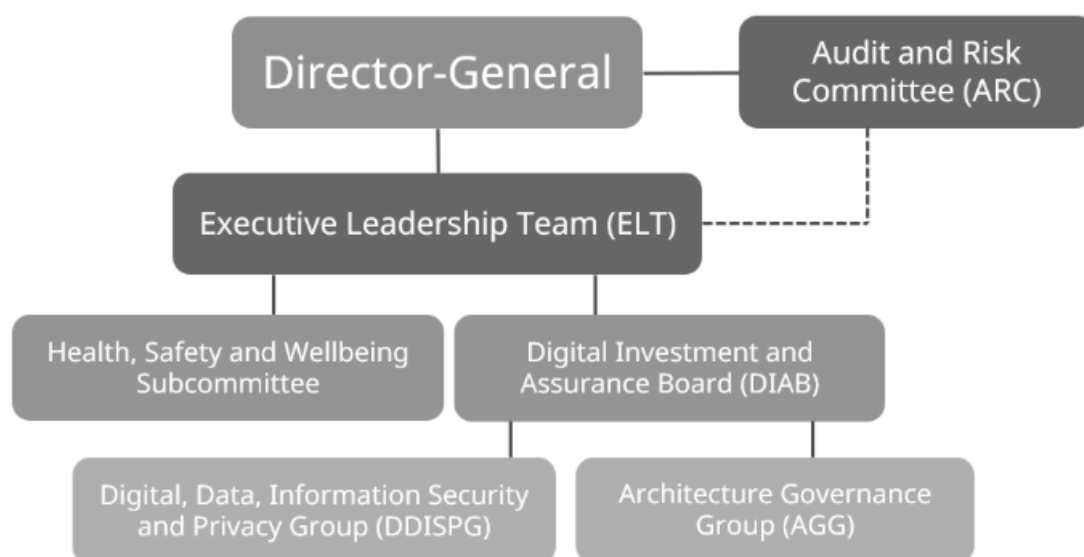
The Director-General is responsible under the *Public Sector Act 2022* (Section 177) for managing the department in a way that promotes the effective, efficient and appropriate management of public resources.

The Director-General is supported in meeting his statutory responsibilities under the *Public Sector Act 2022*, *Financial Accountability Act 2009* and other relevant legislation by the advice and assistance of the Executive Leadership Team (ELT) and several governance subcommittees (See Figure 1).

The governance subcommittees provide assurance to ELT that they are effectively mitigating and managing important enterprise focus areas including the health, safety and wellbeing of our people; information security, digital and data strategy; and the performance of our portfolio and our investment decisions.

In addition to these formal subcommittees, program governance is delivered using existing meeting constructs such as divisional leadership team meetings and additional program boards.

Figure 1: NRMRRD governance model



Audit and Risk Committee

The Audit and Risk Committee (ARC) provides independent advice and assurance to the Director-General on meeting obligations under the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and other legislative requirements.

Operating under an approved charter, the ARC oversees the effectiveness of the department's governance, risk management, internal control systems and assurance frameworks, helping to ensure the department achieves its objectives efficiently, effectively and economically.

During 2025-26, the ARC:

- » endorsed the department's 2024-25 financial statements and provided oversight of financial reporting integrity
- » monitored implementation of the Chief Finance Officer (CFO) Financial Control Framework and reviewed associated assurance activities
- » reviewed the department's Risk Appetite Statement and maintained oversight of enterprise and divisional risks
- » endorsed the Internal Audit Strategic Plan, Annual Audit Plan and Internal Audit Charter, ensuring alignment with the department's risk and assurance priorities
- » considered findings from Internal Audit and the Queensland Audit Office and monitored management's implementation of audit recommendations
- » endorsed the Information Security Management System (ISMS) Assurance Audit Report, reviewed the department's Essential Eight maturity and Information Security Attestation Statement, and provided oversight of cyber security and information management controls
- » monitored digital governance arrangements and the delivery of key ICT programs and initiatives
- » reviewed governance, integrity, fraud and misconduct prevention frameworks and monitored related compliance and assurance activities
- » provided independent advice and recommendations to the Director-General on matters within the committee's remit.

The ARC met four times during the year, and membership composition from 1 July 2025 to 30 June 2026 was as follows:

- » Karen Smith-Pomeroy, independent external member (Chair)
- » Dan Hunt, independent external member
- » Denise Dawson, independent external member (membership concluded 1 December 2025)
- » Pauline Thomson, independent external member (membership commenced 24 November 2025)
- » Neil Glentworth, independent external member (membership commenced 27 April 2026)

The committee's external members received a combined total remuneration of \$33 600 (excluding GST) for their role on the committee during 2025-26.

Executive Leadership Team

Our Executive Leadership Team (ELT) provides leadership and decision making that sets the department's strategic direction to ensure goals and objectives are met. The ELT supports and guides strategic issues, provides leadership and oversees governance and risk, people and performance of the department.

The ELT comprises the Director-General; Deputy Directors-General; Executive Director, Strategy Capability and Cabinet Office; and Director, Office of the Director-General.

Subcommittees

Health, Safety and Wellbeing Subcommittee

The Health, Safety and Wellbeing (HSW) Subcommittee supports the Executive Leadership Team (ELT) to meet its responsibilities under the *Work Health and Safety Act 2011*. The subcommittee provides oversight of the department's health, safety and wellbeing framework, supporting the effective management of workplace risks and promoting a safe and healthy work environment.

Digital Investment and Assurance Board

The Digital Investment and Assurance Board (DIAB) provides strategic oversight and governance of the department's digital, data, and technology investments. During the reporting period, DIAB oversaw the department's Transformation Strategy and Roadmap, digital operating model, Enterprise Architecture Ecosystem and Strategic ICT Program, ensuring alignment with strategic priorities, business needs and risk appetite.

Digital, Data, Information Security and Privacy Group

The Digital, Data, Information Security and Privacy Group (DDISPG) provides oversight and assurance of the department's digital, data, information security and privacy environment. During the reporting period the group monitored implementation of data and digital initiatives, reviewed information security and privacy performance, and supported the delivery of initiatives that strengthen the department's digital and cyber security capabilities.

Architecture Governance Group

The Architecture Governance Group (AGG) provides technical and architectural assurance for the department's digital and technical investments. The group reviews proposed technology solutions and designs to ensure alignment with enterprise architecture standards, strategic priorities and whole-of-government direction, supporting informed investment and technology decisions.

Government bodies

The department has relationships with numerous government bodies with decision-making powers established by either an Act of parliament or by a decision of executive government.

For government body information required to be reported through the department's annual report (including functions, achievements and member remuneration), refer to Appendix 2.

The following government bodies relevant to the department report their information requirements separately through their own annual reports:

- » Coexistence Queensland
- » Land Access Ombudsman
- » Surveyors Board of Queensland
- » Valuers Registration Board of Queensland
- » Queensland Rural and Industry Development Authority.

Public sector ethics

In 2025–26, the department continued to provide mandatory training for all staff on the code of conduct and the ethics principles of the *Public Sector Ethics Act 1994*.

Code of conduct training is available through the department's online learning management system, iLearn, and must be completed by all staff as part of induction, with annual refresher training required thereafter. The frequency of completion is determined under the Director-General's delegation. The training covers the operation of the *Public Sector Ethics Act 1994*, including employee rights and obligations in relation to breaches, and is supported by policies and resources that guide human resource management and ethical decision making. These resources are available to all staff via the intranet and, where relevant, are included in or referenced by training programs such as Management 101.

The department has implemented a fraud, corruption and control policy, together with an associated control plan, to establish a comprehensive fraud and corruption control system aligned with the Australian Standard on Fraud and Corruption Control (AS 8001:2021). These documents clearly set out the responsibilities and obligations of all employees in preventing, detecting and responding to fraud and corruption. The framework is further supported by mandatory training programs, including fraud awareness and corruption prevention, information privacy awareness, and information security training.

Human rights

The department applies the *Human Rights Act 2019* (HRA). As public service employees, we must consider the impact of our decisions and actions on the human rights of Queenslanders and understand how the HRA applies to our day-to-day work, particularly when dealing with the public or each other.

The department promotes and implements the HRA by:

- being committed to supporting Aboriginal employees and Torres Strait Islander employees by strengthening internal policies to better support their rights and cultural expertise
- disseminating information via the human rights intranet page, which includes links to training, departmental advice, guides, Queensland Human Rights Commission and Forgov web pages
- continuing to integrate and assess human rights considerations in service delivery operations, legislation and policy proposals
- providing ongoing advice and assistance to departmental staff to undertake human rights assessments
- continuing to consider human rights in all processes and procedures associated with granting resource authorities and regulating land and vegetation—guidelines, templates and processes have been, or are in the process of being, updated to incorporate human rights measures.

The department received no human rights complaints during the year ending 30 June 2026.

Risk management

The department's approach to risk management is based on the Australian Risk Management Standard (AS/NZS ISO 31000: 2018 Risk Management—Guidelines) and Queensland Treasury's A Guide to Risk Management.

The risk management framework, which includes the risk management policy and risk management procedure, was subject to periodic review during the year to ensure that risk management was effective and continued to support organisational performance. The department's enterprise risk management was overseen by the Audit and Risk Committee (ARC) and the Executive Leadership Team (ELT).

Internal audit services

Internal Audit supports the Audit and Risk Committee (ARC) by evaluating financial and operational systems, reporting processes and activities. It provides independent assurance and advice to the Director-General, senior management and the ARC. Internal Audit enhances the department's corporate governance environment through an objective, systematic approach to evaluating the effectiveness and efficiency of corporate governance processes, internal controls, risk assessment and management practices.

Its function is independent of management and external auditors. This aligns with the roles and responsibilities detailed in the *Financial Accountability Act 2009*.

Internal audit services were delivered under a co-sourced arrangement with Deloitte. Internal Audit services are delivered in accordance with the department's internal audit charter.

Queensland Audit Office

During the year, the following reports were tabled in parliament that were relevant to the operations of the department:

- » Managing third-party cyber security risks (Report 13: 2025–26), tabled 26 March 2026, providing insights into how effectively 3 public sector entities manage third-party cyber risks
- » State entities 2025 (Report 11: 2025–26), tabled 13 March 2026, examining the financial performance of the Queensland Government
- » Information systems 2025 (Report 6: 2025–26), tabled 3 December 2025, providing insights into information systems controls that Queensland's state government entities use
- » Supporting industry development (Report 4: 2025–26), tabled 28 October 2025, providing insights on the effectiveness and probity of the Industry Partnership Program in supporting industry development in Queensland
- » 2025 status of Auditor-General's recommendations (Report 3: 2025–26), tabled 8 October 2025, providing an update on entities' self-assessed progress in implementing performance audit recommendations made in previous reports to parliament
- » Managing the ethical risks of artificial intelligence (Report 2: 2025–26), tabled 24 September 2025, providing insights into whether the Queensland public sector has policies and guidelines in place to effectively manage the ethical risks associated with its AI systems.

External scrutiny

Parliamentary committees

- » The Primary Industries and Resources Committee was established as a portfolio committee on 28 November 2024. The committee is responsible for the following portfolio areas:
 - Primary Industries
 - Natural Resources and Mines
 - Manufacturing and Regional and Rural Development.
- » On 10 December 2025, the committee held a public briefing to consider the 2024–25 Annual Report of the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development. The purpose of the public briefing was for the department to brief the committee on aspects of the report as well as the department's performance, functions and future priorities more generally.

- » The committee considered the Greenhouse Gas Storage Amendment Bill 2025. The bill was introduced into the Legislative Assembly on 26 August 2025. A public briefing was held on 17 September 2025. The committee tabled its report on 17 October 2025, making one recommendation: that the bill be passed.
- » The committee also considered the Resources Safety and Health Queensland and Other Legislation Amendment Bill 2026. The bill was introduced into the Legislative Assembly on 3 March 2026. A public briefing was held on 25 March 2026, followed by a public hearing, also held on 25 March 2026. The committee tabled its report on 17 April 2026, making four recommendations, including that the bill be passed.

Records management and information systems

Records management

The department maintained a strong records management framework aligned with the *Public Records Act 2023*, *Public Sector Act 2022*, and the Queensland State Archives (QSA) requirements, supporting secure, reliable and accessible management of public records. During the year, work progressed to strengthen records governance, prepare for the implementation of QSA Mandatory Standards and enhance controls for managing high-value and high-risk records. Digital recordkeeping continued through the corporate electronic document and records management system (eDRMS), supported by ongoing compliance assessments, staff training, and regular access control audits. No security breaches were recorded.

The department delivered comprehensive records management services, including support for Right to Information and legal discovery processes, while ensuring records were retained and disposed of in accordance with approved retention and disposal schedules. During the year, 1424 files comprising 135 540 pages were scanned and digitised, 281 boxes of time expired records were disposed of, under an authorised disposal program, and 6 archive boxes containing 154 Orthophoto Maps of the Caboolture District were transferred to Queensland State Archives for permanent retention.

Right to information

The *Right to Information Act 2009* (RTI Act) outlines the Queensland Government's approach to providing the community with access to information held by government. The department supports the principles of the RTI Act by operating in an open, transparent and accountable manner, while balancing privacy and public interest considerations. The department provides access to information in accordance with the RTI Act and publishes required information on its website.

In 2025–26, the department received 116 new applications for access to information under the RTI Act. Completed applications are considered in line with the disclosure log requirements under sections 78A and 78B of the RTI Act. Applications of broader public interest are then published on the department's disclosure log.

Information systems

During 2025–26, the department continued to invest in secure, reliable and modern information systems that support service delivery, regulation and corporate operations.

Key highlights and initiatives include:

» **Digital solutions to meet the needs of Queensland's resources industry**

Commenced the build of the Resources Authority Register (RAR), a major digital reform initiative that will modernise resource authority management, strengthen regulatory integrity, and support the long-term sustainability and growth of Queensland's resources sector.

» **Cadastre and address modernisation**

Completed modernisation of Queensland's core cadastral (land boundary) and location addressing systems, improving the quality, resilience and usability of foundational spatial data that supports emergency management, planning and development, infrastructure delivery and investment decision-making across Queensland.

» **Digital modernisation**

Continued to strengthen the department's digital foundations through progressive retirement and replacement of legacy systems and advancement of data governance and capability, supporting secure, efficient and evidence-based service delivery.

» **Artificial intelligence**

Progressed the responsible adoption of artificial intelligence (AI) technologies to enhance productivity, support informed decision-making and enhance customer and employee experiences.

Information security attestation

The department maintained a strong focus on information security and cyber risk management throughout 2025–26.

As part of the mandatory annual information security reporting process, the Director-General attested to the Queensland Government Chief Information Security Officer that appropriate information security risk management arrangements are in place. The attestation was informed by ongoing assurance activities, risk assessments and remediation actions undertaken across the department.

This reflects the department's continued commitment to protecting information assets, meeting whole-of-government security requirements and maintaining trust with customers, stakeholders and industry.

Open data

The department has now released 161 datasets comprising 1058 individual data resources. Numbers have increased slightly this year due to the publication of the new mineral and energy resource series providing a digital representation of the extent of mineral and energy resources in Queensland.

Application programming interface (API) allows our customers to access data via a connection to our data store, eliminating the need to manually download data. The API data is always up to date. The Open Data Portal² has also provided metadata references to 191 240 datasets found on the GSQ Open Data Portal³ (not including borehole datasets). This means that more than 82 terabytes of geoscientific information is now discoverable via the Open Data Portal.

For annual reporting purposes, the following datasets are also available on the Queensland Government data website:

- Queensland Language Services Policy
- overseas travel
- consultancies
- Charter of Victim's Rights.

² <https://www.data.qld.gov.au>

³ <https://geoscience.data.qld.gov.au>

CHAPTER FOUR: STRATEGIC WORKFORCE PLANNING AND PERFORMANCE

Workforce profile

The Queensland public sector quarterly workforce profile, based on minimum obligatory human resource data as at fortnight ending 26 June 2026, is set out below:

Table 3: FTE and headcount

	FTE	Headcount
Total FTE for Natural Resources and Mines, Manufacturing and Regional and Rural Development	1460.78	1538

Table 4: Occupation type

Occupation type	Percentage of total workforce (calculated on FTE)
Corporate	14.11
Frontline and frontline support	85.89

Table 5: Appointment type

Appointment type	Percentage of total workforce (calculated on FTE)
Permanent	93.87
Temporary	4.35
Casual	0
Contract	1.78

Table 6: Employment status

Employment status	Percentage of total workforce (calculated on headcount)
Full-time	86.54
Part-time	13.46
Casual	0

Table 7: Gender

Gender	Number (headcount)	Percentage of total workforce (calculated on headcount)
Woman	886	57.61
Man	606	39.40
Non-binary	6	0.39
Another term	0	0
Not disclosed	40	2.60

Table 8: Diversity target group data

Diversity groups	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	886	57.61
Aboriginal peoples and Torres Strait Islander peoples	48	3.12
People with disability	157	10.21
Culturally and linguistically diverse (speak a language at home other than English) ^	200	13.00

^This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

Table 9: Target group data for women in leadership roles*

	Women (headcount)	Women as percentage of total leadership cohort (calculated on headcount)
Senior Officers (Classified, s122 and s155 combined)	39	48.15
Senior Executive Service, High-level senior executives and Chief Executives (Classified, s122 and s155 combined)	12	44.44

* Women in leadership are defined as those in classified roles or on s122 or s155 contracts. This data must not include salary equivalency.

Strategic workforce planning

The department revised its Strategic Workforce Plan for 2026 to develop the appropriate strategies to design, empower, engage and mobilise our workforce to best deliver strategic priorities.

This includes understanding the broad economic, environmental, political, legal, social and technological trends that are likely to change and influence the demand for, and nature of, the services we will provide in the future.

A further achievement this year has been the development of the NRMRRD People Strategy. This strategy is the implementation roadmap for our Strategic Workforce Plan, providing a forward-looking framework that defines how our workforce is equipped, engaged and aligned to deliver on our agency's Strategic Plan and priorities. It integrates our people, workplace culture, and enabling systems and processes to create the conditions needed to adapt, innovate and thrive.

Capability framework

The department is developing a capability framework to define the skills, knowledge and behaviours required to deliver the department's strategic objectives and priorities. It will provide a consistent, department-wide foundation for performance and development, workforce capability planning, mobility and succession, supporting sustainable outcomes now and into the future.

This framework will complement our guiding principles and recognise the importance of capability uplift and development to create a people-first culture that empowers our people to deliver on our strategic priorities in a safe, inclusive and supportive environment.

Inclusion and diversity

The department is creating a culture of inclusion by intent, recognising that diversity doesn't just occur by chance—it requires all staff, regardless of position or role, to consciously place inclusion at the forefront of their thinking.

A key component of our strategy is to drive a sense of belonging for all employees. We have appointed an executive champion for each priority diversity area to support our employees through training, capability building and ensuring connections with allies and employee networks.

Our employee committees and networks ensure lived-experience insights, advice and co-design are included in the development and implementation of our strategies and plans. Networks also promote positive change through education and awareness raising, in support of the target diversity group they represent.

Our 2025–2027 Equity and Diversity Plan was informed by the 2025 and 2026 Equity and Diversity audits and included the delivery of several targeted activities. These include supporting our employees through various tailored networks such as Young Professionals, Parents and Caregivers, Proudly Me Committee for LGBTIQ+, All Abilities, Neurodivergent Support Community, Generations in the Workplace, and the Mosaic Network for cultural identity. The department's Equity and Diversity Plan is supported by the Disability Services Plan 2025–2028 and the Multicultural Plan 2025–2027.

The department continued the roll out of the mandatory training program, Respect Starts Here, as well as the delivery of additional training sessions held during DFV prevention month, highlighting the important role men can play and the experiences and education of young people. The department also continued its partnership to support Mary and Martha House women's shelter and had strong participation in the annual Darkness to Daylight walk.

Safety and wellbeing

The safety and wellbeing of our people remains central to how we operate and deliver outcomes for Queensland. We recognise the diverse physical and psychological risks associated with our work and are committed to managing these in line with legislative requirements and best practice. In 2025–26, the department continued to progress its Health, Safety and Wellbeing (HSW) Strategy 2024–28.

Key initiatives delivered during the year include:

- » refreshing the HSW Subcommittee with revised terms of reference, inclusion of an ELT member as Chair, and broader worker participation from across the department. The subcommittee provides governance and oversight for the department's approach to integrating work health and safety risk management into operations, and a formal mechanism for consultation to ensure worker views and perspectives inform these matters
- » developing a range of risk management tools and resources to support a more consistent identification, assessment and management of physical and psychosocial risks. This includes the refreshed WHS risk management toolkit, psychosocial hazard guidance materials and a WHS Competency Framework, developed to provide greater clarity on capability expectations and strengthen the ability to meet work health and safety responsibilities
- » implementing a cyclical review schedule to support the ongoing effectiveness and currency of the HSW management system. This includes review of guidance materials, systems and tools
- » continuing to support the collection and analysis of WHS data through the department's incident and reporting tool, SMART, improving visibility of WHS performance and supporting informed decision making and oversight
- » delivering a coordinated program of engagement and awareness activities to strengthen capability, promote a positive safety culture, and support the consistent application of WHS practices across the department. This included targeted workshops, multi-channel communication and department-wide campaigns aligned to key events such as Safe Work Month, Queensland Mental Health Week and R U OK? Day. The Wellbeing Ambassador Network supported local delivery of initiatives across the department
- » delivering the Employee Assistance Program (EAP), via Telus Health and Gallang Place, providing confidential support services to employees and their families, including counselling, incident support and domestic and family violence support.

Industrial and employee relations

Our human resources framework

The department maintains a contemporary human resources management framework, supported by a comprehensive suite of resources designed to inform employees' understanding of their workplace conditions, industrial entitlements and processes for resolving workplace issues.

Throughout the year, the department has continued to refine and update resources to ensure that both managers and employees are equipped with the necessary knowledge and tools to effectively navigate industrial entitlements and processes. These resources cover key areas including the general protections regime, appeal rights, the conversion of fixed-term temporary and casual employees to permanent status, conversion to a higher classification level, and the associated application process, dispute resolution procedures and flexible work and leave arrangements.

In alignment with the provisions of the *Public Sector Act 2022*, the department continues to update all human resources materials, including delegations and authorisations to ensure compliance with new and amended directives issued by the Public Sector Commission.

Agency Consultative Committee

The department held ongoing consultative discussions with Together Queensland and the Industrial Union of Employees through regular formal meetings of the Agency Consultative Committee.

The role of the Agency Consultative Committee is to ensure that the department implements and complies with all relevant arrangements under *the Industrial Relations Act 2016*, *Public Sector Act 2022* and State Government Entities Certified Agreement 2023, with particular focus on current and emerging industrial issues, workforce strategy and organisational change issues.

The department has successfully fulfilled all commitments outlined in the State Government Entities Certified Agreement 2023 (Core Agreement). With the agreement set to expire in June 2026, preparations for the development of a new Core Agreement are currently underway.

Early retirement, redundancy and retrenchment

The department did not incur any costs related to redundancy, early retirement or retrenchment packages during the period.

CHAPTER FIVE: SUMMARY OF FINANCIAL PERFORMANCE

The financial statements included in this annual report contain comprehensive financial data on:

- » the controlled entity, which refers to the funds and assets within the control of the department
- » administered activities, which refers to activities the department does not control but is charged with administering on behalf of government.

Financial overview

The department recorded an operating surplus of \$8.092 million for the 2025–26 financial year.

Table 10 summarises the financial results of the controlled operations. For a more comprehensive set of financial statements covering all aspects of the department's activities, see the 'Financial statements' section.

Table 10: Summary of financial results of controlled operations

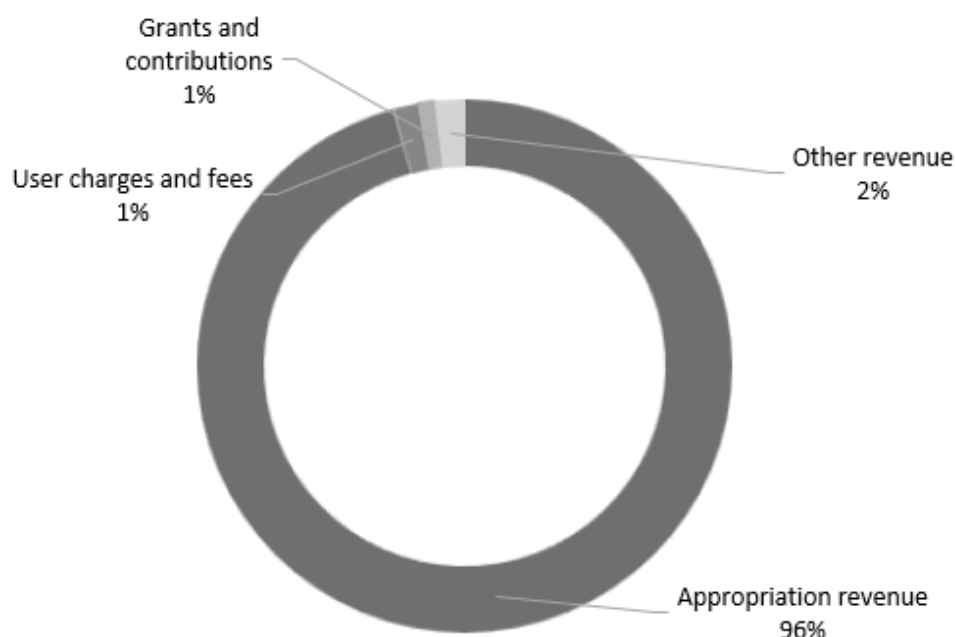
	Financial year	
	2026	2025
Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development	\$'000	\$'000
Income	615 920	472 645
Expenses	607 828	456 228
Operating surplus/(deficit)	8 092	16 417
Assets	517 783	481 201
Liabilities	198 974	192 488
Net assets	318 809	288 713

Income

The department's 2025–26 income of \$615.920 million primarily consists of Queensland Government appropriation revenue of \$589.379 million. Other revenue sources include:

- » user charges and fees of \$9.470 million, which primarily relates to annual subscriptions and revenue for spatial imagery and State Valuation Service revenue, and
- » grants and contributions of \$6.392 million, which includes state and commonwealth grants, Financial Provisioning Scheme funding for mine remediation, goods and services received at below fair value and funding from external bodies.

Figure 2: Income earned by the department in 2025-26



Expenses

The department's 2025–26 expenses of \$607.828 million primarily consists of employee expenses, supplies and services, grants and subsidies, and depreciation and amortisation of assets.

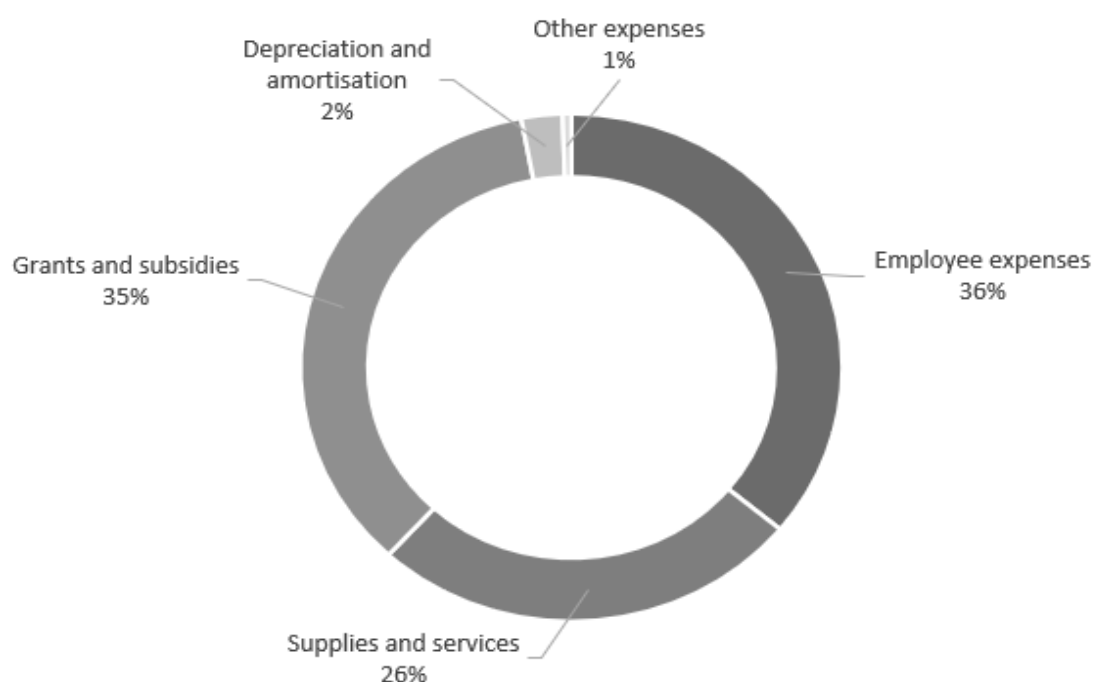
Employee expenses totalling \$218.788 million include salaries and wages, annual and long service leave levies, employer superannuation contributions and other employee-related expenses, which represents 36 per cent of total expenses.

Supplies and services totalled \$156.828 million, with the major expenses being information, communication and technology costs (\$35.595 million), contractor expenses (\$31.502 million), mine remediation costs (\$28.394 million) and accommodation costs including operating leases (\$25.650 million).

Grants and subsidies totalled \$214.153 million and included grants related to Securing a future for Mount Isa and the North West (\$97.237 million), Natural Resources Management Expansion Program (\$49.421 million), Mount Isa Acceleration Program (\$22.420 million), Natural Resource Recovery Program (\$5.961 million) and Building our Regions (\$5.823 million).

Depreciation and amortisation expenses of \$14.936 million primarily relate to internally generated software (\$4.739 million), infrastructure assets (\$4.096 million), plant and equipment (\$3.176 million), buildings (\$2.415 million) and heritage and cultural asset (\$0.482 million).

Figure 3: Expenditure incurred by the department in 2025-26



Capital expenditure

The department's capital expenditure for the year was \$19.365 million. This is made of \$8.502 million in capital acquisitions across various projects, and \$10.863 million in software work in progress expenses.

Financial position

The net position reported in the financial statements at 30 June 2026 is \$318.809 million. This consists primarily of the assets the department held of \$517.783 million, which includes \$213.117 million in property, plant and equipment (including \$84.779 million in infrastructure assets, \$50.574 million in buildings, \$49.835 million in land and \$17.645 million in plant and equipment), and \$29.329 million in software assets.

In addition, the department had cash and cash equivalents of \$203.139 million and total receivables of \$69.425 million. These were partially offset by liabilities of \$198.974 million, which mainly consist of payables of \$149.617 million, total unearned revenue of \$24.479 million, deposits held for other agencies' land purchases of \$16.574 million, and accrued employee benefits of \$8.304 million.

Administered activities

The department administers, but does not control, certain resources on behalf of the government. In doing so, it is responsible and accountable for administering related transactions and items but does not have the discretion to deploy these resources for the achievement of the department's objectives. Major administered revenue included:

- » fees from mineral and petroleum rentals, including annual rent collected on various permits, authorities, licenses and leases
- » resource tenure application processing fees
- » revenue from state land, including sales of unallocated state land, issuing easement access, and annual rentals and instalments for state land leases, licenses and permits.

Major administered expenses included \$17.495 million in land granted to external bodies and \$15.522 million in grants provided to Queensland Rural and Industry Development Authority (QRIDA), a statutory body established under the *Rural and Regional Adjustment Act 1994*, administered by the department.

Administered net assets at 30 June 2026 were \$133.863 billion. This predominantly relates to state land with a value of \$133.570 billion, shown in Table 11.

Table 11: Administered land portfolio

	Financial year	
Administered land	2026	2025
	\$'000	\$'000
Land under roads	116 465 157	104 415 961
Reserves	13 459 928	12 369 448
Leasehold land	2 195 297	2 209 310
Unallocated state land	1 367 903	1 266 017
Other	81 860	71 341
Total	133 570 145	120 332 077

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

Financial Statements

For the Year Ended 30 June 2026

**Department of Natural Resources and Mines, Manufacturing and Regional and
Rural Development
Financial Statements
For the Year Ended 30 June 2026**

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Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Statement of Comprehensive Income
For the Year Ended 30 June 2026

		2026	2026		2025
	Note	Actual	Adjusted budget*	Budget variance**	Actual
		\$'000	\$'000	\$'000	\$'000
Income from continuing operations					
Appropriation revenue	B1-1	589,379	545,938	43,441	442,114
User charges and fees	B1-2	9,470	14,996	(5,526)	10,014
Grants and contributions	B1-3	6,392	8,325	(1,933)	14,391
Other revenue		10,679	410	10,269	6,120
Total revenue		615,920	569,669	46,251	472,639
Gains on reversal of impairment losses on receivables		-	-	-	6
Total income from continuing operations		615,920	569,669	46,251	472,645
Expenses from continuing operations					
Employee expenses	B2-1	218,788	224,175	(5,387)	205,106
Supplies and services	B2-2	156,828	185,501	(28,673)	143,379
Grants and subsidies	B2-3	214,153	144,079	70,074	89,972
Depreciation and amortisation	C3-1, C4-1	14,936	12,788	2,148	13,599
Other expenses	B2-4	3,123	3,126	(3)	4,172
Total expenses from continuing operations		607,828	569,669	38,159	456,228
Operating result from continuing operations		8,092	-	8,092	16,417
Other comprehensive income					
Items that will not be reclassified to operating result					
Increase in asset revaluation surplus	C3-1	23,362	-	23,362	18,952
Total other comprehensive income		23,362	-	23,362	18,952
Total comprehensive income		31,454	-	31,454	35,369

* Adjusted budget figures for the financial year, as published in the latest Service Delivery Statement tabled in Parliament.

** An explanation of major variances is included in Note F1-1.

The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Statement of Comprehensive Income by Major Departmental Services
For the Year Ended 30 June 2026

	Minerals and energy resources and data services*		Land administration and property services		Drive regional economic growth		Corporate partnerships**		Total	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Appropriation revenue	305,130	205,817	215,341	177,739	65,072	53,154	3,836	5,404	589,379	442,114
User charges and fees	3,562	3,283	5,598	6,603	310	128	-	-	9,470	10,014
Grants and contributions	5,476	12,102	645	2,057	271	232	-	-	6,392	14,391
Other revenue	4,233	2,681	6,293	3,344	153	95	-	-	10,679	6,120
Total revenue	318,401	223,883	227,877	189,743	65,806	53,609	3,836	5,404	615,920	472,639
Gains on reversal of impairment losses on receivables	-	4	-	2	-	-	-	-	-	6
Total income from continuing operations	318,401	223,887	227,877	189,745	65,806	53,609	3,836	5,404	615,920	472,645
Expenses from continuing operations										
Employee expenses	80,750	76,033	112,528	112,634	22,152	11,734	3,358	4,705	218,788	205,106
Supplies and services	92,248	84,143	49,425	51,491	14,677	7,046	478	699	156,828	143,379
Grants and subsidies	130,727	46,381	56,550	11,477	26,876	32,114	-	-	214,153	89,972
Depreciation and amortisation	9,185	8,208	4,979	5,188	772	203	-	-	14,936	13,599
Other expenses	1,281	1,189	1,322	2,706	520	276	-	-	3,123	4,171
Total expenses from continuing operations	314,191	215,954	224,804	183,496	64,997	51,373	3,836	5,404	607,828	456,228
Operating result from continuing operations	4,210	7,933	3,073	6,249	809	2,236	-	-	8,092	16,417
Other comprehensive income										
Items that will not be reclassified to operating result										
Increase in asset revaluation surplus	16,474	14,841	6,888	4,111	-	-	-	-	23,362	18,952
Total other comprehensive income	16,474	14,841	6,888	4,111	-	-	-	-	23,362	18,952
Total comprehensive income	20,684	22,774	9,961	10,360	809	2,236	-	-	31,454	35,369

*The name of this service area has been amended from 'Minerals and Energy Resources Services' to 'Minerals and Energy Resources and Data Services' to ensure a more holistic representation of the services provided by the service area.

** Income and expenses attributed to other agencies through corporate partnership activities are shown separately and not allocated across departmental services.

Refer to Note A2 for major departmental services. The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Statement of Financial Position
As at 30 June 2026

	Note	2026 Actual \$'000	2026 Adjusted budget* \$'000	Budget variance** \$'000	2025 Actual \$'000
Current assets					
Cash and cash equivalents	C1	203,139	105,569	97,570	259,353
Receivables	C2	69,339	10,809	58,530	10,330
Land held for sale		790	-	790	-
Other current assets		1,983	1,350	633	2,961
Total current assets		275,251	117,728	157,523	272,644
Non-current assets					
Receivables	C2	86	-	86	128
Property, plant and equipment	C3	213,117	164,882	48,235	185,196
Intangible assets	C4	29,329	28,740	589	23,233
Total non-current assets		242,532	193,622	48,910	208,557
Total assets		517,783	311,350	206,433	481,201
Current liabilities					
Payables	C5	149,617	20,684	128,933	149,449
Accrued employee benefits		8,304	6,481	1,823	6,939
Unearned revenue	C6	2,964	14,039	(11,075)	3,701
Other current liabilities	C7	16,574	12,019	4,555	10,884
Total current liabilities		177,459	53,223	124,236	170,973
Non-current liabilities					
Unearned revenue	C6	21,515	-	21,515	21,515
Total non-current liabilities		21,515	-	21,515	21,515
Total liabilities		198,974	53,223	145,751	192,488
Net assets		318,809	258,127	60,682	288,713
Equity					
Contributed equity	C8-1	142,695	-	142,695	144,053
Accumulated surplus		50,297	-	50,297	42,205
Asset revaluation surplus	C8-3	125,817	-	125,817	102,455
Total equity		318,809	-	318,809	288,713

* Adjusted budget figures for the financial year, as published in the latest Service Delivery Statement tabled in Parliament.

** An explanation of major variances is included in Note F1-2.

The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Statement of Assets and Liabilities by Major Departmental Services
As at 30 June 2026

	Minerals and energy resources and data services*		Land administration and property services		Drive regional economic growth		Total	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Current assets								
Cash and cash equivalents	76,455	96,843	108,055	136,787	18,629	25,723	203,139	259,353
Receivables	63,003	3,997	5,032	3,372	1,304	2,961	69,339	10,330
Land held for sale	-	-	790	-	-	-	790	-
Other current assets	776	2,441	1,207	520	-	-	1,983	2,961
Total current assets	140,234	103,281	115,084	140,679	19,933	28,684	275,251	272,644
Non-current assets								
Receivables	-	-	20	30	66	98	86	128
Property, plant and equipment	150,630	126,794	62,487	58,402	-	-	213,117	185,196
Intangible assets	27,463	16,935	1,866	6,298	-	-	29,329	23,233
Total non-current assets	178,093	143,729	64,373	64,730	66	98	242,532	208,557
Total assets	318,327	247,010	179,457	205,409	19,999	28,782	517,783	481,201
Current liabilities								
Payables	67,163	24,085	65,557	101,302	16,897	24,062	149,617	149,449
Accrued employee benefits	3,042	2,625	4,473	3,934	789	380	8,304	6,939
Unearned revenue	2,891	3,058	73	643	-	-	2,964	3,701
Other current liabilities	-	376	16,574	10,508	-	-	16,574	10,884
Total current liabilities	73,096	30,144	86,677	116,387	17,686	24,442	177,459	170,973
Non-current liabilities								
Unearned revenue	21,515	21,515	-	-	-	-	21,515	21,515
Total non-current liabilities	21,515	21,515	-	-	-	-	21,515	21,515
Total liabilities	94,611	51,659	86,677	116,387	17,686	24,442	198,974	192,488
Net assets	223,716	195,351	92,780	89,022	2,313	4,340	318,809	288,713

*The name of this service area has been amended from 'Minerals and Energy Resources Services' to 'Minerals and Energy Resources and Data Services' to ensure a more holistic representation of the services provided by the service area. Refer to Note A2 for major departmental services. The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Statement of Changes in Equity
For the Year Ended 30 June 2026

	Note	2026 \$'000	2025 \$'000
Contributed equity			
Balance as at 1 July		144,053	145,415
Transactions with owners as owners:			
Appropriated equity injections/(withdrawals)	C8-2	(1,358)	801
Net transfers out from other Queensland Government entities (MoG)	A3	-	(2,163)
Balance as at 30 June		142,695	144,053
Accumulated surplus			
Balance as at 1 July		42,205	25,788
Operating result from continuing operations		8,092	16,417
Balance as at 30 June		50,297	42,205
Asset revaluation surplus			
Balance as at 1 July		102,455	83,503
Increase in asset revaluation surplus		23,362	18,952
Balance as at 30 June	C8-3	125,817	102,455
Total balance as at 30 June		318,809	288,713

The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Statement of Cash Flows
For the Year Ended 30 June 2026

		2026	2026		2025
	Note	Actual	Adjusted budget*	Budget variance**	Actual
		\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Inflows:					
Service appropriation receipts		553,311	545,938	7,373	543,950
User charges and fees		8,333	15,028	(6,695)	21,375
Grants and contributions		4,832	4,855	(23)	2,512
GST input tax credits from ATO		18,108	-	18,108	7,782
GST collected from customers		5,618	-	5,618	2,309
Other		9,063	410	8,653	2,913
Outflows:					
Employee expenses		(218,209)	(224,175)	5,966	(204,070)
Supplies and services		(168,175)	(182,031)	13,856	(123,444)
Grants and subsidies		(212,562)	(144,079)	(68,483)	(88,605)
GST paid to suppliers		(25,852)	-	(25,852)	(9,278)
GST remitted to ATO		(5,444)	-	(5,444)	(2,420)
Other		(2,689)	(3,126)	437	(3,676)
Net cash provided by operating activities	CF-1	(33,666)	12,820	(46,486)	149,348
CASH FLOWS FROM INVESTING ACTIVITIES					
Inflows:					
Sales of property, plant and equipment		-	37	(37)	13
Outflows:					
Payments for property, plant and equipment		(8,501)	(15,270)	6,769	(9,604)
Payments for intangible assets		(10,863)	(9,592)	(1,271)	(6,449)
Loans and advances		(2,607)	-	(2,607)	(3)
Net cash used in investing activities		(21,971)	(24,825)	2,854	(16,043)
CASH FLOWS FROM FINANCING ACTIVITIES					
Inflows:					
Equity injections		9,722	9,722	-	5,893
Outflows:					
Equity withdrawals		(10,299)	(4,282)	(6,017)	(6,019)
Net cash provided by/(used in) financing activities		(577)	5,440	(6,017)	(126)
Net (decrease)/increase in cash and cash equivalents		(56,214)	(6,565)	(49,649)	133,179
Cash transfers from restructure		-	100	(100)	-
Cash and cash equivalents at beginning of financial year		259,353	112,034	147,319	126,174
Cash and cash equivalents at end of financial year	C1	203,139	105,569	97,570	259,353

* Adjusted budget figures for the financial year, as published in the latest Service Delivery Statement tabled in Parliament.

** An explanation of major variances is included in Note F1-3. The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Statement of Cash Flows
For the Year Ended 30 June 2026

NOTES TO THE STATEMENT OF CASH FLOWS

CF-1 Reconciliation of operating result to net cash provided by operating activities

	2026	2025
	\$'000	\$'000
Operating result from continuing operations	8,092	16,417
<i>Non-cash items included in operating results:</i>		
Asset revaluation increment	(7,117)	(4,121)
Bad and impaired debts	15	31
Depreciation and amortisation	14,936	13,599
Goods and services received below fair value	(187)	(8,149)
Net loss on disposal of property, plant and equipment	287	1,545
<i>Change in assets and liabilities</i>		
Increase in appropriation receivable	(47,237)	-
Increase in deferred appropriation payable to Consolidated Fund	11,169	101,836
(Increase)/decrease in prepayments	978	(1,611)
(Increase)/decrease in other receivables	(179)	1,009
(Increase)/decrease in long service leave reimbursement receivables	(290)	329
(Increase)/decrease in annual leave reimbursement receivables	(517)	248
(Increase)/decrease in trade receivables	(583)	185
Increase/(decrease) in payables	(11,782)	19,137
Increase in accrued employee benefits	1,365	459
Decrease in unearned revenue	(737)	-
Increase in other liabilities	5,690	10,040
Increase in GST input tax credits receivable	(7,744)	(1,495)
Increase/(decrease) in GST payable	175	(111)
Net cash provided by operating activities	(33,666)	149,348

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Administered Statement of Comprehensive Income
For the Year Ended 30 June 2026

	Note	2026 Actual \$'000	2026 Adjusted budget* \$'000	Budget variance** \$'000	2025 Actual \$'000
Income from continuing operations					
Administered appropriation revenue	D2	24,212	23,810	402	21,010
User charges and fees	D3	28,976	25,133	3,843	27,279
Property and other territorial revenue	D4	190,990	196,857	(5,867)	181,754
Land transfers inwards	D5	293,456	225,185	68,271	233,804
Other revenue		1,589	1,050	539	1,956
Total revenue		539,223	472,035	67,188	465,803
Gain on disposal of land		6,986	9,000	(2,014)	9,803
Total income from continuing operations		546,209	481,035	65,174	475,606
Expenses from continuing operations					
Supplies and services		3,196	3,369	(173)	2,561
Grants and subsidies	D6	35,610	62,916	(27,306)	19,123
Depreciation	D8-1	3,237	2,881	356	3,074
Other expenses		4,679	5,220	(541)	2,938
Total expenses from continuing operations		46,722	74,386	(27,664)	27,696
Operating result before transfers to government		499,487	406,649	92,838	447,910
Transfers of administered item revenue to government		229,885	226,649	3,236	217,171
Operating result from continuing operations		269,602	180,000	89,602	230,739
Other comprehensive income					
Items that will not be reclassified to operating result					
Increase in asset revaluation surplus	D11	12,974,863	-	12,974,863	10,787,180
Total other comprehensive income		12,974,863	-	12,974,863	10,787,180
Total comprehensive income		13,244,465	180,000	13,064,465	11,017,919

* Adjusted budget figures for the financial year, as published in the latest Service Delivery Statement tabled in Parliament.

** An explanation of major variances is included in Note F1-4.

The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Administered Statement of Comprehensive Income by Major Departmental Services
For the Year Ended 30 June 2026

	Minerals and energy resources and data services*		Land administration and property services		Drive regional economic growth		Total	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Income from continuing operations								
Administered appropriation revenue	8,566	10,485	-	-	15,646	10,525	24,212	21,010
User charges and fees	3,811	3,548	25,165	23,731	-	-	28,976	27,279
Property and other territorial revenue	88,460	86,584	102,530	95,170	-	-	190,990	181,754
Land transfers inwards	-	-	293,456	233,804	-	-	293,456	233,804
Other revenue	5	336	1,584	1,620	-	-	1,589	1,956
Total revenue	100,842	100,953	422,735	354,325	15,646	10,525	539,223	465,803
Gain on disposal of land	-	-	6,986	9,803	-	-	6,986	9,803
Total income from continuing operations	100,842	100,953	429,721	364,128	15,646	10,525	546,209	475,606
Expenses from continuing operations								
Supplies and services	2,522	2,276	674	43	-	242	3,196	2,561
Grants and subsidies	2,593	5,838	17,495	3,002	15,522	10,283	35,610	19,123
Depreciation	3,232	3,069	5	5	-	-	3,237	3,074
Other expenses	400	718	4,279	2,220	-	-	4,679	2,938
Total expenses from continuing operations	8,747	11,901	22,453	5,270	15,522	10,525	46,722	27,696
Operating result before transfers to government	92,095	89,052	407,268	358,858	124	-	499,487	447,910
Transfers of administered item revenue to government	91,774	89,650	138,111	127,521	-	-	229,885	217,171
Operating result from continuing operations	321	(598)	269,157	231,337	124	-	269,602	230,739
Other comprehensive income								
Items that will not be reclassified to operating result								
Increase in asset revaluation surplus	23,459	11,600	12,951,404	10,775,580	-	-	12,974,863	10,787,180
Total other comprehensive income	23,459	11,600	12,951,404	10,775,580	-	-	12,974,863	10,787,180
Total comprehensive income	23,780	11,002	13,220,561	11,006,917	124	-	13,244,465	11,017,919

*The name of this service area has been amended from 'Minerals and Energy Resources Services' to 'Minerals and Energy Resources and Data Services' to ensure a more holistic representation of the services provided by the service area. Refer to Note A2 for major departmental services. The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Administered Statement of Financial Position
As at 30 June 2026

	Note	2026 Actual \$'000	2026 Adjusted budget* \$'000	Budget variance** \$'000	2025 Actual \$'000
Current assets					
Cash and cash equivalents		8,384	12,050	(3,666)	9,499
Receivables	D7	32,600	27,208	5,392	29,327
Prepayments to Consolidated Fund	D10	30,489	31,169	(680)	21,682
Land held for sale		1,155	1,249	(94)	1,967
Total current assets		72,628	71,676	952	62,475
Non-current assets					
Receivables	D7	4,957	6,942	(1,985)	7,103
Property, plant and equipment	D8	133,870,338	109,939,140	23,931,198	120,612,474
Total non-current assets		133,875,295	109,946,082	23,929,213	120,619,577
Total assets		133,947,923	110,017,758	23,930,165	120,682,052
Current liabilities					
Payables	D9	37,211	3,889	33,322	33,656
Proposals and deposits	D10	30,489	28,362	2,127	21,682
Unearned revenue		16,351	16,778	(427)	16,670
Other current liabilities		711	37,950	(37,239)	5,162
Total current liabilities		84,762	86,979	(2,217)	77,170
Total liabilities		84,762	86,979	(2,217)	77,170
Net assets		133,863,161	109,930,779	23,932,382	120,604,882
Equity					
Contributed equity		66,358,094	66,328,331	29,763	66,344,280
Accumulated surplus		2,529,368	2,388,793	140,575	2,259,766
Asset revaluation surplus	D11	64,975,699	41,213,655	23,762,044	52,000,836
Total equity		133,863,161	109,930,779	23,932,382	120,604,882

* Adjusted budget figures for the financial year, as published in the latest Service Delivery Statement tabled in Parliament.

** An explanation of major variances is included in Note F1-5.

The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Administered Statement of Assets and Liabilities by Major Departmental Services
As at 30 June 2026

	Minerals and energy resources and data services*		Land administration and property services		Drive regional economic growth		Total	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Current assets								
Cash and cash equivalents	1,507	2,033	6,423	7,332	454	134	8,384	9,499
Receivables	2,277	279	30,323	29,024	-	24	32,600	29,327
Prepayments to Consolidated Fund	-	-	30,489	21,682	-	-	30,489	21,682
Land held for sale	-	-	1,155	1,967	-	-	1,155	1,967
Total current assets	3,784	2,312	68,390	60,005	454	158	72,628	62,475
Non-current assets								
Receivables	-	-	4,957	7,103	-	-	4,957	7,103
Property, plant and equipment	312,636	292,398	133,557,702	120,320,076	-	-	133,870,338	120,612,474
Total non-current assets	312,636	292,398	133,562,659	120,327,179	-	-	133,875,295	120,619,577
Total assets	316,420	294,710	133,631,049	120,387,184	454	158	133,947,923	120,682,052
Current liabilities								
Payables	4,715	2,562	32,165	31,094	331	-	37,211	33,656
Proposals and deposits	-	-	30,489	21,682	-	-	30,489	21,682
Unearned revenue	15,753	15,487	598	1,183	-	-	16,351	16,670
Other current liabilities	360	399	351	4,605	-	158	711	5,162
Total current liabilities	20,828	18,448	63,603	58,564	331	158	84,762	77,170
Total liabilities	20,828	18,448	63,603	58,564	331	158	84,762	77,170
Net assets	295,592	276,262	133,567,446	120,328,620	123	-	133,863,161	120,604,882

*The name of this service area has been amended from 'Minerals and Energy Resources Services' to 'Minerals and Energy Resources and Data Services' to ensure a more holistic representation of the services provided by the service area.

Refer to Note A2 for major departmental services.

The accompanying notes form part of these financial statements.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

SECTION 1
ABOUT THE DEPARTMENT AND THIS FINANCIAL REPORT

A1 BASIS OF FINANCIAL STATEMENT PREPARATION

A1-1 GENERAL INFORMATION

The Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development ("the department") is a Queensland Government department established under the *Public Sector Act 2022* and controlled by the State of Queensland, which is the ultimate parent.

The head office and principal place of business of the department is 1 William Street, Brisbane QLD 4000.

A1-2 STATEMENT OF COMPLIANCE

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2025.

The department is a not-for-profit entity and these general purpose financial statements are prepared on an accrual basis (except for the Statement of Cash Flows which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

New accounting standards applied for the first time in these financial statements are outlined in Note G3.

A1-3 THE REPORTING ENTITY

The financial statements include all income, expenses, assets, liabilities and equity of the 'economic entity' comprising the department.

The department has no controlled entities.

A1-4 PRESENTATION

Currency and rounding

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.

Comparatives

Comparative information reflects the audited 2024-25 financial statements except where restating is necessary to be consistent with disclosures in the current reporting period. There is no material restatement.

Current/non-current classification

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated notes.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the department does not have the right at the end of the reporting period to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

A1 BASIS OF FINANCIAL STATEMENT PREPARATION (continued)

A1-5 BASIS OF MEASUREMENT

Historical costs are used as the measurement basis in these financial statements, except for land, buildings, heritage and cultural assets and infrastructure, all of which are measured at fair value.

Historical cost

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

Fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique. Fair value is determined using one of the following three approaches:

- The *market approach* uses prices and other relevant information generated by market transactions involving identical or comparable (i.e. similar) assets, liabilities or a group of assets and liabilities, such as a business.
- The *cost approach* reflects the amount that would be required currently to replace the service capacity of an asset. This method includes the current replacement cost methodology.
- The *income approach* converts multiple future cash flows amounts to a single current (i.e. discounted) amount. When the income approach is used, the fair value measurement reflects current market expectations about those future amounts.

Where fair value is used, the fair value approach is disclosed.

A1-6 AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing the management certificate.

A2 DEPARTMENT OBJECTIVES AND MAJOR DEPARTMENTAL SERVICES

The department's vision is all Queenslanders, all opportunities. The department's purpose is to be a catalyst for stronger regions, economies and partnerships.

The department is principally funded for the services it delivers by parliamentary appropriations and equity injections, with further funding sourced from:

- Cadastral searches, valuations, provision of mapping, aerial photography and related products and services;
- Grants and contribution revenue from Commonwealth, State and external bodies for various initiatives and programs.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

A2 DEPARTMENT OBJECTIVES AND MAJOR DEPARTMENTAL SERVICES (continued)

Major departmental services

The department's major services are:

Minerals and energy resources and data services

The objective of this service area is to enable a resilient, responsible and sustainable resources industry that grows as it transforms.

Land administration and property services

The objective of this service area is to optimise the use of land resources to support economic growth and just outcomes for the Queensland community through the provision of modern and effective land administration and property services.

Drive regional economic growth

The objective of this service area is to lead programs that achieve strong economic and policy outcomes in regional job creation and investment to advance the Queensland manufacturing industry.

Corporate partnerships

The department participates in a corporate partnership arrangement where it 'hosts' a number of strategic and operational corporate services provided to other 'recipient' departments. This arrangement was developed with a focus on ensuring economies of scale, service integration, scalability and responsiveness.

As a 'host' agency of corporate service functions, the department receives appropriation of funds and reports full time equivalent positions for the services it provides. The model is multi-layered for different corporate services functions.

As a 'host' agency, the department provides legal services to the following agencies:

- Department of Primary Industries
- Department of the Environment, Tourism, Science and Innovation (up to 28 February 2026)

As a 'recipient' agency, the department receives defined services from the following agencies:

- Department of Primary Industries (information communication and technology, records management and fleet management).
- Department of the Environment, Tourism, Science and Innovation (right to information and privacy).

These functions (and allocation of revenue and expenses) are disclosed in the relevant department's financial statements. Corporate services income and expenses attributable under the corporate partnership arrangements are separately disclosed in the Statement of Comprehensive Income by Major Departmental Services.

Corporate Services income and expenses attributable solely to the department's activities are apportioned across the major departmental services.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

A3 MACHINERY OF GOVERNMENT CHANGES

Transfers out - Controlled activities

Details of transfer:	The part of the department that provided internal legal, corporate and executive support services to the Department of the Environment, Tourism, Science and Innovation (DETSI) transferred from the department to DETSI
Basis of transfer:	Public Service Departmental Arrangements Notice (No. 1) 2026 dated 20 February 2026
Date of transfer:	Effective from 1 March 2026

No assets or liabilities were transferred out as a result of this change.

Budgeted appropriation revenue of \$0.672 million and 12 full time equivalents were reallocated from the department to the DETSI as part of the machinery of government changes.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

SECTION 2
NOTES ABOUT OUR FINANCIAL PERFORMANCE

B1 REVENUE

B1-1 APPROPRIATION REVENUE

Reconciliation of payments from Consolidated Fund to appropriated revenue recognised in operating result	2026 \$'000	2025 \$'000
Original budgeted appropriation	546,610	436,565
Transfers from/(to) other departments (redistribution of public business)	(672)	64,326
Transfers from other headings (Variation in Headings) *	6,017	1,481
Transfer of appropriation revenue receivable to other departments	-	105
Transfer of appropriation revenue payable to other departments	-	(868)
Unforeseen expenditure	1,356	42,341
Total appropriation receipts (cash)	553,311	543,950
Plus: Closing balance of appropriation revenue receivable	47,237	-
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	110,309	8,473
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(121,478)	(110,309)
Net appropriation revenue	589,379	442,114
Appropriation revenue recognised in Statement of Comprehensive Income	589,379	442,114

* Treasurer approved transfers made under s.33 of Financial Accountability Act 2009 for transfers of appropriation between headings (usually to equity or administered activities).

Accounting policy – Appropriation revenue

Appropriations provided under the *Appropriation Act 2025* are recognised as revenue when received. Where the department has an obligation to return unspent (or unapplied) appropriation receipts to Consolidated Fund at year end (a deferred appropriation repayable to Consolidated Fund), a liability is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with Consolidated Fund for the reporting period. Approval has been obtained from Queensland Treasury to recognise specific adjustments to departmental appropriation revenue.

Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as 'administered' item appropriations – refer to Note D2.

Capital appropriations are recognised as adjustments to equity, refer to Note C8-2.

B1-2 USER CHARGES AND FEES

	2026 \$'000	2025 \$'000
Services rendered	6,723	6,326
Fees and permits	1,419	2,735
Other	1,328	953
Total	9,470	10,014

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

B1 REVENUE (continued)

B1-2 USER CHARGES AND FEES (continued)

Accounting policy – User charges and fees

The department recognises user charges and fees as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs upon delivery of the goods to the customer or completion of the requested services at which time the invoice is raised or payment is received. Accrued revenue is recognised if the revenue has been earned but not yet invoiced – refer to Note C2.

Revenue from contracts with customers

The following table provides information about the nature and timing of the satisfaction of performance obligations and revenue recognition of the department's revenue from contracts with customers.

Type of sale of service	Nature and timing of satisfaction of performance obligations and revenue recognition policies
Services rendered	Primarily, the revenue from contracts with customers is recognised when the department transfers control over a good or service to the customer at a point in time. Revenue from spatial imagery annual subscriptions and financial assurance claims is recognised over time as the performance obligations are satisfied, in accordance with AASB 15 <i>Revenue from Contracts with Customers</i> .
Fees and permits	Revenue for fees and permits primarily arises from fees relating to various statutory legislation and are recognised upfront at the time of receiving the application or at time of renewal under the applicable legislation.
Other charges and fees	Other charges and fees primarily include saleable publications, sale of goods, register search services, rent for government housing and other royalties. Revenue is recognised upfront because there are no 'sufficiently specific' performance obligations.

B1-3 GRANTS AND CONTRIBUTIONS

	2026	2025
	\$'000	\$'000
Funding from external bodies and other Queensland Government entities	4,832	2,512
Goods and services received at below fair value	1,560	11,879
Total	6,392	14,391

Accounting policy – Grants and contributions

Grants and contributions revenue arise from non-exchange transactions where the department does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred (as a contract liability) and recognised as or when the performance obligations are satisfied. Special purpose capital grants received to construct non-financial assets to be controlled by the department, are recognised as unearned revenue when received, and subsequently recognised progressively as revenue as the department satisfies its obligations under the grant through construction of the asset.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding. The department's grants, although under enforceable agreements, do not contain sufficiently specific performance obligations, these grants are recognised upon receipt.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

B1 REVENUE (continued)

B1-3 GRANTS AND CONTRIBUTIONS (continued)

Accounting policy – Goods and services received below fair value

Contributions of goods or services are recognised only if the goods or services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, the amount representing the fair value is recognised as revenue with a corresponding expense for the same amount.

Contributed assets, such as abandoned mines infrastructure transferred from other agencies or vested to the state, are recognised as revenue and as non-current assets at their fair value when the department obtains control of the assets. Refer to note C3-1.

B2 EXPENSES

B2-1 EMPLOYEE EXPENSES

	2026	2025
	\$'000	\$'000
Employee benefits		
Salaries and wages	169,155	158,217
Employer superannuation contributions	24,637	22,913
Annual leave levy	18,721	17,619
Long service leave levy	4,216	4,010
Other employee benefits	163	406
Employee related expenses		
Fringe benefits tax	267	168
Workers' compensation premium	55	202
Training and recruitment	1,574	1,571
Total	218,788	205,106

The number of employees as at 30 June, including both full time and part time employees, measured on a full-time equivalent basis (reflecting Minimum Obligation Human Resource Information (MOHRI)) is:

	2026	2025
	No.	No.
Number of employees	1,461	1,539

Accounting policy – Salaries and wages

Salaries and wages due but unpaid at the reporting date are recognised at the current salary rates in the Statement of Financial Position. As the department expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

Accounting policy – Sick leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Accounting policy – Annual leave and long service leave

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Scheme, a levy is made on the department to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the respective scheme quarterly in arrears.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

B2 EXPENSES (continued)

B2-1 EMPLOYEE EXPENSES (continued)

Accounting policy – Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

Defined contribution plans – Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement (EBA) or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

Accounting policy – Workers' compensation premiums

The department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees but is not counted in an employee's total remuneration package. It is not employee benefits and is recognised separately as employee related expenses.

Key management personnel and remuneration disclosures are detailed in Note G1.

B2-2 SUPPLIES AND SERVICES

	2026	2025
	\$'000	\$'000
Information and communication technology costs	35,595	33,865
Accommodation costs	25,650	24,723
Consultants and contractors	31,502	25,564
Mine remediation	28,394	19,703
Spatial imagery	5,435	4,946
Legal fees	9,901	9,045
Printing, postage, storage and freight	2,541	5,116
Land maintenance	2,334	5,165
Travel	3,335	3,801
Motor vehicles	3,390	3,005
Service costs to government entities and shared service providers	2,586	2,472
Portable and attractive equipment expenses	1,646	1,694
Materials and consumables	944	561
Other	3,575	3,719
Total	156,828	143,379

Accounting policy – Distinction between grants and procurement

For a transaction to be classified as supplies and services, the value of goods or services received by the department must be of approximately equal value to the value of the consideration exchanged for those goods or services. Where this is not the substance of the arrangement, the transaction is classified as a grant in Note B2-3.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

B2 EXPENSES (continued)

B2-2 SUPPLIES AND SERVICES (continued)

Accounting policy – Office accommodation

Payments for non-specialised commercial office accommodation under the Queensland Government Accommodation Office (QGAO) framework arise from non-lease arrangements with the Department of Housing and Public Works, the Department of Primary Industries and the Department of Local Government, Water and Volunteers, who have substantive substitution rights over the assets used within this scheme. Payments are expensed as incurred and categorised within the accommodation costs line item.

B2-3 GRANTS AND SUBSIDIES

	2026	2025
	\$'000	\$'000
Grants to industry and external bodies	213,840	89,472
Sponsorships and scholarships	313	500
Total	214,153	89,972

Accounting policy - Grants and subsidies

Grants occur when a payment or contribution is made to an organisation or person in return for performance of a certain objective in compliance with certain terms and conditions and which may not directly give approximately equal value in return to the department.

A subsidy payment is a payment or contribution made to an organisation or person which is in essence a form of financial assistance to reduce all or part of the costs of a recipient in meeting its own objectives.

B2-4 OTHER EXPENSES

	2026	2025
	\$'000	\$'000
Audit fees*	495	495
Insurance premiums - Queensland Government Insurance Fund (QGIF)	1,663	1,283
Special payments	84	115
Loss on disposal of non-financial assets	287	1,646
Other	594	633
Total	3,123	4,172

* Total audit fees paid to the Queensland Audit Office relating to the 2025-26 financial statements \$0.480 million (2025: \$0.495 million).

Accounting policy – Insurance premiums

The department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund. The department's premium contribution is determined on a risk assessment basis.

Accounting policy – Special payments

Special payments represent other expenditure that the department is not contractually or legally obligated to make to other parties.

The department incurred the following payments over \$5,000 during 2025-26:

- payment to owners of land for acts that impacted their rights
- payment to reimburse a private entity's costs.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

SECTION 3
NOTES ABOUT OUR FINANCIAL POSITION

C1 CASH AND CASH EQUIVALENTS

	2026	2025
	\$'000	\$'000
Imprest accounts and cash on hand	9	10
Cash at bank	203,130	259,343
Total	203,139	259,353

Accounting policy – Cash and cash equivalents

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash and cash equivalents include all cash on hand, cash at bank and cheques receipted but not banked as at 30 June.

C2 RECEIVABLES

	2026	2025
	\$'000	\$'000
Current		
Trade debtors	1,425	800
Appropriation Receivable	47,237	-
Accrued revenue	510	521
	49,172	1,321
Less: Allowance for impairment loss	(133)	(118)
	49,039	1,203
GST receivable	11,092	3,348
GST payable	(221)	(46)
	10,871	3,302
Annual leave claim receivable	4,088	3,571
Long service leave claim receivable	1,368	1,078
Other	3,973	1,176
Total	69,339	10,330
Non-current		
Receivables	86	128
	86	128
Total	86	128

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

C2 RECEIVABLES (continued)

Accounting policy – Receivables

Receivables are measured at amortised cost which approximates their fair value at reporting date. Trade debtors are recognised at the amounts due at the time of sale or service delivery, i.e. the agreed purchase/contract price. Settlement of these amounts is required within trading terms of 30 days from invoice date depending on the service provided. Other receivables generally arise from transactions outside the usual operating activities of the department and are recognised at their assessed values. Other than receivables from government, settlement terms of these debtors are 30 days.

Accounting policy – Impairment of receivables

The loss allowance for trade and other debtors reflects lifetime expected credit losses and incorporates reasonable and supportable forward-looking information, including forecast economic changes expected to impact the department's debtors, along with relevant industry and statistical data where applicable.

Receivables from Queensland Government entities or Australian Government entities have no loss allowance recorded on the basis of no exposure to credit default. Refer to Note E2-2 for the department's credit risk management policies. Where the department has no reasonable expectation of recovering an amount by a debtor, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of the debt written-off exceeds the loss allowance, the excess is recognised as an impairment loss.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

C3 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION

C3-1 PROPERTY, PLANT AND EQUIPMENT – BALANCES AND RECONCILIATIONS OF CARRYING AMOUNT

	Land	Buildings	Heritage and cultural assets	Infrastructure	Plant and equipment	Work in progress	Total
Property, plant and equipment							
Fair value level	Level 3	Level 3	Level 3	Level 3			
Reconciliation 30 June 2026	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross	49,835	90,869	14,440	171,913	42,925	4,074	374,056
Less: Accumulated depreciation	-	(40,295)	(8,230)	(87,134)	(25,280)	-	(160,939)
Carrying amount at 30 June 2026	49,835	50,574	6,210	84,779	17,645	4,074	213,117
Carrying amount as at 1 July 2025	42,176	48,664	3,572	73,120	14,625	3,039	185,196
Acquisitions	-	-	-	-	1,900	6,602	8,502
Disposals	-	-	-	(206)	(82)	-	(288)
Assets reclassified as held for sale	(790)	-	-	-	-	-	(790)
Transfers between asset classes	-	(59)	33	1,215	4,378	(5,567)	-
Found / contributed assets*	-	-	-	187	-	-	187
Net revaluation increments/(decrements) in operating result	7,117	-	-	-	-	-	7,117
Net revaluation increments/(decrements) in revaluation surplus	1,332	4,384	3,087	14,559	-	-	23,362
Depreciation	-	(2,415)	(482)	(4,096)	(3,176)	-	(10,169)
Carrying amount at 30 June 2026	49,835	50,574	6,210	84,779	17,645	4,074	213,117

* Previously unrecorded assets identified at abandoned mine sites were recognised as transfers from another government agency or from external entities based on prior control of these assets. Refer to note B1-3.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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C3 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION (continued)

C3-1 PROPERTY, PLANT AND EQUIPMENT – BALANCES AND RECONCILIATIONS OF CARRYING AMOUNT (continued)

	Land	Buildings	Heritage and cultural assets	Infrastructure	Plant and equipment	Work in progress	Total
Property, plant and equipment							
Fair value level	Level 3	Level 3	Level 3	Level 3			
Reconciliation 30 June 2025	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross	42,176	83,937	14,438	157,126	37,649	3,039	338,365
Less: Accumulated depreciation	-	(35,273)	(10,866)	(84,006)	(23,024)	-	(153,169)
Carrying amount at 30 June 2025	42,176	48,664	3,572	73,120	14,625	3,039	185,196
Carrying amount as at 1 July 2024	39,562	36,261	3,844	61,032	12,789	3,213	156,701
Acquisitions	-	-	-	-	1,406	8,286	9,692
Disposals	(382)	(519)	-	(735)	(15)	-	(1,651)
Transfers between asset classes	-	1,467	-	3,378	3,615	(8,460)	-
Found / contributed assets*	-	2,228	-	4,868	-	-	7,096
Transfers in from other Queensland Government entities	-	-	-	1,053	3	-	1,056
Transfers out to external entities	(1,125)	(226)	-	(138)	(677)	-	(2,166)
Net revaluation increments/(decrements) in operating result	4,121	-	-	-	-	-	4,121
Net revaluation increments/(decrements) in asset revaluation surplus	-	11,117	185	7,650	-	-	18,952
Depreciation	-	(1,664)	(457)	(3,988)	(2,496)	-	(8,605)
Carrying amount at 30 June 2025	42,176	48,664	3,572	73,120	14,625	3,039	185,196

* Previously unrecorded assets identified at abandoned mine sites were recognised as transfers from another government agency or from external entities based on prior control of these assets. Refer to note B1-3.

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C3 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION (continued)

C3-2 ACCOUNTING POLICIES

Recognition thresholds for property, plant and equipment

Items of property, plant and equipment with a historical cost or other value equal to or in excess of the following thresholds are recognised as property, plant and equipment in the following classes:

Asset class	Threshold
Land	\$1
Buildings	\$10,000
Heritage and cultural assets	\$5,000
Infrastructure	\$10,000
Plant and equipment	\$5,000

Items with a lesser value are expensed in the year of acquisition.

Land improvements undertaken by the department are included within buildings or infrastructure based on the proximity of the asset to which they relate.

Expenditure on property, plant and equipment is capitalised where it is probable that the expenditure will produce future service potential for the department. Subsequent expenditure is only added to an asset's carrying amount if it increases the service potential or useful life of that asset. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed.

Componentisation of complex assets

Complex assets comprise separately identifiable components (or groups of components) of significant value, that require replacement at regular intervals and at different times to other components comprising the complex asset.

On initial recognition, the asset recognition thresholds outlined above apply to the complex asset as a single item. Where the complex asset qualifies for recognition, components are then separately recorded when their value is significant relative to the total cost of the complex asset. Components whose value exceeds 10% of the complex asset's total cost are separately identified as significant value components. Components valued at less than 10% of the complex asset's total cost are separately recorded only where a material difference in depreciation expense would occur.

When a separately identifiable component (or group of components) of significant value is replaced, the existing component(s) is derecognised. The replacement component(s) is capitalised when it is probable that future economic benefits from the significant component will flow to the department in conjunction with the other components comprising the complex asset and the cost exceeds the asset recognition thresholds specified above. Replacement components that do not meet the asset recognition thresholds for capitalisation are expensed. Components are valued on the same basis as the asset class to which they relate.

Acquisition of assets

Historical cost is used for the initial recording of all non-current physical asset acquisitions. Historical cost is determined as the value given as consideration plus costs incidental to the acquisition, plus all other costs incurred in getting the assets ready for use.

Where assets are received free of charge from another Queensland Government entity (whether as a result of a machinery of government change or other involuntary transfer), the acquisition cost is recognised as the carrying amount in the books of the other entity immediately prior to the transfer.

Assets acquired at no cost or for nominal consideration, other than from another Queensland Government entity, are recognised at their fair value at the date of acquisition.

All costs relating to items of property, plant and equipment constructed in-house are recorded as work in progress until completion of the project using all direct and indirect costs, where the latter are reliably attributable. Work in progress performed under external contracts is recorded using the invoice amount supplied by the vendor.

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

Notes to the Financial Statements

For the Year Ended 30 June 2026

C3 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION (continued)

C3-2 ACCOUNTING POLICIES (continued)

Depreciation of property, plant and equipment

Property, plant and equipment is depreciated on a straight-line basis to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated remaining useful life to the department.

Land is not depreciated as they have an unlimited useful life.

Straight line depreciation is used as that is consistent with the even consumption of service potential of these assets over their useful life to the department.

Assets under construction (work in progress) are not depreciated or amortised until they reach service delivery capacity. Service delivery capacity relates to when construction is complete, and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes within property, plant and equipment.

Where complex assets have separately identifiable components or groups of components of significant value which are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly. The three components of the department's complex buildings are fabric, fixtures and fittings and plant. The useful lives for these assets are disclosed in the table below.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department.

The depreciable amount of improvements to or on premises leased by the department is allocated progressively over the estimated useful life of the improvements or the unexpired period of the relevant lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is probable.

Key estimate: For each class of depreciable asset, the following useful life ranges are used:

Class	Useful life range*
Buildings	
– noncomplex	4 – 75 years
– Fabric	27 – 41 years
– Fixtures and fittings	10 – 23 years
– Plant	20 – 33 years
Heritage and cultural assets	34 – 47 years
Infrastructure	2 – 97 years
Plant and equipment	1 – 40 years

* The useful life range can be impacted by the department reviewing the useful life of existing assets, the annual revaluation process or the purchase of new assets.

C3-3 MEASUREMENT OF PROPERTY, PLANT AND EQUIPMENT

Plant and equipment is measured at historical cost in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. The carrying amounts for such assets are not materially different from their fair value.

Land, buildings, heritage and cultural assets and infrastructure are measured at fair value as required by Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and subsequent impairment loss where applicable.

The cost of items acquired during the financial year has been judged by management of the department to materially represent their fair value at the end of the reporting period.

Property, plant and equipment classes measured at fair value are revalued on an annual basis by appraisals undertaken by independent professional valuers, or using appropriate and relevant indices.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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C3 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION (continued)

C3-3 MEASUREMENT OF PROPERTY, PLANT AND EQUIPMENT (continued)

Use of specific appraisals

The department comprehensively values its land, building, infrastructure and heritage and cultural assets using a rolling revaluation program which ensures all material assets are valued by independent professional valuers at least once every three years, with the exception of Administered Non-commercial water infrastructure assets which are valued at least once every five years.

For the purpose of revaluation, the department has divided the State into three regions. Regions independently valued in each year are as follows:

2024-25 – North region	2025-26 – Central region	2026-27 – South region (Last revalued 2023-24)
• Land • Buildings • Infrastructure • Infrastructure - abandoned mines	• Land • Buildings • Infrastructure • Infrastructure - abandoned mines • Heritage and cultural assets	• Land • Land - non-commercial assets weirs and dams • Buildings • Infrastructure • Infrastructure - abandoned mines • Infrastructure - non-commercial assets weirs and dams

The date of the last comprehensive valuation was 30 June 2026 for Central region. All other assets had indices applied. If a particular asset class experiences significant and volatile changes in fair value it is subject to specific valuation in the reporting period, where practicable, regardless of the timing of the previous revaluation.

In a rapidly changing economic environment with materials and construction costs increasing, the Central region comprehensive valuations increased significantly for the buildings, infrastructure, infrastructure - abandoned mines, and heritage and cultural assets.

The key indicators driving the increase are:

- Increase in prices of raw materials used for construction
- Rapid potential wage growth within the construction industry
- Rapid changes in demand due to population growth and capacity of skilled labour to service potential demand
- Diminished capacity within the wider Queensland construction industry
- Rising inflation and cost of living factors
- Rapid rise in cost of oil due to conflict in the Middle East

The fair values reported by the department are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs. Materiality is considered in determining whether the difference between the carrying amount and the fair value of an asset is material (in which case a revaluation is warranted). Refer Note E1-2.

Use of indices

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up to date via the application of relevant indices. The department ensures that the application of such indices would result in a valid estimation of the asset's fair value at reporting date. The State Valuation Service (SVS), other professionally qualified valuers and quantity surveyors supply the indices and provide assurance of their robustness, validity and appropriateness for application to the relevant assets. Such indices are either publicly available or are derived from market information available to SVS, other professionally qualified valuers and quantity surveyors engaged by the department. Indices used are also tested for reasonableness by applying the indices to a sample of assets and comparing the results to similar assets that have been comprehensively revalued.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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C3 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION (continued)

C3-3 MEASUREMENT OF PROPERTY, PLANT AND EQUIPMENT (continued)

In line with the comprehensive valuation increases across all asset classes, a moderate increase in indices has occurred in 2025-26. There are many external influences and factors that are affecting construction costs and delivery times over the current reporting period. Construction costs have continued to increase, with greater increases compared to 2024-25 financial year.

There is significant construction related activity in and around most localities administered by the department, that is likely to influence locality-based costs. An upward movement in construction related activities is anticipated in selective localities, principally driven by the limited capacity and availability of commercial accommodation within many of the regional localities.

For the year ended 30 June 2026 an indexation rate 8.31% was utilised (2025: 5.45%) for the building, infrastructure, and heritage and cultural asset classes where the assets were not comprehensively revalued.

The key indicators driving the increase in indexation rates are discussed above in the use of specific appraisals.

At year end, management assess the relevance and suitability of indices provided by SVS, other professionally qualified valuers and quantity surveyors based on the department's particular circumstances.

Accounting for changes in fair value

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

The majority of the department's building, infrastructure assets, and heritage and cultural assets are revalued using a cost valuation approach (that is current replacement cost). Revaluations are recorded using the 'gross method' meaning accumulated depreciation is adjusted to equal the difference between the gross amount and the carrying amount, after taking into account accumulated impairment losses.

Impairment

All property, plant and equipment assets are assessed for indicators of impairment on an annual basis or, where the asset is measured at fair value, for indicators of a change in fair value/service potential since the last valuation was completed. Where indicators of a material change in fair value or service potential since the last valuation arise, the asset is revalued at the reporting date under AASB 13 *Fair Value Measurement*. If an indicator of possible impairment exists, the department determines the asset's recoverable amount under AASB 136 *Impairment of Assets*.

An impairment loss is treated as a revaluation decrease and offset against the revaluation surplus of the relevant class to the extent available. Where no revaluation surplus is available in respect of the class of asset, the loss is expensed in the Statement of Comprehensive Income as a revaluation decrement.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
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C4 INTANGIBLE ASSETS AND AMORTISATION

C4-1 INTANGIBLE ASSETS – BALANCES AND RECONCILIATIONS OF CARRYING AMOUNT

Reconciliation 30 June 2026	Internally generated software \$'000	Purchased software \$'000	Software work in progress \$'000	Total \$'000
Gross	80,208	305	15,867	96,381
Less: Accumulated amortisation	(66,799)	(253)	-	(67,052)
Carrying amount at 30 June 2026	13,410	52	15,867	29,329
Carrying amount as at 1 July 2025	14,731	80	8,422	23,233
Acquisitions through internal development	-	-	10,863	10,863
Transfers between asset classes	3,418	-	(3,418)	-
Amortisation	(4,739)	(28)	-	(4,767)
Carrying amount at 30 June 2026	13,410	52	15,867	29,329

Reconciliation 30 June 2025	Internally generated software \$'000	Purchased software \$'000	Software work in progress \$'000	Total \$'000
Gross	77,860	305	8,422	86,587
Less: Accumulated amortisation	(63,129)	(225)	-	(63,354)
Carrying amount at 30 June 2025	14,731	80	8,422	23,233
Carrying amount as at 1 July 2024	19,487	-	2,291	21,778
Acquisitions through internal development	-	-	6,568	6,568
Disposals	(119)	-	-	(119)
Transfers between asset classes	332	105	(437)	-
Amortisation	(4,969)	(25)	-	(4,994)
Carrying amount at 30 June 2025	14,731	80	8,422	23,233

C4-2 ACCOUNTING POLICIES

Recognition and measurement of Intangible Assets

Intangible assets with a cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed in the year of acquisition. Each intangible asset is amortised over its estimated useful life to the department. It has been determined that there is not an active market for any of the department's intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses.

Purchased software

The purchase cost of software is capitalised and is amortised on a straight-line basis over the period of expected benefit to the department.

Internally generated software

Expenditure on research activities related to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

C4-2 ACCOUNTING POLICIES (continued)

Costs associated with the development of computer software have been capitalised and are amortised on a straight-line basis over the period of expected benefit to the department.

All intangible assets of the department have finite useful lives and are amortised on a straight-line basis over their estimated useful life to the department.

Intangible asset class	Useful life range*
Purchased software	4 – 9 years
Internally generated software	4 – 25 years

* The useful life range can be impacted by the department reviewing the useful life of existing assets, the annual stocktake process or the purchase of new assets.

Impairment

All intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as impairment loss.

Intangible assets are principally assessed for impairment by reference to the actual and expected continuing use of the asset by the department. Recoverable amount is determined as the higher of the asset's fair value less costs to sell and its value-in-use.

C5 PAYABLES

	2026	2025
	\$'000	\$'000
Current		
Deferred appropriation/equity payable to the Consolidated Fund	121,603	109,653
Trade creditors	14,177	21,943
Accrued expenses	8,453	14,211
Grants and subsidies payable	4,944	3,353
Other	440	289
Total	149,617	149,449

Accounting policy – Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30-day terms.

C6 UNEARNED REVENUE

	2026	2025
	\$'000	\$'000
Current		
Unearned revenue general	1,718	3,701
Unearned revenue grants	1,246	-
Total	2,964	3,701

	2026	2025
	\$'000	\$'000
Non-current		
Unearned revenue grants	21,515	21,515
Total	21,515	21,515

Accounting policy – Unearned revenue

The department recognises unearned revenue or revenue received in advance for payments received for goods or services which are not yet provided. Revenue is then recognised as the goods and/or service is provided. This balance mainly represents Financial Provisioning Scheme funding received through surety claims under the *Mineral and Energy Resource (Financial Provisioning) Act (MERFP Act) 2018*. These funds are restricted for use in mine remediation activities.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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C7 OTHER CURRENT LIABILITIES

	2026	2025
	\$'000	\$'000
Deposits held for other agencies land purchases	16,574	10,871
Other	-	13
Total	16,574	10,884

Accounting policy – Deposits held for other agencies land purchases

The department purchases land on behalf of other state government agencies. This balance represents the unexpended advances received from the other agencies that is refundable to the other agencies if the purchase does not proceed. These amounts are derecognised when the purchase transaction has been completed.

C8 EQUITY

C8-1 CONTRIBUTED EQUITY

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* specifies the principles for recognising contributed equity by the department. The following items are recognised as contributed equity by the department during the reporting and comparative years:

- Appropriations for equity adjustments (refer Note C8-2); and
- Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery of government changes.

C8-2 APPROPRIATIONS RECOGNISED IN EQUITY

	2026	2025
	\$'000	\$'000
Reconciliation of payments from consolidated fund to equity adjustment		
Original budgeted equity adjustment appropriation	5,440	1,355
Transfers to other headings (Variation in Headings) *	(6,017)	(1,481)
Total equity adjustment receipts/(payments)	(577)	(126)
Plus: Opening balance of equity adjustment payable	(656)	270
Less: Closing balance of equity adjustment payable	(125)	657
Equity adjustment recognised in contributed equity	(1,358)	801

*Treasurer approved transfers made under s. 33 of Financial Accountability Act 2009 for transfers of appropriation between headings (usually to equity or administered activities).

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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C8-3 ASSET REVALUATION SURPLUS BY CLASS

	2026	2025
	\$'000	\$'000
Land		
Balance as at 1 July	-	-
Revaluation increments	1,332	-
Balance as at 30 June	1,332	-
Buildings		
Balance as at 1 July	46,188	35,071
Revaluation increments	4,385	11,117
Balance as at 30 June	50,573	46,188
Heritage and cultural assets		
Balance as at 1 July	5,054	4,869
Revaluation increments	3,087	185
Balance as at 30 June	8,141	5,054
Infrastructure		
Balance as at 1 July	51,213	43,563
Revaluation increments	14,558	7,650
Balance as at 30 June	65,771	51,213
Total	125,817	102,455

Accounting policy – Asset revaluation surplus by class

The asset revaluation surplus represents the net effect of upward and downward revaluations of assets to fair value.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

SECTION 4
WHAT WE LOOK AFTER ON BEHALF OF WHOLE-OF-GOVERNMENT AND THIRD PARTIES

D1 ADMINISTERED ITEMS

The department administers, but does not control, certain resources on behalf of the Queensland Government. In doing so, it has responsibility and is accountable for administering related transactions and items but does not have the discretion to deploy the resources for the achievement of the department's objectives.

Major administered revenues include fees from mineral and petroleum rentals, resource tenure applications and revenue from state land. The principal resource administered by the department is state-owned land, which includes leasehold land, land under roads, unallocated state land and reserves.

As the administering agency for the Queensland Rural and Industry Development Authority (QRIDA), the department transfers funding to QRIDA for the administration of government financial assistance schemes aimed at fostering a more productive and sustainable rural and regional sector in Queensland.

These schemes include operational grants, the Commonwealth Restocking and On Farm Infrastructure Grants, and the COVID 19 Jobs Support Loan Scheme. The department is not exposed to credit risk associated with the COVID 19 Jobs Support Loans, as QRIDA bears responsibility for loan administration and recovery.

Accounting policies applicable to administered items are consistent with the equivalent policies for controlled items, unless stated otherwise.

D2 RECONCILIATION OF PAYMENTS FROM CONSOLIDATED FUND

Reconciliation of payments from Consolidated Fund to administered appropriated revenue recognised in operating result from continuing operations	2026	2025
	\$'000	\$'000
Budgeted administered appropriation revenue	24,156	8,298
Transfers from other headings (Variation in Headings) *	-	10,683
Unforeseen expenditure	173	2,660
Plus: Appropriation payment for equity withdrawals	365	182
Total appropriation receipts (cash)	24,694	21,823
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	1,216	403
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(1,698)	(1,216)
Administered appropriation revenue recognised in the Statement of Comprehensive Income	24,212	21,010
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Budgeted equity adjustment appropriation	(2,694)	(2,348)
Total administered equity adjustment payments	(2,694)	(2,348)
Less: Closing balance of equity adjustment payable	(365)	(365)
Equity adjustment recognised in contributed equity	(3,059)	(2,713)

* Treasurer approved transfers made under s.33 of Financial Accountability Act 2009 for transfers of appropriation between headings (usually to equity or controlled activities).

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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D3 USER CHARGES AND FEES

	2026	2025
	\$'000	\$'000
Other fees and fines*	28,976	27,279
Total	28,976	27,279

*Includes State valuation fees, fines and penalties under the Land Act 1994 and the Mineral Resources Act 1989 (MRA).

Accounting policy – User charges and fees

The department recognises user charges and fees as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs upon delivery of the goods to the customer or completion of the requested services at which time the invoice is raised, or payment is received. Revenue is accrued and recognised against revenue receivable if the revenue has been earned but not yet invoiced – refer to Note D7.

D4 PROPERTY AND OTHER TERRITORIAL REVENUE

	2026	2025
	\$'000	\$'000
Property and territorial revenue	190,990	181,754
Total	190,990	181,754

Accounting policy – Property and other territorial revenue

Property and territorial revenue include land rent, mining and petroleum lease rent, and permits. The department recognises the revenue when the services have been delivered and amounts can be measured reliably with a sufficient degree of certainty. Unearned revenue is recognised when the payment has been received but not yet earned.

D5 LAND TRANSFERS INWARDS

	2026	2025
	\$'000	\$'000
Land transferred from non-government entities	293,215	231,164
Land transferred from other government entities	241	2,640
Total	293,456	233,804

Accounting policy – Land transfers inwards

Transfers of land to the department for nil consideration are accounted for as revenue except for transfers from other Queensland Government entities where approval is in place to account for the transfer through contributed equity. Revenue is recognised at the time of transfer.

D6 GRANTS AND SUBSIDIES

	2026	2025
	\$'000	\$'000
Grants to QRIDA	15,522	10,283
Land grants to external bodies*	17,495	3,002
Other grants	2,593	5,838
Total	35,610	19,123

* Includes grants of freehold title over state land to constructing authorities under the Land Act 1994 which are exempt from payment of market value, and grants of freehold title to indigenous bodies under the Aboriginal Land Act 1991 and Torres Strait Islander Land Act 1991.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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D6 GRANTS AND SUBSIDIES (continued)

Accounting policy – Grants and subsidies

Grants occur when a payment or contribution is made to an organisation or person in return for performance of a certain objective in compliance with certain terms and conditions and which does not give approximately equal value in return to the department.

D7 RECEIVABLES

Current	2026	2025
	\$'000	\$'000
Operating leases*	14,315	13,973
Trade debtors	2,378	374
Rent receivable	867	814
Finance leases**	1,030	1,325
Interest receivable	98	143
	18,688	16,629
Less: Allowance for impairment of receivables	(9,791)	(10,028)
	8,897	6,601
Valuation fees receivable	23,627	22,631
Other	76	95
Total	32,600	29,327
Non-current	2026	2025
	\$'000	\$'000
Operating leases*		
One to five years	1,907	3,107
Finance leases**		
One to five years	2,604	3,199
Greater than five years	446	797
Total	4,957	7,103

* The department issues operating leases, both term and perpetual, including permits and licences, as conditional contracts under the provisions of the Land Act 1994. Rent is determined as a percentage of unimproved value, dependent on the purpose and category of the allocated asset. Revenue is recognised in the applicable accounting period and lease receipts are recognised as a reduction of the receivable.

** The department issues finance leases under the provisions of the Land Act 1994 whereby the lessee elects to pay the purchase price over a number of years. At the inception of the lease, the assets are disposed of and a receivable is raised for the present value of the minimum lease payments. Finance lease receivables settlement terms range from 2 to 60 years.

The *Land Act 1994* under which some of these receivables are raised, contains hardship provisions which allow for deferral of debts in cases of natural disaster or adverse economic conditions related to the purpose of the tenure. Collateral in the form of security over property is held for finance lease receivables. On full repayment of finance leases, the title for the relevant land is transferred to the purchaser.

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D7 RECEIVABLES (continued)

D7-1 IMPAIRMENT OF RECEIVABLES

The department uses a provision matrix to measure the expected credit losses on trade and other debtors. Loss rates are calculated separately for grouping of customers with similar loss patterns. The department has determined that groupings used for measuring expected credit losses are in line with major services.

The department's major services giving rise to receivables are Land Administration and Property Services and Minerals and Energy Resources and Data Services. The Land Administration and Property Services include *Land Act 1994* tenure debts and other general debts and Minerals and Energy Resources and Data Services include mining rents.

The calculations reflect historical observed default rates calculated using credit losses experienced on past transactions during the last eleven years preceding 30 June 2026 for each group.

The historical default rates are then adjusted by reasonable and supportable forward-looking information for expected changes that affect the future recovery of those receivables. For the department, debt ageing and environmental factors (for example drought, flood, cyclone and monsoon affected customers) are determined to be the most relevant forward-looking indicator for other groups of receivables. Actual credit losses over the eleven years preceding 30 June 2026 have been correlated against changes in environmental factors and based on those results, the historical default rates are adjusted based on expected changes to that indicator.

The department measures the loss allowance for other financial assets (lease receivables) using the 12-month expected credit loss method. Historical aged debtor's data supports the calculation of the 12-month expected credit loss that is, the expected credit loss from default events that are possible within 12 months after the reporting date.

Set out below is the credit risk exposure on the department's trade and other debtors broken down by customer groupings and by ageing band.

Impairment (land administration and property services - *Land Act 1994* tenure)

	2026			2025		
	Gross receivables*	Loss rate	Expected credit losses	Gross receivables*	Loss rate	Expected credit losses
Ageing	\$'000	%	\$'000	\$'000	%	\$'000
1 to 30 days overdue	185	3	5	54	2	1
31 to 60 days overdue	1,888	3	47	1,041	3	29
61 to 90 days overdue	45	5	2	61	5	3
91 to 120 days overdue	291	5	15	37	6	2
>120 days overdue	1,521	97	1,478	3,389	99	3,374
Balances identified for write-off	494	100	494	-	-	-
Hardship	2,045	100	2,045	567	100	567
Funded Arrears	4,757	100	4,757	5,130	100	5,130
Total	11,226		8,843	10,279		9,105

* Excludes Queensland Government entities or Australian Government entities - no loss allowance recorded on the basis of no exposure to credit default.

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D7 RECEIVABLES (continued)

D7-1 IMPAIRMENT OF RECEIVABLES (continued)

Impairment (minerals and energy resources and data services - mining and petroleum resource authority)

	2026			2025		
	Gross receivables*	Loss rate	Expected credit losses	Gross receivables*	Loss rate	Expected credit losses
Ageing	\$'000	%	\$'000	\$'000	%	\$'000
Current	173	1	2	163	1	2
1 to 30 days overdue	5	9	1	82	9	7
31 to 60 days overdue	68	28	19	6	28	2
61 to 90 days overdue	33	34	11	32	34	11
91 to 270 days overdue	57	44	25	54	48	26
>270 days overdue	889	100	889	866	100	866
Total	1,225		947	1,204		914

* Excludes Queensland Government entities or Australian Government entities - no loss allowance recorded on the basis of no exposure to credit default.

Impairment (general - non-tenure)

	2026			2025		
	Gross receivables*	Loss rate	Expected credit losses	Gross receivables*	Loss rate	Expected credit losses
Ageing	\$'000	%	\$'000	\$'000	%	\$'000
Current	35	1	1	24	1	-
1 to 30 days overdue	-	2	-	-	2	-
31 to 60 days overdue	1	7	-	-	7	-
61 to 90 days overdue	1	16	-	-	16	-
91 to 270 days overdue	-	29	-	-	29	-
>270 days overdue	-	100	-	9	100	9
Total	37		1	33		9

* Excludes Queensland Government entities or Australian Government entities - no loss allowance recorded on the basis of no exposure to credit default.

Disclosure – Movement in loss allowance for trade and other debtors

	2026	2025
	\$'000	\$'000
Loss allowance as at 1 July	10,028	10,621
Increase/decrease in allowance recognised in operating result	(237)	(593)
Loss allowance as at 30 June*	9,791	10,028

* Includes bad debts written-off of \$1.681 million (2025: \$0.485 million) and previous amounts impaired collected.

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D8 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION

D8-1 PROPERTY PLANT AND EQUIPMENT – BALANCES AND RECONCILIATIONS OF CARRYING AMOUNT

	Land	Buildings	Infrastructure	Plant and equipment	Total
Property, plant and equipment					
Fair value level	Level 3	Level 3	Level 3		
Reconciliation 30 June 2026	\$'000	\$'000	\$'000	\$'000	\$'000
Gross	133,570,145	1,028	452,261	311	134,023,745
Less: Accumulated depreciation	-	(669)	(152,552)	(186)	(153,407)
Carrying amount at 30 June 2026	133,570,145	359	299,709	125	133,870,338
Carrying amount at 1 July 2025	120,332,077	348	279,904	145	120,612,474
Acquisitions	-	-	11	-	11
Disposals	(51,847)	-	-	-	(51,847)
Assets reclassified as held for sale	(1,041)	-	-	-	(1,041)
Transfers in from external entities	293,516	-	-	-	293,516
Transfers in from other Queensland Government entities	80,238	-	-	-	80,238
Transfers out to other Queensland Government entities	(34,638)	-	-	-	(34,638)
Net revaluation increments/(decrements) in revaluation surplus	12,951,840	27	22,995	-	12,974,862
Depreciation	-	(16)	(3,201)	(20)	(3,237)
Carrying amount at 30 June 2026	133,570,145	359	299,709	125	133,870,338

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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D8 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION (continued)

D8-1 PROPERTY PLANT AND EQUIPMENT – BALANCES AND RECONCILIATIONS OF CARRYING AMOUNT (continued)

	Land	Buildings	Infrastructure	Plant and equipment	Total
Property, plant and equipment					
Fair value level	Level 3	Level 3	Level 3		
Reconciliation 30 June 2025	\$'000	\$'000	\$'000	\$'000	\$'000
Gross	120,332,077	949	417,555	311	120,750,892
Less: Accumulated depreciation	-	(601)	(137,651)	(166)	(138,418)
Carrying amount at 30 June 2025	120,332,077	348	279,904	145	120,612,474
Carrying amount at 1 July 2024	109,349,803	236	268,456	173	109,618,668
Disposals	(49,526)	-	-	-	(49,526)
Assets reclassified as held for sale	(1,527)	-	-	-	(1,527)
Transfers in from external entities	231,164	-	-	-	231,164
Transfers out to external entities	(1,500)	-	-	-	(1,500)
Transfers in from other Queensland Government entities	67,626	-	-	-	67,626
Transfers out to other Queensland Government entities	(36,538)	-	-	-	(36,538)
Net revaluation increments/(decrements) in asset revaluation surplus	10,772,575	126	14,480	-	10,787,181
Depreciation	-	(14)	(3,032)	(28)	(3,074)
Carrying amount at 30 June 2025	120,332,077	348	279,904	145	120,612,474

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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For the Year Ended 30 June 2026

D8 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION (continued)

D8-2 MEASUREMENT OF PROPERTY, PLANT AND EQUIPMENT

Administered land comprises:	2026	2025
	\$'000	\$'000
Land under roads	116,465,157	104,415,961
Reserves	13,459,928	12,369,448
Leasehold land	2,195,297	2,209,310
Unallocated state land	1,367,903	1,266,017
Other	81,860	71,341
Total	133,570,145	120,332,077

Land under roads

The department administers the *Land Act 1994* on behalf of the state and land under roads is considered an administered asset of the department. In Queensland, land under roads not subject to freehold or leasehold title or reserve tenure vests in the State of Queensland as per the *Land Act 1994*.

Land under roads subject to freehold or leasehold title or reserve tenure is recorded by the entity that holds the freehold or leasehold title or trusteeship of a reserve.

Transfers of land under roads from the Department of Transport and Main Roads, the Department of the Environment, Tourism, Science and Innovation and the Department of State Development and Infrastructure and Planning are treated as transactions with owners and are recorded in contributed equity. Transfers from and to other entities are treated as revenue and expenditure respectively, using fair value, at time of transfer.

Reserves and unallocated state land

Under the *Land Act 1994* the department administers reserved land used for community purposes and the balance of all Queensland land not otherwise categorised, known as unallocated state land.

Leasehold land

Leasehold land is land owned by the state and provided to lessees for varying terms or in perpetuity in return for regular payment. Leased land includes pastoral, residential, business, government, charitable, clubs and communication tenures.

Non-commercial water infrastructure assets

The department administers a number of non-commercial water infrastructure assets. These assets are valued using the Current Replacement Cost (CRC) method (Refer to Note E1-2).

In terms of the AASB 13 fair value hierarchy (refer to note E1-1) the department categorises these valuations as being level 3.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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D8 PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION (continued)

D8-2 MEASUREMENT OF PROPERTY, PLANT AND EQUIPMENT (continued)

Key estimate: For each class of depreciable asset, the following useful life ranges are used:

Class	Useful life range*
Buildings	10 - 49 years
Infrastructure	
- Spillway structures	21 - 141 years
- Dam body	6 - 141 years
- Dam and weir structures	21 - 111 years
- Erosion protection	19 - 111 years
- Signage and access	7 - 111 years
- Outlet works	2 - 111 years
- Roads	19 - 59 years
- Pipe	2 - 59 years
- Instrumentation	4 - 51 years
- Monitoring station	21 years
Plant and equipment	5 - 12 years

* The useful life range can be impacted by the department reviewing the useful life of existing assets, the annual revaluation process or the purchase of new assets.

D9 PAYABLES

	2026	2025
	\$'000	\$'000
Administered item revenue payable to government	31,981	30,628
Other	3,532	1,605
Deferred appropriation payable to the Consolidated Fund	1,698	1,423
Total	37,211	33,656

D10 PROPOSALS AND DEPOSITS

Proposals and deposits are recognised upon receipt and represent funds paid by applicants in relation to prospective land dealings and are held by the department contingent upon the applicant progressing the dealing to finalisation. The department remits proposals and deposits received to Queensland Treasury on receipt as prepayments to Consolidated Fund. In the event dealings are not finalised, the department collects the defaulted monies from Queensland Treasury and returns to the original applicants.

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D11 ASSET REVALUATION SURPLUS BY CLASS

	2026	2025
	\$'000	\$'000
Land		
Balance at 1 July	51,824,060	41,051,486
Revaluation increments	12,951,840	10,772,574
Balance as at 30 June	64,775,900	51,824,060
Buildings		
Balance at 1 July	4,161	4,035
Revaluation increments	27	126
Balance as at 30 June	4,188	4,161
Infrastructure		
Balance at 1 July	172,615	158,135
Revaluation increments	22,996	14,480
Balance as at 30 June	195,611	172,615
Total	64,975,699	52,000,836

Accounting Policy – Asset revaluation surplus by class

The asset revaluation surplus represents the net effect of upward and downward revaluations of assets to fair value.

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D12 TRUST TRANSACTIONS AND BALANCES

	2026	2025
	\$'000	\$'000
Collections	3,637	3,068
Distributions	(2,442)	(2,029)
Increase in trust accounts	1,195	1,039
Total current assets	16,515	15,320
Total current liabilities	(14,431)	(13,325)
Total non-current liabilities	(2,084)	(1,995)
Net assets	-	-

The department holds security deposits and bank guarantees under the *Mineral Resources Act 1989 (MRA)* and other mining and petroleum legislation associated with the granting of resource authorities. Security is held for:

- compliance with the conditions of the resource authority;
- compliance with the provisions of the legislation;
- rectification of any actual damage that may be caused by any person whilst acting under the resource authority to pre-existing improvements; and
- amounts payable to the State (other than penalties) under the relevant legislation.

At 30 June 2026, the department, on behalf of the State of Queensland, held bank guarantees totalling \$12.393 million (2025: \$12.405 million) and cash held in trust of \$16.515 million (2025: \$15.320 million).

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
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SECTION 5
NOTES ABOUT RISKS AND OTHER ACCOUNTING UNCERTAINTIES

E1 FAIR VALUE MEASUREMENT

E1-1 ACCOUNTING POLICIES AND INPUTS FOR FAIR VALUES

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the department in relation to non-financial assets include, but are not limited to, published sales data for land, general office buildings and houses.

Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Significant unobservable inputs used by the department in relation to non-financial assets include, but are not limited to, subjective adjustments made to observable data to take account of the characteristics/functionality of the department assets, internal records of recent construction costs (and/or estimates of such costs) and assessments of physical condition and remaining useful life. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use.

Fair value measurement hierarchy

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- **Level 1** – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;
- **Level 2** – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
- **Level 3** – represents fair value measurements that are substantially derived from unobservable inputs.

All land, buildings, infrastructure and heritage and cultural assets held or administered by the department are categorised within level 3 of the fair value hierarchy. Refer to Note C3-1 and D8-1 for the department's Level 3 Fair Value Measurement Reconciliation.

**Department of Natural Resources and Mines, Manufacturing and Regional and
Rural Development
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E1 FAIR VALUE MEASUREMENT (continued)

E1-2 BASIS FOR FAIR VALUE MEASUREMENT

PROPERTY, PLANT AND EQUIPMENT

The department comprehensively values its land, building, infrastructure and heritage and cultural assets using a rolling revaluation program which ensures all material assets are valued by independent professional valuers at least once every three years, with the exception of administered non-commercial water infrastructure assets which are valued at least once every five years. Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up to date via the application of relevant indices (refer to Note C3-3 and D8-2).

LAND HELD FOR SALE

Land held for sale consists of lands that management has determined are available for immediate sale in their present condition, and for which their sale is highly probable within the next twelve months.

In accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*, when an asset is classified as held for sale, its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Such assets are no longer amortised or depreciated upon being classified as held for sale.

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E1 FAIR VALUE MEASUREMENT (continued)

E1-2 BASIS FOR FAIR VALUE MEASUREMENT (continued)

The following table depicts the asset class and region which were comprehensively revalued in 2025-26.

Asset class	Controlled and/or administered	Effective date of last specific appraisal	Valuation approach	Inputs	Subsequent valuation activity
Land (Central region)	Administered and controlled	30 June 2026 by SVS	Market-based assessment	Publicly available data on sales of similar land in nearby localities in the twelve months prior to the date of the revaluation. Adjustments were made to the sales data to take into account the location, size, street/road frontage and access, and any significant restriction for each individual land parcel.	Updated annually applying indices provided by SVS. Derived from the review of market transactions for each local government area.
Buildings (Central region)	Administered and controlled	30 June 2026 by SVS and an external valuer	Current replacement cost (due to no active market for such facilities)	Internal records of the original cost are adjusted for contemporary technology and construction approaches. Significant judgement is also used to assess the remaining service potential of the facility, given local climatic and environmental conditions, projected usage, and records of the current condition of facility.	Updated annually applying indices provided by other professionally qualified valuers and quantity surveyors. Derived from building and construction industry improvement rates.
Infrastructure (Central region)	Administered and controlled	30 June 2026 by SVS	Current replacement cost (due to no active market for such facilities)	Internal records of the original cost are adjusted for contemporary technology and construction approaches. Significant judgement is also used to assess the remaining service potential of the facility, given local climatic and environmental conditions, projected usage, and records of the current condition of facility.	Updated annually applying indices provided by other professionally qualified valuers and quantity surveyors. Derived from building and construction industry improvement rates.
Infrastructure – Abandoned Mine Sites (Central region)	Controlled	30 June 2026 by an external valuer	Current replacement cost (due to no active market for such facilities)	Site surveys and inspections used to verify documents and physical asset componentry to be valued. Given the nature of the complex assets being appraised, a combination of pricing methodologies and detailed estimates used in determining cost of replacing existing assets with a modern equivalent. The condition is assessed taking into account both physical characteristics as well as operational considerations such as functionality, capability/capacity, utilisation and technology obsolescence.	Updated annually applying indices provided by other professionally qualified valuers and quantity surveyors. Derived from building and construction industry improvement rates.
Heritage and Cultural Assets (Central region)	Controlled	30 June 2020 by external valuer	Current replacement cost (due to no active market for the asset)	Site surveys and inspections used to verify documents and physical asset componentry to be valued. Given the nature of the complex assets being appraised, a combination of pricing methodologies and detailed estimates used in determining cost of replacing existing assets with a modern equivalent. The condition is assessed taking into account both physical characteristics as well as operational considerations such as functionality, capability/capacity, utilisation and technology obsolescence.	Updated annually applying indices provided by other professionally qualified valuers and quantity surveyors. Derived from building and construction industry improvement rates.

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E1 FAIR VALUE MEASUREMENT (continued)

E1-3 LEVEL 3 FAIR VALUE MEASUREMENT - SIGNIFICANT VALUATION INPUTS AND IMPACTS

PROPERTY, PLANT AND EQUIPMENT

Land, buildings, infrastructure and heritage and cultural assets are measured at fair value. The valuation methodology for material administered assets is as follows:

Land under roads

The englobo valuation method is used by the department to value land under roads. This method inherently reflects the characteristics that would be taken into account by a potential buyer of land under roads that is made available for sale (after having the legislative restriction removed). Englobo valuation is inclusive of all potential land uses and reflects that if removal of the legislative restriction occurred, land under roads would revert back to its original un-subdivided state. This methodology is appropriate for all land under roads, regardless of its location or whatever type of road infrastructure (if any) is currently on it. Sensitivity in the valuation is directly related to the value of land in each local government area.

In terms of the AASB 13 fair value hierarchy (refer to note E1-1) the department categorises the land under roads valuation as being level 3. Sensitivity in the valuation is directly related to the value of land in each local government area.

Reserves and unallocated state land

As there is no directly observable market for the valuation of these categories, reserves and unallocated state land has been valued according to how a potential buyer would price it assuming it is in a state in which it could be sold. Each parcel of land is valued using professional judgement based on direct comparison to recent property sales in the general location of the department's land. Particular consideration is given to those recent property sales where the land is of a similar topography, or in similar circumstances (e.g. limitations), to the department's land.

In terms of the AASB 13 fair value hierarchy (refer to note E1-1) the department categorises these valuations as being level 3. Sensitivity in the valuation relates to both the property sales values and the manner in which professional judgement is applied in determining the fair value of the department's land.

Leasehold land

All leasehold land is valued and reported using the present value of the future income of the leases. The department considers the present value method to represent the fair value of the land in accordance with the income approach provided by AASB 13 and market participant buying assumptions.

Historically the leases to these properties are renewed for identical purposes. The department has therefore assumed, in the absence of factors suggesting a different use by market participants, that the current use is its highest and best use.

In terms of the AASB 13 fair value hierarchy (refer to note E1-1) the department categorises these valuations as being level 3. Sensitivity in the valuation of leasehold land is directly related to changes in the unimproved valuation of the land on which regulated lease payments are determined.

The following table outlines the significant unobservable valuation inputs and their potential impact on the valuation outcome for income producing Administered leasehold land measured at fair value and classified as Level 3 under the fair value hierarchy:

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E1 FAIR VALUE MEASUREMENT (continued)

E1-3 LEVEL 3 FAIR VALUE MEASUREMENT - SIGNIFICANT VALUATION INPUTS AND IMPACTS (continued)

Description	Fair value at		Possible alternative range for significant inputs	Possible alternative range for significant inputs		Impact of alternative amounts for significant level 3 inputs
	30 June	30 June		2026	2025	
	2026	2025				
	\$'000	\$'000				
Leasehold land	2,195,297	2,209,310	In relation to leasehold land the present value discount rate applied.	7.50% to 10.75%	7.00% to 10.75%	Assuming no change in underlying rental amount, increase in discount rate used would decrease the fair value
						Assuming no change in underlying rental amount, reduction in discount rate used would increase the fair value
			In relation to leasehold land adjustments the rental rate applied depending on type of lease.	0.75% to 7.00% of unimproved value of land	0.75% to 7.00% of unimproved value of land	Increase in rental return rate used would increase the fair value
						Reduction in rental return rate used would decrease the fair value

E2 FINANCIAL RISK DISCLOSURES

E2-1 FINANCIAL INSTRUMENTS CATEGORIES

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the department becomes party to the contractual provisions of the financial instrument. No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

CONTROLLED

	Note	2026 \$'000	2025 \$'000
Financial assets			
Cash and cash equivalents	C1	203,139	259,353
Receivables at amortised cost			
Current	C2	69,339	10,330
Non-current	C2	86	128
Total		272,564	269,811
Financial liabilities			
Payables at amortised cost	C5	149,617	149,449
Total		149,617	149,449

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E2 FINANCIAL RISK DISCLOSURES (continued)

E2-1 FINANCIAL INSTRUMENTS CATEGORIES (continued)

ADMINISTERED

	Note	2026 \$'000	2025 \$'000
Financial assets			
Cash and cash equivalents		8,384	9,499
Receivables at amortised cost			
Current	D7	32,600	29,327
Non-current	D7	4,957	7,103
Total		45,941	45,929
Financial liabilities			
Payables at amortised cost	D9	37,211	33,656
Total		37,211	33,656

E2-2 FINANCIAL RISK MANAGEMENT

(a) Risk exposure

The department's activities expose it to a variety of financial risks – credit risk, liquidity risk, and market risk. Financial risk management is implemented pursuant to Government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

All financial risk is managed under approved departmental financial management policies. The department utilises written principles for overall risk management, as well as policies covering specific areas. The department measures risk exposure using a variety of methods as follows:

Risk exposure	Definition	Exposure
Credit risk	The risk that the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department is exposed to credit risk in respect of its receivables (Note C2 and D7)
Liquidity risk	The risk that the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department is exposed to liquidity risk in respect of its payables (Note C5 and D9)
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. <i>Interest rate risk</i> is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	The department does not trade in foreign currency and is not materially exposed to commodity price changes or other market prices. The department is exposed to interest rate risk through its Administered finance leases (Note D7).

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E2 FINANCIAL RISK DISCLOSURES (continued)

E2-2 FINANCIAL RISK MANAGEMENT (continued)

(b) Risk measurement and management strategies

Risk exposure	Measurement method	Exposure
Credit risk	Ageing analysis, earnings at risk	The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by assessing whether the counterparty has the ability and willingness to pay amounts owing to the department in an approved timeframe. The department monitors all funds owed and exposure to credit risk on an ongoing basis.
Liquidity risk	Sensitivity analysis	The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held in the department's two bank accounts so as to match the expected duration of the various employee and supplier liabilities.
Market risk	Interest rate sensitivity analysis	The department does not undertake any hedging in relation to interest risk and manages its risk as per the department's liquidity risk management strategy articulated in the department's Financial Management Practice Manual.

E3 CONTINGENCIES

Litigation in progress

As at 30 June 2026, the following claims against the department were filed in the courts or lodged with the department:

	2026 Number of cases	2025 Number of cases
Supreme Court	4	1
Magistrates Court	2	2
Land Court	1	1
Court of Appeal	1	1
Land Appeal Court	1	-
Total	9	5

At reporting date, it is not possible to estimate any probable outcome of these claims or any financial effect. The department has received notification of 1 (2025: 1) claims which are not yet subject to court action. These cases may or may not result in subsequent litigation. Indemnity for the department has been sought in respect of some of the above matters through the Queensland Government Insurance Fund.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

E3 CONTINGENCIES (continued)

Native title claims over departmental land

As at 30 June 2026, there were 45 (2025: 46) unresolved native title claims before the Federal Court over lands (including offshore islands) either controlled or administered by the department. The claims cover an area of approximately 8.0% (2025: 7.0%) of the state. At reporting date, it is not possible to make an estimate of any probable outcome of these claims, or of any financial effects. The potential financial impact is limited to legal costs.

Collingwood Park state guarantee

The department is responsible for the administration of the *Mineral Resources Act 1989*. This Act provides a State Guarantee to owners of affected land or property that existed on 25 April 2008 at Collingwood Park:

- to pay for any works necessary to stabilise the affected land if there is subsidence damage to the land;
- to repair any subsidence damage to the affected land if, in the Chief Executive's opinion, it is cost-effective for the State to repair the damage; or
- to purchase the land at market value if the land is affected by subsidence damage and, in the Chief Executive's opinion, it is not cost-effective for the State to repair the damage.

At the reporting date it is not possible to determine the extent or timing of any potential financial effect of this State Guarantee.

Volumetric lease bank guarantees

Under the *Land Act 1994*, lessees of volumetric leases are required to provide a security in the form of a bank guarantee to be retained by the department to ensure compliance. The security together with the lease agreement commits the lessee to perform specific reparation conditions. As at 30 June 2026 the department holds bank guarantees of \$14.878 million (2025: \$14.722 million).

Vegetation management bank guarantees

Under the *Vegetation Management Act 1999* and *Sustainable Planning Act 2009*, development applicants may be required to provide financial security as a means of meeting a particular aspect of a vegetation management code. The security together with the agreement commits the developer to providing a vegetation offset within 12 months. As at 30 June 2026, the department holds bank guarantees of \$0.750 million (2025: \$0.750 million).

Under the *Regional Planning Interests Act 2014* bank guarantees are retained by the department to ensure compliance with specific requirements relating to protection decisions and compliance certificates for resource activities in strategic cropping areas. As at 30 June 2026, the department holds bank guarantees of \$2.300 million (2025: \$2.300 million).

Contract performance guarantees

Bank guarantees are held to ensure performance of high-risk contracts for remediation of abandoned mine sites. As at 30 June 2026 the department holds two bank guarantees of \$0.500 million (2025: \$0.500 million).

Manufacturing bank guarantees

The department holds bank guarantees for manufacturing related grant activities for security against non-conformance of contracts. As at 30 June 2026, the department holds bank guarantees of \$5.685 million (2025: \$2.567 million).

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

E4 CAPITAL COMMITMENTS

	2026	2025
	\$'000	\$'000
Property, plant and equipment		
Not later than 1 year	141	356
Total	141	356

	2026	2025
	\$'000	\$'000
Intangible assets		
Not later than 1 year	8,187	6,850
Later than 1 year but not later than 5 years	273	7,517
Total	8,460	14,367

E5 FUTURE IMPACT OF ACCOUNTING STANDARDS NOT YET EFFECTIVE

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

AASB 18 *Presentation and Disclosure in Financial Statements*

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for the department.

This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of dividends and interest received and interest paid in the Statement of Cash Flows. AASB 18 will only affect presentation and disclosure, it will not affect the recognition or measurement of any reported amounts.

In October 2025, the AASB released Exposure Draft ED 338 which proposed several amendments that, if legislated, would permit relief from the majority of the presentation and disclosure requirements by not-for-profit public sector entities via an explicit accounting policy choice.

The department will further assess the expected impacts of AASB 18 in subsequent reporting periods once the AASB issues a final amending standard and Queensland Treasury has communicated its policy intentions in respect of accounting policy choices permitted by the standard.

All other Australian accounting standards and interpretations with future effective dates are either not applicable to the department's activities or have no material impact on the department.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

SECTION 6
NOTES ABOUT OUR PERFORMANCE COMPARED TO BUDGET

F1 BUDGETARY REPORTING DISCLOSURES

This section contains explanations of major variances between the department's actual 2025-26 financial results and the original budget presented to Parliament.

F1-1 EXPLANATION OF MAJOR VARIANCES – CONTROLLED STATEMENT OF COMPREHENSIVE INCOME

User charges and fees:	Variance of \$5.526 million less than budget mainly due to Abandoned Mines Land Program not accessing Financial Provisioning Scheme funding for Thalanga (\$1.500 million of budgeted amount) and Mount Garnet and Surveyor/Balcooma (\$3.000 million of budgeted amount) during the year.
Grants and contributions:	Variance of \$1.933 million less than budget mainly due to a decrease (\$2.358 million) in Goods and services received below fair value from Queensland State Archives. This is primarily due to a significant increase in Queensland State Archives' total linear metre holdings, which has reduced the proportion of linear metres allocated and charged to the department for 2025–26.
Other revenue:	Variance of \$10.269 million greater than budget mainly due to an increase in land revaluation increment revenue (\$7.117 million). Revenue is recognised in the Statement of Comprehensive Income to reverse prior years' land revaluation decrements, together with an increase in net fee retentions from sales of state land (\$2.307 million) driven by increased sales revenue.
Supplies and services:	Variance of \$28.674 million less than budget mainly due to lower than budgeted expenditure across several projects, the most significant being for Queensland Critical Minerals Strategy projects (\$13.342 million) due to the program having been reprioritised for 2026-27 budget bids, the Native Title Compensation Office (\$11.140 million), which reflects an on-going obligation of the state government; and Queensland Resources Common User Facility (\$4.883 million). These budgeted amounts have been deferred across future years.
Grants and subsidies:	Variance of \$70.074 million greater than budget mainly due to an increase (\$97.237 million) for the Securing a Future for Mount Isa (Commonwealth) program. This reflects a \$50.000 million budget revision in the February Forward Estimate and a further \$47.237 million clawback from the 2026–27 budget. The impact was partially offset by expenditure deferrals across several key manufacturing and regional development programs. The most significant of these was Transforming Queensland Manufacturing (\$25.000 million) as grant payments are made in arrears and scheduled to be paid over the two years to June 2028.
Depreciation and amortisation:	Variance of \$2.148 million greater than budget mainly due to capital investment and asset revaluations, which increased the asset base and resulted in higher depreciation and amortisation expense.

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

Notes to the Financial Statements

For the Year Ended 30 June 2026

F1-2 EXPLANATION OF MAJOR VARIANCES – CONTROLLED STATEMENT OF FINANCIAL POSITION

Cash and cash equivalents:	The variance is materially explained in Explanations of Major Variances for the Statement of Cash Flows (Refer to Note F1-3).
Current receivables:	Variance of \$58.529 million greater than budget mainly due to the recognition of a Commonwealth appropriation receivable (\$47.237 million) for the Securing a Future for Mount Isa, together with an increase in GST input tax credit receivables (\$9.397 million).
Other current assets:	Variance of \$0.633 million greater than budget mainly due to an increase in Prepayments for a number of supplies and services, in line with increases in contract pricing.
Property, plant and equipment:	Variance of \$48.235 million greater than budget mainly due to acquisitions (\$19.365 million) as well as several revaluation increments, particularly for infrastructure (\$14.559 million), land (\$8.449 million) and buildings (\$4.385 million). Refer to Note C3-1.
Payables:	Variance of \$128.933 million greater than budget mainly due to unearned appropriation revenue of \$121.478 million due to deferral of funding driven by Natural Resource Management Expansion program (\$47.313 million), Securing a Future for Mt Isa (\$48.971 million), Made in Queensland (\$11.559 million), Building our Regions (\$4.932 million) and Resources Authority Register (\$4.700 million).
Accrued employee benefits:	Variance of \$1.823 million greater than budget mainly due to an increase in salary and wages payable (\$1.148 million) combined with an increase in annual leave expenses payable (\$0.240 million). The increase is driven by an increase in the number of days accrued for salaries and wages and associated on-costs.
Current unearned revenue:	Variance primarily relates to the reclassification of unspent Financial Provisioning Scheme funding for remediation activities at the Thalanga abandoned mine site (\$10.771 million) to Non-current unearned revenue. Revenue from Financial Provisioning Scheme funding is recognised in line with expenditure incurred, with unspent Financial Provisioning Scheme funding for remediation activities at the Thalanga site not expected to occur within the next financial year.
Other current liabilities:	Variance of \$4.555 million greater than budget mainly due to a net increase in deposits held for acquisition of land on behalf of other agencies (\$5.701 million).
Non-current unearned revenue:	Variance primarily relates to the reclassification of unspent Financial Provisioning Scheme funding for remediation activities at the Thalanga (\$10.771 million), and Mt Garnet and Surveyor Balcooma (\$10.744 million) abandoned mine sites to Non-current Unearned revenue. Financial Provisioning Scheme funding for Mt Garnet and Surveyor Balcooma was received after finalisation of budget. Unspent Financial Provisioning Scheme funding for remediation activities at these sites is not expected to occur within the next financial year.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

F1-3 EXPLANATION OF MAJOR VARIANCES – CONTROLLED STATEMENT OF CASH FLOWS

User charges and fees:	Variance of \$6.696 million less than budget mainly due to Financial Provisioning Scheme funding for Thalanga (\$1.500 million of budget), Mount Garnet and Surveyor-Balcooma (\$3.000 million of budget) not being accessed during the year.
Other revenue:	Variance of \$8.653 million greater than budget mainly due to an increase in funds received for the acquisition of land on behalf of other agencies (\$5.701 million) and net fee retentions from sales of state land (\$2.307 million), driven by higher-than-anticipated property sales revenue.
Supplies and services:	Refer to the commentary in Supplies and services Note F1-1. This variance also reflects a reduction in payables outstanding at 30 June 2025, which were subsequently paid during 2025–26.
Grants and subsidies:	Refer to commentary in Grants and subsidies in Note F1-1
Other expenses:	Variance of \$0.437 million less than budget mainly due to a decrease in Special payments (\$1.004 million), partially offset by an increase in external audit fees (\$0.285 million) and internal audit fees (\$0.259 million).
Payments for property, plant and equipment:	Variance of \$6.769 million less than budget mainly due to a decrease in Queensland Critical Minerals projects (\$4.650 million) and a decrease in Queensland Resources Common User Facility project (\$1.525 million), the unspent funding has been deferred to 2026–27.
Payments for intangible assets:	Variance of \$1.271 million greater than budget mainly due to an overall increase in capitalisation of internally developed software compared to budget (\$1.168 million).
Equity withdrawals	Variance of \$6.017 million greater than budget mainly due to a decrease in Queensland Critical Minerals project expenditure (\$4.650 million), with the unspent funding deferred to 2026–27 through budget adjustments during the year, together with capital investment and asset revaluations, which increased the asset base and resulted in higher depreciation and amortisation expense (\$2.023 million).

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

Notes to the Financial Statements

For the Year Ended 30 June 2026

F1-4 EXPLANATION OF MAJOR VARIANCES – ADMINISTERED STATEMENT OF COMPREHENSIVE INCOME

User charges and fees:	Variance of \$3.843 million greater than budget mainly due to higher-than-expected mining and petroleum fees (\$1.671 million), land application fees and lease penalties (\$0.823 million), which had been budgeted under Other revenue, and rental income from Narayan Reserve (\$0.679 million).
Land transfers inwards:	Variance of \$68.271 million greater than budget reflects movements in land under road received from external entities. A significant portion of the increase (\$62.668 million) occurred within the Brisbane City, Moreton Bay Regional, Logan City and Gold Coast City Local Government Areas.
Other revenue:	Variance of \$0.539 million greater than budget mainly due to Impairment reversals (\$0.755 million), Other revenue (\$0.504 million) and Interest revenue from mining and petroleum activities (\$0.330 million) offset by a \$1.000 million budget for lease penalty revenue, which is reported under User charges and fees.
Gain on disposal of land:	Variance of \$2.014 million less than budget mainly due to lower than anticipated land sale activity. Actual results are influenced by the timing and availability of land for disposal, as well as market conditions, while the budget was prepared based on historical land sales trends.
Supplies and services:	Variance of \$0.173 million less than budget mainly due to lower than expected spending on repairs and maintenance for Non-Commercial Assets.
Grants and subsidies:	Variance of \$27.306 million less than budget mainly attributable lower than budgeted grants of land to indigenous parties and other government agencies.
Depreciation expenses:	Variance of \$0.356 million greater than budget mainly due to revaluation of Non-Commercial Assets which occurred subsequent to budget. Leading to a higher asset base and depreciation expenses.
Other expenses:	Variance of \$0.541 less than budget mainly due to a decrease in impairment of receivables for primary production leases in drought-declared local government areas, deferred for five years under natural disaster provisions of the <i>Land Act 1994</i> , resulting from progressive payment of balances and the revocation of all remaining drought declarations in May 2024. Secondly, there was a decrease in commission paid on sales of land, actual sale is driven by land available for disposal and market activities whilst budget was based on historical trend. Offset by an increase in bad debts mainly due to write off of one debtor (9 leases) in 2025-26.

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

Notes to the Financial Statements

For the Year Ended 30 June 2026

F1-5 EXPLANATION OF MAJOR VARIANCES – ADMINISTERED STATEMENT OF FINANCIAL POSITION

Cash and cash equivalents:	Variance of \$3.666 million less than budget mainly due to appropriation equity withdrawal to Queensland Treasury in 2025-26 (\$3.059 million)
Receivables:	Variance of \$5.392 million greater than budget mainly due to an increase in operating lease receivables for <i>Land Act 1994</i> tenures (\$2.674 million) resulting from rent deferrals under Disaster Recovery Funding Arrangements, an increase in trade debtors receivable (\$2.000 million) from Queensland Treasury for Coexistence Queensland grants, and an increase in annual local and statewide valuation receivables (\$1.000 million) driven by a higher number of valuations undertaken.
Non-Current Receivables:	Variance of \$1.985 million less than budget mainly due to payment of balances deferred under natural disaster provisions being paid out and finalised.
Property, plant and equipment:	Variance of \$23.931 billion greater than budget mainly due to increases in land under roads values as a result of annual revaluations. The increase includes a \$10.787 billion revaluation increment in 2024-25 financial year and \$12.971 billion revaluation increment in 2025-26 financial year. Refer to Note D8-1.
Payables:	Variance of \$33.322 million greater than budget mainly due to a \$28.362 million budget classification difference between Administered revenue transferred to government payable and other current liabilities, an increase of \$1.353 million in Administered revenue transferred to government payable and a \$2.173 million increase in Grants payable.
Other current liabilities:	Variance of \$37.238 million less than budget mainly due to a budget classification difference between administered revenue transferred to government payable and other current liabilities (\$28.362 million), a reduction in Administered revenue transferred to government payable (\$1.353 million), and a decrease in amounts payable to Economic Development Queensland (\$4.444 million).

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

SECTION 7
OTHER INFORMATION

G1 KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES

Details of key management personnel

The department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in AASB 124 *Related Party Disclosures*. That Minister is Minister for Natural Resources and Mines, Minister for Manufacturing and Minister for Regional and Rural Development.

The following details for non-Ministerial key management personnel reflect those positions that had authority and responsibility for planning, directing, and controlling the activities of the department during 2025-26 and 2024-25. Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Position responsibility
Director-General	Responsible for the efficient, effective, and economic administration of the department.
Deputy Director-General, Lands	Provides strategic leadership and direction in delivering the department's land and spatial functions and services.
Deputy Director-General, Georesources	Provides strategic leadership and direction in delivering the department's georesources functions and services.
Deputy Director-General, Manufacturing, Rural and Regional Development	Provides strategic leadership and direction in driving rural and regional investment, social and economic development, growth, jobs and liveability in Queensland communities.
Deputy Director-General, Business and Corporate Partnership	Provides strategic leadership and direction of the department's corporate and business support functions.
Executive Director, Reform Strategy and Delivery Office	Provides strategic leadership and direction of the department's reform, strategy and delivery functions.
Chief Finance Officer*	Responsible for the efficient, effective, and economic financial administration of the department.

* The position title was previously Chief Finance Officer and Executive Director, Finance and Digital Strategy. The change of title took effect from 1 June 2026 as part of the internal realignment.

KMP remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and Whole-of-Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other key management personnel is set by the Queensland Public Sector Commission as provided for under the *Public Sector Act 2022*. Individual remuneration and other terms of employment (including motor vehicle entitlements and performance payments if applicable) are specified in employment contracts.

Remuneration expenses for key management personnel comprise the following components:

Short term employee expenses which include:

- salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied a KMP position;
- non-monetary benefits - consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

G1 KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)

Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.

Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

Remuneration expenses

The following disclosures focus on the expenses incurred by the department attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed are determined on the same basis as expenses recognised in the Statement of Comprehensive Income. Acting arrangements less than 4 months are not reported due to the short duration.

2025-26 Position	Short term employee expenses		Long term employee benefits	Post-employment expenses	Termination benefits	Total expenses
	Monetary expenses	Non-monetary benefits	\$'000	\$'000	\$'000	\$'000
	\$'000	\$'000				
Director-General	502	10	12	60	-	584
Deputy Director-General, Lands	281	10	7	34	-	332
Deputy Director-General, Georesources (18/08/2025 – 30/06/2026)	252	8	6	31	-	297
Deputy Director-General - Business and Corporate Partnership	279	6	7	34	-	326
Deputy Director-General, Manufacturing, and Rural and Regional Development	261	10	6	31	-	308
Executive Director Reform, Strategy and Delivery Office	250	10	6	32	-	298
Chief Finance Officer *	230	10	6	29	-	275

* The position title was previously Chief Finance Officer and Executive Director, Finance and Digital Strategy. The change of title took effect from 1 June 2026 as part of the internal realignment.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

G1 KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)

2024-25 Position	Short term employee expenses		Long term employee benefits	Post-employment expenses	Termination benefits	Total expenses
	Monetary expenses	Non-monetary benefits	\$'000	\$'000	\$'000	\$'000
	\$'000	\$'000				
Director-General (01/07/2024 - 02/11/2024)	123	5	3	15	172	318
Director-General (02/11/2024 - 30/06/2025)	322	3	8	39	-	372
Deputy Director-General, Lands	243	10	6	30	-	289
Deputy Director-General, Georesources (01/07/2024 - 06/10/2024)	117	8	3	14	-	142
Deputy Director-General, Georesources (01/01/2025 - 30/06/2025)	71	10	2	9	-	92
Deputy Director-General - Business and Corporate Partnership	255	10	7	34	-	306
Deputy Director-General, Manufacturing, and Rural and Regional Development (18/11/2024 - 30/06/2025) *	151	3	4	20	-	178
Executive Director Reform, Strategy and Delivery Office	245	9	6	30	-	290
Chief Finance Officer and Executive Director, Finance and Digital Strategy	228	10	6	28	-	272

* The position transferred into the department effective from 1 November 2024 as part of the machinery of government changes.

Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Performance payments

No KMP remuneration packages provide for performance or bonus payments.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

G2 RELATED PARTY TRANSACTIONS

Transactions with people/entities related to KMP

In accordance with AASB 124, the department wishes to disclose that a Deputy Director-General holds a director role on the QRIDA (Note D1) board as well as another board position with Manufacturing Skills Queensland, an independent, not-for-profit industry body established to support the manufacturing sector in Queensland.

Transactions with other Queensland Government-controlled entities

The department's primary ongoing sources of funding from the Queensland Government for its services are appropriation revenue (Note B1-1) and equity injections (Note C8-1), both of which are provided in cash via Queensland Treasury.

As outlined in Note A2, the department participates in a corporate partnership arrangement with other Queensland Government entities, where it is a 'host' and a 'recipient' of a number of strategic and operational corporate services.

The department also transacts with various Queensland Government entities on a fee for service basis including:

- Department of Justice (Crown Law) for legal services/advice.
- Department of Housing and Public Works for accommodation services (QGAO), building and asset services (QBuild), and vehicle services (Q-Fleet).
- Department of Customer Services, Open Data and Small and Family Business for operational services provided by the Queensland Customer and Digital Group (Queensland Shared Services) such as accounts receivable, payroll management, taxation and telecommunications.
- Queensland Government Insurance Fund for insurance services.
- Department of Primary Industries and Department of Local Government, Water and Volunteers for property tenancy and maintenance services.

The department has also had transactions with Coexistence Queensland (formerly Gasfields Commission Queensland) and Resources Safety and Health for the provision of grants (refer Note D6).

Note A3 outlines a transfer of internal legal services and associated corporate and executive services to the Department of the Environment, Tourism, Science and Innovation arising from a machinery of government change.

G3 FIRST YEAR APPLICATION OF NEW ACCOUNTING STANDARDS OR CHANGE IN POLICY

No new accounting standards or interpretations that apply to the department for the first time in 2025-26 had any material impact on the financial statements.

Accounting standards early adopted

No Australian Accounting Standards have been early adopted for 2025-26.

G4 TAXATION

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the department. GST credits receivable from, and GST payable to the ATO are recognised – refer to Note C2.

Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026

G5 CLIMATE RISK DISCLOSURE

Whole-of-Government climate reporting

The State of Queensland, as the ultimate parent of the department, provides information and resources on climate related strategies and actions accessible at <https://www.treasury.qld.gov.au/energy-and-climate/>

The Queensland Sustainability Report (QSR) outlines how the Queensland Government measures, monitors and manages sustainability risks and opportunities, including governance structures supporting policy oversight and implementation. To demonstrate progress, the QSR also provides time series data on key sustainability policy responses. The QSR is available via Queensland Treasury's website at <https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report>

Departmental accounting estimates and judgements – climate-related risks

The department considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgements identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities.

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting the department.

The department has identified a potential material climate-related risk relating to the expected credit losses relating to receivables. For the department, environmental and climate factors such as drought, cyclone, flood, and monsoon, affect customers and their ability to pay amounts due to the department. The effect of these risk factors has already been accounted for in calculating the impairment of receivables, refer to note D7-1. The department continues to monitor the emergence of material climate-related risks that may impact the financial statements of the department, including directives from Government or Queensland Treasury.

**Department of Natural Resources and Mines, Manufacturing and Regional and
Rural Development
Notes to the Financial Statements
For the Year Ended 30 June 2026**

Management certificate

These general-purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009 (the Act)*, s.38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements.

In accordance with s.62(1) (b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development for the financial year ended 30 June 2026 and of the financial position of the department at the end of that year; and

The Director-General, as the Accountable Officer of the department, acknowledges responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



STEPHEN CASE, CPA
Chief Finance Officer
Department of Natural Resources and
Mines, Manufacturing and Regional and
Rural Development
Date: 20 August 2026



GRAHAM FRAINE
Director-General
Department of Natural Resources and
Mines, Manufacturing and Regional and
Rural Development
Date: 20 August 2026

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2026, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.
- c) In my opinion, the financial report:
 - i. gives a true and fair view of the department's financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended
 - ii. complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of administered property, plant and equipment

Refer to note D8 and E1 in the financial statements

Land under roads \$116.47 billion

Key audit matter	How my audit addressed the key audit matter
Management has estimated the fair value of the department's land under roads (LUR) to be \$116.47 billion as at 30 June 2026. The fair value measurement is based on a market approach (englobo) to arrive at fair value. The market approach references the observable statutory values for freehold and leasehold land in each local government area, dividing that aggregate value by the corresponding land area and applying the average rate to the total area of LUR. Significant judgement was required in relation to: - The englobo valuation methodology - The valuation of freehold and leasehold land in each local government area - The calculation to apply the land value to LUR.	My procedures included, but were not limited to: - confirming our understanding of the englobo valuation methodology - assessing the competence, capability and objectivity of the internal valuers - testing management's controls over the Queensland Valuation and Sales (QVAS) database - checking on a sample basis, the accuracy and relevance of input data used for opening balance of LUR, both area and rate, including reconciling input data to supporting evidence such as the land area report from Digital Cadastral Database at a local government and total state level - verifying a sample of material LUR movements to supporting information in Automated Tiles System LUR movements including obtaining confirmation from Department of Transport and Main roads to evidence equity transfers - verifying the mathematical accuracy of the LUR calculation.

Reserves and unallocated state land \$14.83 billion

Key audit matter	How my audit addressed the key audit matter
Management has estimated the fair value of the department's reserves and unallocated state land to be \$14.83 billion as at 30 June 2026. Each parcel of reserve land and unallocated state land is valued using a direct comparison approach (i.e. a market value approach). The valuations are dependent on certain key assumptions that require significant management judgement including the following in respect of: - unit of account: each parcel of reserve land and unallocated state land identified regardless of location - valuation technique: the fair value categorisation used - recent property sales in the general location of the land - extrapolating and professional judgement in determining fair value for each parcel of land taking into consideration any restriction on use that may exist.	My procedures included, but were not limited to: - confirming our understanding of the methodology used and ensuring consistent application thereof - assessing the competence, capability and objectivity of the internal valuers - testing management's controls over the Land Asset Management System (LAMS) - tracing valuations from QVAS to the values held in LAMS - checking on a sample basis, the accuracy and relevance of input data used, including reconciling input data to supporting evidence such as reports provided by the valuers - comparing values to the valuation movements of rateable properties with similar characteristics and which were valued as part of the annual statutory valuation program

Responsibilities of the Accountable Officer for the financial report

The Accountable Officer is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error
- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. My auditor's report must state whether I have received all the information and explanations required, and whether I consider the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:
www.auasb.gov.au/auditors_responsibilities/ar6.pdf

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at:
www.qao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.



Vaughan Stemmett
as delegate of the Auditor-General

24 August 2026

Queensland Audit Office
Brisbane

APPENDIX 1: PERFORMANCE STATEMENT

The tables below report the actual results for the service standards in 2025–26 for the Service Delivery Statement. These may vary from the estimated actuals reported in the 2026–27 Service Delivery Statement, which were calculated prior to the state budget handed down in June 2026.

Land administration and property services

The objective of this service area is to optimise the use of land resources to support economic growth and just outcomes for the Queensland community through the provision of modern and effective land administration and property services.

Table 12: Land administration and property services (target/estimates and actuals for 2025–26)

Service standards	2025–26 Target/estimate	2025–26 Actual
Effectiveness measures		
Average percentage adjustment to annual statutory land valuations, resulting from all properly made objections ¹	≤8%	4.34%
Overall customer satisfaction with service provided by VegHub	>75%	83%
Efficiency measure		
Average cost per valuation	<\$18	\$13.96

Notes:

1. The objections period closed in May 2026, resulting in the objections data being available at the end of June 2026. As such, the 2025–26 Estimated Actual was not published in the 2026–27 NRMRRD Service Delivery Statement as per usual process.

Minerals and energy resources and data services

The objective of this service area is to enable a resilient, responsible and sustainable resources industry that grows as it transforms.

Table 13: Minerals and energy resources and data services (target/estimates and actuals for 2025–26)

Service standards	2025–26 Target/estimate	2025–26 Actual
Service: Minerals and Energy Resources Services		
Effectiveness measure		
Percentage of identified tenure non-compliance matters resolved within 12 months	≥75%	100%
Efficiency measure		
Average cost of all tenure processing transactions ¹	<\$1700	\$610
Service: Quality Data Services		
Effectiveness measure		
Percentage of spatial datasets available on the Queensland Government Open Data Portal achieving a 'data usability rating' of 3 out of 5 or higher	≥75%	85.2%
Efficiency measure		
Average cost of acquiring, maintaining and providing spatial information per thousand user accesses ²	<\$35	\$14.95

Notes:

1. The variance between the 2025–26 target/estimate and the 2025–26 actual is due to high demand for exploration permits for minerals.
2. The variance between the 2025–26 target/estimate and the 2025–26 actual is due to increased demand for spatial information.

Drive regional economic growth

The objective of this service area is to lead programs that achieve strong economic and policy outcomes in regional job creation and investment to advance the Queensland manufacturing industry.

Table 14: Drive regional economic growth (target/estimates and actuals for 2025–26)

Service standards	2025–26 Target/estimate	2025–26 Actual
Effectiveness measures		
Percentage of customers satisfied or very satisfied with manufacturing workshops	80%	95.8%
Number of jobs created per \$1 million in manufacturing grants delivered ¹	20	35
Efficiency measure		
Administrative costs per \$1000 of total grant funding distributed ²	<\$11.50	Not available

Notes:

1. The variance between the 2025–26 target/estimate and the 2025–26 actual is due to a number of grants reporting higher than expected job creation figures in this reporting period.
2. As a result of an identified calculation inconsistency dating back to the 2023–24 Department of Regional Development, Manufacturing and Water SDS, this service standard has been discontinued and replaced by a new service standard 'Administrative costs per \$100 of total manufacturing grant funding distributed' in the 2026–27 NRMRRD Service Delivery Statement.

APPENDIX 2: GOVERNMENT BODIES

Name of government body: Chairpersons for conferences for objections to valuations greater than \$5 million

Act or instrument	Land Valuation Act 2010				
Functions	Facilitate an open exchange of relevant information between the Valuer-General and the objector, on a 'without prejudice' basis. The process is designed to achieve settlement between the parties in a conciliatory manner without recourse to a formal court hearing. Organise conferences between the Valuer-General and The Objectors. Maintain information disclosure requirements (both content and timings) between the parties to maintain a fair exchange of information prior to the objection conference. Moderate behaviours of the parties in the conference and promote an environment for a 'free and frank' without prejudice discussion to encourage a mutually agreeable outcome.				
Achievements	Chairs have undertaken a workload of objections to completion, that often requires travel and significant time to complete often around their primary employment. There was a total of 203 objections allocated to a Chairperson. 171 objections were progressed through an independently chaired conference for the 2025–2026 financial year. To date, 124 were settled at or post conference and 10 were decided prior to a conference. For the conferences decision this equates to a 73 per cent settlement rate.				
Financial reporting	Transactions for claims made by Chairpersons are processed in the SAP S/4 financial system for the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development where all amounts can be viewed and are therefore accounted for in the financial statements.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Ms Fiona Barwell	0 (0 Allocated)	\$520 (≤ 4hours)	N/A	\$0
Chairperson	Dr Andrea Blake	46 (55 Allocated)	\$520 (≤ 4hours)	N/A	\$28 600
Chairperson	Ms Judith Brien	34 (39 Allocated)	\$520 (≤ 4hours)	N/A	\$15 600
Chairperson	Dr Lyndall Bryant	39 (48 Allocated)	\$520 (≤ 4hours)	N/A	\$12 480
Chairperson	Dr Lucy Craddock	0 (0 Allocated)	\$520 (≤ 4hours)	N/A	\$0
Chairperson	Mr Dominic Katter	0 (0 Allocated)	\$520 (≤ 4hours)	N/A	\$0
Chairperson	Mr John Monks	31 (35 Allocated)	\$520 (≤ 4hours)	N/A	\$18 200
Chairperson	Ms Julie Owbridge	0 (0 Allocated)	\$520 (≤ 4hours)	N/A	\$0
Chairperson	Ms Frances Rex	21 (26 Allocated)	\$520 (≤ 4hours)	N/A	\$15 080
No. scheduled meetings/sessions	As required by the objection process, and the allocation to each Chair. 171				
Total out of pocket expenses	Total \$8400.61 cost for Chair and all members. 'Out of pocket' expenses are outlined in the Remuneration Procedures for part-time Chairs and members of Queensland Government bodies.				

Name of government body: Queensland Manufacturing Advisory Council

Act or instrument	<i>Queensland Manufacturing Advisory Council Terms of Reference</i>
Functions	To provide high-level industry advice on strategic matters in relation to building and promoting manufacturing in Queensland to help drive economic, regional and employment growth throughout the state.
Achievements	The Queensland Manufacturing Advisory Council (QMAC) informed the development of the Transforming Queensland Manufacturing Strategy for the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (NRMRRD). Members provided key details about the impacts of geopolitical impacts on the manufacturing sector, helping to inform key NRMRRD teams. Members provided advice to the Minister and the department to support the promotion of the manufacturing sector and expanding opportunities for Queensland manufacturers.
Financial reporting	Transactions of the entity are accounted for in the financial statements of the department.
Remuneration	

Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	The Honourable Dale Last MP	3	No remuneration is payable	No remuneration is payable	No remuneration is payable
Members	Shay Chalmers	3	No remuneration is payable	No remuneration is payable	No remuneration is payable
	Angela Bailey	3	No remuneration is payable	No remuneration is payable	No remuneration is payable
	Mick Murray	3	No remuneration is payable	No remuneration is payable	No remuneration is payable
	Emily Pullen	3	No remuneration is payable	No remuneration is payable	No remuneration is payable
Members	Xanny Christophersen	4	No remuneration is payable	No remuneration is payable	No remuneration is payable
	Louise McMahon	4	No remuneration is payable	No remuneration is payable	No remuneration is payable
	Richard Parker	4	No remuneration is payable	No remuneration is payable	No remuneration is payable
	Aaron Thompson	4	No remuneration is payable	No remuneration is payable	No remuneration is payable
Members	Sharon Dawson	2	No remuneration is payable	No remuneration is payable	No remuneration is payable
	Thomas Northcott	2	No remuneration is payable	No remuneration is payable	No remuneration is payable
	Rebecca Massingham *member resigned January 2026	2	No remuneration is payable	No remuneration is payable	No remuneration is payable
No. scheduled meetings/sessions	Four meetings of QMAC were held in the 2025–26 reporting year. An additional out-of-session meeting was held with QMAC members to discuss the impacts of the Iran conflict.				
Total out of pocket expenses	Nil				

APPENDIX 3: COMPLIANCE CHECKLIST

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister(s)	ARRs—section 7	4
Accessibility	- Table of contents - Glossary	ARRs—section 9.1	2–3 115–116
	Public availability	ARRs—section 9.2	1
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs—section 9.3	1
	Copyright notice	<i>Copyright Act 1968</i> ARRs—section 9.4	1
	Information licensing	QGEA—Information Licensing ARRs—section 9.5	1
General information	Introductory information	ARRs—section 10	5–7
Non-financial performance	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs—section 11.1	10
	Agency objectives and performance indicators	ARRs—section 11.2	10–22
	Agency service areas and service standards	ARRs—section 11.3	109–111
Financial performance	Summary of financial performance	ARRs—section 12.1	36–39
Governance—management and structure	Organisational structure	ARRs—section 13.1	8
	Executive management	ARRs—section 13.2	8
	Government bodies (statutory bodies and other entities)	ARRs—section 13.3	26, 112–113
	Public sector ethics	<i>Public Sector Ethics Act 1994</i> ARRs—section 13.4	27
	Human rights	<i>Human Rights Act 2019</i> ARRs—section 13.5	27
	Queensland public service values	ARRs—section 13.6	9

Summary of Requirement		Basis for Requirement	Annual report reference
Governance—risk management and accountability	• Risk management	ARRs—section 14.1	27
	• Audit committee	ARRs—section 14.2	24–25
	• Internal audit	ARRs—section 14.3	28
	• External scrutiny	ARRs—section 14.4	28
	• Information systems and recordkeeping	ARRs—section 14.5	29–30
	• Information security attestation	ARRs—section 14.6	30
Governance—human resources	• Strategic workforce planning and performance	ARRs—section 15.1	31–35
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs—section 15.2	35
Open data	• Statement advising publication of information	ARRs—section 16	30
	• Consultancies	ARRs—section 31.1	https://data.qld.gov.au
	• Overseas travel	ARRs—section 31.2	https://data.qld.gov.au
	• Queensland Language Services Policy	ARRs—section 31.3	https://data.qld.gov.au
	• Charter of Victims' Rights	VCSVRB ARRs—section 31.4	https://data.qld.gov.au
Financial statements	• Certification of financial statements	FAA—section 62 FPMS—sections 38, 39 and 46 ARRs—section 17.1	105
	• Independent auditor's report	FAA—section 62 FPMS—section 46 ARRs—section 17.2	106–108

FAA	<i>Financial Accountability Act 2009</i>
FPMS	<i>Financial and Performance Management Standard 2019</i>
ARRs	Annual report requirements for Queensland Government agencies
QGEA	Queensland Government Enterprise Architecture
VCSVRB	<i>Victims' Commissioner and Sexual Violence Review Board Act 2024</i>

GLOSSARY

Term	Definition
Advanced Robotics for Manufacturing (ARM) Hub	The ARM Hub is an agile technology centre in robotics and design-led manufacturing that works with Australian companies to integrate robotics, artificial intelligence and other industry 4.0 technologies into their manufacturing operations.
Australasian Institute of Mining and Metallurgy (AusIMM)	A peak body representing professionals working within the resources sector.
Business and Corporate Partnership (BCP)	Departmental division that delivers corporate services and business programs to a core group of Queensland Government departments and to a number of other partner agencies.
Collaborative Development Program (CDP)	The CDP is a grants program to recover remaining mineralisation found in mine waste in an effort to accelerate the development of Queensland's critical minerals sector.
Collaborative Exploration Initiative (CEI)	The CEI is a grants program that aims to encourage the discovery and development of Queensland's critical mineral deposits to help meet the growing demands of the world's technology and renewable energy sectors.
Critical Minerals Queensland (CMQ)	A departmental business group that helps to deliver the Queensland Critical Minerals Strategy and supports proponents, community and investors within the sector.
Environmental, social and governance (ESG)	ESG refers to a set of standards used to measure an organisation's environmental and social impact.
Full-time equivalent (FTE)	Calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position.
Human Rights Act (HRA)	The Act respects, protects and promotes 23 fundamental human rights, and the inherent dignity and worth of all human beings, especially the most vulnerable in our community.
Light Detection and Ranging (LiDAR)	LiDAR is an acronym for 'light detection and ranging' which is a remote-sensing technology that uses laser beams to measure precise distances and movement in an environment, in real time.
Machinery-of-government	The term 'machinery of government' refers to the way government functions and responsibilities are allocated and structured. A machinery-of-government change is the reorganisation of these structures.

Term	Definition
Made in Queensland (MiQ)	The MiQ is a Queensland Government initiative aimed at supporting local small to medium-sized enterprises (SMEs) in the manufacturing sector.
Manufacturing Energy Efficiency Grant (MEEG)	The MEEG program provides grants of up to \$50 000 to Queensland-based manufacturers to improve energy efficiency measures and technology, reduce energy usage, costs and emissions.
Manufacturing Hubs Grant Program (MHGP)	The MHGP is a Queensland Government initiative aimed at supporting regional manufacturers to build advanced manufacturing capabilities.
Mining Equipment Technology and Services (METS)	METS refers to an industry sector of businesses that provide specialised products, technologies and services across the mining value chain from mineral exploration, development and extraction to processing, transport and remediation.
Open Data Portal	A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities.
Queensland Resources Common User Facility (QRCUF)	The QRCUF delivers an Australian-first, government-owned, common-user critical minerals processing facility in Townsville that can be used by industry to trial their processing methods and demonstrate how their processes work. The QRCUF will have an initial focus on vanadium processing and aims to assist the development of mining projects located in the Julia Creek and Richmond regions. The facility will have capacity to expand over time to encompass processing other critical minerals.
Resources Authority Register (RAR)	A project to transform the department's digital capability, customer experience, and business efficiencies in readiness for a rapidly changing world.
Resources Centre of Excellence (RCOE)	The RCOE in Mackay is a highly successful resources training and Mining Equipment Technology and Services (METS) incubator facility that meets current and emerging resources industry needs, as well as connecting the brightest minds in resources research, technology, education, and METS to shape the resources industry of the future.
Vanadium (V)	A silvery-white, soft metal known for its strength, corrosion resistance, and significant role in steel alloys and energy storage applications.
Veg Hub	A single point of contact for community and stakeholders to discuss vegetation management regulations with departmental staff.

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ANNUAL REPORT ENQUIRIES

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FEEDBACK

Feedback on the annual report can be provided at
www.qld.gov.au/annualreportfeedback

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